



ECONOMIC DEVELOPMENT COMMITTEE

DATE: Tuesday, February 5, 2019

TIME: 5:30 PM

LOCATION: Room 209

NOTE: No public comment will be taken on non-action items.

- 1. Review and accept Minutes of previous meeting held on January 15, 2019.**
 - a. See attached draft Minutes.
- 2. Review of Proposed Amendments to Waterfront Central Zoning for EDC Information**
 - a. Verbal update from Jon Jennings provided at meeting.
- 3. Review, Discussion, and Direction on City staff recommended City Workforce Development Investment Options using Tax Increment Financing District Revenue**
 - a. See enclosed Memorandum from Greg Mitchell and Julia Trujillo.
- 4. Portland East End Presentations for EDC Information**

See enclosed memorandum from Greg Mitchell and PowerPoint Presentation for the following three items:

 - a. Private Development Update - Bill Needelman.
 - b. City Queuing Area Temporary Future Use Discussion - Jon Jennings.
 - c. Ocean Gateway to Maine State Pier Boardwalk Concept - Jon Jennings.

Next Meeting Date: February 19, 2019

Minutes
Economic Development Committee
January 15, 2019

A meeting of the Economic Development Committee (EDC) of the Portland City Council was held on Tuesday, January 15, 2019, 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 Pious Ali and Spencer Thibodeau; Committee member Councilor Nicholas Mavodones could not be present. Present from the City staff were City Manager Jon Jennings, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette.

Chair Costa welcomed everyone to the inaugural meeting of this year's EDC, noting that this was a light meeting to hear an update on the Waterfront Working Group, review this year's goals and topics of interest, followed by an executive session regarding providing staff direction for sale of a tax-acquired property on Great Diamond Island.

Item #1: Review and accept Minutes of previous meeting held on November 14, 2018.

On motion made by Councilor Thibodeau, seconded by Councilor Costa, the Committee voted 2-0-1 (Councilor Ali abstained) to accept the Minutes as presented.

Item #2: Waterfront Working Group Update – Jon Jennings

Mr. Jennings said that over the last two months he has been talking with waterfront business and pier owners, which resulted in creating the Waterfront Working Group (WWG) to discuss and take action on various issues. He noted the City Council's vote in support of a 6-month moratorium for Waterfront Central Zone (WCZ) developments, and also the application for a hotel on Fisherman's Wharf was recently withdrawn by the applicant.

Regarding the waterfront constituency's proposed referendum for the Waterfront, Mr. Jennings said that this will not be going forward, given the City's interest working with the WWG.

The first meeting of the WWG was held on January 3 and issues raised centered on parking, pier and wharf access issues, Commercial Street congestion, the WCZ Zone and eliminating contractual and conditional uses, dredging, stormwater, and space for gear for fishermen. The WWG wants this area to be well run for generations.

There was also discussion of the Waterfront Tax Increment Financing (WTIF) District Revenue, particularly with the most recent Amendment adding more properties to the District, which will result in increased TIF Revenue and could be used for the items mentioned previously, as well as Credit Enhancement Agreements for pier owners to incentivize them to invest in their piers. Mr. Mitchell will be briefing the WWG on the WTIF District in February.

Mr. Jennings said that the City will continue to meet twice a month with the WWG during the 6-month moratorium period to take action on issues raised.

Councilor Thibodeau asked about non-marine uses above the piers, and Mr. Jennings said that this remains a concern in the Non-Marine Use Overlay Zone (NMUOZ). He expects that the next WWG meeting on January 17 will talk more about this.

Councilor Thibodeau asked if the annual inventory report would come here and then to the City Council, and Mr. Jennings indicated that it would come here and then to the Council as a communication.

Chair Costa asked about the timing for the WCZ zone changes to eliminate conditional and contractual uses. Mr. Jennings said that it will be discussed at a Planning Board Workshop on

January 22, and then a Planning Board public hearing shortly thereafter for a recommendation to the City Council. All are in agreement that this needs to be resolved quickly.

Chair Costa thanked Mr. Jennings for the update.

Item #3: Discussion and EDC Direction on 2019 Committee Goals/Projects/

Programs

Mr. Mitchell reviewed his memo which categorized various items as 2018 Economic Development Goals; 2018 EDC Carry Forward items; City Property Disposition; Major Initiatives; and Routine Items (see attached). He noted that an addition to the last category would be the annual Waterfront Inventory Report.

For the Goals, particularly the Portland Transportation Center (PTC), Mr. Jennings noted that Northern New England Passenger Rail Authority (NNEPRA) is looking at a different location for its terminal to assist with not having to backup trains which they have to do now at the PTC. Rep. Brennan was previously going to sponsor a bond for PTC's expansion but will hold off until NNEPRA makes a decision on whether to stay or relocate.

Councilor Thibodeau suggested that this be a topic for the Council's Transportation Committee.

Mr. Mitchell then noted a carry-forward item being outside dining seating, where it is expected to have a pilot program for the 2019 season. Mr. Jennings added that the Planning Department is working through the regulations which will be under the City Manager's administrative authority to approve, noting that this would be publicized as a pilot program; the same process is underway for a bikeshare program.

Mr. Mitchell noted under "City Property Disposition", for the 7-acre site on Riverside Street property, that this is being marketed to area-wide brokers, notices were sent to abutters

and property owners within a 500-foot radius, and on-site signage with a “Call For Offers” deadline of 2/8/2019. He expects to have an executive session with the Committee at its 2/19/2019 meeting to review offers received.

In addition, Mr. Mitchell noted that there is one remaining Bayside property to be sold, that is 181 Forest Avenue. It is a .20 acre site and the goal is to do a land exchange with the adjacent property owner to assist with the Kennebec Street realignment to Forest Avenue.

Mr. Jennings noted that there are other things happening, conceptual at this time, in the City which, when ready, will be brought here.

Chair Costa noted that there are many moving pieces along the waterfront from the Amethyst Lot/Portland Landing to the Maine State Pier, and with no Ferry service needing queuing lanes, sequencing of proposed uses for all these areas for the future will be important. This could be a topic at the upcoming City Council goal setting session, and another topic could be finding partners to conduct a convention center feasibility study.

Councilor Thibodeau asked about allocation of sales proceeds from the City sale of property for the WEX headquarters, and Mr. Jennings noted that it sold for \$3.2 Million, with \$1 Million for the Allen Avenue Fire Station; \$1 Million to the Housing Trust Fund; and \$1 Million remains to be allocated for, perhaps, Portland Landing, of which Phase I would be Moon Tide Park and its serious erosion issues.

Councilor Thibodeau noted past high numbers to move forward with Portland Landing, and Mr. Jennings agreed, adding that the City would need to engage with other partners in raising money, and scaling back from the original \$16 Million proposal.

Chair Costa noted that Portland Landing was also discussed at the Finance Committee, and that the first phase was to be for environmental issues; there are no further commitments at this time.

Councilor Thibodeau indicated that the first proposal had all the elements - access to water, boardwalk, among others – and looked forward to moving it forward at a scaled back version.

Other items raised for inclusion at upcoming meetings was a monthly 5 to 10 minute high level update on various projects and developments; update on the Permitting office based on the reorganization; cannabis regulations for adult use being drafted; and perhaps creating a historic district on Munjoy Hill – with the latter most likely for Housing Committee review.

Chair Costa thanked everyone for their input.

Item #4: Executive session: Pursuant to 1 M.R.S.A. 405(6)(C), the Committee will go into executive session to provide guidance to staff related to the Fort McKinley Hospital sale opportunity (a tax-acquired property).

A motion was made by Councilor Thibodeau to go into executive session pursuant to 1 M.R.S.A. 405(6)(C) to provide guidance to staff related to the Fort McKinley Hospital sale opportunity; Councilor Ali seconded the motion.

Chair Costa asked if there was any public comment on the executive session item.

George Rheault of Bayside opposed going into executive session as he sees no evidence of tax delinquency. The public needs to understand what can be done with this.

Seeing no further public comment, Chair Costa closed the public comment session.

Mr. Mitchell said that his Department manages the foreclosed tax-acquired properties, and this has appeared on the annual public listing. It foreclosed in FY03 and every year since.

This property, and the former Fort McKinley Barracks, also tax-acquired, were placed under Purchase and Sale Agreement in 2007 with the Inn At Diamond Cove, LLC. The purchaser closed on the Barracks and developed it into the Inn. However, it did not choose to pursue this property and the PSA expired this past September. He is now seeking direction for property disposition from the Committee.

Chair Costa, before taking a vote on the motion, noted that this is the last item on the Agenda and the Committee would be adjourning at the end of the executive session.

A vote was then taken on the motion and it passed unanimously at approximately 6:20 p.m. At 6:40 p.m., the Committee came out of executive session and the meeting adjourned.

Respectfully, Lori Paulette



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Greg Mitchell

DATE: January 8, 2019

SUBJECT: EDC 2019 Goals/Projects/Programs

This memo is intended to serve as the framework for EDC discussion and direction to establish 2019 Committee goals, projects and programs.

2018 Economic Development Committee Goals include:

- ***Improved Broadband Access.*** The EDC was updated on this topic at their November 14, 2018 meeting. Future updates will be provided for direction as needed.
- ***Amethyst Lot/Portland Landing.*** The EDC was updated on this topic at their November 14, 2018 meeting. The EDC recommended that the costs for this project be presented to the City Council as part of next year's Capital Improvement Plan (CIP) and FY2020 operation budget.
- ***Portland Transportation Center (PTC) Expansion.*** Various options are being explored to expand the PTC. The EDC will provided updates when there is clear direction along with any requested city assistance.

2018 EDC Carry Forward items include:

- ***City of Portland Payment in Lieu of Taxes (PILOT)/Services in Lieu of Taxes (SILOT) Policy.*** Proposed policy has been presented to the EDC on 6/19/2018 and 10/2/2018 with public input. Next steps include presenting revised City policy to the EDC for a public hearing and action in the form of a recommendation to the City Council.
- ***Outside Dining Seating.*** Policy changes to City regulations which can be adopted and administered by the City Manager were discussed at the July 17, 2018 and November 14, 2018 EDC meetings. Next steps are to finalize and publicize the new regulations for the 2019 summer season.

City Property Disposition include:

- ***Riverside Street industrial property*** with seven acres. Under the direction of the EDC, City staff is marketing this property to area-wide brokers, notice to abutters and on-site signage. Deadline of “Call for Offers” is February 8, 2019. The EDC will present all offers, in executive session, for review and direction to staff.
- ***Fort McKinley Hospital Property.*** This property will be discussed at the January 15th EDC meeting executive session for direction.
- ***181 Forest Avenue.*** Last former Public Works Bayside property to be sold. This .20 acre former rail corridor is proposed to be sold to the adjacent property owner because it is not a legal conforming lot. The goal is to sell and/or land exchange this property with the adjacent property owner to support realignment of Kennebec Street and support increased private sector investment. The EDC will be updated for direction, in executive session, at a future meeting.
- ***Portland Technology Park Lots 2 & 3.*** Boulos is under contract with the City to market these properties. When offers are presented, the EDC will be updated, in executive session, for review and direction.

Major Initiatives include:

- ***Waterfront Working Group.*** First Group meeting was held on January 3, 2019. The City Manager will provide an update at the January 15th EDC meeting.
- ***Maine State Pier/Portland Ocean Terminal Redevelopment.*** The lease with Bay Ferries to support Nova Scotia ferry service has expired. This creates options to consider use of the “queuing” area between to Maine State Pier and Ocean Gateway to support Maine State Pier redevelopment. However, due to City staff’s work load, it is recommended that the City not advance discussion about Maine State Pier redevelopment until there is a clearer direction on outcomes associated with the Waterfront Working Group.
- ***Convention Center.*** The topic was discussed at the October 16, 2018 EDC meeting. Advancement of this project is contingent upon State of Maine legislative and resident support to establish a State funding source (like a local option sales tax) to support construction of a convention center.
- ***City Workforce Development Program Design and Funds*** through use of tax increment financing revenue. Based upon EDC direction received at the November 14, 2018 meeting, City staff is preparing a presentation for review and direction at a February EDC meeting.

Routine Items include:

- ***Annual Tax Increment Financing (TIF) District Activity Report.*** This annual report is prepared by staff in the Fall of each year to publicly present annual historic TIF District activity. The FY2019 Report will be the seventh consecutive year report.

- ***EDC Annual Accomplishments memo.*** This memo is prepared annually, at the last Committee meeting of the calendar year, to document EDC accomplishments and forward to the City Council as a communication.

EDC Additional Proposed Initiatives for 2019 include:

- To be discussed at the January 15, 2019 EDC meeting.

In closing, it is acknowledged that other items not listed above will arise which require EDC attention during 2019.



Gregory A. Mitchell
Director, Economic Development Department

Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

**FROM: Greg Mitchell, Economic Development Director
Julia Trujillo, OEO Director**

DATE: January 31, 2019

**SUBJECT: City Staff Recommendations to Invest Tax Increment Financing Revenue
in City Workforce Training Programs**

As you know, the EDC and City Council last Fall approved amendments to three Portland area-wide Tax Increment Financing (TIF) District Programs (Bayside, Downtown/Transit, and Waterfront) to allow the City to invest in workforce training programs. The allowable use of TIF District property tax revenue 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.

Following a presentation and direction on workforce training initiatives at the November 14, 2018 EDC meeting, City staff is presenting the following recommendations for EDC consideration:

Office of Economic Opportunity (OEO) Staff Expansion. The addition of one full-time City staff position in the OEO Office located within the Economic Development Department. This position would provide operational support to OEO Director Julia Trujillo. OEO released the City of Portland Strategic Plan for Inclusion in December 2018. The new position will be instrumental to execute and coordinate the actions in this Plan. See attached memo, with supporting materials, to the City Manager and Human Resource Director outlining the request for this new staff position.

Funds Requested. The total amount requested is \$87,500 which includes the position direct and indirect costs (\$80,000) plus a budget of \$7,500 in additional funds to support marketing, community engagement, business industry job research and immigrant entrepreneurship activities.

City Administration of a Workforce Training Fund. City staff is recommending the EDC and City Council approve an annual financial allocation of TIF property tax revenue to capitalize a City Workforce Training Program which would be available, on a competitive basis, to all workforce training service providers including Portland Adult Education, to support Portland based industry training needs, including apprenticeship programs. The new City Program could operate similarly to the City's CDBG Program where an Allocation Committee annually reviews and scores various requests for funding. The Allocation Committee recommendations are presented to the City Manager for his approval followed by a review by the Economic Development Committee and City Council final approval through the budget process.

Funds Requested. The amount of funding for this new program will be determined through the annual City budget process based upon the amount of TIF funds available and City wide investment priorities.

If you agree on the above funding approach, City staff will incorporate the new OEO position in the Fiscal Year 2020 Budget, along with a financial appropriation request to capitalize the new City Workforce Training Fund. During the Fiscal Year 2020 City budget process, City staff will meet with all workforce training providers to obtain input to design and establish the new City Workforce Training Fund.



Gregory A. Mitchell
Director, Economic Development Department

MEMORANDUM

TO: Jon P. Jennings, City Manager
Gina Tapp, Human Resources Manager

FROM: Greg Mitchell, Economic Development Director

DATE: January 15, 2019

SUBJECT: Request for New Employee Position/Classification for the Office of Economic Opportunity Beginning with the FY2020 Budget

Position Job Title: Outreach and Initiatives' Coordinator

Supervisor: Julia Trujillo Luengo, Director of Office of Economic Opportunity

The position would provide operational support to the Office of Economic Opportunity (OEO), within the Department of Economic Development. OEO released a City of Portland Strategic Action Plan for Inclusion in December 2018. The new position would be instrumental to support OEO's Director to execute and coordinate the actions that are included in this Plan.

This position would work with the Director of OEO on a daily basis; with the Economic Development Director and Business Programs Manager on a weekly basis to coordinate overarching priorities with individual plans, as well as coordinate business outreach with workforce development and training efforts led by OEO.

The position would also work with the Director of Communications to coordinate OEO's communication and social media inputs and outputs, as well with work with HIRE staff to coordinate workforce development and business outreach efforts.

Outside of the City, this position would work with various organizations including:

- Catholic Charities Office of Maine Refugee Services to coordinate refugee resettlement with OEO's and City of Portland's efforts in immigrant integration and racial equity;
- Portland Chamber of Commerce to coordinate actions delineated in OEO's and Chambers' Strategic Action Plan for Inclusion;
- United Way of Greater Portland (UWGP) to coordinate UWGP's Thrive 2027 with OEO's actions and expected results;

- New Mainers' Resource Center (Portland Adult Education) to support coordination, reciprocity and NMRC's and OEO's unique initiatives;
- Greater Portland Workforce Initiative to leverage existing partner resources to attain common goals; and
- ESOL Collaborative to coordinate efforts outlined by the ESOL Collaborative (Portland Adult Education, Hope Acts ESL Program, Learning Works, Salvation Army and YMCA).

Position proposed with DBM Non-Union pay classification structure at the C41, Exempt pay level at Step 1, currently \$58,363.50 annually (\$29.93/hr).

A draft job description is attached.

Julia and I look forward to discussing this with you and answering any questions you may have.

Attachments:

- Draft Job Description
- Draft OEO Strategic Plan of 12/19/2018

Draft Job Description

Office of Economic Opportunity/Outreach and Initiatives' Coordinator

Essential Duties

Prepares monthly newsletters by gathering information, writing copy, editing, and preparing for publication.

Performs inventory spot checks and monthly counts of supplies in warehouse.

Manages the newly established initiative Portland Professional Connections

Maintains and populates relevant information in portlandofportunity web portal

Supports OEO's Director to build, enhance and maintain workforce development online web interface, including helping to set meetings; meeting agendas between workforce development direct staff; and supports OEO Director to reflect these solutions on the online interface.

Maintains all of OEO's social media accounts.

Coordinates U.S. Cultural Orientation for Newcomers in conjunction with the Social Services Division (Health and Human Services Department), including updating agenda when needed; notifies presenters of upcoming orientations; administers pre and post evaluations and shares results with OEO's Director for further analysis.

Coordinates Natural Helpers' Program with OEO's Director, including recruiting participants; ensures training materials are put in place; notifies presenters of upcoming training sessions; administers pre and post evaluations and shares results with OEO's Director for further analysis.

In conjunction with other partners, coordinates *Welcoming Week* events supported by OEO, including securing organizations who may want to participate; help design up to three events during the week that fall within the role and plan of OEO; and identify resources needed and how to secure them.

Helps coordinate the ESOL Collaborative, including taking notes during meetings; assumes tasks as assigned/are developed.

Helps to coordinate the Employer Advisory Group, including developing agendas, taking minutes, tracks deliverables as identified by the Group, including help OEO Director build an accountability system to track results within the Strategic Action Plan for Inclusion, including design protocols, processes or procedures to optimize OEO's data collection capacity; design tools, such as forms or spreadsheets or report templates to facilitate data collection and analysis; train grantees or other data output partners in OEO's expectations and tools; collect reports if rendered.

Required Knowledge and Skills

Deep/extensive knowledge of the unique challenges and opportunities to OEO's unique population.

Demonstrated experience advancing the socio-economic integration of underserved populations.

Prior experience in the fields of workforce or economic development.

Familiarity with performance based accountability and continuous quality improvement applications.

Prior experience in data collection and analysis,

Demonstrated effectiveness in programmatic innovative and results oriented design, implementation and evaluation.

History in web and social media management.

Proficiency in Microsoft Office and Google Drive.

Prior experience with racially, ethnically and/or linguistically diverse populations.

Proficiency in French or Arabic is desirable.

Education Required

Bachelor's degree in International Studies, Economics, Law or other related field.

Master's degree in Economic Development, Public Policy or other related field.

Minimum Experience Required

Minimum 3 years experience in program implementation and evaluation; one year experience in community outreach and social medial management.

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LETTER/INTRO

Dear Portlanders,

Home is a place that we should all feel safe and secure. Portland is our home. Whether we are from a neighboring state or a community halfway around the world – whether we came here for work or were born here of generations and ancestors from long ago. Portland is our home.

Diversity drives prosperity and Portland's economic growth and well-being depend upon it. Today, more than ever, our imperative, our common sense of purpose must align: to put our best collective effort forward as a community to showcase that we are a strong, culturally, ethnically and racially vibrant city.

We know that being “welcoming” is a character and value that defines our city and all who call Portland home. However, we know that in order to become a truly meaningful inclusive City, we need to do much more. Fostering a strong sense of belonging in all aspects of a City life begins with a solid foundation; a strong partnership between the public, private, non-profit and philanthropic sectors. We understand that perhaps today, more than ever, we need need each other. Maximizing all of our local human potential is paramount for the future of our city, region and entire state. The success of our racial and linguistic minorities is a key factor not only to continue the economic growth momentum but to attract many more as our neighbors.

We strive to instill a common sense of purpose so that every Portlander, including any racial, linguistic or ethnically diverse individual, feels a strong sense of belonging to the socio-economic fabric of our city. We commit to put our collective resources to reach the expected outcomes of this plan. We are grateful by those who came before us, and we are eager to welcome all who are committed to ensuring a safe and happy home for generations to come.

This is our City-wide blueprint to help us get there. Are you in?

Mayor Ethan Strimling
Mayor
City of Portland

Quincy Hentzel
CEO
Portland Regional Chamber

P R O C L A M A T I O N
RECOGNIZING
PORTLAND, MAINE AS A WELCOME CITY

WHEREAS: Fostering a welcoming environment for all individuals, regardless of race, ethnicity or place of origin, enhances Portland's socio economic fabric, economic growth, global competitiveness and overall prosperity for current and future generations; and

WHEREAS: Portland is a hospitable and welcoming place where people, families and institutions thrive, and the contributions of all are celebrated and valued; and

WHEREAS: Portland is committed to continue building a welcoming and neighborly atmosphere in our community, where all are welcome, accepted and integrated; and

WHEREAS: Community efforts that promote understanding and collaboration between our receiving communities/native-born and our most recent arrivals/foreign-born community members are crucial in encouraging and preserving Portland's welcoming environment; and

WHEREAS: Portland encourages the business leaderships, civic groups, other government agencies and community institutions to undertake their own initiatives, beyond this Resolution, to make Portland a vibrant global city.

NOW, THEREFORE, BE IT RESOLVED, THAT I Ethan K. Strimling, Mayor of the City of Portland and members of the City Council recognize Portland, Maine as a Welcome City.

Signed and sealed this 15th day of September, 2017

Ethan K. Strimling, Mayor
City of Portland, Maine

Drivers of the Work

OFFICE OF ECONOMIC OPPORTUNITY

The City of Portland's Office of Economic Opportunity (OEO) will be the main driver to achieve the expected results found in this plan.

In 2016, over the course of eight months, the Economic Development Committee (EDC) sought to determine whether the City should establish an office focused on integrating immigrants into our local economy. The City Manager's Office had been considering such an office since September, 2015, and subsequently identified by the City Council and Mayor Strimling as one of the priority goals for 2016 (Appendix A)

Overall, the EDC held six public hearings, heard from service providers, community groups and individuals, looked at comparable northeastern cities, researched best practices from around the country, and held a public conference on the topic.

As a result of public input, organizational presentations, national best practice research and over 25 meetings with organizations and community members, several key points of consensus emerged:

- Immigration is an important part of this city's economic growth strategy and improving immigrant integration is critical to ensuring Portland's workforce and vitality.
- Designating an office specifically for New Mainers is largely viewed as exclusive, given the need to also improve economic opportunity for youth, people of color, and other disadvantaged populations.
- Many needed services are being provided, though there are still concrete gaps to fill.
- Transportation and child care for English classes and other job training support are needed.
- There is also a need to be proactive, consistent and systematic outreach to employers to identify jobs that are difficult to fill and subsequent partnering with Portland Adult Education, Southern Maine Community College, and the University of Southern Maine to provide those skills; and link job seekers with employers.
- It is necessary to provide mentoring and intern/apprentice opportunities on a broad scale
- It is necessary to convene service providers to strengthen communication and collaboration and to ensure capacity across the system by collecting and sharing impact data, and better identifying gaps on an ongoing basis.

- Further clarity on where to go for what services is needed.

The role of OEO within the City of Portland

There has been consistent consensus reached among those involved in the public hearings and subsequent implementation of OEO to delineate the proper role of OEO within the City at large:

- Convening community resources to improve coordination, communication, and collaboration and avoid or decrease duplication of services
- Creating a common data collection tool, perhaps based on what Louisville has done, to better track outcomes across organizations and perhaps individual job seekers, as well as evaluating the work of the new office
- Linking employers more systematically with job seekers, and job seekers with necessary training (building upon the successes and partnerships in the HIRE program, for example)
- Collaborating with partners to provide ongoing intern/apprentice opportunities
- Focusing on the unique needs of immigrants by ensuring availability and accessibility of a wide range of English language classes
- Targeting the needs of youth and people of color

The resolution from Portland's City Council endorsing the mission and goals of the Office of Economic Opportunity is included as an attachment at the end of this report (Appendix A)

PORTLAND REGIONAL CHAMBER

The Office of Economic Opportunity and the Portland Regional Chamber were selected by [Partnership for a New American Economy](#) and [Welcoming America](#) as one of the 2017 -2018 Gateways for Growth communities.

The [Gateways for Growth Challenge](#) (G4G) is a competitive opportunity for local communities to receive support from New American Economy (NAE) and Welcoming America to develop multi-sector plans for welcoming and integrating immigrants into their region. In September 2017, the Portland region, under City of Portland's Office of Economic Opportunity and Portland Regional Chamber's leadership, was selected as one of eight communities to receive all three tiers of support. The G4G resources include: customized quantitative research reports from NAE on the demographic and economic contributions immigrants their communities; on-the-ground technical assistance from NAE and Welcoming America to help draft, execute, and communicate a multi-sector immigrant integration strategy and a planning grant from NAE with a local match.

As a result of this important recognition, OEO and the Chamber received technical assistance from NAE and Welcoming America for an entire year; a report on the [Economic Contributions of Immigrants in the region](#), Portland and its surrounding cities, was published in September, 2017. But most importantly, the opportunity laid out a year-long effort to publish a Plan for Inclusion for the city at large.

The Chamber has been instrumental by providing a conduit for New Mainers to integrate into the business community and find meaningful employment opportunities that meet their skill sets. In partnership with the Chamber, we plan to launch a program to help New Mainers build their social networks through the Portland Professional Connections program, which introduce skilled immigrants and newcomers to the Portland area to well-known “connectors” for a cup of coffee and career networking referrals.

THE PROCESS

Initial Phase

A crucial first step in this new project leading OEO was to “scan the landscape”. This meant looking at the service and resource field as a whole to see where the opportunities, needs, and gaps were and most importantly, where OEO was best positioned to strengthen the system at large. Understanding this context was critical, which entailed OEO asking important questions such as:

- What are known best practices?
- What are similar cities doing, or what have they tried?
- Which organizations are pushing the edge?
- What’s failed in the past, and why?
- What are general opportunities in the field moving forward?
- Is anyone working in these spaces to achieve similar goals to OEO?

OEO’s Director spent the first two months in office to undergo this very important step that resulted in a greater understanding of the region’s landscape in four large sectors: workforce development, business creation/entrepreneurship, civic engagement and English acquisition for adults.

In December 2017, OEO issued a formal invitation and application to form an Advisory Team, that would support OEO and the Chamber in the creation of this Plan.

Formation of OEO Advisory Team

Purpose

To provide recommendations in order to help guide the direction and priorities of the Office of Economic Opportunity.

The mission of the Office of Economic Opportunity is to convene and leverage public and private partners to assure optimal communication and collaboration so that immigrants, people of color and other underserved populations have access to jobs and related support services as well as economic opportunities.

Scope

The scope of OEO’s Advisory Team includes but is not limited to:

- Issue recommendations that would inform OEO's strategic priorities by September 2018.
- Provide support to the community outreach process.
- Assist with the design and implementation of a public engagement process.
- Assist with the development and distribution of project communications to reach multiple audiences.
- Support OEO in its mission to coordinate and leverage services that aim to achieve overarching goals.
- Review quantitative and qualitative data in order to make informed recommendations affecting OEO and its focus population (immigrants and refugees, people of color and other underserved populations)
- Provide multiple pathways for the broader general public to provide feedback.
- Review and make recommendations about policies, procedures, services and activities of Departments and agencies of the City of Portland which impact OEO's focus population.
- Stay informed and up-to-date of local and regional efforts which impact OEO's focus population.
- Improve visibility of citywide programs and initiatives focused on achieving outcomes related to OEO's mission.
- Assist with carrying out project activities unique to OEO.
- Foster a collaborative/ripple-effect community impact process.

The Advisory Team selected committed to:

- Establish measurable outcomes to assess progress and achieve results.
- Adopt a supplement vs. supplant culture to maximize collective resources and results
- Leverage existing assets available in the city to achieve citywide results.
- Align, coordinate and track efforts to achieve citywide results.
- Apply informed decision-making to every strategic decision.
- Embrace a continuous quality improvement culture by tracking progress and proposing corresponding strategies.

In January, 2018 the team was formed. The group of 11 individuals was very diverse, which included key cross-sector, cross-racial, cross-generational, cross-cultural, cross-linguistic representatives. Its initial members were:

- Mufalo Chitam, Executive Director of Maine Immigrant Rights Coalition
- Julia Brown, Esq., Advocacy & Outreach Attorney
- Julie Chase, SMCC, Interim Dean, Bus & Comm Partner
- Sally Sutton, New Mainers Resource Center, Program Coordinator
- Mohamed M. Abdirahman
- Donna Gaspar- Jarvis, Career Services, University of New England
- Chanel Lewis, Employer Relationship Manager, University of Southern Maine

- Ahmed Al Manshidawi, RCA/RMA Eligibility Specialist, Refugee and Immigration Services, Catholic Charities of Maine
- Georges Budaku, Avesta Housing, Ladder to the Moon Network
- Guilherme Bila, Angolan native
- Victoria Rodriguez, Maine Equal Justice Partners
- Ophelia Hu Kinney, President, Chinese American Friends Association of Maine.

In late 2018, two members withdrew their membership and two new members joined:

- Beth Stickney, Maine Business Immigration Coalition
- Nelida Berke, Director, Office of Minority Health Program, City of Portland

The group began meeting in February, 2017. Its work was divided in three distinct phases:

Phase I

A. Drawing conclusions from prior work including but not limited to:

Coastal Enterprises Inc: [Building Maine's Economy. How Maine Can Embrace Immigrants and Strengthen the Workforce](#)

Maine Development Foundation: [Maine's Labor Shortage. New Mainers and Diversity](#)

World Affairs Council:

Upward Mobility

Economic Contributions of Immigrants in Portland's Metro Area and Surrounding Cities

B. Understanding the local Landscape -

Participatory Feedback Process utilizing [My Cities of Migration Diagnostic Tool](#) and [Portland of Opportunity Videogame/Digital Environment](#).

C. Learning from Best National Practices - The team identified a wide of similar plans to decide upon Portland's format, feel, components, key content, among other aspects.

The team reviewed the plans from Anchorage, AK, Aurora, CO, Dayton, OH; Louisville, KY, NY, NY, Chicago, IL; San Jose, CA.

The great work undertaken by these trail blazers greatly helped us to optimize the format and content of our plan.

Phase 2

Application of learning onto a workable framework for Portland.

Phase 3

The team met from June until December to prioritize and finalize the Plan.

We reached out to the public at large and immigrant stakeholders by incorporating an outreach opportunity onto the Maine Immigrant Rights Coalition November meeting. We also presented at the quarterly Refugee Advisory Council Meeting. Lastly, OEO created an online survey that was widely distributed on social media and other means to solicit feedback on the plan and its priorities.

ABOUT THE PLAN

We acknowledge...

Prior Work

We have been deeply mindful of the important work that was produced before us. It has served as our foundation to build upon. In fact, it has served us greatly to improve our understanding and offer strategies that directly address the most persistent challenges facing Portland's racially diverse and immigrant populations found across these reports and studies.

The reports listed below were particularly instrumental to inform our plan forward; to achieve our collective sense of purpose:

- Coastal Enterprises Inc: [Building Maine's Economy. How Maine Can Embrace Immigrants and Strengthen the Workforce](#)
- Maine Development Foundation: [Maine's Labor Shortage. New Mainers and Diversity](#)
- World Affairs Council: [Celebrating Immigration. A Community Dialogue on Economic Opportunity and Integration.](#)

- [Moving into the Fastlane: Understanding Upward Mobility in the Context of Resettlement](#)
- [Economic Contributions of Immigrants in Portland's Metro Area and Surrounding Cities](#)

Existing Collective Work/Partners in Achieving a Collective Sense of Purpose

In addition, we recognize that in order to create a true meaningful inclusive community, we must ensure we are working intentionally and symbiotically with all community partners and collaboratives because we must recognize that many of the barriers recent immigrants face have been faced by others who came before them. Because while the influx of immigrant talent has brought great opportunities for the region, significant amounts of work remains to be accomplished. Many of these disparities are not new. Racial minorities have been diligently striving to achieve meaningful inclusive communities for centuries. We must come together in those areas of common ground to move the needle in our communities of color.

The unemployment rate of the foreign born population in the Portland/South Portland metro was at 7.3% while the unemployment rate for all populations in the same region remained at the lower 6.7% (Appendix 8). Despite an overall growth of the foreign born population, this trend continues. In fact, consistently, year after year, they are twice as likely not to be working. While Portland's unemployment rate of 3.6% is lower than the national average of 5.4%, its foreign born are nearly 2x as likely to be unemployed, and 3x as likely to be living in poverty (Appendix 8). This high unemployment rate is incongruous with the relatively high education levels of the region's foreign born. Furthermore, the disconnect between foreign trained professionals and meaningful job opportunities is equally pervasive. Educational levels among 2016 NMRC participants showed that as high as 158 participants had a bachelor's degree and 51 a graduate degree or above in comparison to 30 with a high school diploma (Appendix 6). Therefore, a sound workforce development strategy should not only focus on the unemployed but also the underemployed. Mitigating "brain waste" is key in order to create broad based prosperity and sustained growth for the region.

The poverty rates by Race and Ethnicity suggest a similar trend. As we created this plan, it was clear racial disparity was at the forefront of our most persistent upward economic mobility barriers. Consistently, year after year, racial minorities are more likely to be in 125 - 200% of the poverty levels than their white counterparts. In a 2014 snapshot, 53.1 percent of the Black/African American community was at less than 125% of the poverty level.

This suggests that not only we have to improve our collective approaches and expected results but we also need to expand our cross-sector partnerships. We are intentionally including their language, objectives, results and indicators to ensure we are rowing together to achieve

important overarching goals such as financial stability for all community members, which includes, in great numbers, immigrants and refugees and people of color.

The Office of Economic Opportunity is part of several key collaboratives around the state. We have intentionally cross pollinated language to ensure proper coordination among multiple overarching initiatives. As of December 2018, OEO was part of many collective approaches to our common work, including but not limited to:

Name of Initiative, Coalition or Collaborative	Role
MaineSpark	Executive Team and New Opportunities Track Coalition Member
Greater Portland Workforce Initiative	General Member and Lead of Connect Group
Thrive 2027	Goal 2 Member
State Refugee Advisory Council	Member and former lead
Diversity Hiring Coalition	Member since 2012
New Mainers' Resource Center Advisory Board	Member since 2013
Inclusive Transportation Planning	Steering Committee Member
Gateway to Opportunity Implementation Team	Member since May 2017

Our Plan within Portland's Comprehensive Vision 2030

The City of Portland's Department of Planning and Urban Development released the City of Portland's Comprehensive Plan in Spring 2017. This new plan distills the many voices that participate into concise and comprehensive visions for the future of the City we love. As a comprehensive plan, it serves as a policy vision for the entire city, including our city-wide efforts in racial equity and inclusion. Therefore, with this Strategic Action Plan, we reiterate and uphold the values of the Comprehensive Plan 2030, particularly, the ones found below:

EQUITABLE

We remain an open and inclusive city, celebrating diversity and providing a welcoming and safe place for residents and visitors alike.

We will be a state and national leader in achieving a more equitable city.

We will incorporate the needs of all of our residents in planning for our future.

DYNAMIC

We will welcome new residents into our community because they enrich and sustain our city.

We will encourage an active and informed citizenry and facilitate civil discourse or Portland will plan for a built environment that encourages an active citizenry.

In our process, we also identified important elements to be found in this plan:

- Starts with a clear set of values that span all aspects of community
- Uses accessible language throughout the plan
- Clear, concise goals
- Factors in attracting new people to the community
- Begins with measurable outcomes wherever possible and aligns goals to achieve impact
- Includes a timeline for key action steps, along with names and roles of responsible parties and short- and long-term goals
- Acknowledges plan creators and the process used to create the plan
- Factors in economic development while also recognizing other key components in a thriving community
- Has a summary table outlining key components
- Includes useful data about community

Our Vision

Is that Portland is the *most inclusive City in New England by fostering a strong sense of belonging in all aspects of city life.

We believe that fostering a strong sense of belonging is the most meaningful vehicle to achieve equity at the local level. A place where we do not only speak of tolerance or even inclusion and where meaningful inclusion does not mean to fit in; on the contrary, it is the greatest barrier to a strong sense of belonging.

A strong sense of belonging upholds important values to our community:

1. It acknowledges the role we all play in making our community at large truly inclusive. It is not about some integrating into a wider pool but the way we come together to create our whole community.

2. While diversity and inclusion efforts are important, a strong sense of belonging is consistently what diverse members of our community have pointed out to making a difference in their inclusion because: it encourages the right ration between addressing the unique needs of racial minorities, including immigrants and refugees and model/spark initiatives that include them with the wider community.

Like the rest of Maine, Portland faces a demographic urgency: lack of population growth, an aging workforce and a tight labor market with skilled labor shortages. We face a socio-economic imperative: to attract and retain even more talent to Portland. Therefore, it becomes paramount to create an intentional racially, ethnically and culturally diverse city.

We are a city where more than sixty languages are spoken in our schools; a major resettlement site where 75% of the total population growth from 2011-2016 can be attributed to the immigrant population. According to multiple local reports and studies, net migration is the most tangible solution to Maine's urgent workforce challenge.

It is a top priority for the City of Portland to ensure that every Portlander thrives and we lead and live in a City that reflects that.

The urgent reasons delineated above urged an action driven agenda with specific tangible language, clear measures of success, accountable parties, expected results, and concrete timelines.

The plan covers a three year spectrum. It identifies checkpoints throughout the course of the three years to assess progress. It recognizes, furthermore, it encourages the City of Portland's Office of Economic Opportunity to instill a continuous quality improvement approach to the full realization of the plan. If expected results are not met, OEO is encouraged to adapt and shift directions when/if necessary. It is a living plan that will shift as necessary.

Above all, the plan aims to achieve a high level of impact. That is why we have focused our work for the next three years in those areas that meet two criteria: highest need and unique to Portland's racially diverse and/or ethnically diverse communities.

There are many other barriers to economic mobility that affect many of Portland's most vulnerable populations. These overarching barriers, such as transportation or housing needs, are being by addressed by the Office of Economic Opportunity in concert with many different partners across our city and region such as [Thrive 2027](#) or at [Portland Area Comprehensive Transportation System \(PACTS\)](#)'s Transportation and Community Well-Being Network and Inclusive Transportation Planning Steering Committee.

Plan's Structure

In order to assess impact and track progress, we have divided the work into four main Outcome area, which stem from the results found in the [My City of Migration Diagnostic Tool](#). MyCOM is a modular tool designed to help you assess the quality of inclusion in your city: at work, at school, on election day, in health and as a new arrival.

In order to take into account many of the elements stated above, such as: scope, potential for impact, proper role of OEO, the Advisory Team and OEO decided to focus its efforts in four main dimensions identified as Outcome Areas in this plan.

Each outcome area contains a definition, a series of diverse indicators to help us understand the overall challenges and opportunities and a set of strategies and correspondent activities to overcome the challenges.

The format of all Outcome Areas is as follows:

- A. **Outcome Area:** Main pillar with a detailed definition.
 - a. **Strategies:** Overarching goals under each outcome area that are to remain intact over time (the what).
 - i. *Long term expected outcome:* What is the expected outcome in 3 years.
 - ii. *Short term expected outcome:* What is the expected outcome in 1-2 years.
 - 1. **Actions:** Concrete steps to achieve the strategies above (the how).
 - a. *Indicators of Success:* Performance metrics for OEO and other leads to track progress of each action. OEO advocates that these indicators of success remain internal to City of Portland as they are programmatic measures.
 - b. *Lead:* Institution responsible for tracking progress of that specific action over time.

Outcome Areas

Economic Development and Inclusion

Civic Inclusion

Social Inclusion & Cultural Inclusion

Welcome-ability

ECONOMIC DEVELOPMENT AND INCLUSION

Economic inclusion involves equitable opportunity for activities such as employment, entrepreneurship, and consumerism. Economic development is reliant on harnessing the full potential of all residents and creating an inclusive economy. Immigrants and other underrepresented communities have the skills and assets to thrive, and economic development systems are prepared to leverage new and existing talent. In order to cultivate this talent further, lifelong learning opportunities, language, and other related barriers are addressed to help these communities reach financial stability.

Economic Inclusion - Strategy I: Enhance access to career pathways and successful professional outcomes so that all Portlanders, particularly people of color, including immigrants and refugees, have greater opportunities for upward economic mobility.

- **Short term expected result:** *By February 2020, 50% or more of surveyed participants from referral agencies express improvement in accessing meaningful career opportunities, and My Cities of Migration (My COM) expects Portland's Economic Inclusion Median results improve by 5%.*
- **Long-term expected result:** *By February 2022, the average of all race minority categories, liquid Assets Poverty Rate in Cumberland County is below 59 %*

Action(S)	IndicatorS of Success	Lead(s)
Develop professional to professional initiatives, such as a Professional Connector Program, to support the career advancement of foreign trained individuals.	By June 2019, implement a Professional Connector Program in Portland and quantify its progress: • 25% or more of the connectees report enrolling in the program has advanced their local career opportunities. • 25% or more connectees report a stronger sense of belonging after enrolling in the program. • After year 2 of implementation, up to 20% of connectees secure a job in their field as a result of their enrollment in the program.	Office of Economic Opportunity and Portland Regional Chamber.

	80% or more connectees report, as a result of their participation in the program, a stronger sense of belonging to the community at large. 80% or more connectors report they have contributed to the increase of career advancement of qualified racially diverse individuals and/or immigrants in their workplaces.	
Support the evaluation of foreign credentials and associated costs related to licensing and certification of foreign-trained individuals for those ineligible for existing supports in this area.	By December 2019, infrastructure with sustainable funding exists in order to support the evaluation of foreign credentials and associated professional experience abroad.	Office of Economic Opportunity and New Mainers' Resource Center.
Advocate with the Office of Professional and Occupational Regulation and the individual State boards of professional licensing, among others, to mitigate the challenges to licensing for those with foreign credentials and work experience outside of the United States.	By June 2020, two or more boards (or similar institutions) have reviewed the licensing process as it pertains to foreign trained professionals; have addressed at least one documented barrier for foreign trained individuals; and, have followed with at least one more recommendation found in the November, 2018 New Mainers' Resource Center Report.	Office of Economic Opportunity and New Mainers' Resource Center
Establish an Employer Advisory Group, with cross-sector representation, to assess collective needs and efforts in order to increase the hiring and advancement of racially diverse and/or foreign-trained candidates.	By June 2019, creation of Employer Advisor group with internal measures of success that demonstrate an increase in hiring or career advancement of this population.	Portland Regional Chamber
Develop ready to use tool-kits and best practices for employers to support their attraction	By December 2019, two or more tool kits are developed. After 6 months of outreach and distribution, 10 or more employers report tool-kit has supported their hiring and retention of diverse talent.	Portland Regional Chamber of Commerce and Live &

and retention of a diverse workforce.		Work in Maine
Support employer needs in various ways, such as hosting an annual employer only forum on <i>How to Attract and Retain Diverse Talent</i> to learn of gaps, best practices, and collective work.	By December 2019, fifteen (15) or more employers participate in the forum. Via a pre and post evaluation, up to 75% of participants report that as a result of the forum, they are better equipped to hire from this talent pool.	Office of Economic Opportunity, Portland Regional Chamber of Commerce and Office of Maine Refugee Services (Catholic Charities of Maine).
Promote systematic, cross-sector job shadow opportunities, including a Job Shadow Day, to support the labor needs of employers and the attraction and retention of a local motivated workforce, which includes those seeking employment, high school aged youth and recent college graduates.	By June 2020, up to eight employer sites are secured after program design and expectations are delineated.	Office of Economic Opportunity and Portland Regional Chamber of Commerce.
Support the continuation, expansion or creation of customized, informed programming, tailored to the needs of high schools students and others, in order to ensure individuals are trained for, supported in and connected to employment with strong career pathways within Portland's thriving sectors	Completion of at least two career-laddering seminars for each cohort at the end of year 1. Evaluate its effectiveness and relevance upon completion.	Greater Portland Workforce Initiative, including the Office of Economic Opportunity

Improve the connection to and leverage of resources across organizations serving targeted job seekers and sector employers by establishing learning communities and shared systems of communication between workforce development representatives and staff.	By June 2020, a cloud based repository is created to track some common results across workforce development organizations. As a result of the creation of the repository, workforce development organizations report, at a minimum, an improvement in their coordination via a pre and post evaluation.	Greater Portland Workforce Initiative and Office of Economic Opportunity.
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Economic Inclusion - Strategy II: Improve the rate at which adult ESOL students/learners
*reach English proficiency in the City of Portland

- **Short term expected result:** By December 2019, mechanism exists to track and analyze collective English results across ESL service providers.
- **Long term expected result:** By June 2020, the average CASAS level score (or other common assessment standard) for tracked ESOL students in the ESOL collaborative improves by five or more points.

*(as defined by a common assessment standard/metric)

Action(s)	Indicators of Success	Lead(s)
Continue to enhance collaboration between adult English Speakers of Other Languages (ESOL) service providers in the City of Portland through the ESOL collaborative to mitigate gaps and duplication of service and maximize collective results.	By June 2020, ESOL Collaborative achieves internal measurable outcomes to include, but not limited to: an improved referral, collective data collection, and informational system.	Office of Economic Opportunity
Expand or establish project based on the job opportunities for high English proficiency learners to improve upon their sector based technical language.	By December 2020, four sites are identified and embedded measurable outcomes are tracked.	Greater Portland Workforce Initiative, Including Office of Economic Opportunity
Advocate to establish one or more employer based English language program for its limited English proficient employees.	By June 2020, one or more job-centered English language programs are created with embedded measurable outcomes.	Greater Portland Workforce Initiative, including Office of Economic Opportunity

Economic Inclusion - Strategy III: Improve the participation of entrepreneurs of color, including immigrants and refugees, in business development offerings, resources and networks.

- **Short term expected result:** Increase % of racially diverse entrepreneurs in business development offerings, resources, and networks.
- **Long term expected result:** Increase % of businesses started by people of color AND COM result for Economic Inclusion increases by 5%.

Action(s)	Indicators of Success	Lead(s)
Continue <i>Immigrant Entrepreneurs – Starting a Business in Maine</i> for Immigrant Entrepreneurs in partnership with the City of Portland’s Economic Development Department.	Continuous participation of ten or more entrepreneurs, and 85% of class participants report that the class was instrumental in their pursuit to become a business owner in Portland.	Office of Economic Opportunity/Department of Economic Development, New Ventures Maine and New Mainers’ Resource Center.
Advocate to ensure that Portland’s entrepreneurship options serve all residents including entrepreneurs of racial, linguistic, and religious minorities, and address their unique needs.	By June 2020, two or more existing resources have adapted their practices to meet the unique needs of racial, linguistic, or religious minority groups.	Office of Economic Opportunity/Department of Economic Development

2. Civic Inclusion: Civic inclusion draws on a resident’s ability to feel belonging and a sense of community. Civic engagement opportunities ensure that residents, including newcomers, fully participate in civic life by increasing access to leadership and democratic spaces. These opportunities, such as volunteering and participation in civic engagement, must be present for all, including new and underrepresented communities.

Civic Inclusion - Strategy I: Improve the civic engagement of people of color, including immigrants and refugees.

- **Short term expected result:** 30% or more of those participants surveyed in OEO led initiatives, report higher civic engagement as a result of the interventions.
- **Long term expected result:** One year after implementation of OEO programs, COM Civic Engagement results improve by 5%.

Action(s)	Indicators of Success	Lead(s)
Support the inclusion of more racially & ethnically diverse individuals in leadership positions, such as boards or commissions, by adapting & implementing a leadership program such as a Natural Helpers’	Leadership program is launched by February 2020 with embedded measurable outcomes.	Office of Economic Opportunity

Program and/or Nashville's My City Academy.		
Host Naturalization ceremonies at City Hall to celebrate our sense of community and foster an inclusive environment where we all have a strong sense of belonging.	Beginning January 2019, three or more annual Naturalization ceremonies are hosted by the City of Portland.	Office of Economic Opportunity
Promote Naturalization efforts across the city of Portland.	By June 2020, a quarterly Naturalization Workshop is implemented with embedded measurable outcomes.	Office of Economic Opportunity
Develop or expand a series of educational workshops and training sessions for immigrants and other populations focused on business permits, tenant rights or other local learning opportunities.	By December 2020, two or more educational workshops are implemented. 75% or more of participants indicate they are more informed about specific topics as a result of the workshop.	Office of Economic Opportunity
Support implementation of Language Access City Policy to ensure all Portlanders, including Portland's Limited English Proficient population, have access to City services and City Council sessions.	Interpreter and translation services are readily accessible to Portland's LEP population, providing access to Portland programs, services and benefits.	City of Portland Workforce Diversity and Inclusion Specialist, Human Resources
Improve the collection and completion rate of race, ethnicity, and language (REL) data within City Services.	Improvement by City Departments in the collection and analysis of REL data (baseline must be established in order to set an expected outcome).	Office of Economic Opportunity
Continue to promote diversity and inclusion best practices for all City of Portland staff, including but not limited to: racial bias training and intercultural awareness.	Participation of City of Portland staff.	City of Portland Workforce Diversity and Inclusion Specialist, Human Resources

SOCIAL INCLUSION AND CULTURAL INCLUSION

Cultural inclusion is defined by an ability to foster intercultural dialogue by building connections between newcomers and longer-term residents to strengthen relationships and communicate

shared values. Accountability for anti-discrimination and support for differences in religious practice or cultural orientation is a central focus. Cultural inclusion spans over many spheres, including health inclusion. The demand for respect of cultural and religious differences deems it necessary to adapt practices to a diversity of cross-sector cultural expressions.

Social inclusion allows for the participation and empowerment of all city residents to engage in community life and actively promotes a sense of belonging and shared identity. This sense of belonging is accomplished in a variety of ways, including but not limited to: demanding access to high quality green space, transportation and housing for all Portlanders, and fostering trust between residents, including newcomers, and local safety agencies.

Cultural and Social Inclusion - Strategy I: Improve Upon the Intercultural Awareness between Newcomers and Receiving Communities and foster social connection

- **Short term expected result:** Aggregated results from all supported programs and initiatives indicate a greater sense of belonging and learning by all participants by 30% or more.
- **Long-term expected result:** By December 2020, Portland's my COM Social Inclusion and Cultural Inclusion results increase by 3% or more.

Action(s)	Indicators of Success	Lead(s)
Continue implementation of U.S. cultural orientation for recent General Assistance (GA) recipients from abroad/foreign-born and continue to expand reach beyond GA.	Through a pre and post evaluation, 80% of participants express a greater understanding of U.S. culture and aspects of city life.	Office of Economic Opportunity and Social Services Division, City of Portland.
Create an online central repository (PortLand of Opportunity platform) to highlight reports and best practices to improve/reach racial equity city-wide.	Accessibility and quality of the materials available online are rated via social media and online traffic accessing the resources.	Office of Economic Opportunity
Continue to expose all Portlanders to our global neighbors and their traditions through a variety of ways, including the public television show Global Connections.	By June 2019, track number of social media likes and comments and assess continuation.	Office of Economic Opportunity
Ensure that Culture Grams are made available to City of Portland staff and published on the PortLand of Opportunity website and social media.	By December 2019, assess impact by issuing a pre and post evaluation of those who access the culture grams.	Office of Economic Opportunity

WELCOME-ABILITY

Municipal welcome-ability is defining characteristics that display a city's openness, preparedness, and support to integrate newcomers. This feature encourages the inclusion of underrepresented groups in leadership and civic life. Public service providers and city branding reflect values of diversity.

Welcome-ability - Strategy I: Honor, celebrate and welcome newcomers to Portland and all who call Portland home.

- **Short term expected result:** Aggregated results from all supported programs and initiatives indicate a greater sense of belonging by 30%.
- **Long term expected result:** Portland's My COM Welcome-ability results improve by 5%.

Action(s)	Indicators of Success	Lead(s)
Celebrate Welcoming Week with a series of events.	Welcoming Week is celebrated every year and participation increases by 10% or more.	Office of Economic Opportunity
Ensure that newcomers to Portland are aware of the resources available to them by continuing to utilize the PortLand of Opportunity video game, or other means as necessary	By December 2019, a formal evaluation methodology is put in place in order to assess the effectiveness of PortLand of Opportunity in comparison to other methods to share similar information.	Office of Economic Opportunity
Create and test journey maps to help newcomers navigate the magnitude of resources available to them in Portland.	By June 2019, one or more journey maps are created. Effectiveness of its application is assessed by issuing a pre and post evaluation of those who access the tool.	Office of Economic Opportunity
Ensure that Culture Grams are made available to City of Portland staff and published on the PortLand of Opportunity website and social media.	By December 2019, assess impact by issuing a pre and post evaluation of those who access the culture grams.	Office of Economic Opportunity

Welcome-ability- Strategy II: Actively promote Portland as a culturally and racially diverse, welcoming and vibrant city.

- **Short term expected result:** Social media and other qualitative participatory feedback validates Portland's welcomability.
- **Long term expected result:** Portland's my COM Welcome-ability results improve by 5%

Action	Indicator of Success	Lead(s)
Support city-wide celebrations, such as <i>Restaurant Week</i> and <i>First Friday Art Walk</i> , and ensure that they honor and include the uniqueness of Portland's cultural, linguistic, and/or religious minorities.	Number of executed celebrations by September 2020 and acquired learning as a result of the celebration.	Office of Economic Opportunity
Capture a variety of testimonials with the message "I belong in Portland because" and "Portland speaks to me because..." from communities of color and share their stories of success on the website, social media, and other similar platforms.	Number of interviews/stories captured on website; number of media and social media partners communicating message; and, number of comments/likes in social media sites.	Office of Economic Opportunity and its Advisory Committee
Identify partners with the goal/mission to promote Portland nationally and globally, and look for opportunities for new collaborative programs and outreach efforts.	Identify at least one innovative initiative or outreach effort that involves two or more public or private partners, who commit to sharing time and resources in the joint effort to promote Portland domestically and internationally.	Office of Economic Opportunity



MEMORANDUM

To: Economic Development Committee
From: Portland Adult Education
Date: February 5, 2019
Subject: PAE Workforce Development Proposal

Program Description:

Portland Adult Education proposes an annual TIF allocation of \$200,000 to create a comprehensive Workforce Development Program that will address the region's labor shortage and local employer demand for qualified workers.

PAE has both the supply of human capital and training expertise to implement a highly effective program. In 2018, over 2,400 adults took literacy, academic and/or workforce classes at Portland Adult Ed. Of those, more than 2,200 were New Mainers from 82 countries or territories. Many are recently arrived asylum seekers who are studying in preparation for their first job in the US (prior to work authorization), and are often ineligible for state or federal workforce funding. With additional resources, PAE could create a Workforce Development Program that provides comprehensive career advising and training (including intensive English) leading to quality employment opportunities for adults while meeting local workforce demand.

PAE has a proven track record of offering workforce training, however, restricted and temporary funding has limited its scope and impact. The proposed Workforce Development Program would provide the infrastructure and capacity to serve additional students, and design training to meet local, sector-specific needs. PAE would partner with the Office of Economic Opportunity to assess employer need, respond accordingly, and collaborate with local workforce agencies to leverage state and federal funding sources as much as possible. Additionally, TIF funding would enable PAE to train students otherwise ineligible for tuition reimbursement, such as asylum seekers awaiting work authorization.

Goals:

The PAE Workforce Development Program would have the following annual goals:

Number of students served per year: 200
Sector-specific trainings: 3
Intensive English classes: 3
Job Readiness training: 3
Student advising: 150
Job Placement Rate (initial or better job): 75%

Leveraged Funding:

Based on two recent trainings offered at PAE, including the Bridge to Healthcare, and the Education Academy, PAE estimates that approximately 60% of students will be eligible for state or federal workforce dollars to cover the course tuition, offsetting the total training costs.

Workforce Development Program Budget Summary:

Description	Expense
Program Coordination and Student Advising	\$135,500
Sector-Specific Training	\$68,280
Intensive English	\$32,220
Job Readiness Training	\$60,000
Total	\$296,000
Total with 60% training offset from leveraged workforce funds	\$199,700

Per Student Cost:

The budget above outlines a per student TIF investment of \$998.50

Budget Narrative:

Program Management and Coordination: Includes a Program Coordinator, student intake, student advising and administrative expenses. These would be fixed costs.

Sector-Specific Training: 3 sector-specific trainings, 11 weeks, 15 hours/week (165 hours) for 12 students each training, plus instructor prep time.

Intensive English: 3 intensive english classes, 12 weeks, 10 hours/week (120 hours) for 15 students each.

Job Readiness Training: 3 job readiness trainings, 8 weeks, 15 hours/week (120 hours) for 15 students each to prepare mid-level English speakers for entry level positions in the US across a broad range of sectors. In addition to class time, students receive intensive one-on-one career advising, job application and placement support, and follow-up case management to promote retention.



Gregory A. Mitchell
Director, Economic Development Department

Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: January 31, 2019

SUBJECT: Portland East End Presentations for EDC Information

In response to your direction at the January 15, 2019 EDC goal setting meeting, staff will prepare and provide the EDC periodic updates on city-wide development activity during 2019.

The attached Power Point presentation is the first such update focusing upon Portland's East End. Portland's East End was selected because of the extensive amount of new construction and redevelopment activity, in addition to concepts to advance development of a boardwalk (located between Ocean Gateway and the Maine State Pier), along with the need, during 2019, to temporarily use the queuing area for parking.

Staff will provide you this presentation at your February 5, 2019 EDC meeting.

Eastern Waterfront Development 2008-2018

Presentation to the City of Portland
Economic Development Committee
February 5, 2019

Greg Mitchell, Econ Dev Director
Bill Needelman, Waterfront Coordinator



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019

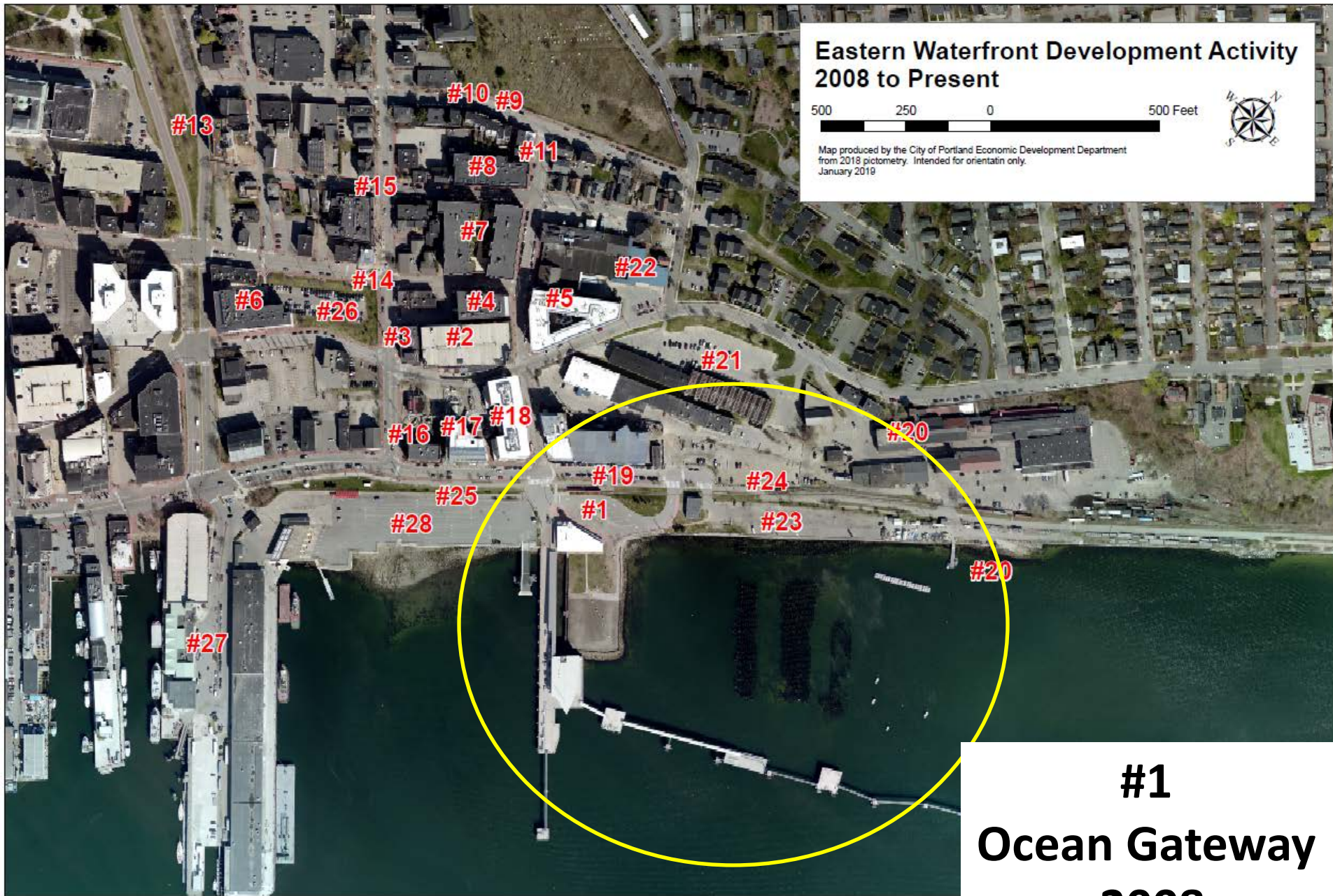


Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#1
Ocean Gateway
2008

#1 Ocean Gateway 2008





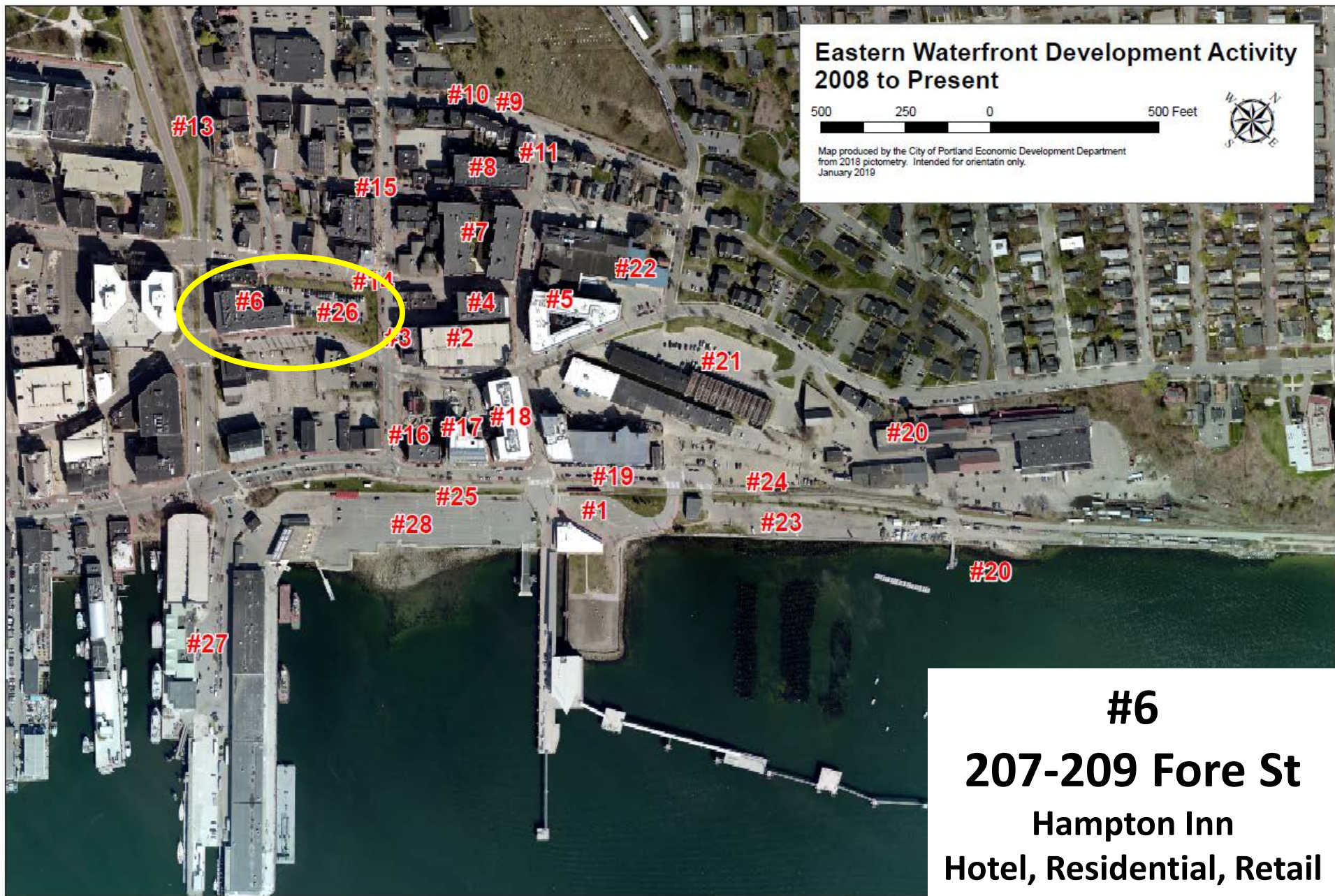
#2

Ocean Gateway Garage

719 spaces 2009

Wrap 2018





Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
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January 2019

#6

207-209 Fore St

Hampton Inn

Hotel, Residential, Retail

#6
207-209 Fore St
Hampton Inn
Hotel, Residential, Retail
2009



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#26

**Future Hotel
Pending**

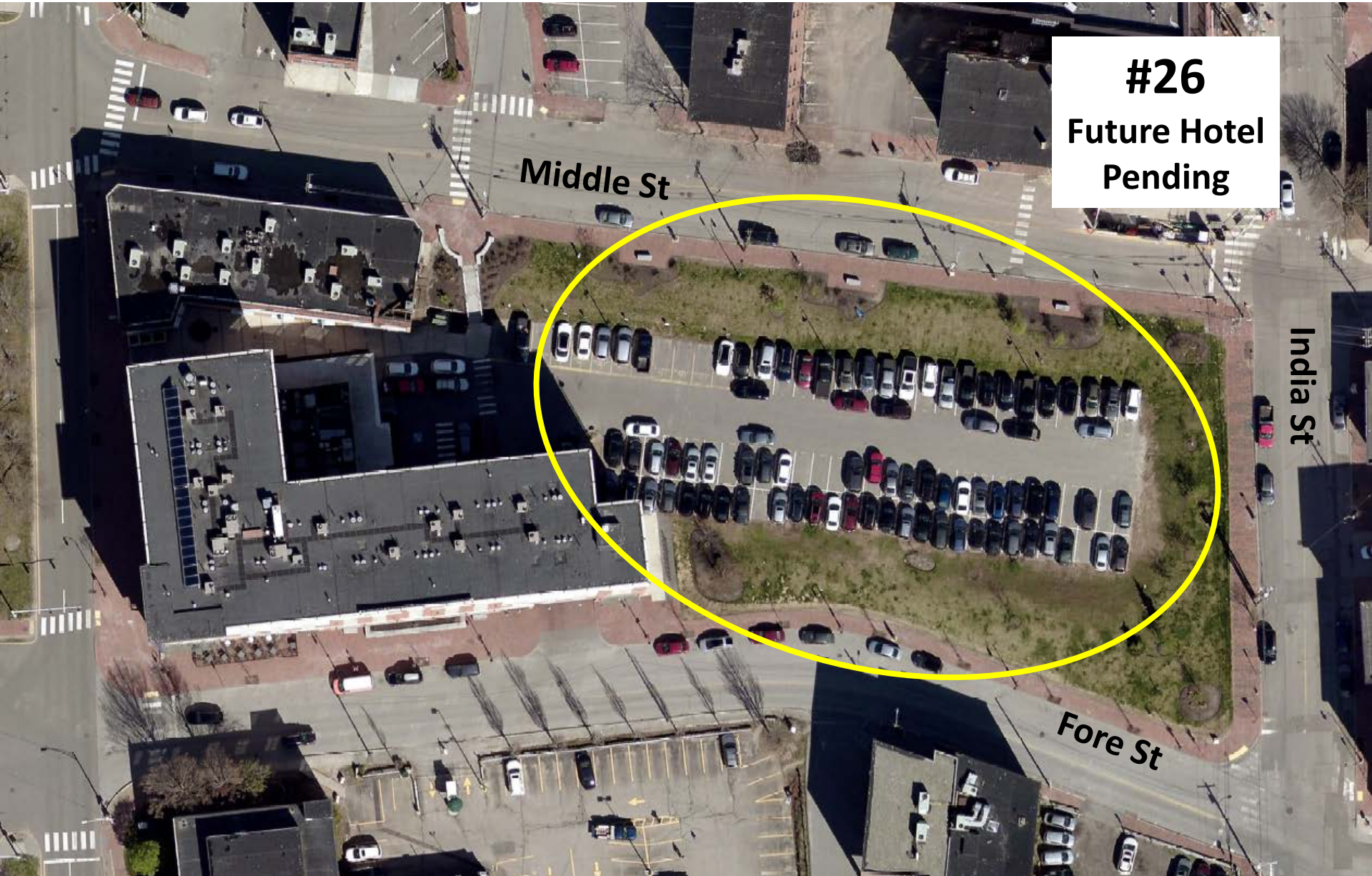
#26

**Future Hotel
Pending**

Middle St

India St

Fore St



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#5

**Residence Inn
Hancock and Fore St**

Relationship to Munjoy Hill

#5
Residence Inn
Hancock and Fore St
2010

Residence Inn *Marron*

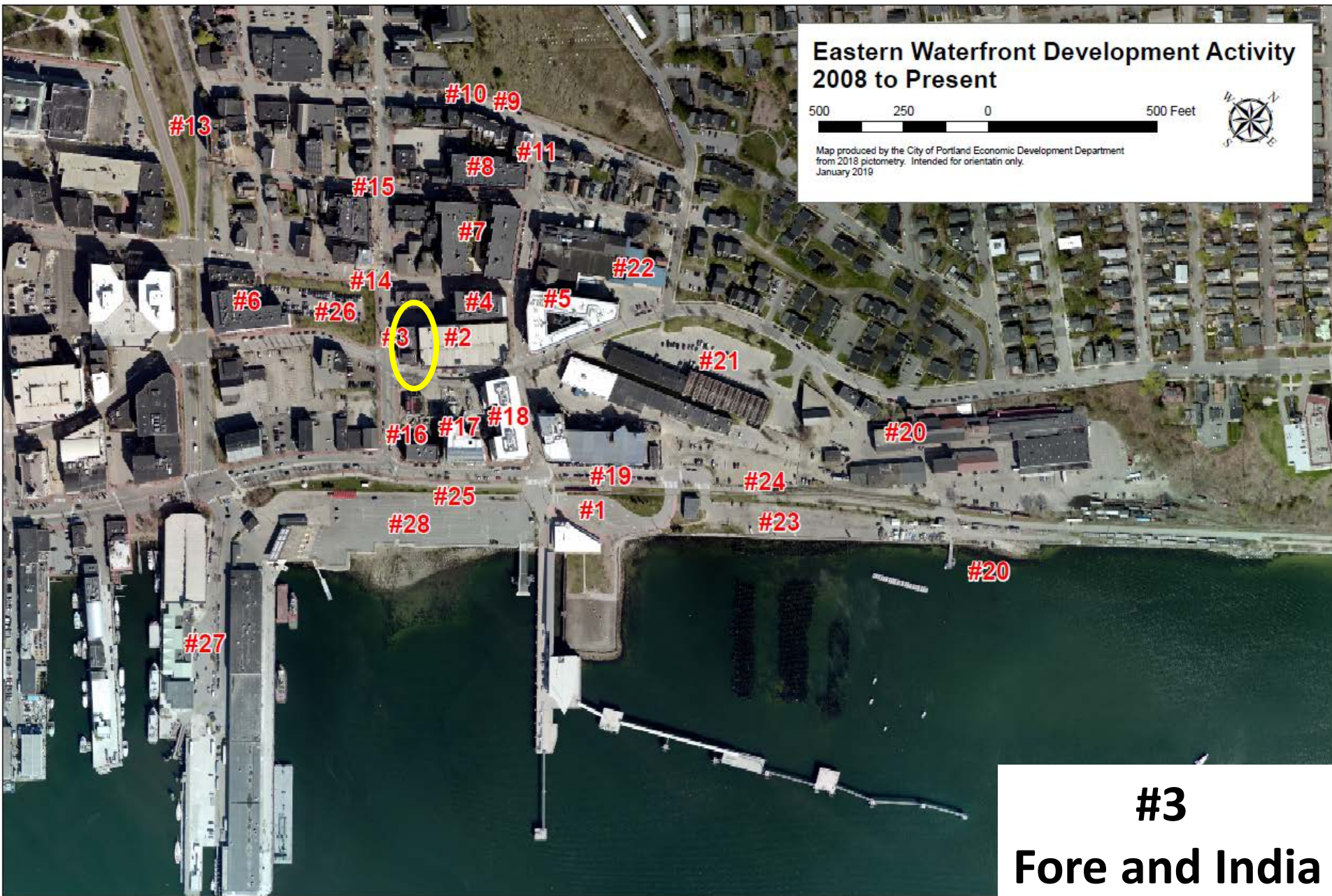


Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#3

Fore and India



#3

**Fore and India
6 Units + Retail
+/-2012**



#4

Tilson 50,000 sq ft Office
1st floor retail
Hancock and Middle St
2017



Hancock St

From Newbury St

Spring 2018

#5

**Residence Inn
Hancock and Fore St**



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet

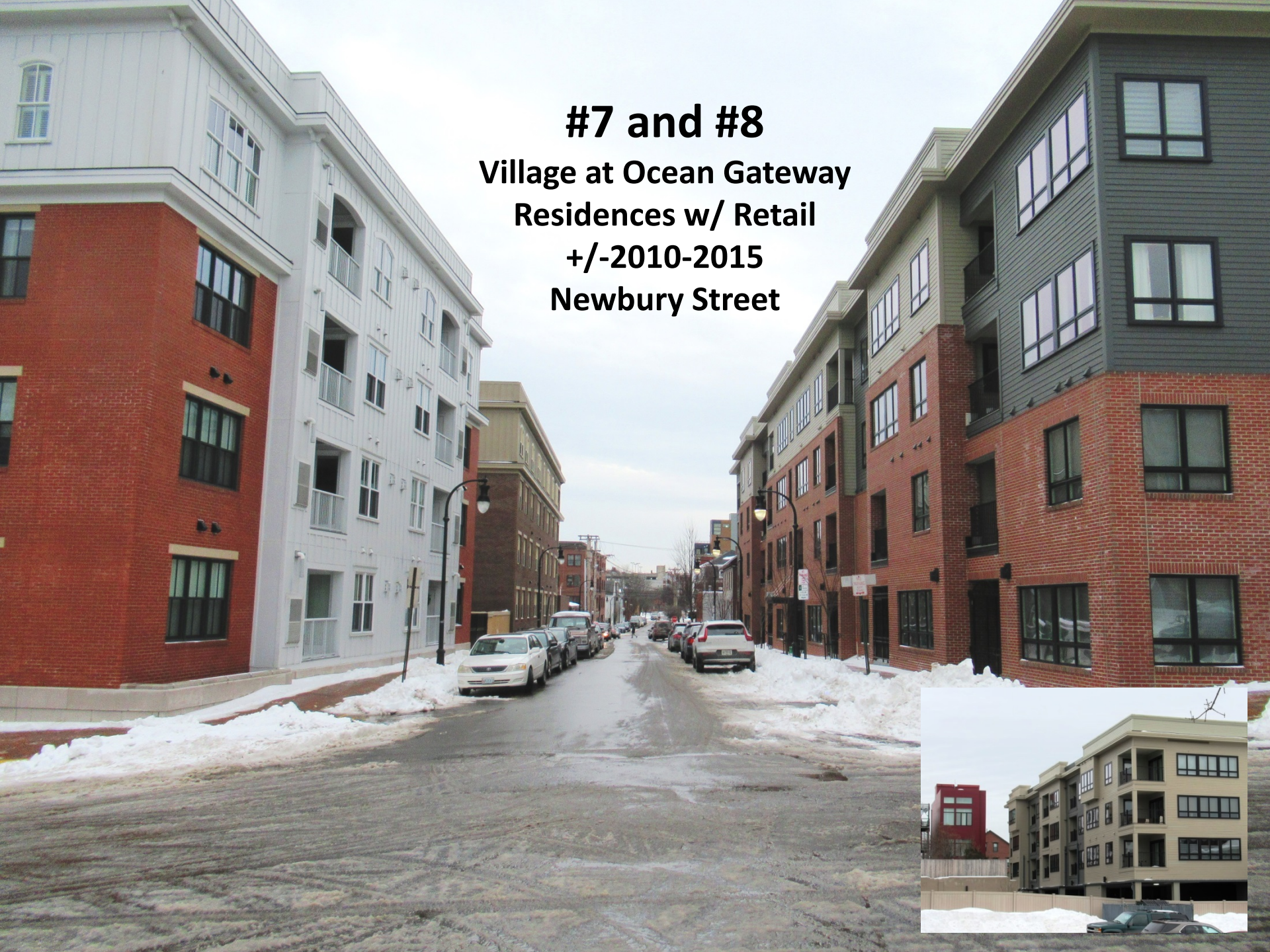
Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#7 and #8

Village at Ocean Gateway
Hancock, Middle and
Newbury Street

#7 and #8
Village at Ocean Gateway
Residences w/ Retail
+/-2010-2015
Newbury Street



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#9

Federal St Row Houses

#9

**Federal St Row Houses
+/-2012**



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



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from 2018 pictometry. Intended for orientation only.
January 2019



#10

52 Federal St

#10

52 Federal St

3 Unit

+/-2012



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019

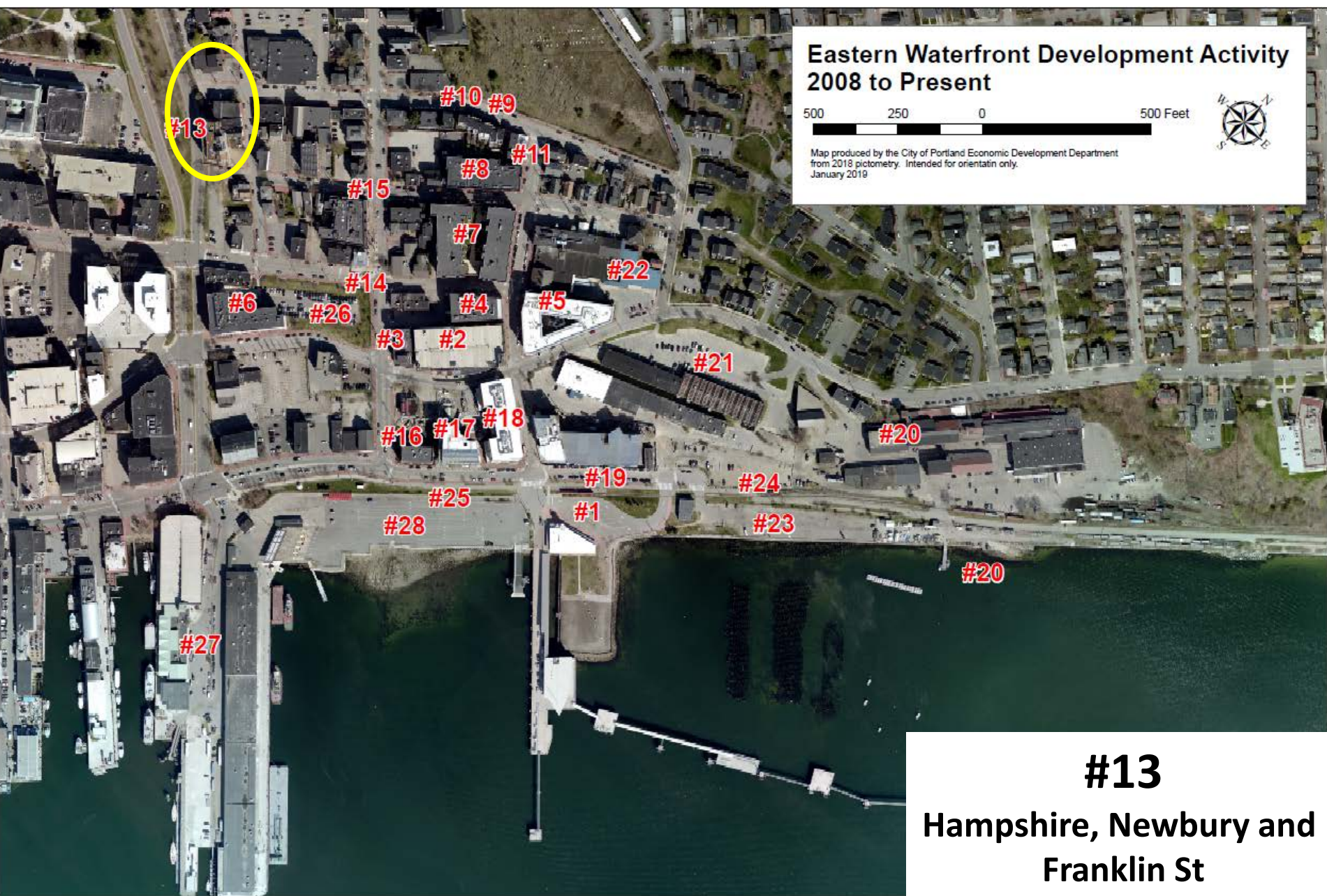


#11

48 Hancock St
+/-2016

#11
48 Hancock St
+/-2016





#13

**Luminato Condominiums
Hampshire, Newbury and
Franklin St
+/-2017**



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
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January 2019



#14

cPort Credit Union
Middle and India St

#14

**cPort Credit Union
Middle and India St
2019**



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#15

62 India St
Residences/Retail

#15
62 India St
Residences/Retail
2019



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#16

1 India St
Gorham Savings

#16

1 India St

Gorham Savings

Rehab of

Grand Trunk Admin Bldg

2018



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#17

Thames St Condos

#17

**Thames St Condos
Under Construction**



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#18

AC Hotel

Thames and Hancock St

#18

AC Hotel

Thames and Hancock St

2018



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#19

WEX Headquarters
Thames and Hancock St



#19

**WEX Headquarters
Thames and Hancock St
Under Construction**

Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#20

58 Fore St Marina

#20

**58 Fore St Marina
Under Construction
Phased development of
uplands anticipated
2019**



Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



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from 2018 pictometry. Intended for orientation only.
January 2019



#21

100 Fore St
Office, Garage, Retail

#21

**100 Fore St
Office, Garage, Retail
Construction anticipated
2019**





#21
100 Fore St
Office, Garage, Retail
Construction anticipated
2019

Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



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from 2018 pictometry. Intended for orientation only.
January 2019



#22

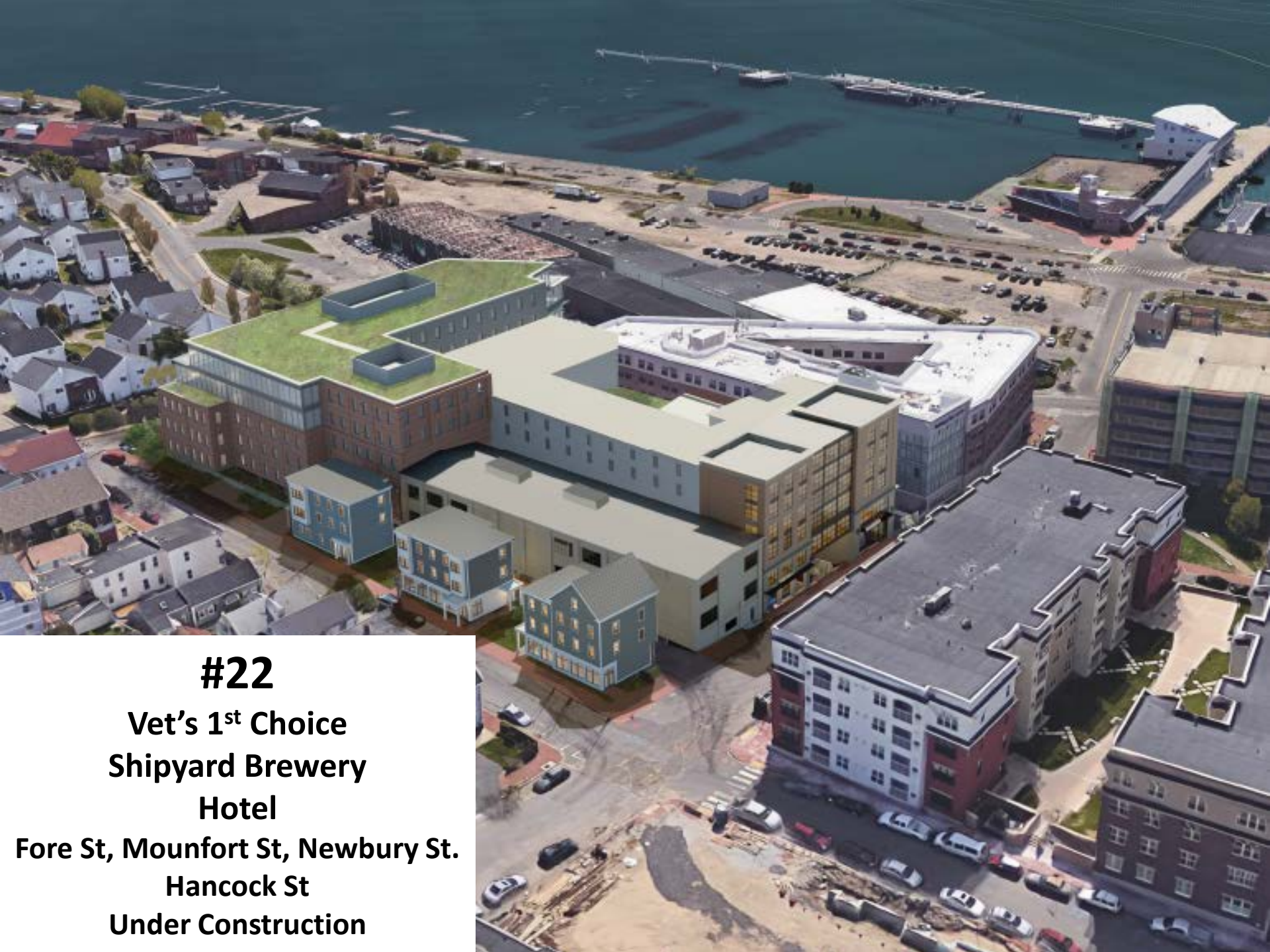
**Vet's 1st Choice
Shipyard Brewery
Hotel**

#22

**Vet's 1st Choice
Shipyard Brewery
Hotel**

**Fore St, Mounfort St, Newbury St.
Hancock St
Under Construction**





#22

**Vet's 1st Choice
Shipyard Brewery
Hotel**

**Fore St, Mounfort St, Newbury St.
Hancock St
Under Construction**

Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#23

Portland Landing
Open Space

#23

**Portland Landing
Open Space
and
Community Boating
Interim improvements
2019**

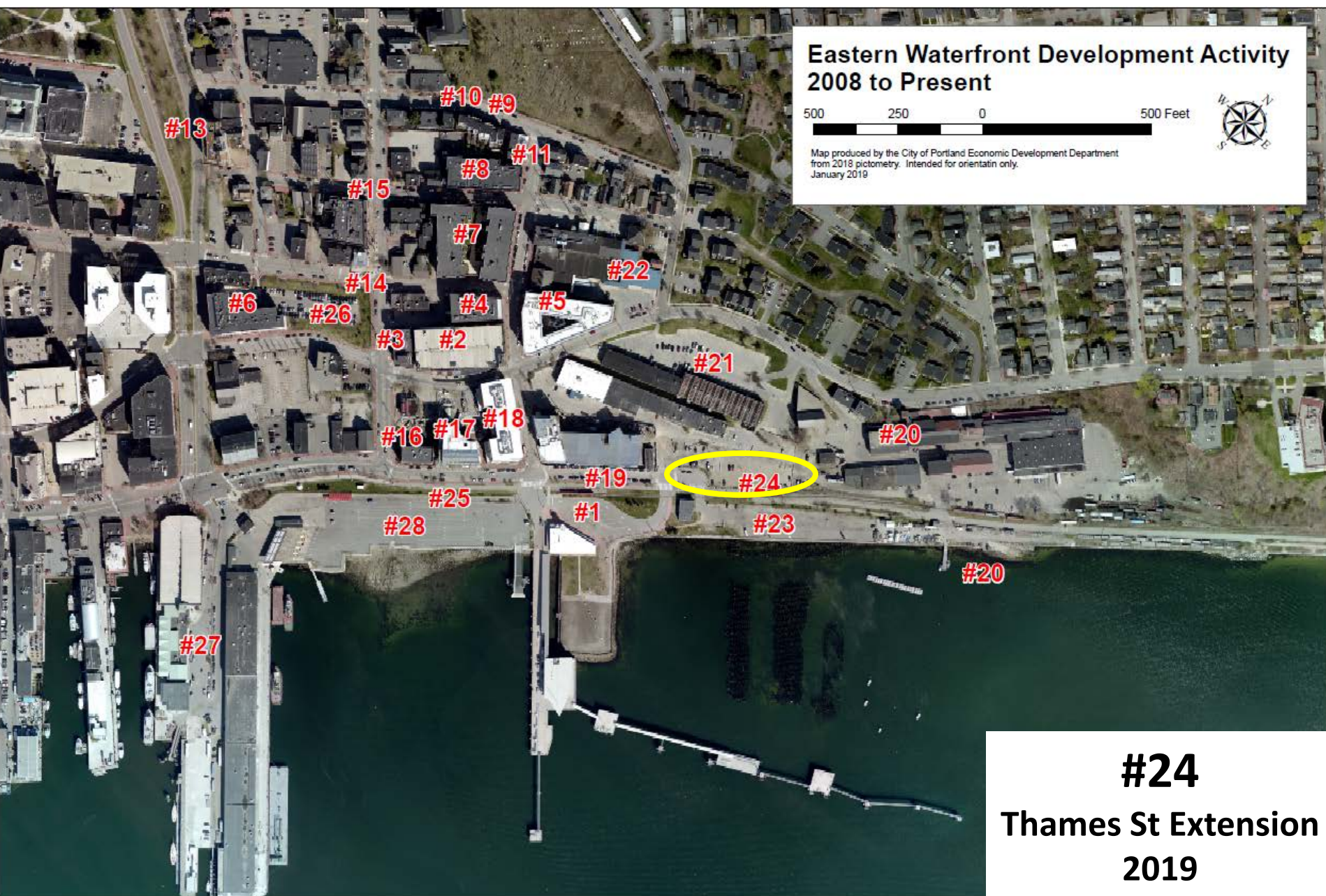


Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#24

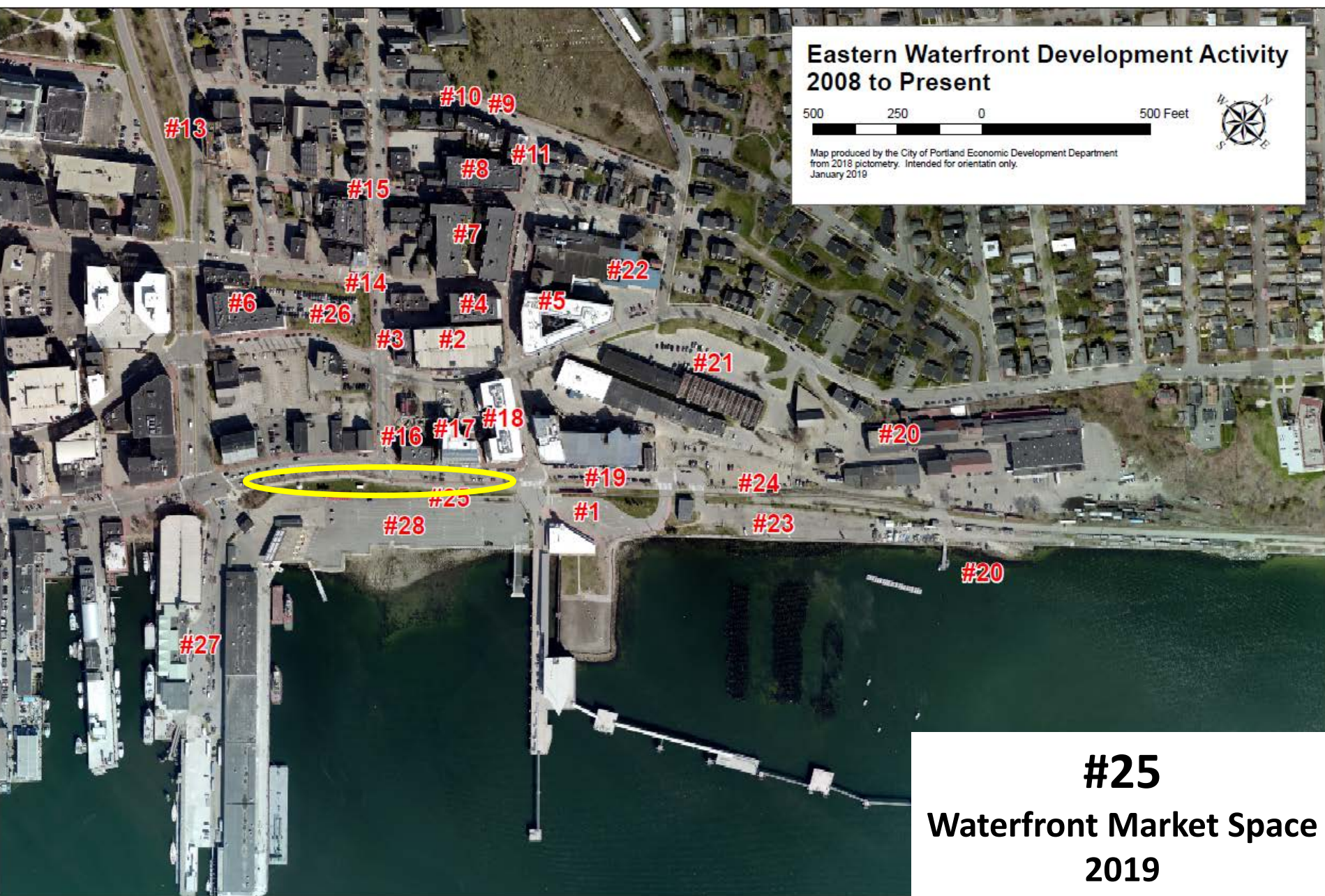
Thames St Extension
2019

Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



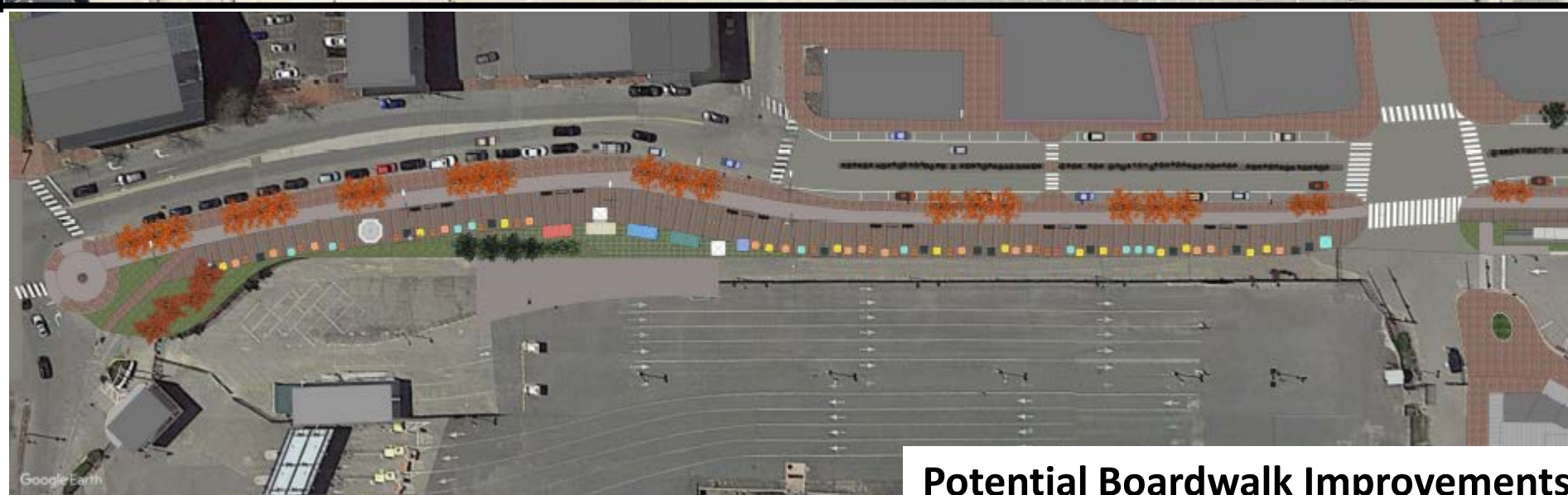
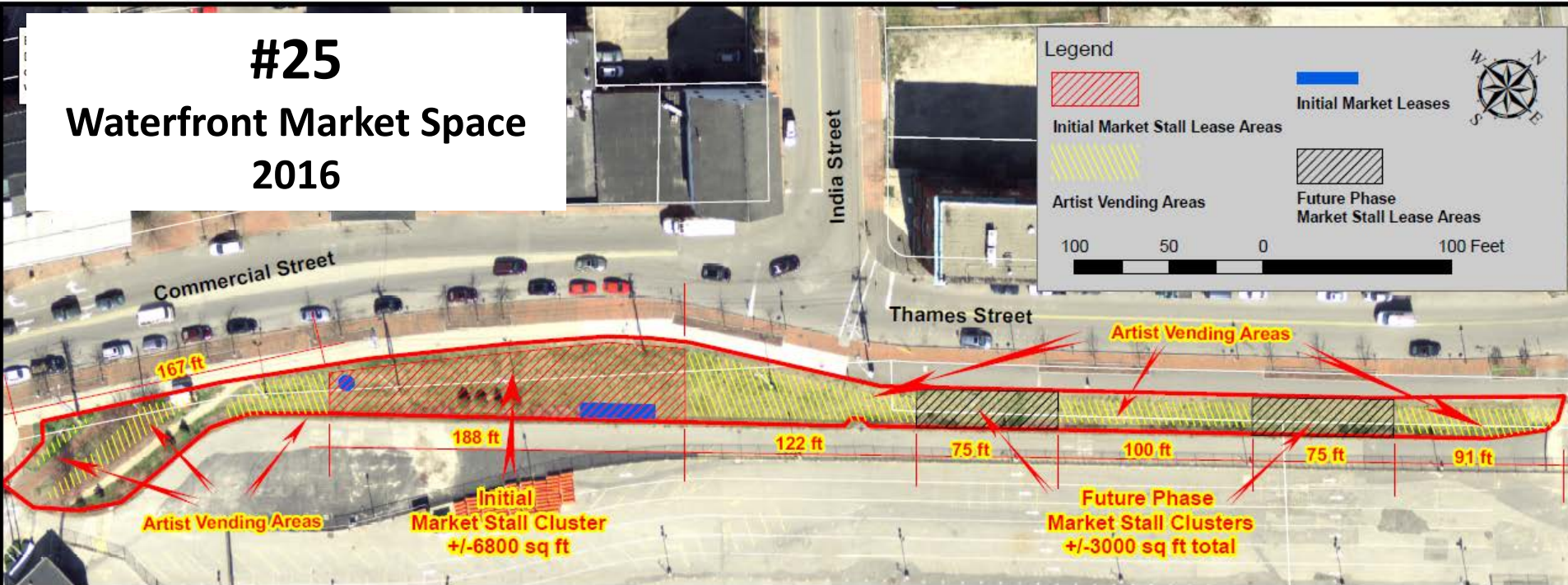
Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#25
Waterfront Market Space
2019

#25

Waterfront Market Space 2016



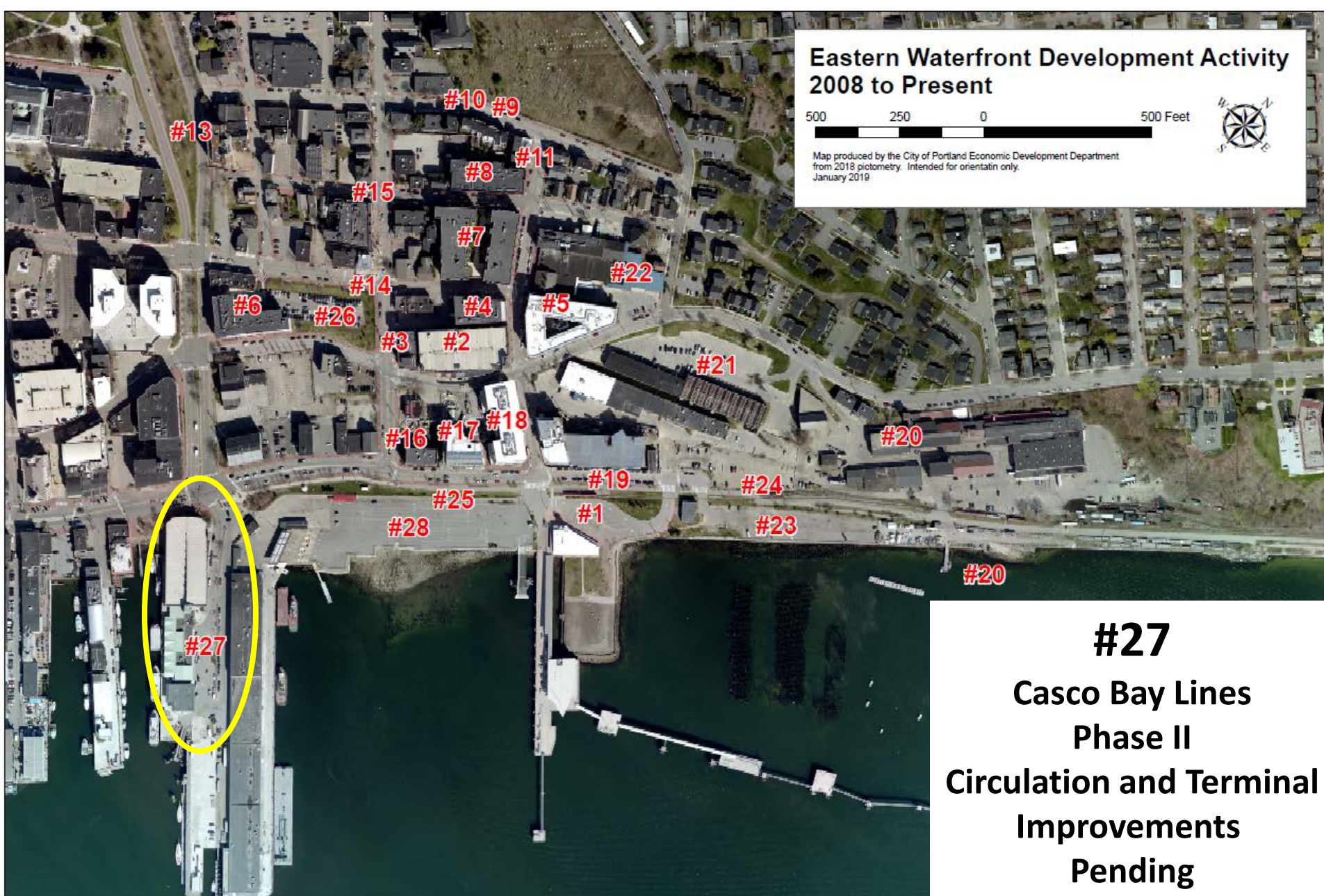
Potential Boardwalk Improvements 2019

Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#27

**Casco Bay Lines
Phase II
Circulation and Terminal
Improvements
Pending**

#27

**Casco Bay Lines
Phase II
Circulation and Terminal
Improvements
Pending**



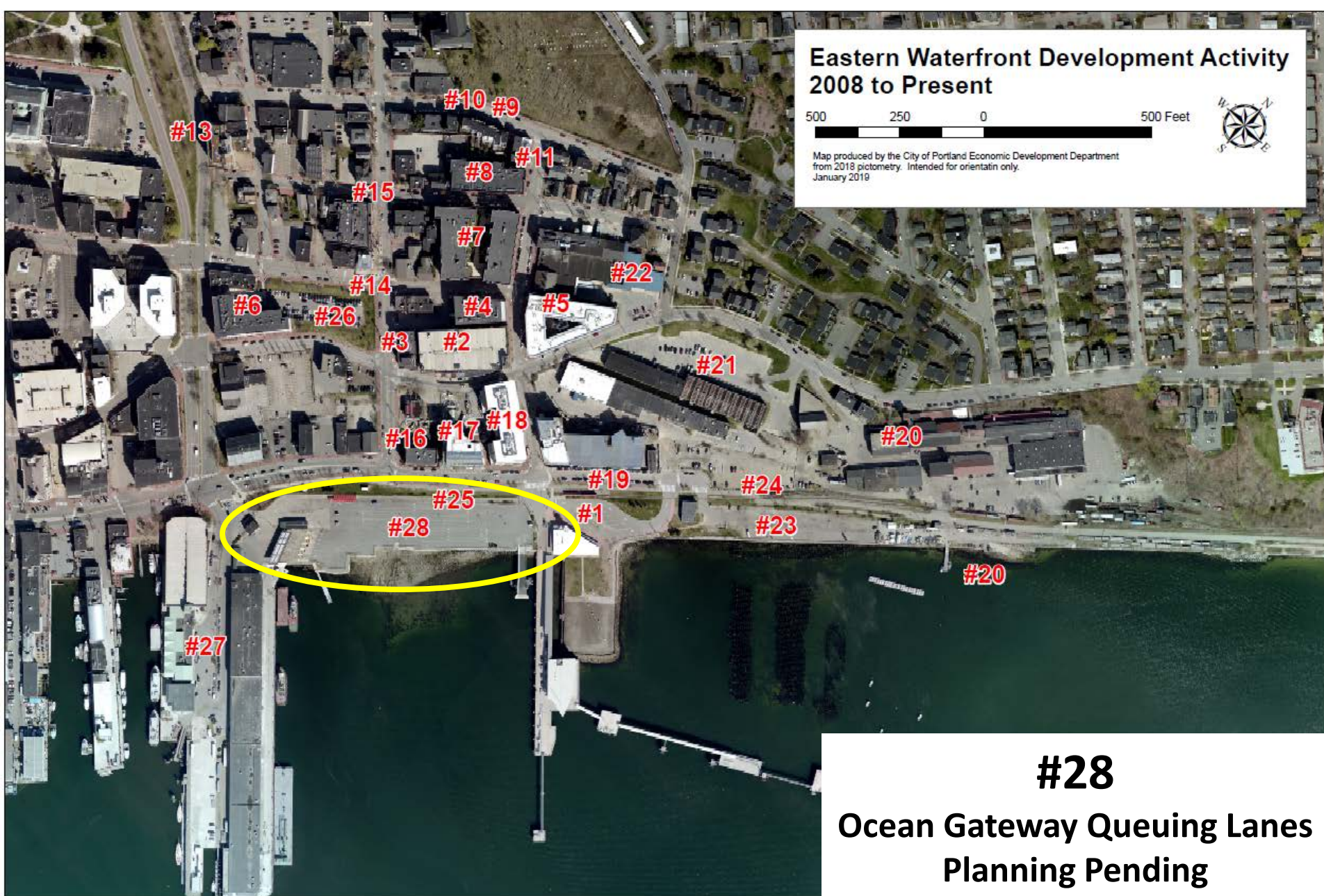
**Casco Bay Lines
Phase I
2014**

Eastern Waterfront Development Activity 2008 to Present

500 250 0 500 Feet



Map produced by the City of Portland Economic Development Department
from 2018 pictometry. Intended for orientation only.
January 2019



#28

Ocean Gateway Queuing Lanes
Planning Pending

#28

**Ocean Gateway Queuing Lanes
Planning Pending**



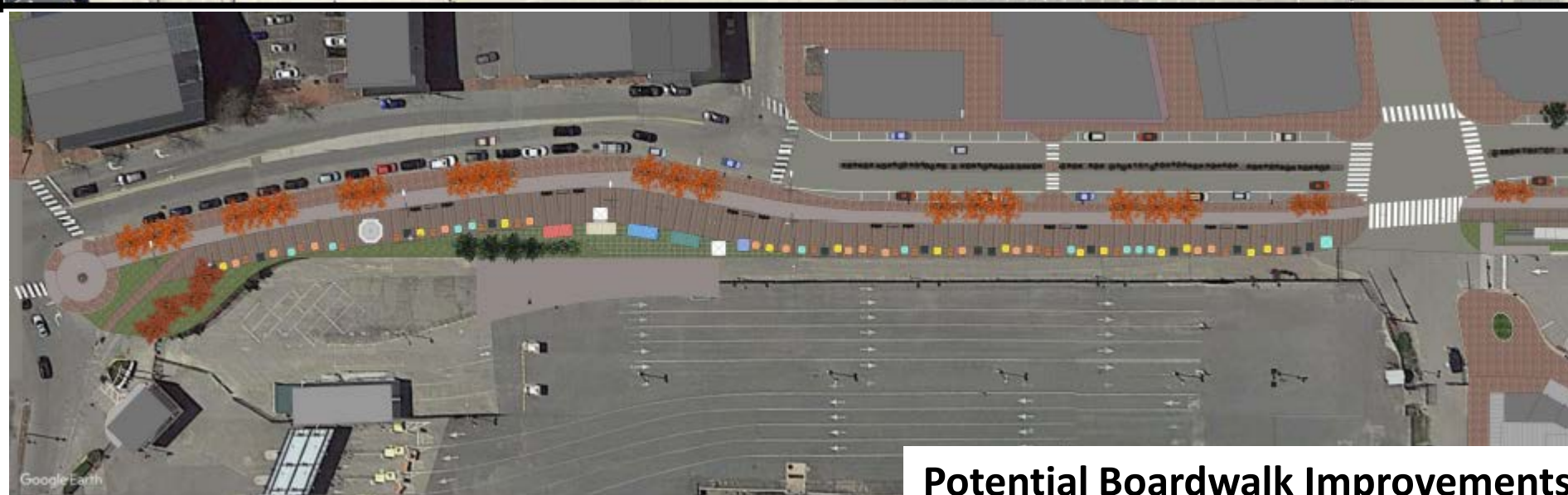
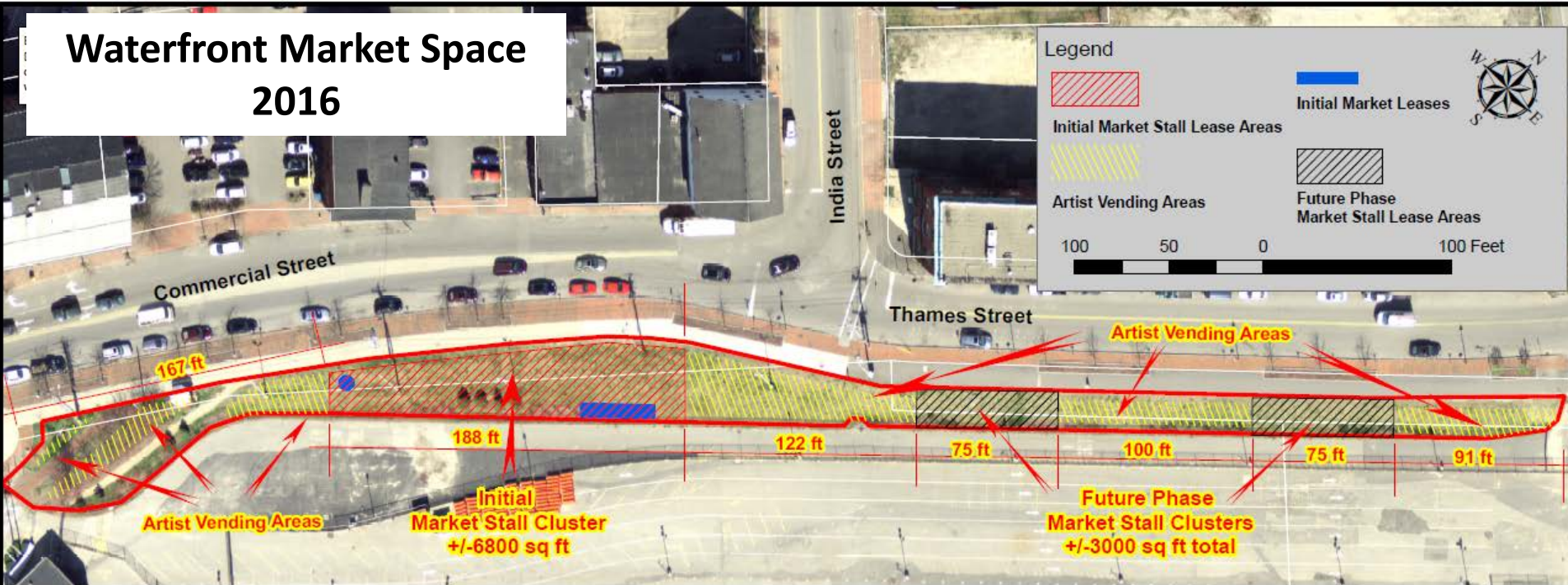
**Ocean Gateway Queuing Lanes
Bulkhead and Paving improvements
2014**

Eastern Waterfront Development 2008-2018

Questions?



Waterfront Market Space 2016



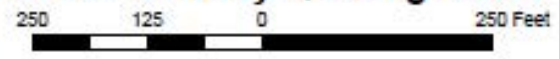
Potential Boardwalk Improvements 2019

Ocean Gateway Queuing Lanes Planning Pending





Eastern Waterfront Development Activity Ocean Gateway Queuing Lanes



Map produced by the City of Portland Economic Development Department
from 2018 photography. Intended for orientation only.
January 2019