



ECONOMIC DEVELOPMENT COMMITTEE

DATE: April 5, 2016 (Tuesday)
TIME: 5:00 – 7:00 p.m.
LOCATION: Room 24, Basement
Portland City Hall

A G E N D A

1. **Review and accept Minutes of previous meeting held on March 22, 2016.**
2. **Brief Overview of Portland Development Corporation, partner in the Portland Economic Development Plan (5:00 to 5:15 p.m.).**
 - a) Barry Sheff, President of the Portland Development Corporation Board of Directors (PDC), will provide an overview of the PDC.
3. **City's possible new office for New American Mainers to assist with job opportunities and business development (5:15 to 6:00 p.m.). Discussion will focus upon City services targeted to immigrants. Presentation include:**
 - a) Health and Human Services Immigrant Programs – Dawn Stiles, Director, Health & Human Services
 - b) Portland Adult Education Programs – See memo and supporting material from Bethany Campbell, Director of Adult Education
 - c) New City IT Internship Program for New Mainers – See memo enclosed from Human Resources Director Gina Tapp
4. **Eastern Waterfront Integrated Work Plan – presentation on development and infrastructure improvement opportunities (6:00 to 7:00 p.m.)**
 - a) See enclosed memorandum and backup from William Needelman, City Waterfront Coordinator. Powerpoint Presentation provided at meeting.
5. **Review of Updated Economic Development Committee Work Plan for discussion (7:00 p.m.).**
 - a) See enclosed updated Work Plan.

Public Comment will be accepted on action items.

Next Meeting: April 26, 2016

Councilor David Brenerman, Chair

Minutes

Economic Development Committee

March 22, 2016

A meeting of the Economic Development Committee of the Portland City Council was held Tuesday, March 22, 2016 at 5:00 p.m. in State of Maine Room of Portland City Hall. Present from the Committee was its Chair Councilor David Brenerman and members Councilors Justin Costa and Spencer Thibodeau. Mayor Ethan Strimling and Councilor Jill Duson also joined the meeting. Present from the City staff were Business Programs Manager Nelle Hanig, Economic Development Director Greg Mitchell, Human Resources Director Gina Tapp, and Senior Executive Assistant Lori Paulette.

Item #1: Review and accept Minutes of previous meeting held on February 23, 2016.

On motion made and seconded, the Committee voted unanimously to accept the Minutes as presented.

Item #2: Brief Overview of Portland Development Corporation, partner in the Portland Economic Development Plan

Chair Brenerman said that this is being postponed to the next meeting of the Committee.

Item #3: Presentation and Public Hearing on Office for New American Mainers – to assist with job opportunities and business development.

Chair Brenerman welcomed everyone for this public hearing on a proposed new City office for new American Mainers. This is the beginning of the process to identify issues, best approaches, and, what, if any, role should the City have for the immigrant community. Chair Brenerman then noted that first up would be guest speaker Dan

Wallace from Partnership for a New American Economy to give a national perspective. This will be followed by public comment, which is limited to three minutes per person.

Mr. Wallace thanked the Committee for the opportunity and read the attached testimony.

Councilor Thibodeau asked about other models and heritage focuses. Mr. Wallace described New York's model, noting that it celebrates ethnic heritages with special events.

Councilor Costa asked about the models and their working with the school systems. Mr. Wallace said that the models do work with the schools, adding that naturalization can occur through the school system, as well as assisting with removing language barriers.

Chair Brenerman noted that Portland's economy needs trained workers. Would the model train workers to the level needed here, and Mr. Wallace noted that immigrants have been trained abroad and would need to be integrated into their professional networks to utilize their talents, many of whom are now under-employed. New York City has a program "Immigrant Bridge" that could be used as a model.

Chair Brenerman asked about a community comparable in size to Portland with this type of program, and Mr. Wallace highlighted Aurora, CO where they have many programs from its recently created International and Immigrant Affairs office.

Mayor Strimling asked Mr. Wallace of his definition of new American, and Mr. Wallace said that this has broad definitions versus simply born out of the United States.

Mayor Strimling questioned if this office creates silos, and Mr. Wallace noted the need to consider all barriers immigrants face. Portland would need to identify its own challenges, public health for example, to be able to reach all residents for public health warnings so that no one is left out. Results would be the City improving their staff to

serve the immigrant community. This office would need leadership to be current on barriers (education, public safety/health, etc.) and would need appropriate funding.

Chair Brenerman thanked Mr. Wallace and opened the meeting for public comments, based on the sign-in sheet.

Chris Hall, of the Portland Regional Chamber, and Portland resident, said that he supports this proposed new office based particularly on under-employment. This office would open many doors and add vibrancy to Portland's economy. He thanked the Council and City Manager for looking into this.

Odai Alibadi also supported the office. He noted that he was originally from Iraq and support is needed for new projects and innovations from the immigrant community.

Tim Wilson, Portland resident, said that he is not opposed to the new office but it needs homework on the services already provided, what is needed, and the gaps, as well as looking at the total population – not just new American Mainers.

Beth Campbell of Portland Adult Education read her testimony, attached.

Christina Feller read her testimony, attached.

Alain Nahimana's read his testimony, attached.

Damas Rugab supported the new office and suggested that data be kept of its progress if created to learn what immigrants go through.

Tae Chong, Portland resident, supported investment by the City in this new office, noting that 42% of Portland's school children are multi-cultural, and the immigrant population is 70% unemployed. There are many services here already and described linguistic assistance for the 60 languages spoken. What this office would need to do is connect the dots for the services already here, what is working, what is not working, and go from there. He noted Global Detroit's programs, including programs to retain

students in Detroit, international business recruitment to Detroit, among others. Portland has 10,000 new Americans and more employment for them is key.

Sue Roche, of ILAP, read her testimony, attached.

Claudette _____, said that she supports the new office for social and economic reasons.

Kris Horton, of the Public Market, said that she supports the new office. The Public Market has been in operation for 10 years and has assisted with 120 business start-ups. She noted that the largest barrier for the immigrant community is language, as well as rules and regulations are difficult for them. She would welcome the opportunity to assist the City in this endeavor.

Jennifer Sporzynski of Coastal Enterprises, Inc., indicated support for the effort as well.

Rev. Lewis of the AME Zion Church in Portland said that he is not opposed to the office, but Portland and the area already have many organizations for the immigrant population and was curious as to what it will offer that has not already been tried. Also, “New American” is exclusive, not inclusive – noting that, for example, young Americans need to be engaged not just new Americans. He also noted that models referred to previously are all too large to be compared with Portland.

Mayor Strimling noted that there are 10,000 immigrants in Portland, with 70% unemployed. He questioned why the City should not focus on this population.

Rev. Lewis said that Portland needs to address the population already here, and that Portland is too small to segment. In addition, the City would need commitment to make sure the office does what it is intended to for accountability and something that all can be proud of. That commitment also includes staff and resources.

Anne Gass supported the new office, noting its symbolic value. The office should advocate, coordinate, and plan its services – to be a resource center.

Zack Banwitz supported the office.

Claude Rwaganje, Executive Director of Community Financial Literacy, said his organization supports the immigrant and refugee community with financial stability. Generally, he is supportive of the proposed new office. A goal should be to connect and collaborate with all service providers and be involved in policy making decisions.

Dawud Ummad noted that the school system is suffering because of linguistics. There needs to be a readjustment to support the school children. It is a good gathering here but feels the discussion should be on how all can benefit.

Leonard Cummings, Portland resident, said that he and his family have been here for years with no assistance. Education and hard work are the key elements which he has passed on to his children. Anyone who comes to the United States needs to work hard, get a job, and do your best. He also noted that the City's former Resource Hub was a success, and advised the City to think carefully what it does for equal opportunities.

Kwan Malwal said that he is an American and questioned who are new Americans. He has been in Maine since 2002, learned the English language and got a job, which is what someone needs to do before considering starting a business. He closed saying that he agreed with Rev. Lewis's comments.

Deborah Cummings Khadraoui expressed concerns for minority-owned businesses, agreeing that this was exclusive and concerned that it will not offer anything new or what is needed.

Octavia Clarkson read her testimony, attached.

Aymen Korika of the Sudanese community said that Portland does a great job for the immigrant community, and disagrees with the formation of this office. He does not

want to be labeled a new American and treated differently, and the office would create yet another division. Mr. Korka said that he came here in 2000 with no English. He learned the English language, worked hard, and now owns buildings with tenants. There are enough programs already. It would be better to improve laws. He concluded saying the City should take a second look at this proposed office.

Joby Thoyalil of Maine Equal Justice Partners said that they work with the low income and is encouraged by this office but should not exclude other minorities. It should serve as a point of coordination to be effective, and stopping discrimination should be the core value. Immigrants should be feeling welcome regardless of immigration status.

Stefanie Gill read her testimony, attached.

Dennis Ross, 20-year resident of Portland, echoed Rev. Lewis's comments, i.e., the office would need to be inclusive.

Regina Philips, of the City of Portland's Refugee Services office, said that the City already has a model with its Refugee Services office. It offers life skills, mental health services, employment assistance, and collaborates with every organization in this room. The office, however, will be closing end of June 2016 due to grant funds expiring.

Qamrul Islam, Portland resident, said that he is not opposed to the office, but agreed that the name of it was divisional. Its master plan should be to make organizations work together.

Mary Rena, Portland resident and business owner, said that she helps immigrants and encourages them to seek various assistance as needed. This sounds very nice, but coordination is key and offered her assistance.

Chair Brenerman, noting no further public comment, closed the public comment session.

Chair Brenerman said that this hearing was to hear what the public thought about the idea of a new office, with the name of the office just a place holder. The Committee will consider comments received and appreciated the feedback.

Councilor Costa added that this discussion was a priority as a first step, with a goal to address underlying needs.

Chair Brenerman noted that the Health and Human Services Committee just heard a presentation on services to immigrant community, including job training. Coordination seems to be needed, as well as to determine what the City's role, if any, should be.

Councilor Thibodeau agreed. It would be good to know what is lacking based on real experience.

Chair Brenerman agreed, suggesting following the path of an individual looking for training, a job, education, etc., and see where they go and perhaps determine what works and what does not.

Councilor Costa added increased communication with School Department, including Portland Adult Education, would be enlightening.

Mayor Strimling noted the issues heard today as focus, resources, coordination, and gaps in various areas needing assistance including, for example, employment, language, and business.

Councilor Duson appreciated the feedback, noting the HIRE Program as a resource with data. She also noted if there were a new office, it should not be just for refugees.

The Committee then suggested that this be an item on its April 5 Agenda.

There being no further business/discussion, the meeting then adjourned at approximately 8:00 p.m.

Respectfully,

Lori Paulette

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Dan Wallace, Partnership for a New American Economy
Testimony, Portland Office for New Americans
City of Portland Economic Development Committee Hearing, Council Chambers, Portland, ME
March 22, 2016

Members of the Economic Development Committee:

Good afternoon, thank you for the invitation to speak on this important issue before you today. My name is Dan Wallace, and I'm the Director of State and Local Initiatives at the Partnership for a New American Economy. The Partnership was founded in 2010 by then-New York City Mayor Michael Bloomberg, and has since grown into a coalition of more than 500 Republican, Independent, and Democratic mayors and business leaders from all 50 states who believe that immigration is critical to our nation's ability to grow, create jobs, and compete in the global economy.¹

Nowhere is this message more relevant than in Maine. Demographically-speaking, Maine is the oldest state in the country.² The Pew Research Center projects that 50 years from now, the median age in America will be 42 years old,³ but Maine already passed that mark several years ago (as of 2014, the median age in Maine was 44.2).⁴ West Virginia is the only other state in the country aside from Maine where there are more deaths each year than births.⁵ Consequently, Maine has among the lowest rates of growth in economic output in the U.S.,⁶ and it is not a coincidence that it also has one of the smallest foreign-born populations of any state.⁷ All of this means that without significant change, there will be fewer workers in Maine's economy and more retirees, which will drive up health care and entitlement spending, and put a strain on employers seeking the workers they need to operate and grow. Maine's unemployment rate is already among the lowest in the country, and unemployment in Cumberland County is the lowest in the state.⁸

Immigration is not a panacea that can solve all of these problems, but data show that it must be part of a strategy to promote economic growth: Between 1970 and 2013, not one of the top 50 metro areas in the U.S. grew without an increase of at least 10,000 or more foreign-born residents.⁹ The same is true for growth in main street businesses like laundromats, hair salons, grocery stores, and restaurants – small businesses that are creating jobs and generating economic activity in neighborhoods across the country. Without immigrants, the U.S. would have lost

¹ Partnership for a New American Economy, www.renewoureconomy.org

² U.S. Census Bureau (2015)

³ ~~Pew Research Center~~ (2005)

⁴ Pew Research Center (2015)

⁵ U.S. Census Bureau (2015)

⁶ Johnson, K., Deaths Exceed Births in Record Number of U.S. Counties, Carsey Institute (2013)

⁷ Portland Press Herald, June 2015

⁸ Map the Impact of Immigration Across the Nation, www.maptheimpact.org

⁹ Maine Department of Labor

¹⁰ Kallick, D. Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow, Fiscal Policy Institute/Americas Society Council of the Americas (2014)



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nearly 30,000 main street business over the last decade; instead, more than 60,000 of these small businesses opened.¹⁰

At the same time, immigrants face a number of unique challenges to full participation in the civic and economic life of their communities. Lack of access to capital means that many of the new businesses started by immigrants may struggle to expand and hire more workers; because they are more likely to be unbanked, many immigrants have lost their savings to theft or destruction; public health and safety messages that go out only in English may not reach some immigrant communities; and lack of trust in law enforcement may cause some to fear reporting criminal activity.

Cities have a role to play in responding to these challenges, and in maximizing the economic benefits of immigration for the benefit of the entire community. Nationwide, more than 20 U.S. cities, large and small, have established local Offices for New Americans – including Atlanta, GA; Detroit, MI; Louisville, KY; Aurora, CO; and Buffalo, NY. More than 60 cities and counties – everywhere from Burlington, VT to Dodge City, KS – have designated themselves as officially “welcoming” to immigrants.¹¹ Evidence suggests that these strategies are paying off.

A prime example of this is Dayton, Ohio, a small city in the Rust Belt. In 2011, after more than three consecutive decades of job loss and population decline, the City of Dayton rolled out the Welcome Dayton plan – an effort fully staffed and supported by local government – to make the city more immigrant-friendly.¹² Three years after the plan was launched, Dayton has attracted enough newcomers—both foreign-born and US-born—to reverse its population decline for the first time in years, and this growth has brought economic benefits to the entire community. As a direct result of the increase in the number of immigrants living there, Dayton has seen an increase of \$116 million in its home values, a \$115 million boost in consumer spending power, and a \$15 million annual boost to state and local tax revenue. Additionally, the influx of immigrant residents is directly responsible for the creation or preservation of nearly 200 manufacturing jobs in Dayton – not an insignificant number in a city of Dayton’s size.¹³ In 2013, the U.S. Chamber of Commerce recognized Dayton as one of the seven “most enterprising cities” in America for its adoption of the Welcome Dayton Plan.¹⁴

Counter to the prevailing political narrative that immigration is a drain on our resources, economic benefits like those in Dayton are taking place in cities across the country. In 2014, Nashville opened the first Office for New Americans in the Southeast. While immigrants there make up 8% of the population, they now represent nearly one third (29%) of main street business

¹⁰ Kallick, D. Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow, Fiscal Policy Institute/Americas Society Council of the Americas (2014)

¹¹ Welcoming Cities & Counties, www.welcomingamerica.org

¹² Welcome Dayton, www.welcomedayton.org

¹³ Welcome to Dayton: How Immigrants are Helping to Grow Dayton’s Economy and Reverse Population Decline, Partnership for a New American Economy (2015)

¹⁴ Dayton Business Journal (2013)



owners.¹⁵ At the same time that Nashville has embraced its growing immigrant population, it has become one of the top three fastest-growing job markets in the country following the Recession.¹⁶ In Denver, CO, which also has an Office of Immigrant and Refugee Affairs, the influx of foreign-born residents over the past decade has helped create or preserve nearly 4,500 manufacturing jobs.¹⁷ And in Philadelphia, an effort by City's Office of Immigrant and Multicultural Affairs to translate small business documents into multiple languages revealed that the process was bureaucratic and complicated even in English. The result has been a streamlined process for all residents seeking to start and grow their enterprises.

In addition to generating numerous economic benefits, local Offices for New Americans have generated fiscal benefits for their cities, as well. Because these offices have made immigrant integration a high-profile, cabinet-level issue, they have been able to attract support for public-private partnerships that leverage external funding in support of local priorities. Financial institutions, for example, have invested in local programs to promote naturalization, small business development, workforce development, and financial empowerment. In many cases, private funding from philanthropy, corporate foundations, and financial institutions with a national focus has been attracted to support local immigrant integration initiatives by covering some startup and coordination costs for local governments, while also channeling new funding into community-based organizations that partner with local government to achieve shared goals.

Model initiatives supported and coordinated by these offices include programs that help legal permanent residents become U.S. citizens through ESL/civics instruction and access to legal services; language access policies that ensure local government responds to the needs of all residents while they are in the process of learning English; efforts to connect immigrant entrepreneurs with small business services and microfinance to help grow their enterprises and create more jobs; initiatives that connect underemployed, highly-skilled immigrants with jobs in their areas of training and expertise; programs to help new arrivals access mainstream financial services to open banking and savings accounts; and many others.

In addition to supporting such efforts, Offices for New Americans that are positioned within local government, rather than external to it, help ensure quality customer service for all residents, regardless of their country of origin or the language they speak; serve as a central hub for information between the city and immigrant communities; serve as an internal resource—on policy, practice, and outreach—within the administration to other agencies who engage with immigrants as part of their existing service delivery; and as a symbol of an inclusive, welcoming city that values the cultural and economic contributions of communities from around the world.

Because of the number of existing models for such offices, as well as other, similar efforts to facilitate immigrant integration, there are numerous examples for the City of Portland and the

¹⁵ Kallick, D. Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow, Fiscal Policy Institute/Americas Society Council of the Americas (2014)

¹⁶ Grovum, J. Which Metro Areas Have Gained the Most Jobs Since the Great Recession? Pew Charitable Trusts (2015)

¹⁷ New Americans in Denver: A Snapshot of the Demographic and Economic Contributions of Immigrants in the Metropolitan Area, Partnership for a New American Economy (2015)



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Economic Development Committee to evaluate as it considers the current proposal. I hope that the Partnership can be a resource to you moving forward, and I look forward to your questions. Thank you.

Office of New Americans Testimony
Bethany C. Campbell
Portland Adult Education

I am here to support the efforts of the City Council and the Mayor's office as you create the Office of New Americans....or whatever you may call it.

There are great efforts already underway in our City to help new American's obtain and retain jobs in their field. Portland Adult Education has been working with New Mainers for the last 10 years helping immigrants and refugees learn the skills needed to be successful in the American workplace through our Job Classes English Language and citizenship courses.

We served 1993 immigrants from 81 different countries last year.

With the addition of the New Mainers Resource Center in 2013, we have added services for highly skilled professionals to help them navigate the licensing and credentialing challenges and providing integrated education and training programs focused on in-demand sectors like IT, Healthcare and Engineering.

As Dan mentioned, we have worked with best-practice national models to frame our programming including Upwardly Global and the Welcome Back Initiative, for which NMRC became the Maine affiliate of the Welcome Back Center last year.

NMRC Served 268 people through courses & workshops and 163 through case management

The CDBG funded Portland Jobs Alliance has been a great model to demonstrate collaboration among service providers and educational institutions to create training for businesses and to place more than 100 individuals in newly created and replacement jobs.

We stand in support of your proposal for an Office of New Americans to help Portland build upon existing success and provide business attraction efforts. The future workforce of Portland is here now.

Where I think we need more advocacy and policy work to reduce barriers for New Americans including transportation, housing and childcare.

We need help businesses understand the benefits of hiring a more multi-cultural workforce.

We need to create opportunities for employers to be more engaged with their future workforce.

Thank you for creating a collaborative process that looks at existing resources and identifies gaps in our city. Let's make Portland a welcoming community to set the standard for our state.

Presentation and Public Hearing on Office for New American Mainers (5:15 to 6:50 p.m.) – ***to assist with job opportunities and business development. March 22, 2016***

Testimony

By Christina Feller, Executive Director, Living With Peace, *investing in immigrant self-reliance through education and entrepreneurship.*

I want to begin by thanking those of you here today for taking a studied interest in the future of Portland's newest residents in terms of their many current, past and expected future contributions to the Maine economy. Immigrants have always filled in where others deigned not to go, where others were not qualified or rather were over-qualified to go, or because non-immigrant applicants failed drug tests and/or refused other basic lifestyle requirements for the job. We are talking about thousands of jobs created and filled in the health care field and in social services alone over the past fifteen years that are largely filled with immigrants. So thank you for recognizing the contribution that immigrants already make to the Maine economy, and for recognizing and celebrating their future contributions to personal wealth building at the same time.

Specifically, I want to thank the CDBG Allocation Committee for choosing Living With Peace's successful and growing business start-up program called The Portland Micro's as a finalist in the 2016-2017 Award year. This is our second year winning a CDBG Award for micro-enterprise creation and development and this time we are doing two new things to spur immigrant entrepreneurship: 1) We have created a core of Business Extension Agents that travel to the entrepreneur wherever he or she is to work with them on their project rather than forcing them to come to the incubator or to structured face to face classes, and 2) we have created a special program for women entrepreneurs and we are opening a Women's Business Awareness Center later this year. This year we also hope to have a Portland Micro's soccer team and a Portland Micro's softball team, a bowling team, and an international trade group called The Portland Micro's Go Global. We have recently created Maine Youth International to funnel the creativity, energy, and passion of our youth into the benefits of international trade.

Finally, I want to get to the highlights of my testimony today.

There are four highlights to the testimony that I am placing into the record today. Knowing that I have just a few minutes to say some important things, I will begin:

1. The term New Americans pertains I am assuming to newly admitted citizens; those who have their citizenship documents to celebrate their new status as naturalized Americans and reserve all of the rights and responsibilities of an American citizen. From experience, I can tell you that these are the very people who have the highest capacity to succeed in America. These are the very people who are the role models for all of us because they are starting fresh in their own country with all of the opportunities for Success in America yet ahead of them. These are the very people who do not need government help of any kind other than low cost business loans or student loan guarantees or health insurance coverage like any other resident of the City of Portland.
2. By singling out a particular group of people to support as opposed to particular industries or job categories, which has always been the case in Maine, the City is creating greater divisiveness

Hinck and Suslovic especially for always making the time to come to immigrant events and get to know immigrants as real live people and not groups or special beneficiaries of government programs.

4. So what can you do and what is your legitimate role in creating jobs by 'assisting' in business start-up and expansion among ALL the people especially our newcomers? I have five suggestions—
 1. Have and promote direct contact between city councilors, city departments and immigrant organizations for open dialogue, and for building cooperation and collaboration wherever appropriate between city services and the needs of constituents; the best option is having a monthly dialogue like the way we did for years and years with the neighborhood elected leaders and for encouraging better cooperation between neighborhood organizations and their own new Mainer resident base in stimulating local grassroots economic development.
 2. Have the City create a Strategic Plan for "Making Diversity the Cradle of Innovation" for the City in all ways: culturally, artistically, economically, socially, politically, in all ways without picking a particular group of people unique only because of the way they arrived in Maine.
 3. Improve the opportunities for more civic collaboration among neighborhood based, city government, and business interests through the award of more CDBG funds to community based groups whose mission includes economic development and applaud the work of City funded organizations like Living With Peace and CEI, each of which has been recommended for award allocation this coming year.
 4. Strengthen and deepen the capacity of the City's own Economic Development Department to be more expansive and inclusive in their outreach. Certainly I and colleagues who have worked with Greg and Nelle hold them in very high regard. I believe this office should be strengthened and filled out with two additional lending agents from the communities of interest themselves.
 5. And last but not least, the City should carry its chief mission of ensuring clean and safe neighborhoods, adequate, safe, and heated housing, sufficient nutritious food, good schools, regular and comprehensive code inspection and fines for violations, and a well prepared police force to keep the peace and fire department to respond to fire alarms and accidents. We want you to keep the streets and highways in good repair, keep up the bridges, rebuild failed infrastructure, ensure open access to open space for personal enjoyment, keep a low cost high quality public transportation system in place, and be a primary lender or guarantor of low interest loans for higher education, for business creation and for business expansion.

I believe that the City of Portland is now and has been for many years an exemplary City for supporting economic development and for shaping the city into what it is today. Government plays a critical role in our lives and we will always want that relationship to be a meaningful engagement between government, the citizenry, and private business.

Thank you for listening to my testimony. As many of you watching and listening today know, I have been a vocal and visible advocate for strong neighborhood organizations for many years and for the rise in the strength, capacity and influence of ethnic based community organizations for the past ten years. My interest is in

- limited government,



Living With Peace, 500 Forest Avenue, Ste 6, Portland, Maine 04101 207-536-0093

I. FORMAL TRAINING AT PORTLAND ADULT EDUCATION IN APRIL

Trainers: Christina Feller and others

Register at livingwithpeaceusa@gmail.com with your full name, country of origin, status of business idea (nothing, something, something real, something alive), telephone, and email address. Limited to 23 students. So register today for classroom based trainings.

Classes are on **Fridays** from 1:00pm to 3:00pm in Room 3 at Portland Adult Education on the following dates:

**April 1
April 8
April 15
April 29**

II. FORMAL INTAKE AND REGISTRATION for Up to Twenty Enterprising Greater Portland Residents to Engage in Formal Training and one on one mentoring by Living With Peace Business Extension Agents **FOR THE NEXT YEAR** on the following dates:

Mondays from 9:00am to 10:30 am in Suite 6 at 500 Forest Avenue on the following dates:

**March 28
April 4
April 11
April 18**

III. SILENT AUCTION, CELEBRATION AND FUNDRAISER for Living With Peace Ten Year Anniversary: Three dates, three times as much fun, three times as much money:

**April 18
July 18
November 18**

November Celebration will introduce the newest Living With Peace Three Year Initiative called Maine Youth International (MYI), a Leadership Training School. For more information and to volunteer, call Christina Feller at 207-939-3800 or call the office at 536-0093 and ask for Elise Malongi, Women's Business Extension Agent.



ENRICHING OUR COMMUNITY. EXPANDING OUR WORLD.

September 7, 2015

Maine Community Foundation
Rines Thompson Fund
1 Monument Way, Suite 200
Portland, ME 04101

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EXECUTIVE DIRECTOR
SARAH CAMPBELL

Dear Proposal Review Committee,

It is my pleasure to submit this letter of support on behalf of a proposal being made by Living With Peace for programming and other initiatives to respond to demand for entrepreneurship training among new Mainers in Greater Portland and to bring awareness to the potential for new business creation to its residents.

Portland Public Library (PPL) is an established and well-respected educational institution headquartered in Portland, Maine supporting opportunities for learning, participation, and engagement. PPL has long been a place of learning and engagement for the immigrant community and is a well-known and well-respected resource within the City for immigrants and continues to expand its reach and programming to serve the increasingly diverse community.

PPL intends to collaborate with Living With Peace (LWP) on two events over the course of the year (October 1, 2015-September 30, 2016), on topics including entrepreneurship, family businesses, neighborhood businesses, marketing, business English, or other business topics relevant to this community to bolster the entrepreneurial aspirations of immigrants in the greater Portland area. Portland Public Library will provide space and help promote the events. Further, PPL will offer its reference services to act as a resource via individual and group sessions to bolster immigrant entrepreneurs referred by LWP with community and library resources. PPL will also work with LWP to increase and promote resources on the topic of immigrant entrepreneurship in its collections which will be available to all library patrons.

We are delighted to support LWP in its proposal to add greater attention and support to the potential and value of immigrant entrepreneurs in the Greater Portland area.

Sincerely,

Sarah Campbell
Executive Director

FIVE MONUMENT SQUARE, PORTLAND, MAINE 04101. TEL. 207-871-1700. FAX 207-871-1703. WWW.PORTLANDLIBRARY.COM

BURBANK BRANCH
377 STEVENS AVENUE
207-774-4229

PLAIS ISLAND BRANCH
129 ISLAND AVENUE
207-766-5540

RIVERTON BRANCH
1600 FOREST AVENUE
207-797-2915

Memorandum of Understanding

Whereas, Living with Peace is an established non-profit organization headquartered in Portland, Maine supporting the social, economic, and civic engagement goals of immigrant newcomers;

Whereas, Living With Peace has established a Business Incubator and Enrichment Center at 500 Forest Avenue, Suite 6-8;

Whereas Living With Peace intends to expand and broaden its training and mentorship offerings in entrepreneurship and business ownership to include more immigrant women, youth, and newcomers;

Whereas, the Djibouti Community Association of Portland is a newly established community-based organization headquartered in Portland, Maine supporting opportunities for cultural, social and economic integration between host communities and immigrants from Djibouti who settle in and around Portland;

Whereas, the Djibouti Community Association of Portland is expanding its reach of activities to include more programming related to entrepreneurship and career-building;

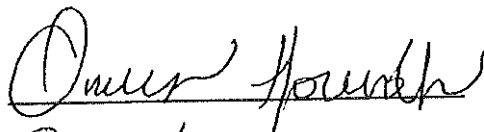
Whereas, now comes an opportunity for the two organizations to work together in a collaborative way to advance the entrepreneurial aspirations of immigrants and to bring awareness to the potential for new business creation and engaging in cross-border trade; and,

Whereas, the shared goal of both organizations is the transformation of passive newcomers into self-reliant individuals who can control their environment to establish and sustain economic self-determination,

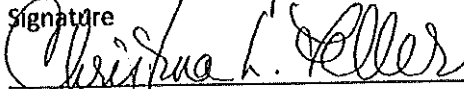
Therefore, the organizations agree to:

1. Collaborate to plan and execute at least two workshops, seminars, group meetings, or trainings over the course of the year October 1, 2015-September 30, 2016, on the topics of entrepreneurship, running family businesses, running a formal-sector business from home, international trade, forming neighborhood businesses in Portland, marketing your businesses, writing business English, achieving business proficiency through software apps, etc.;
2. Participate in a new Coalition of Immigrant Entrepreneurs to raise awareness about the contributions of immigrant-owned businesses to the Maine economy through the marketing initiative known as Immigrant Businesses Matter to ME's Economy®; and
3. Utilize the talents of both organizations and their volunteers to promote, support and encourage entrepreneurship among the newcomer and low to moderate income communities.

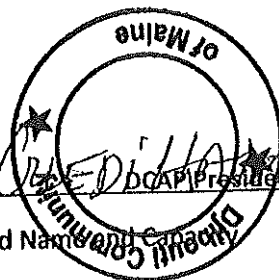
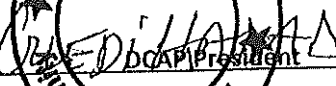
Signed, this 14 day of September, 2015.



Signature



Signature


OMAR 

Printed Name and Capacity

Christina L. Feller, LWP Executive Director

Printed Name and Capacity

Memorandum of Understanding

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Whereas, Living With Peace has established a Business Incubator and Enrichment Center at 500 Forest Avenue, Suite 6-8;

Whereas Living With Peace intends to expand and broaden its training and mentorship offerings in entrepreneurship and business ownership to include more immigrant women, youth, and newcomers;

Whereas, the Rwandese Community Association of Maine is an established community-based organization headquartered in Portland, Maine supporting opportunities for social and economic integration between host communities and immigrants from Rwanda;

Whereas, the Rwandese Community Association of Maine is expanding its reach and programming to include more programming related to entrepreneurship and career-building;

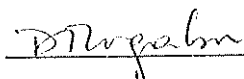
Whereas, the leaders of both non-profit organizations know, respect, and have interacted with each other for some years, now comes an opportunity for the two organizations to work together in a collaborative way to advance the entrepreneurial aspirations of immigrants and to bring awareness to the potential for new business creation to engage in cross-border trade; and,

Whereas, the shared goal of both organizations is the transformation of passive newcomers into self-reliant individuals who can control their environment to establish and sustain economic self-determination,

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2. Participate in a new Coalition of Immigrant Entrepreneurs to raise awareness about the contributions of immigrant-owned businesses to the Maine economy through the marketing initiative known as Immigrant Businesses Matter to ME®; and,
3. Utilize the talents of both organizations and their volunteers to promote, support and encourage entrepreneurship among the newcomer and low to moderate income communities.

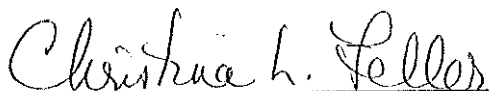
Signed, this 30th day of August, 2015.



Signature

DAMAS RUGABA - PRESIDENT

Printed Name and Capacity



Signature

CHRISTINA L. FELLER - Exec. Dir.

Printed Name and Capacity

Memorandum of Understanding

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Whereas, Living With Peace has established a Business Incubator and Enrichment Center at 500 Forest Avenue, Suite 6-8;

Whereas Living With Peace intends to expand and broaden its training and mentorship offerings in entrepreneurship and business ownership to include more immigrant women, youth, and newcomers;

Whereas, the Burundian Community Association of Maine is an established community-based organization headquartered in Portland, Maine supporting opportunities for social and economic integration between host communities and immigrants from Burundi;

Whereas, the Burundian Community Association of Maine is expanding its reach and programming to include more programming related to entrepreneurship and career-building;

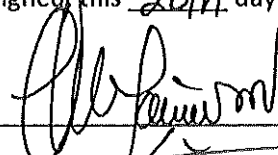
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Whereas, the shared goal of both organizations is the transformation of passive newcomers into self-reliant individuals who can control their environment to establish and sustain economic self-determination,

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2. Participate in a new Coalition of Immigrant Entrepreneurs to raise awareness about the contributions of immigrant-owned businesses to the Maine economy through the marketing initiative known as Immigrant Businesses Matter to ME®; and,
3. Utilize the talents of both organizations and their volunteers to promote, support and encourage entrepreneurship among the newcomer and low to moderate income communities.

Signed this 28th day of September 2015.



Signature

Christing Feller

Signature E.M

Alain NAHIMANA

Printed Name and Capacity

Christing Feller Exec. Dir

Printed Name and Capacity

Memorandum of Understanding

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Whereas Living With Peace intends to expand and broaden its training and mentorship offerings in entrepreneurship and business ownership to include more immigrant women, youth, and newcomers;

Whereas, the Congolese Community of Maine is an established community-based organization headquartered in Portland, Maine supporting opportunities for social and economic integration between host communities and Immigrants from Democratic Republic of Congo;

Whereas, the Congolese Community of Maine is expanding its reach to include more programming related to entrepreneurship and career-building;

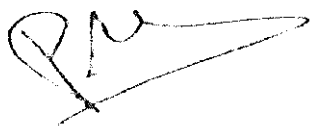
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2. Participate in a new Coalition of Immigrant Entrepreneurs to raise awareness about the contributions of immigrant-owned businesses to the Maine economy through the marketing initiative known as Immigrant Businesses Matter to ME®; and,
3. Utilize the talents of both organizations and their volunteers to promote, support and encourage entrepreneurship among the newcomer and low to moderate income communities.

Signed, this 30 day of August, 2015.



Patrick Kambu Mbenza, President

Signature



Signature

Printed Name and Capacity

CHRISTINA L. FELLER, LWP Exec. Dir.

Printed Name and Capacity

Memorandum of Understanding

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Whereas Living With Peace intends to expand and broaden its training and mentorship offerings in entrepreneurship and business ownership to include more immigrant women, youth, and newcomers;

Whereas, Maine Association of New Americans is an established community-based organization headquartered in Portland, Maine supporting opportunities for social and economic integration between host communities and immigrants;

Whereas, Maine Association of New Americans is expanding its reach and programming to include more ethnicities, nationalities, and communities of migrants;

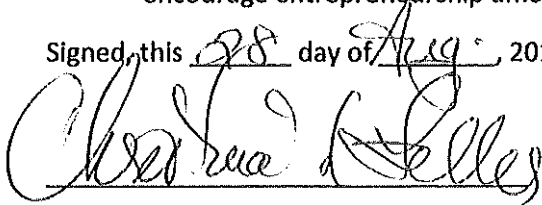
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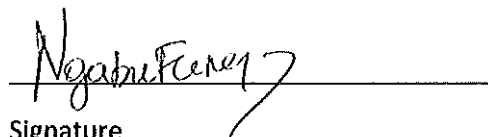
1. Plan and carry out together at least two workshops, seminars, group meetings, or trainings over the course of the year October 1, 2015-September 30, 2016, on the topics of entrepreneurship, running family businesses, international trade, forming neighborhood businesses in Portland, marketing your businesses, writing business English, achieving business proficiency through software apps, etc;
2. Create a small working group, the members of which are charged with outreach to other community-based groups to plan and carry out social and business functions to enlarge the field of potential entrepreneurs; and,
3. Utilize the talents of both organizations and their volunteers to promote, support and encourage entrepreneurship among the newcomer and low to moderate income communities.

Signed, this 28 day of Aug., 2015.



Signature

CHRISTINA L. FELLER, Exec. Dir.
Printed Name and Capacity Living With Peace



Signature

FRANCINE NGABU President
Printed Name and Capacity MANA

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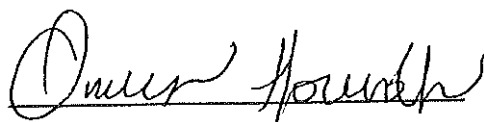
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Signed, this 14 day of September, 2015.



Signature



Signature


OMAR 
Printed Name and Capacity

Christina L. Feller, LWP Executive Director

Printed Name and Capacity



**Testimony in Support of the Creation of an Office of New Americans
City of Portland Economic Development Committee Hearing
Council Chambers
March 22nd, 2016**

Mayor Strimling,
Members of the Economic Development Committee,
Ladies and Gentlemen,

Thank you for this opportunity to speak on behalf of the Maine Immigrants' Rights Coalition and thanks for this first step towards, I hope, the creation of an Office of New Americans dedicated to immigrant integration within the City of Portland.

Today, the City of Portland has become home to immigrants from all corners of the globe, each bringing their own story and a variety of new perspectives. In addition, and regardless of demographic changes, the reality is that our society, indeed any society, continually changes on the basis of both internal and external influences and ongoing changes in attitudes to a variety of fundamental issues. All these changes constitute a call for action and we commend the City of Portland for taking on this challenge.

For immigrants' advocates, the rationale of the creation of this office is to contribute to the creation of a more integrated society by building on the many positive initiatives that have already taken place at the local level and by addressing key challenges in a coordinated manner.

Before moving forward, allow me to share the definition for immigrant integration – a critical concept that has been fully embraced by the White House, by national, state and local immigration groups, by cities and counties throughout the country, and by foundations and business leaders nationwide:

“Immigrant integration is a dynamic, two-way process in which immigrants and the receiving society work together to build secure, vibrant, and cohesive communities. As an intentional effort, integration engages and transforms all community members, reaping shared benefits and creating a new whole that is greater than the sum of its

parts. Immigrant integration is multifaceted and includes several components, focusing on including immigrants' access to mainstream institutions." National Partnership for New Americans.

While integration policy is a national issue, it is rooted in local experience, in building relationships through welcome, support and trust.

Today, I will be addressing three key issues:

ISSUE ONE: Why should the City of Portland create an office focused upon New Americans?

- One of the most pressing issues facing Portland and the region, is how to create a community infrastructure, comprised of public, private and the non-profit sectors, to insure that the growing and diverse immigrant community in Greater Portland is successfully integrated into the educational, economic, cultural and civic life of the city? There are two roads that can be taken. The first is the do-nothing road, which would leave the city and region without a community-wide vision, strategy and plan to ensure immigrant integration. There would be little planning or accountability for agreed upon goals, and a likely probability that many immigrants will not achieve educational and economic success. The second road is for the city to provide the leadership to ensure that immigrant integration is recognized as a priority for the future of Portland and the region, and that a comprehensive planning and strategic focus must be applied to this critical issue.
- During 2015 the World Affairs Council, in partnership with the Maine Immigrants' Rights Coalition, conducted a five-part community dialogue around the issues of immigration in our city and region. Over 700 individuals participated in these events which culminated in a final report that was released last June that stated: **"Our collective aspirations are to become a Welcoming Community, an Opportunity Community, and an Empowering Community for Immigrants."** With this vision, they called upon the public, private and non-profit sectors, in close partnership with the immigrant community, to undertake a strategic planning and implementation process to promote immigrant integration into all aspects of our city and region.
- It is recognized that Portland region already has many of the necessary components for an effective immigrant integration process. However, there are still many gaps, and there is a lack of clarity and accountability and impact measurement tools that can ensure resources are spent effectively and productively. Finally, there is a lack of coordination and communication among the immigrant service providers, and this often leads to confusion and uncertainty about what, how, and for whom these services are being directed. The City has a leadership role to play in ensuring that the goals of immigrant integration are clearly understood and communicated. It has a role in helping to shape the overall

vision and communicate priorities, and to promote accountability and the achievement of measureable results.

ISSUE TWO: What should be the mission of an Office of New Americans?

- **LEADERSHIP to implement a strategic initiative focused upon Immigrant Integration.** City government is the only civic institution that can effectively lead the city forward in achieving the goals of immigrant integration. These goals will require a city directed communication and outreach strategy, a city guided community-based and collaborative planning process, and a city coordinated evaluation process for accountability and results. Only the city is in the position through the mayor, city council and city manager to provide the kinds of leadership that will be needed to have Portland be a truly welcoming community, opportunity community and empowering community for immigrants. This effort should be the mission of an Office of New Americans, and Portland should reach out to the entire region to invite them to join in this effort.
- As we consider the creation of an Office of New Americans, allow me to share 10 key recommendations to make cities more welcoming and, in time, create a municipal system that truly serves both longtime residents as well as the foreign-born (ideas taken from a comprehensive report just released by the University of Southern California entitled: *Opening minds, Opening doors, Opening communities: Cities leading for Immigrant Integration*
 1. Begin with mayoral, city council and city management's commitment, and we have it so far. Their support of community-wide integration efforts is critical. The Mayor, especially, will be key to create a vision based on the argument that immigrant integration is good for everyone and not just for immigrants and only his leadership can drive a multi-sector alliance of business and civic leaders, which in turn will create the community buy-in that will make the investment politically feasible.
 2. Build institutional sustainability beyond the mayor being a champion. Creating institutional depth is critical if we want to keep a supportive tone over time.
 3. Collaborate with unlikely allies. Sustainable efforts reach beyond the usual circles of immigrant advocates and engage business, labor and education officials. One particularly important ally: African-American leaders. While some may feel displaced economically and politically by immigrants, many share a strong commitment to justice and inclusion shared by immigrant advocates.
 4. Secure technical assistance from partners. Successful Offices do not go it alone; they reach out to learn from the experiences of others.

Welcoming America, for example, is a national network that can offer assistance at every step of the way, and there are many other resources available across the country, such as the Partnership for A New American Economy – and I am glad Dan Wallace is here today.

5. Track and evaluate success and impact. Offices survive when they can show success. This means gauging internal effectiveness as well as impacts on the daily lives of immigrants and receiving communities. Of particular importance is tracking the trajectory or progress of immigrants over time. Demonstrating longitudinal progress can be key to building the case for immigrant integration.
6. Partner with research organizations. Conversations about the role and impact of immigrants are more civil and productive when grounded in data. Research from think tanks and university centers can provide the hard facts and external credibility needed to move forward.
7. Bring together services and engagement. Offices must go beyond providing services and find other ways to intentionally engage the community, which is key to sustaining political support for Office activities. Engagement can include promoting citizenship, assisting those with deferred status, and creating leadership training that connects immigrants and native-born.
8. Develop policies, not just projects. New offices should make sure that lessons learned from initial projects become standard operating procedure for the city. It is important to develop policies around language access, small business support, and community policing. This, in turn, involves political leadership, and so Offices must develop allies and political and policy skills.
9. Apply a racial justice lens. While messaging that immigrants are “like all of us” is an important and proven strategy for immigrant integration, Offices should have an explicit racial justice focus, which acknowledges the existing racial biases in their communities that exclude immigrants and can make integration work so challenging.
10. Work together and scale up. Offices can learn from one another, and should work together to effect change at the national level — a couple of examples of such collaboration being the Welcoming Cities Initiative and the Cities for Citizenship campaign.

ISSUE THREE: How can the Office of New Americans be funded?

- The financial model for this new office should be one of community partnerships – specifically with the immigrant community, the immigrant service providers, Maine-based foundations, and the business, educational, cultural and civic institutions within the city. It should also include outreach to the other

communities in Greater Portland to join in this effort. This could be done through the Greater Portland Council of Governments. These are the stakeholders, and they should have a commitment to make this office a success. Their commitment should be both financial and non-financial, and it should be visible and tangible.

- The partnership approach should begin with an effective planning process that brings together the stakeholders. This planning process will need some seed funding resources from the city, but these resources should be supplemented by the community partnership resources.
- Through an effective planning process, the city will be able to establish priorities for the new office. These priorities should be focused upon immigrant integration, and should always be undertaken in partnership and collaboration with stakeholders, including funding.
- If this planning process is successfully completed, there is a very real possibility that the office will be able to attract national funding from the federal government and from national foundations. Many other cities have been successful with this model, and there are many best practices that can be drawn upon from around the country.

Thank you, again, for giving me the opportunity to share these views on this critically important issue to our city and region.

For the Maine Immigrants' Rights Coalition
Alain NAHIMANA
Coordinator



IMMIGRANT LEGAL ADVOCACY PROJECT

**Testimony of Sue Roche, Executive Director, Immigrant Legal Advocacy Project
Before the City of Portland Economic Development Council
Regarding Plans for the City of Portland Office for New Americans**

Good evening and thank you for the opportunity to address the Council. My name is Sue Roche and I am the Executive Director of the Immigrant Legal Advocacy Project (ILAP). ILAP is Maine's only statewide immigration legal aid organization, based in Portland. It is our mission to help low-income immigrants improve their legal status and to advocate for more just and humane laws and policies affecting immigrants. ILAP serves 2,000 clients each year, and over 1,000 people attend our education and outreach events. About 65% of our clients are in Cumberland County. We have a staff of 9 and over 200 volunteers, including 140 pro bono attorneys, primarily from Portland, who represent asylum seekers.

ILAP plays an important role in helping immigrants join our workforce. We help people gain legal status and work authorization, which are threshold needs that must be met in order to begin the path towards integrating into the community and economy. Whether a domestic violence victim, an asylum seeker, or a migrant farmworker, an immigrant without legal status cannot obtain a social security card, a state ID, or driver's license, and she cannot work to support her family or meet her basic housing, food, or health care needs.

I am here to provide testimony, on behalf of ILAP, in support of the City's plan to create an Office for New Americans, and to give ILAP's recommendations for this office. First, I would like to express our position that this office should support and help to coordinate the work that is already being done, without replacing or replicating services that others are already providing. It also should not replace the important work that is being done by the Office of Refugee Services, which is the first stop for many of our clients when they arrive in Maine. That office serves as an important resource for our New Mainer community, and helps to connect newcomers to many services that are available to them. Without that support, our immigrant and refugee community will not be in a position to meet their basic needs so that they can begin their path towards joining Portland's workforce.

An Information Clearinghouse

The Office for New Americans should be an information clearinghouse for the immigrant community and those who work with them. The office should feel safe and welcome for everyone, regardless of their nationality or immigration status. The information should be provided at the Office and also on a website available in multiple languages. This should provide New Mainers with one place they can go to find all of the information that they need about the resources available to them, including:

- A directory of organizations, service providers, interpreters, community based organizations, job placement services, as well as coalitions and working groups that are working on particular issues related to the immigrant community.

- Information about events, programs, ESL classes, and relevant publications and helpful websites.
- This should not duplicate 211, but should supplement their resource directory and help direct people to 211 as an important resource.
- Information on accessing City and State services.

A Convener and Connector

The Office should also serve as a convener and connector for groups that are already working with the immigrant community, to ensure better communication and to avoid duplication of services. The Office should support and encourage the expansion of resources available to organizations that are serving the immigrant community.

Encouraging a Welcoming Community

The Office should advocate for and encourage municipal/state policies that create a welcoming community, that oppose discrimination, and promote immigrant integration. To ensure accountability and community input, there should be an advisory group, which can provide meaningful input to the Office.

There is a lot of opportunity for this office to build on all of the good work that is already being done, to bring together groups who could benefit from collaboration, to help identify and fill the unmet needs. There are many other cities that have already taken on similar initiatives, and it will be critical to learn from their experiences, by consulting with national experts and leaders in similarly sized cities that have already gone through this process.

If successful, this Office could be a model for a future statewide Office of New Americans. It will also be important that the funding for this office does not divert critical resources for other vulnerable populations. Portland will only succeed when all of our communities succeed.

Thank you for the important attention you are giving to our New Mainer community, and for recognizing the value of having an office that is dedicated to immigrant integration.

Octavia Clarkson
439 Saint John St
Portland, ME 04102
631-618-1932
ojcclarkson@gmail.com

March 22, 2016

City of Portland
Economic Development Committee
389 Congress St.
Portland, Maine 04101
207-874-8300
edc@portlandmaine.gov

Dear Mayor, Members of Economic Development Committee and Community Members,

I would like to say that I am in support of the Office for New Americans because I believe that it will be a great investment for the future economy of Portland and the State of Maine. I believe that the goal of investing in an office like this should be to coordinate the current service providers, resources that are already present in Portland and also building on data for an economic strategy. It is not enough to just build this office and not have any funds and or action be present to back it up.

I would like to say that Yes, this office may be a source for welcoming immigrants in the years to come, but remember that there are immigrants and refugees already here that are still working to gain proper resources to be successful. It is important that we decrease the amount of misinformation that drags out the process for immigrants and causes them to not know where to begin. Along with leadership, advocacy and lobbying capacity, the coordination of this office would be key to help immigrants, refugees, asylees etc. to gain access to what they need. I beg the Economic Development Committee to look to the efforts that are already in the community, such as the Office of Refugee Services, General Assistance Office, New Mainers Resource Center, Catholic Charities, Greater Portland Workforce Initiative, Maine immigrants' Rights Coalition, and the many other organizations that has work and missions that are central around these efforts. They have been doing work, some of which many are unaware about. It is important that we do all that we can to support those who have started to lay a foundation for this work and move forward with the leadership of the Council. The nation is watching our oldest and whitest state to see how we respond. If we cannot get it right when it come to New American or New Mainers, how do we support those who have already been here, specifically people of color? While I do bring up people of color, I would like to say that we should not focus on the national rhetoric around immigrants, refugee and race. Businesses should be ready to hire a multicultural workforce, a workforce that includes all people of color. We should not operate out of a place of fear, but yet a place of opportunity because in these efforts of support we will become more diverse and with that we can be more welcoming.

Lastly, I want to say that we must remember that this office will not solve all of our economic issues. What we need is a plan of action and hopefully this office can start some of that momentum. At the end of the day, we can create the office, but if it does not operate around the needs, we will be in

the same position we are now. In time, when we have seen action and not just words from a few people willing to do what is right, it will be important to note that we need also to look at other ways to attract people to the city. Maybe that group can be millennials. The Pew Research Center and the Economic Office of the President agree that millennials are the largest group in the workforce. They are the most diverse and are those who value community (Economic Office of the President). I bring up millennials because as a millennial myself, I did not come to Portland because it was a cool hip town that was welcoming, but I came because a friend invited me. Yes, once I got here I fell in love with it and felt that I could actually live here comfortably and pursue a career. When I decide where I want to live or move, I desire to see people there who look like me. I bring that all up to say that we have to start thinking of a long term marketing plan to compete with those states who have waves of people flocking in. As the Economic Development Committee, you have stated that one of your goals is to “support strong employment opportunities, while positioning Portland to compete in the global marketplace.” This proves that you have the responsibility to take leadership and responsibility for stronger opportunities for ALL Portlanders. You are responsible to create the ways that Portland’s economy can grow. I do believe that we have the opportunity to begin to get this right and I believe that the creation of an Office for New Americans is the start on that path.

Thank you for your time.

Sincerely,



Octavia Clarkson

**Statement in support of the City of Portland’s proposed “Office of New Americans”
at the March 22, 2016 hearing of the Economic Development Committee**

My name is Stefanie Trice Gill. I’m a consultant who works on issues related to immigrant integration. I am also a board member of the Maine Association for New Americans (MANA).

“From away” is a Maine expression. It essentially means *“You’re different, and not so welcome here”*. This expression is one of the barriers we discussed at Maine Development Foundation’s (MDF) “Leadership Maine” program that I attended after returning to Maine in 2009. It was raised by MDF in the context of our discussions on the challenge of attracting/retaining enough skilled workers for the Maine economy to thrive. Thus Maine’s characteristic xenophobia is also its economic downfall.

Any Mainer who is a racial or ethnic minority knows that much progress needs to be made here—not only in Maine in general, but also in Portland – in order to make Maine more welcoming.

You may question my assertion that not even Portland is sufficiently “welcoming” to minorities. You could point to all the services that are available for immigrants, for example. And yet social and economic integration, even in Portland, is not yet a reality. Why?

For one, as an old refugee resettlement city, we still look at new arrivals, overall, as “service recipients” and, overall, rather than engaging them as equals, **we do often convert them, much too quickly, into “service recipients”¹**. So when they arrive here: lawyers, engineers, ambassadors, heads of NGO’s social innovators and educators, **they could often be here for years before they meet their peers, engage their professional skills, and become effective actors resolving the challenges to immigrant integration in Maine. And even after that, they still often get hired well below their skill level.**

So for their first two years (and longer), their professional skills often lie fallow here, **in a state that desperately needs skilled professionals**. Consequently, immigrants’ problem-solving skills too are, overall, not engaged here, **in a city that desperately needs solutions**.

So we have services, but what we don’t have is engagement. We have services, but we don’t have effective solutions. Instead, we keep spawning more programs that demand ongoing services.

The reason that we need an Office of New American is that, while we have services, what we don’t have is efficiency, coordination, and clear pathways to integration. We have lots of duplication and many unclear, unarticulated pathways to a wide range of standalone services.

Many have tried to map how all these services are inter-related. But it’s unnavigable. One thing we know is that **in their collectivity, they’re expensive. And they are not meeting our goals for achieving effective immigrant integration.**

So while we still need services, **we also need a plan for better, more sustainable, integration.**

And we need data.

In business school we learn: “You can’t improve what you can’t measure.”

¹ Example: **Immigrants who have never before been homeless “become” homeless in Portland**. While the Shelter serves immigrants by providing housing, **this “service” also provokes a crisis: simultaneously “de-classing” and stigmatizing middle-class professionals as they arrive here seeking asylum** – ultimately making it harder for them to secure housing and build social and work connections with their U.S. peers. **This pathway can be reversed with proactive approaches employed elsewhere: where local hosts temporarily house newcomers —matched, whenever possible, by their professions. Such proactive housing strategies build connections and speed integration.**

**Statement in support of the City of Portland's proposed "Office of New Americans"
at the March 22, 2016 hearing of the Economic Development Committee**

We need data from service providers as well as independent data that can help us create a Dashboard on immigrant integration. A Dashboard that we can use to track and report any disparities that currently exist — whether in housing, in employment, or in access to preschool — and what we're doing to reverse those trends. This Dashboard, reported annually, will track progress on key indicators for immigrant integration — and with it, the challenges, initiatives, and successes of this new office.

Furthermore, by collecting data from City-funded agencies and initiatives created to serve immigrants, we will learn which are advancing these key indicators for immigrant integration and which are not. **We'll secure funding for what's working. We'll fix or cut what's not.**

From there, we can finally map the systems that are working and find out where the gaps are: so that we can fill them, thus avoiding having so many immigrants slipping through the cracks. In this way, we will prevent such large numbers of people, who so desperately want to succeed, from inadvertently getting trapped in underemployment and dependence. **This will save the City a lot of money and, at the same time, will bring us more sustainable systems for immigrant, refugee, and minority integration².**

And the good news is: we don't have to go it alone. The Partnership for a New American Economy (PNAE) and Welcoming America's partners in small to mid-sized cities around the U.S. are key resources that can help lead us in the right direction and avoid pitfalls that they may have made when they were stating out.

By modeling what we do on the best-practices of cities that have "made it" in immigrant integration, we can **use our time and tax payers' money more efficiently – and make Portland an even more welcoming destination – and a more welcoming home – both for those already here and for the many others who seek to find their place in Portland's thriving economy.**

2. I say "Immigrant, refugee, and minority" integration, not "New American". **Why not?** To start, because to **Latino immigrants, "New American" doesn't include them.** Not only do Latin Americans already consider themselves "*Americanos*" or "*Latino Americanos*" (they call us "*Norte Americanos*" or "*Estado Unidenses*") ... but also many have indigenous roots and thus are not "new" but are in fact descendants of the original "Americans".

if Portland is to grow and prosper, it has to be welcoming to diverse professionals not only from other countries but also from other ethnicities (e.g. Latinos) who are U.S.-born. Currently, relative to other similar-sized cities, **Portland conspicuously lacks upwardly-mobile Latino and Asian-American professionals: populations that would signal to potential recruits to Maine that professionals of all colors and cultures can "make it" here.** The arrival of Asian and Latino professionals to Maine would indicate that we are becoming a true metropolis and a "city of choice" for diverse professionals, not just a city that mainly fuels its racial diversity through "refugee resettlement". **Yet Portland's current paucity of Latino and Asian professionals signals to potential recruits from those and other diverse cultures, including to those who are U.S.-born., that they may face steep challenges to integration here.**

There are benefits to what Reverend Lewis said about being **inclusive, not exclusive.** By including any minority who might not feel welcome here, we show that we value equity for all. No favorites. Furthermore, **since City Agencies primarily collect race (but not country of origin) it's both inevitable and important that, when we look at data, we consider gaps in integration for all Black populations.** By addressing the needs of a spectrum of racial and ethnic minorities, we also **acknowledge that immigrants' children, while born here, may still face barriers to inclusion.**

It's for the above reasons that I support a **Portland "Office of Immigrant, Refugee, and Minority Affairs",** such as those hosted by thriving cities (e.g., Seattle, Denver, Houston) that work to make people of all races feel welcome.



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Barry Sheff, Portland Development Corporation President
Greg Mitchell, Economic Development Director

DATE: April 1, 2016

RE: Business Assistance Programs, Including Immigrant Assistance, as Provided by the Portland Development Corporation (PDC) and the City's Economic Development Department (EDD)

Portland Development Corporation

The Portland Development Corporation (PDC), staffed by the Economic Development Department (EDD), provides a continuum of financial assistance to business and industry throughout Portland, and works to institute economic development programs to ensure compliance with City goals, objectives, and requirements. The PDC is an eleven member board, including the City Manager and Mayor who are ex-officio voting members. The other nine members are appointed by the City Council. A list of the current PDC Board of Directors is attached.

PDC Commercial Revolving Loan Programs/Immigrant Assistance

The PDC's commercial loan programs hold \$3.6 million in assets in revolving credit to attract private sector investment in Portland business startups and expansions, and associated job creation and retention activities. Most loans are provided as gap financing in which the PDC partners with a lead lender (generally banks and credit unions) and sometimes other community lenders (e.g., the Greater Portland Council of Governments and CEI). For start-ups and even existing businesses that cannot obtain conventional financing, loan assistance is also available, generally through micro loans which have a \$50,000 maximum.

There are 31 active loans under management, leaving approximately \$1.6 million available to lend. It is noted that the City of Portland is pre-approved to access additional funding from State and Federal sources, managed by the Finance Authority of Maine (FAME). These sources expand City/PDC lending capabilities beyond the \$3.6 million in assets.

To date, 9% of the PDC loans were made to immigrants, that is, individuals not born in the United States. Thirteen percent of the active loans have been made to immigrant businesses, including the following:

Veranda Asian Market – \$50,000
Portland Trading Company - \$15,000
Auto-Care – \$32,500
Museum of African Culture - \$15,500

See the attached FY2015 Report for a detailed overview of PDC lending and granting activity, which is provided to the City Council every Fall.

PDC Grant Programs/Immigrant Assistance

The PDC administers a range of grant/match programs to assist business growth and strengthen economic development in the City of Portland.

Business Assistance Program for Job Creation (BAP)

The Business Assistance Program for Job Creation provides matching grants of \$10,000 per net new job created, up to \$20,000 per business, to startups and growing businesses for the creation of full-time jobs for low/moderate income Portland residents. To date, 14 businesses have received a total of \$200,000. This is associated with the creation of 20 jobs for Portland residents and another 25 for non-Portland residents. One of the job creation grants for \$10,000 was awarded to an immigrant-owned hair salon, Trims and Fade.

Portland Economic Development Plan Implementation Program (PEDPIP)

PEDPIP provides matching grants of up to \$15,000 to non-profits and City agencies for programs and projects that help to implement the Portland Economic Development Vision and Plan, and its companion Work Plan. A grant of \$15,000 was provided to the World Affairs Council to assist with its program - *Celebrating Immigration: A Community Dialogue on Economic Opportunity & Integration*. This was a series of five community dialogues offered during the Fall of 2013.

Development Action Program (DAG)

DAG provides public infrastructure grants to business and property owners that invest in public infrastructure (e.g., sidewalks, street trees, and street lights). These grants maximize at \$25,000 or half the cost of the public infrastructure, whichever is less.

City of Portland Economic Development Department

Business Guidance/Immigrant Assistance

In addition to staffing the PDC, the Economic Development Department (EDD) provides business guidance to individuals wanting to start and grow businesses, some of which are immigrant entrepreneurs and business owners. Questions received relate to all aspects of starting and growing a business, e.g., financing, finding space for lease, licenses, permits, employees, etc. For those whose business ventures are at the financing stage, staff works with them to understand whether the City's commercial loan and/or grant programs would meet their needs. If so, staff helps them develop a loan and/or grant application for presentation to the PDC. Others that are at the pre-financing stage,

needing to develop a business plan for financing at a later date, are referred to one of the free business counseling services in Portland that can assist them with writing business plans.

Portland Economic Development Vision and Plan

The Economic Development Vision and Plan addresses “Supporting efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce.” The 2-year Work Plan is currently being updated for 2016-2017 and will include a focus in this area.

Last October, the EDD researched and considered establishing a business assistance program oriented to immigrants. After extensive research, staff concluded that working with existing providers that currently serve the immigrant community was the best approach at this time. Examples of local partners include Community Financial Literacy, StartSmart and Living with Peace.

Events Related to Growing Immigrant Businesses

Celebrating Immigration: A Community Dialogue on Economic Opportunity & Integration. As noted above, a \$15,000 grant through PEDPIP supported the World Affairs Council with its series of five community dialogues. Some of these dialogues focused on immigrant entrepreneurship and all of them were related to it. Staff attended each of the forums, learning a great deal and meeting many immigrants in the community, some of whom already own businesses.

Empower the Immigrant Woman Conference – Nelle Hanig, Business Programs Manager in the City’s EDD will be one of many speakers at this conference on May 21, 2016. She’ll introduce the City’s business assistance programs to attendees, many of whom are anticipated to be from the immigrant community. The event website is empowerimmigrantwoman.org

Façade Improvement Program

The EDD administers a Façade Improvement Program which offers matching grants to business and property owners for the rehabilitation of storefronts and replacement of deteriorated signs and awnings. CDBG monies provide the funding for this program. The first two rounds of the Façade Improvement Program targeted Congress Street. The second of these rounds is still underway with anticipated completion by the Summer/Fall of 2016. The Façade Program on Congress Street has helped or is presently helping to fund the rehabilitation of 14 storefronts, 2 theater marquis, 4 signs and 6 awnings. The total grant amount of \$184,174 has generated private investment totaling \$380,292. Four of these projects have helped to rehabilitate storefronts in which the businesses are immigrant-owned.

The third round, which will be launched this summer, will focus on Washington Avenue and St. John Street. Given the number of immigrant-owned businesses on these commercial thoroughfares it is likely that the Façade Program will be assisting some of them with storefront improvements.

Attachments

List of PDC Board of Directors
FY2015 PDC Annual Report to the Council



**PORTLAND DEVELOPMENT CORPORATION
BOARD OF DIRECTORS**

a/o 12/2015

Mayor Ethan Strimling
City of Portland
389 Congress Street
Portland, ME 04101
874-8685; Fax: 874-8669
(Exp. December 2015)
estrimling@portlandmaine.gov

Tim Agnew
Masthead Venture Partners
196 Pine Street
Portland, ME 04102
747-5216-c
tim@mvppartners.com
(Exp. 9/30/18)

Neil Kiely
Androscoggin Bank
30 Lisbon Street
Lewiston, ME 04243
210-1590-c; 376-3621-w
nkiely@androscogginbank.com
(Exp. 9/30/17)

Jess Knox
Olympico Strategies, LLC
57 Gleckler Road
Portland, ME 04103
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(Exp. 9/30/2018)
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Dennis Martin
North Coast Services
217 Brackett Street
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207-415-3877-c
(Exp. 9/30/2018)
cmartin@ncoastllc.com

Heather Sanborn
Rising Tide Brewing Company
103 Fox Street
Portland, ME 04101
370-2337-w; 650-0678-c
(Exp. 9/30/2018)
heather@risingtidebrewing.com

Jon Jennings
City Manager
City of Portland
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Barry Sheff
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(Exp. 9/30/17)

Jere Shaw
Evergreen Credit Union
225 Riverside Street
Portland, ME 04104
221-5000, Ext. 322
jshaw@evergreencreditunion.org
(Exp. 9/30/2017)

Shelly Stuart Carvel
72 Stroudwater Road
Portland, ME 04102
838-4050-C
(Exp. 9/30/18)
shelleycarvel@gmail.com

Drew Swenson
Swenson & Co.
2 Market St., Suite 500
Portland, ME 04101
775-2464, Ext. 11
(Exp. 9/30/17)
dswenson@swensonandco.com

Economic Development Dept. Staff to Board:
Greg Mitchell, Director, 874-8945
gmitchell@portlandmaine.gov

Nelle Hanig, Business Programs Mgr., 756-8019
nrs@portlandmaine.gov

Lori Paulette, Senior Exec. Assistant, 874-8683
ljn@portlandmaine.gov



Portland Development Corporation

Board of Directors

Fiscal Year End 2015 Annual Report

The Economic Development Department provides the primary staff support to the Portland Development Corporation (PDC) with legal assistance from Corporation Counsel. The Economic Development Department is responsible for marketing and administration of the PDC's Commercial Loan and Grant Programs and marketing City-owned real estate to attract private sector investment.

The PDC Board of Directors met nine times over the course of the fiscal year, not including its Annual Awards Reception held on November 20, 2014 – detailed further below. It is noted that the PDC invested over \$850,000 in FY15 to 25 businesses and economic development projects, which leveraged over \$3.7 Million in private sector funds associated with creating 53 jobs and retaining 55 jobs.

FY14 and FY15 Loan and Grant Activity Totals:

	FY14	FY15
No. of Loans Made	7	8
Total Amt. of Funds Lent	\$814,289	\$607,033
Total Private Investment Leveraged	\$48,505,172	\$3,467,095
Jobs Created	65	40
Jobs Retained	13	55
No. Dev. Action Grants	3	1
Total Amt. of Grants	\$75,000	\$10,650
No. Business Assistance Grants for Job Creation	5	8
Total Amt. of Grants	52,200	\$140,000
Jobs Created	6	13
No. Portland Econ. Dev. Plan Implementation Grants	3	8
Total Amt. of Grants	\$43,309	\$98,820
PDC Total Investment	\$984,798	\$856,503

PDC Fiscal Year 2015 Loan and Grant Detailed Activity

FY15 Loans Closed

FY15 was a year in which the PDC loan portfolio grew with eight loans closed for a total of \$607,033. The PDC's loans invested in eight Portland businesses, thereby retaining 55 jobs and associated with 40 new jobs. In addition, these loans leveraged over \$3.4 Million in private commercial investment. Types of businesses provided loan assistance included education/daycare, restaurants, seafood supplier for the restaurant industry, bakery, window treatments installation, spa, and a brownfield loan for environmental remediation.

During the past six years, FY10 through FY15, the PDC has extended 41 loans for a total of over \$3 Million, while leveraging \$59.3 Million in private investment and creating and retaining over 432 jobs.

PDC Loan Portfolio

For the first time in PDC history, its outstanding loan portfolio exceeds the \$2 Million mark. At the end of FY15, the PDC has 32 loans outstanding. This loan portfolio includes \$2.5 Million in PDC loan funds which leverages \$61.7 Million in private investment in Portland, for a private to public fund leverage of \$24 of private funds to each dollar of public funds. These loans also retained 171 jobs and created 228 jobs, and include a diverse mix of PDC investments in businesses noted above, as well as food manufacturers, biofuel, fitness, retail, and service.

As a result of a successful grant application, beginning in 2012 funds from the U.S. Treasury's State Small Business Credit Initiative (SSBCI) became available to the City as a lending source. Through FY2015, the PDC has utilized \$730,000 in SSBCI funds for loans to Portland businesses. When the SSBCI Program expires in early 2017, all of those funds, once paid off by the borrowers, will become the City's, expanding the PDC loan pool by what will likely be over \$1 million.

PDC Lending History

Since its inception, the PDC has made 144 loans to diverse businesses including manufacturing (e.g., breweries and biosciences), restaurants, retail, and service, among others. The following table provides an overall view of the activities:

Total Amounts of Funds Lent:	\$8,843,035
Leveraged Amount of Private Financing:	\$104,959,701
Jobs Retained:	1,240
Jobs Created:	752
14 Loans Defaulted*	\$477,534

*Default amount of \$477,534 is 5.4% of total amount of funds lent.

Portland Economic Development Plan Implementation Program (PEDPIP) Grant Fund

The PEDPIP Grant Fund was created during FY12 to provide grant funds to invest in economic development projects and programs that carry out Portland's Economic Development Vision and Plan ("Plan"). Grants must be matched by an equal or greater dollar amount from funding sources other than the PDC.

The PEDPIP grants fund planning studies and other "soft" costs associated with economic development projects and programs that advance the initiatives spelled out in the Plan. PEDPIP does not invest in "hard" costs for public infrastructure or private development projects. Its focus is on expenditures for economic development projects and programs.

The PEDPIP program was capitalized by PDC funds in the amount of \$250,000 in FY12. The maximum grant amount was originally \$75,000. During FY2015, the PDC Board recommended to the City Council, and the City Council approved, amending the maximum grant amount to \$15,000, and establishing a yearly cap at the beginning of each fiscal year at 10% of available/uncommitted, unrestricted funds beginning with FY16.

Since its inception through FY15, the PDC Board approved grants in the total amount of \$329,713, as follows:

Portland Community Chamber for Growing Portland Initiative
Creative Portland for the following projects:

- Branding Portland
- LiveWork Website Update
- Creative Economy Metrics
- Artspace Survey
- Creative Map and Guide
- Creative Space (inventory, web-based clearing house, resource guides)
- UNESCO Creative Cities Application
- Work in Place Summit

Portland Performing Arts Festival

Portland Community Chamber for Scorecard Updates (2014; 2015)

City of Portland staff to participate in the Maine International Trade Center
Mission to Iceland and UK

Portland Community Chamber for Startup and Create Week (2014; 2015)

World Affairs Council for its Celebrate Immigration Initiative

City of Portland/Portland Community Chamber – Industry Sector Research
Conducted by the Maine Center for Business and Economic Research

City of Portland – Greater Portland Economic Development Corporation
(GPEDC) - Maine International Trade Center/Invest in Maine Program

Business Assistance Grant Program for Job Creation

The Business Assistance Program for Job Creation offers grants to new and expanding Portland businesses for projects that result in the creation of permanent net new jobs for low/moderate income Portland residents. A private match is required in an amount that is at least equal to the grant requested. The maximum grant amount request per recipient is \$20,000. For every \$10,000 of grant funds, one full-time permanent job must be created.

This program was originally capitalized with \$100,000 from Community Development Block Grant (CDBG) funds and launched in May 2012. It was re-capitalized by the CDBG program in FY14 and FY16 with an additional \$100,000 each of those years.

During FY15, eight grants were approved for a total amount of \$140,000. Grants approved since the Program's inception through FY15 total \$192,200 to thirteen recipients, resulting in the creation of 19 full-time jobs within one year of receiving the grant award, with more to come.

PDC Annual Awards Program

At the 19th Annual Awards Reception on November 20, 2014, the PDC provided awards for Small Business of the Year, Business of the Year, and an Economic Achievement Award – as follows:

- The ***Small Business of the Year*** award was given to **Rising Tide Brewing Company**

Rising Tide Brewing Company is a family-owned craft brewery that was founded in 2010 with a tiny one-barrel brewing system in a small garage off Riverside Street. In 2012, the company relocated to Portland's East Bayside neighborhood where they completed a dramatic expansion with the installation of a custom-built fifteen barrel brewhouse. Since then, Rising Tide more than tripled its production capacity with the addition of five locally fabricated fermenters and grown to a staff of 15, with expectations of 18 employees by the end of 2015. Yet again, the company is in the midst of yet another major expansion, with new packaging machinery, more new fermentation tanks and a much larger tasting room to be built this Fall.

Owned by Portland natives Nathan and Heather Sanborn, Rising Tide specializes in artisanal, hand-crafted ales brewed in small batches. Nathan is the brewer, fascinated by the science and art of beer-making. Prior to launching the company, he spent more than a dozen years teaching himself about brewing, experimenting

with creative recipes on his home-brewing system, and serving up his beer for feedback from friends and family.

Rising Tide's beers are available in bottles and on draft in their tasting room at 103 Fox Street and at select locations in Maine, Massachusetts, New Hampshire, and Vermont. The tasting room has become a community hub, attracting locals as well as tourists. The brewery regularly partners with other local artisans, including cheese, soap, chocolate, and jam makers, as well as several local non-profits such as the Maine Island Trail Association and the Good Shepherd Food Bank.

- The ***Business of the Year*** award was given to ***Apothecary By Design***.

Apothecary by Design was established in 2008. ABD was a pioneer to locate in the Intermed building in November 2008. This pharmacy includes five distinct components – retail, compounding (the use of pure, active ingredients to create an individualized medication for a patient), and specialty pharmacies, as well as nutraceuticals/supplements, and a coffee shop. In 2012, ABD needed additional space to accommodate its growth, and, therefore, expanded into 141 Preble Street – moving its specialty pharmacy unit, sterile compounding, and administration to the new space. This move created an additional six jobs at the time.

ABD is dedicated to individualized patient care with cutting-edge pharmacology. “Our pharmacy care approach goes well beyond simply filling prescriptions and handing them to customers,” said Tom Madden, R.Ph., ABD principal and 25-year veteran of the pharmacy industry. “We are committed to delivering not only expert pharmacy services, but also one-on-one nutritional guidance, nutraceutical, and supplement advice, and wellness programs that can improve the patient’s overall health and quality of life.” ABD provides intensive case management services to patients suffering from complex medical conditions such as HIV/AIDS, Hepatitis C, MS, and Infertility. Since opening in November 2008, it has served more than 45,000 patients, growing from 12 employees to more than 75.

- The ***Economic Development Achievement*** award was given to ***J. B. Brown & Sons***

J.B. Brown & Sons was founded in 1828 by the legendary entrepreneur John Bundy Brown. This 19th century entrepreneur had interests in manufacturing, food retailing, hotels, substantial land holdings and properties in all sectors of the Portland real estate market, eventually developing much of Congress Street, the Waterfront, and the West End. During the past 30 years, J.B. Brown has gradually converted its original holdings to different uses to support the changing dynamic of Portland.

Today, J.B. Brown & Sons remains one of the largest property owners in Portland, as it has for the past 125 years. Its properties in Portland include a mix

of office, industrial, and hospitality, along with developable land. The Company's most recent Portland investment includes the 131-room Courtyard by Marriott with 14 penthouse condominiums and 7,000 square foot Tiqa restaurant at 321 Commercial Street — all together a \$22.5 Million investment.

Mr. Brown's successors form an unbroken chain that has developed and managed commercial and industrial properties according to his principles for 174 years. J.B. Brown began as a family-owned company and remains privately held, with a large percentage of its ownership retained by descendants of its founder, now reaching the 6th generation. The company today is characterized by its stable ownership, its conservative long-term outlook, and its commitment to quality urban development principles.

Summary

The PDC looks forward to continuing to assist with attracting investment in Portland area businesses. With grant programs, its loan portfolio growing, and loan funds available to invest, the PDC would like to thank the City Council for its continued support.

PDC Board of Directors: Mayor Michael Brennan
Barry Sheff, President
Drew Swenson, Treasurer
Jere Shaw, Secretary
Tim Agnew
Shelley Carvel
Neil Kiely
Jess Knox
Dennis Martin
Mark Rees, City Manager/Sheila Hill-Christian, Acting
City Manager
Heather Sanborn

PDC Staff: Greg Mitchell, Economic Development Director
Nelle Hanig, Business Programs Manager
Lori Paulette, Senior Executive Assistant
Michael Goldman, Associate Corporation Counsel

PORTLAND DEVELOPMENT CORPORATION
Balance Sheet
June 30, 2015

(Preliminary and Subject to Audit)

ASSETS

Assets

Cash		1,756,022
Loans receivable	2,166,819	
Allowance for uncollectable loans	(325,022)	1,841,797

Total Assets

\$ 3,597,819
=====

LIABILITIES

Liabilities

Accounts payable	36,627
------------------	--------

Total Liabilities

\$ 36,627

Fund Equity

Reserved:	
for Loans Rec.	1,841,797

Reserved:		
for Economic Development Fund	270	103,261
for Unrestricted UDAG	271	702,330
for Restricted CIP	272	128,030
for Unrestricted CIP	274	84,478
for FAME	277	143,918
for EPA Revolving Loan Fund	278	309,595
for FAME SSBCI	279	247,783

Total Fund Equity

\$ 3,561,192

Total Liabilities and Fund Equity

\$ 3,597,819
=====

Downtown Portland Corporation
Statement of Revenues, Expenditures,
and Changes in Fund Balance
For the Year Ended
June 30, 2015

(Preliminary and Subject to Audit)

Revenues/Financing Sources

Interest payments on loans	89,073
Interest Income	5,734
Application Fees	5,070

Total Revenues	99,877
----------------	--------

Expenditures

Admin. expense - FAME	9,660
Contributions	75,077
Consulting	4,055
Transfers out	24,377
Bad Debt Expense	47,853
Remaining Nova Star	33,128

Total Expenditures	194,150
--------------------	---------

Excess (deficiency) of revenues over expenditures	(94,273)
--	----------

Fund Balance, June 30, 2014, restated	3,655,465
---------------------------------------	-----------

Fund Balance, June 30, 2015	3,561,192
	=====

**Portland Development Corporation
Operating Fund**

Budget vs Actual
For Year Ended
June 30, 2015
(Preliminary and Subject to Audit)

	FY15				FY14		
	Budget	Actual	%		Budget	Actual	%
Portland Development Corporation	-----	-----	---		-----	-----	---
Revenues:							
Transfers in from Ec. Dev. Fund	28,522	24,377			28,522	24,899	
					-----	-----	
Total Revenues	28,522	24,377			28,522	24,899	
Expenditures							
Admin Services	575	301	52%		575	237	41%
Contractual Services	20,147	17,592	87%		19,897	18,498	93%
Postage/Supplies	300	52	17%		300	37	12%
Travel, Training	3,900	3,494	90%		3,000	2,547	85%
Advertising	2,000	1,479	74%		2,000	1,831	92%
Printing & Binding	650	643	99%		650	473	73%
Office Supplies	850	816	96%		850	385	45%
Auto Expense	100	0	0%		100	0	0%
Minor Equipment	0	0	0%		1,150	890	77%
Total Expenditures	28,522	24,377	85%		28,522	24,899	87%

HIRE: Helping Individuals Regain Employment

Department of Health and Human Services
Social Services Division

1

Need

GA Client Community

Clients are stuck in a cycle of needing emergency assistance (General Assistance) to meet their basic needs.

Clients face barriers to employment and self sufficiency:

- Low English Proficiency
- Foreign and Unrecognized Credentials
- Lack of Resume or U.S. Work History
- Disability



Business Community

Portland has reached [full employment](#) with an unemployment rate of 2.8%.

Such a low unemployment rate makes for a tight labor market.

Simply, it can be hard for employers to find enough workers.

2

Solution

Self Sufficiency

The goal is to thrive,
not just survive.

HIRE identifies employment barriers utilizing resources that will lead GA recipients to self sufficiency.

HIRE generates a pool of qualified applicants for local businesses to fill their staffing needs.

3

Our Client Community

Clients Granted Assistance between 1/1/2016 and 2/26/2016

GA Recipient Demographics:

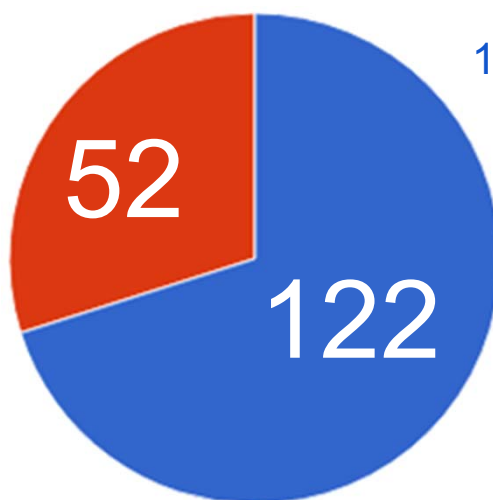
- Citizenship Status
- Work History
- Education History
- English Proficiency Level

4

Citizenship: 174 Total Work Eligible Individuals

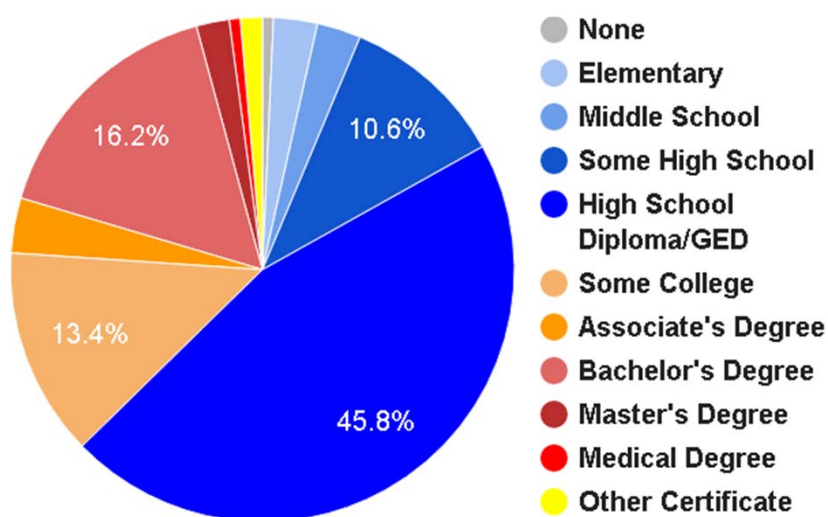
52 US
Citizens

122 Non-US Citizens



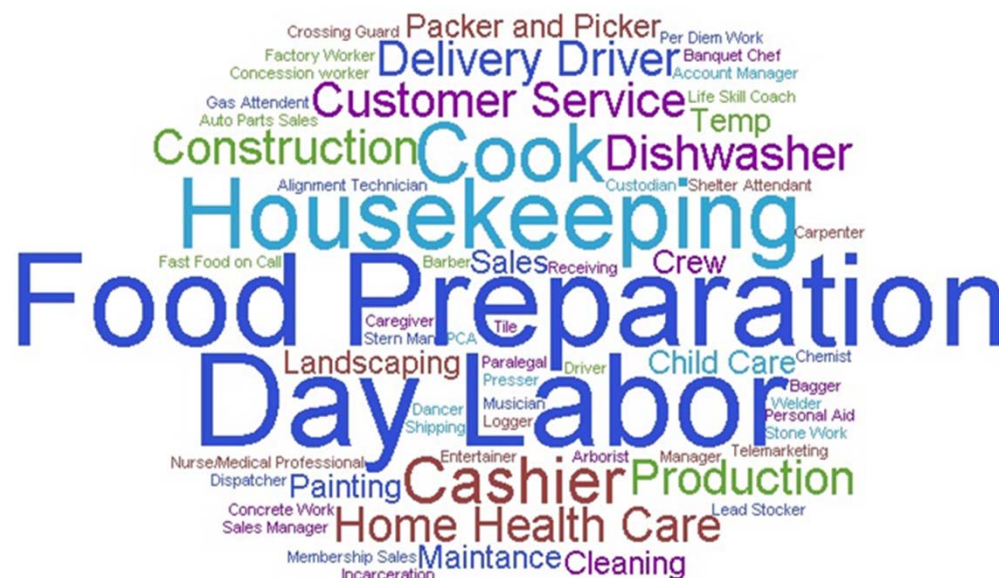
5

Education

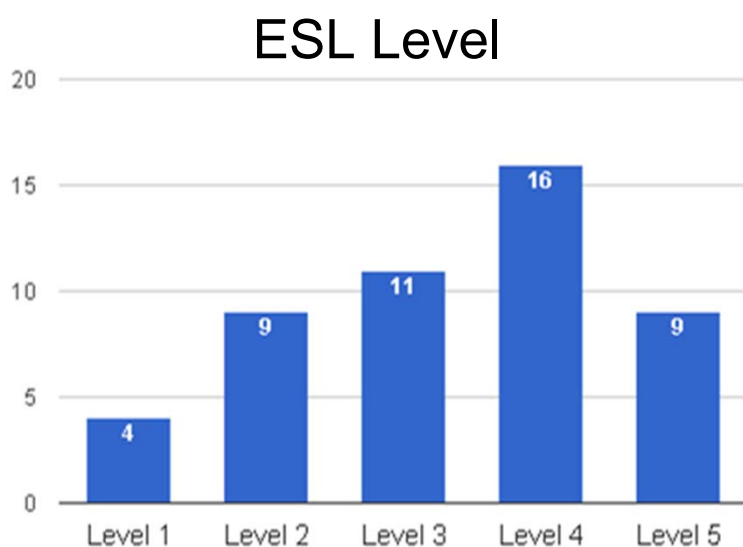


6

Work History



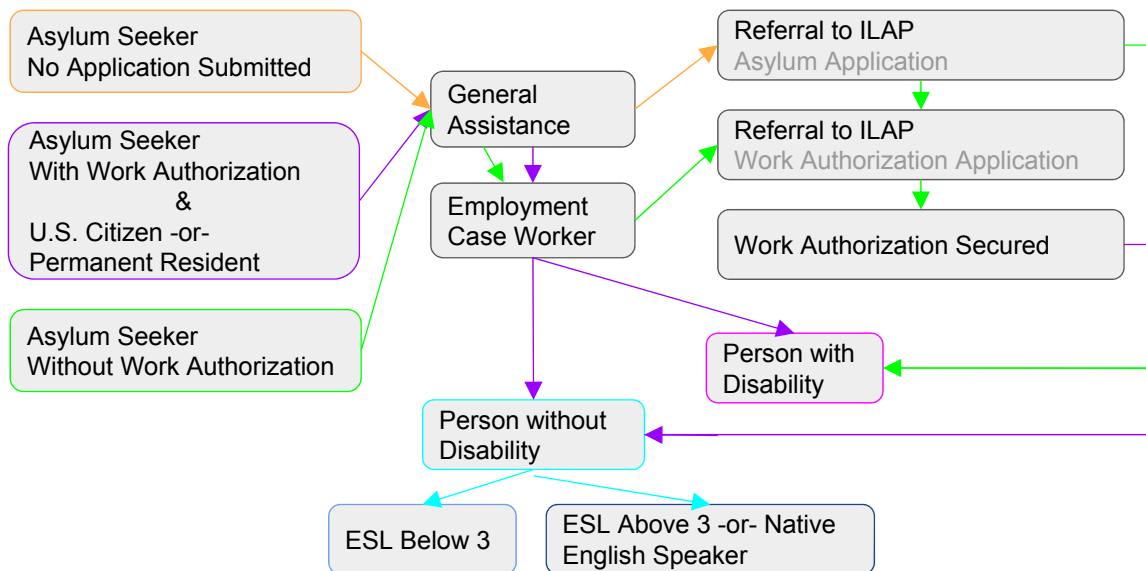
English as a Second Language



As of March 1st:

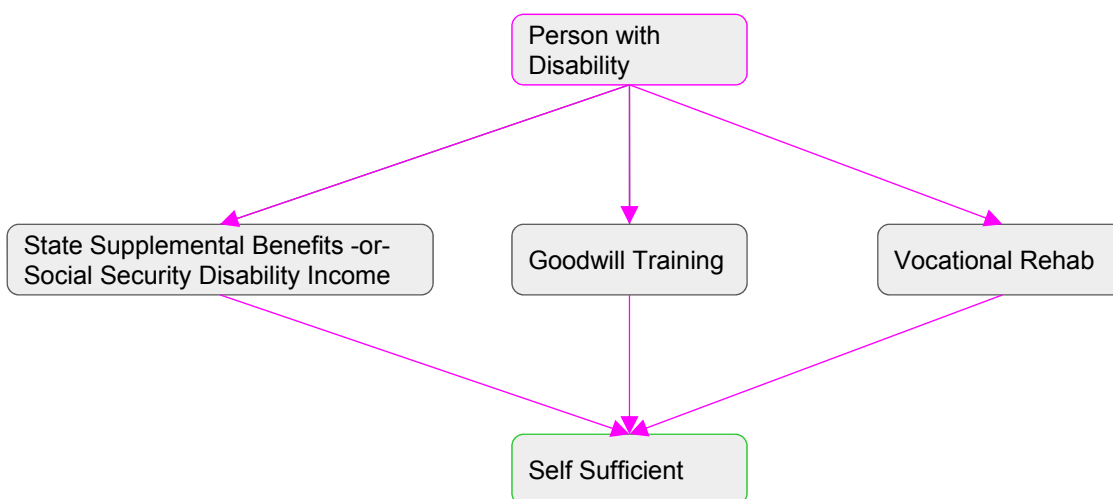
- 49 individuals in this period have taken a test to obtain their level of English proficiency.
- An ESL level of 3 or above is required for most employment resources.
- Portland Adult Education offers English classes to new Mainers to improve their language skills.

New/Mainer Flow Chart



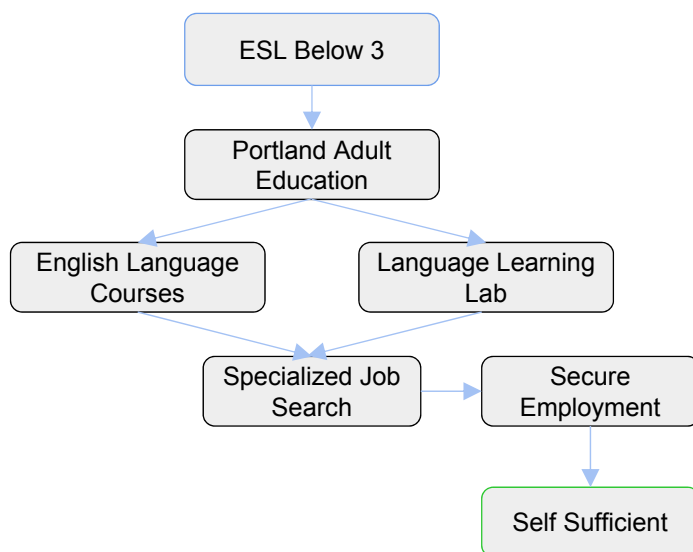
9

GA Applicants with a Disability



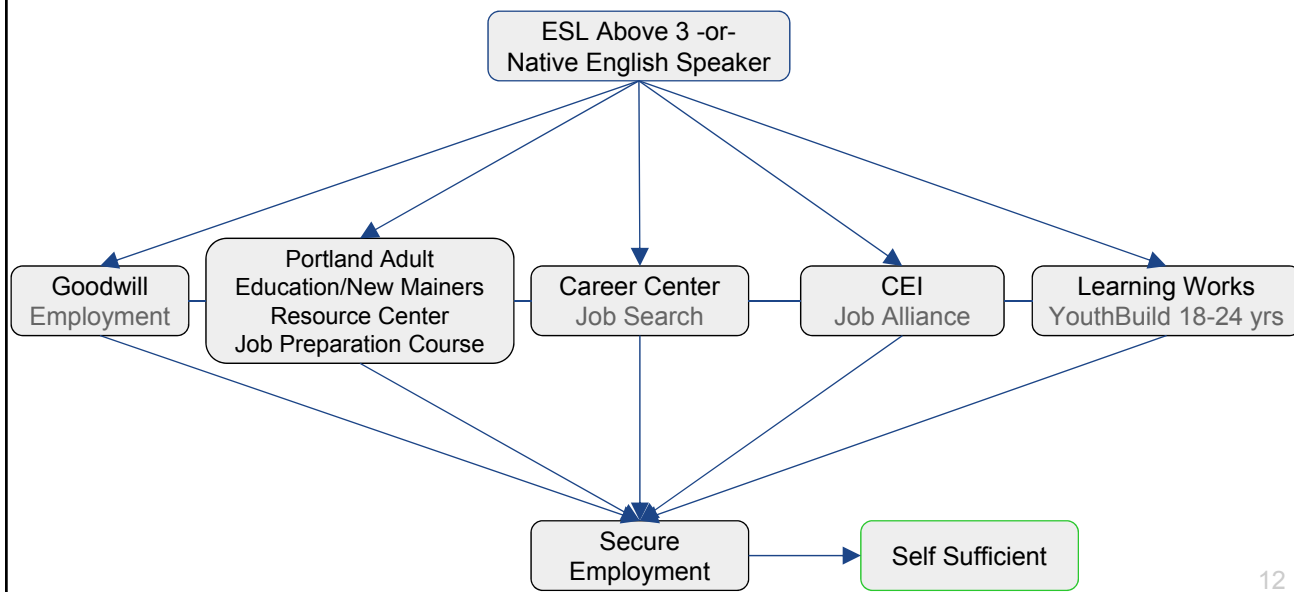
10

GA Applicants without a Disability: ESL Below 3



11

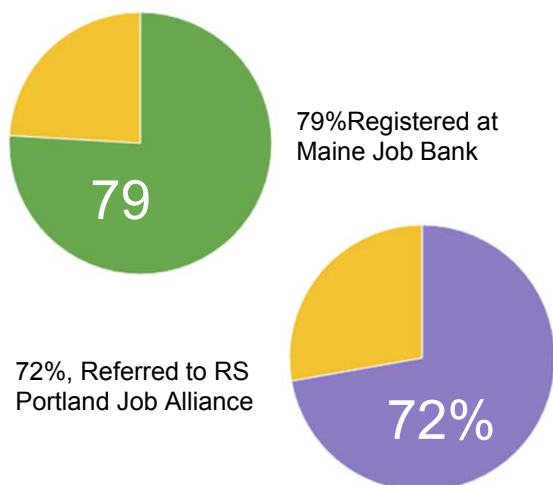
GA Applicants without a Disability: ESL Above 3



12

Results

Employment Services



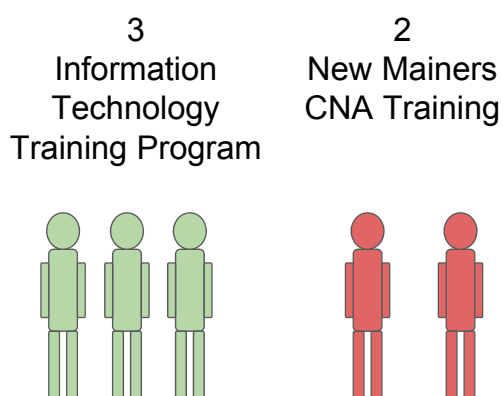
74 New HIRE Clients

- 52, or 70%, Completed Resume
- 59, or 79%, Registered at Maine Job Bank
- 39, or 72%, Referred to RS Portland Job Alliance
- 29, or 39%, Referred to Goodwill

13

Results

Job Training Programs



Programs provided by Portland Adult Education New Mainers Resource Center in partnership with Goodwill Workforce Services.

Employers

The following employers have hired from our applicant pool:

- Granite Bay Care
- Bayside Nursing Home
- Express Transportation (medical transportation)
- HW Staffing
- Avesta Housing
- City of Portland

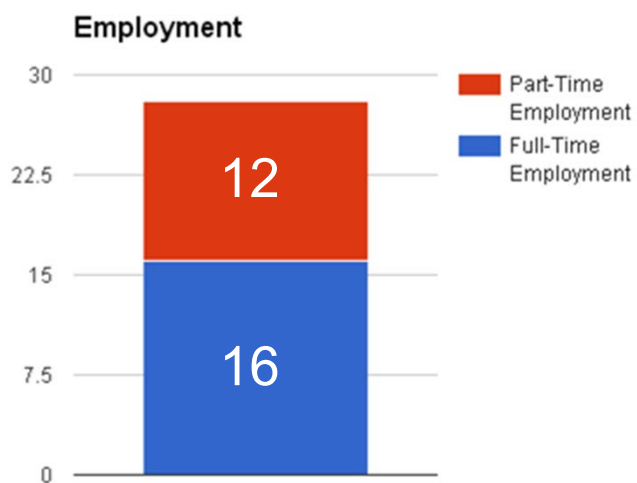
14

Results

Self Sufficiency

74 New HIRE Clients

- 16 Secured a FT job (permanent & temp to hire)
- 12 secured PT employment
- 5 Completed Application for State funded Disability
- Of the 5, 1 awarded disability thus far
- If sustained, 12 FT Job placements saves \$108,216 annually



15



Portland Adult Education
Bethany Campbell, Director

MEMORANDUM

TO: Economic Development Committee

FROM: Bethany Campbell, Director/Portland Adult Education

DATE: April 1, 2016

SUBJECT: Proposed Office for New American Mainers

As background for my presentation at your Economic Development Committee meeting on April 5 regarding the proposed new office for new American Mainers, I enclose for your review and information the following:

1. "Draft Report for the Commissioner of Education Regarding the Welcome Center Initiative to Report to the Joint Standing Committee of the Legislature Having Jurisdiction Over Education of January 20, 2015" – Prepared by Sally Sutton, Program Coordinator for the New Mainers Resource Center at Portland Adult Education;
2. GPCOG Report "Vocational Improvement Programs for Southern Maine's New Immigrants" of November 2013;
3. "Economic Development: The Important Role of New Mainers in Maine's Economic Development";
4. Bangor Daily News article "Immigrants are needed to fill Maine's workforce gap. Here's what's getting in the way" of March 4, 2016;
5. MaineBiz article "Immigrants key 'to what Maine needs to solve its demographic challenges'"; and,
6. "Executive Summary – Steps to Success: Integrating Immigrant Professionals in the U.S." by Amanda Bergson-Shilcock and James Witte, Ph.D.

I look forward to participating in this discussion.

DRAFT REPORT FOR THE COMMISSIONER OF EDUCATION REGARDING THE WELCOME CENTER INITIATIVE TO REPORT TO THE JOINT STANDING COMMITTEE OF THE LEGISLATURE HAVING JURISDICTION OVER EDUCATION

January 20, 2015

Prepared by:

Sally Sutton, Program Coordinator
New Mainers Resource Center
Portland Adult Education
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www.nmrcmaine.org

**DRAFT REPORT FOR THE COMMISSIONER OF EDUCATION REGARDING THE WELCOME
CENTER INITIATIVE TO REPORT TO THE JOINT STANDING COMMITTEE OF THE
LEGISLATURE HAVING JURISDICTION OVER EDUCATION**

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C. Secure Ongoing Funding	9
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Recommendations for State Efforts to Support Foreign Trained Professionals in Pursuit of Their Careers	15
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DRAFT REPORT FOR THE COMMISSIONER OF EDUCATION REGARDING THE WELCOME CENTER INITIATIVE TO REPORT TO THE JOINT STANDING COMMITTEE OF THE LEGISLATURE HAVING JURISDICTION OVER EDUCATION

PURPOSE

The purpose of this report is to fulfill the legislative requirement¹ that a draft report be submitted to the Commissioner of the Department of Education to report to the Joint Standing Committee of the Legislature having jurisdiction over education matters by January 15, 2015, including the following information: the number of foreign trained workers who received assistance through the Welcome Center Initiative pilot project, the training and services provided, aggregate demographic information about program participants, employment opportunities and placements and a preliminary evaluation of programs and services that were most effective in meeting the needs of the Welcome Center Initiative's users.

BACKGROUND

The purpose of the Welcome Center Initiative (aka New Mainers Resource Center) was specified by legislation passed in 2013 as part of the State's budget, to establish a pilot project within the adult education program within the City of Portland's public schools to create a Welcome Center Initiative (WCI) for foreign-trained professionals. The legislation provided for \$150,000 in funding for 2 years to hire a program coordinator. That funding ends June 30, 2015.

Following is a description of the requirements of the legislation and the progress to date toward meeting those requirements for the first 12 months of the program – from 12/13/13 – 12/31/14. Legislative requirements for Portland Adult Education (PAE) included:

- A. Employ a full-time coordinator
- B. Coordinate or offer programs
- C. Secure ongoing funding
- D. Submit a draft report to the Commissioner of the Department of Education

LEGISLATIVE REQUIREMENTS WITH PROGRAM UPDATES

A. EMPLOY A FULL-TIME COORDINATOR

Employ a full-time coordinator to work in cooperation with the department (DOE) to develop a series of programs designed to serve the needs of foreign-trained workers through the Welcome Center Initiative.

Program Update

- The contract between Maine Department of Education and Portland Public Schools to establish a pilot project within Portland Adult Education to create the Welcome Center Initiative for foreign trained professionals was finalized on November 13, 2013.
- Sally Sutton was hired as the Program Coordinator for the Welcome Center Initiative and began working on 12/13/13. Portland Adult Education named the pilot project New Mainers Resource Center (NMRC) (aka Welcome Center Initiative).

B. COORDINATE OR OFFER PROGRAMS

Coordinate or offer programs including: education, career case management, English as a second language, referrals for legal assistance, employer networking and engagement; and data collection and analysis about foreign trained workers in the State.

Program Update

Determining Program Needs

As a brand new program, the initial focus of the pilot project was to determine:

1. **Model Programs – Best Practices** - What type of programming would effectively serve Maine's skilled foreign trained professionals, i.e. what are best practices and are there model programs that could help inform what type of services should be offered in Maine?
2. **Program Needs** - What are the program needs identified by Maine's foreign trained professionals?

1. Model Programs - Best Practices Nationally

Research was done to identify best practices and model programs across the country. Some of the programs contacted included:

- IMPRINT- a coalition of organizations active in the emerging field of immigrant professional integration (www.imprintproject.org)
- Welcome Back Initiative – which assists internationally trained healthcare workers in utilizing their experience and training to fill the need for culturally competent healthcare in the US (www.welcomebackinitiative.org)
- Upwardly Global – helps work-authorized, skilled immigrants rebuild their professional careers in the US through its job seeker services and a robust employer network (www.upwardlyglobal.org)

From this research we learned that the barriers* faced by new Mainer skilled professionals as they seek to enter the workforce include:

- Lack of information about
 - Career pathways
 - Transferring credentials
 - US standards for resumes, interviews, communication, etc.
 - American workplace culture
- Licensing barriers
- Unprepared public workforce and educational systems
- Lack of English classes and English classes with a contextual focus such as medical and engineering
- Employer misperceptions
- Loss of professional networks

The range of services* necessary to address these needs include such services as:

- Educational case management
- Career pathway planning and informational career guides
- Licensing orientation
- Support for credential evaluation and licensing
- Financial assistance for tuition, books and exam fees
- Information and advice re high quality credential advising
- English: contextualized, technical or specialized language courses, and support for pronunciation and workplace communication for those who have moved beyond basic English and TOEFL prep
- Internship opportunities
- Acculturation and training re the US sectors, such as health care, engineering, finance systems and other types of employment settings
- Targeted soft skills development such as job search assistance, resume writing, mock interview practice
- Job placement and job retention counseling
- Lending library for test preparation materials and books
- Centralized access to online resources that foster entry into professional workforce
- Employer networking and engagement
- Mentoring and peer support
- Information about economic development and small business “entrepreneurial” services
- Assistance in locating other needed social services

* The above listed descriptions are based on documents from IMPRINT (Immigrant Professional Integration), including:

IMPRINT. (2012). *Skilled Immigrants 101: Making the Case for Global Talent in Your Community*. Chicago, IL: IMPRINT. <http://imprintproject.org/images/SkilledImmigrants101.pdf>.

IMPRINT. (2012, July). *Time to Grow: 20 Actions States and Communities Can Take to Capitalize on Skilled Immigrant Talent*. Chicago, IL: IMPRINT.

2. Program Needs Identified by Maine's Foreign Trained Professionals

A survey was developed that served both as an outreach tool to new Mainers to inform them about the new pilot project and as a way to get feedback about the types of services were needed. The survey was sent to people in the PAE database and distributed in classes by PAE teachers. It was also distributed to service providers, community groups and members of the NMRC Advisory Committee. Offers were made to meet with any community group that was interested. Needed services indicated by Maine's foreign trained professionals were consistent with those identified by the national programs listed above. See Attachment 1 - New Mainers Resource Center Needs Assessment Survey – Responses to question regarding needed services.

Programs Offered or Coordinated

The NMRC offers or works to coordinate the following services on an ongoing basis:

- Career case management, planning and guidance
- Educational or skill building training
- Job readiness programs such as - assistance with resumes, cover letters, interview preparation, job search assistance, career fair prep
- Guidance regarding transcripts and credential evaluation
- Connecting to resources or providing scholarships
- Professionally focused groups, i.e. doctors or engineers
- Facilitation of networking opportunities

Job Readiness Programs

New Mainers Resource Center through Portland Adult Education offers a range of job readiness programs at different times and in different formats to meet the range of needs of those seeking services. Job readiness programs are those programs designed to prepare a person for applying for a job. Most new Mainers are unfamiliar with the US workforce system and the basic steps of how to look for a job, what should be in a resume, how to write a cover letter or prepare for an interview.

Job Readiness Workshops Offered Throughout the Year (1.5 hr. – 2 hr.)

- Upwardly Global Workshop
- Career Fair Prep Overview of the Job Search Process
- Cover Letter and Resume Writing Reading and Understanding the Job Description
- Tips for Filling out Application Forms
- Overview of Interviewing Part 1 and Part 2
- Tips on Networking and Understanding Career Fairs
- Introduction to Customer Service
- Key Bank Volunteer Day – Careers in Banking
- Tips on Networking and Follow-up
- Tips on Informational Interviewing

Job Readiness Courses (various lengths – offered throughout the year)

- Job Classes – Intensive courses designed around English language and job readiness skills, including employer involvement with mock interviews, and follow-up support to help immigrants who are looking for their first job, or to advance their work situation.

Other Programming

In addition to the job readiness courses, new Mainer professionals may need assistance with their communication skills, or to understand the sector in which they will be seeking employment and in establishing professional networks and support systems. Other programming offered or coordinated by NMRC includes:

- English for Health Professionals – contextualized course
- Pronunciation
- Summer Communication Courses
 - Interviewing
 - Public Speaking
 - Pronunciation
 - Telling Your Story
- Professional Groups – (IT, Engineering, Doctors)

English as a Second Language (ESOL)

One great advantage of having the New Mainers Resource Center pilot project at Portland Adult Education is the ability to take advantage of, and leverage the other programming that is already being offered, particularly the ESOL programming. 1,610 English language learners from 59 countries studied English at PAE in the 2013 – 2014 school year.

In the all of 2014 the following ESOL programming was offered:

- Literacy
- ESOL Levels 1 – 5
- Pronunciation Courses
- Financial Literacy
- Citizenship
- ESOL Reading and Writing
- ESOL Civics
- ESOL Workplace English
- Access to the Computer Lab
- Job Class
- Grammar Intensive
- iPad Learning Group
- ESL Computer Basics I & II

Language Arts – College Prep and High School Diploma

These classes are available to students who have completed the ESOL courses and who wish to improve their reading and writing skills for college or a job. These courses are also taken by students

who are pursuing a High School Diploma. Professional new Mainers who do not have access to their college transcripts or diplomas, or who wish to continue to improve their English skills take advantage of the High School Diploma or HiSET (High School Equivalency Testing) programs.

Job Skills Classes

Portland Adult Education offers a wide range of job skills courses. These courses and certificate programs generally require a higher level of English proficiency, but for many new Mainers they provide an opportunity to refresh or learn new skills that will enhance their ability to find employment. Courses include: office and computer skills, accounting and finance related courses, medical office, legal office and CNA.

2014 PAE Fall Enrollments – ESOL and New Mainers

ESOL Enrollments	1,593
Language Arts	125
Job Skills Classes	58
Total	1,776

Referrals for Legal Services - Know Your Rights Legal Program

A program was held on 10/21/14 to help inform new Mainers about available legal resources. The program included representatives from:

- Cumberland Legal Aid Clinic
- Maine Human Rights Commission
- Immigrant Legal Advocacy Program
- Pine Tree Legal Assistance

NMRC as a member of the Maine Immigrant Rights Coalition also participates in a Know Your Rights Committee of that coalition which continues to plan and organize various programs to inform new Mainers about the legal resources available to them. Additionally, as NMRC continues to develop its website, information about available legal resources will be made available on the website.

(www.nmrcmaine.org)

Employer Networking and Engagement

Employers play an important role in NMRC programming. Their input about their workforce needs, potential job openings, and what they are looking for in job applicants helps us make sure our students and program participants are qualified candidates and are prepared for the jobs for which they are applying. Employer involvement in our classes and workshops, doing mock interviews, providing information about their businesses, sending us information about job openings, being available for informational interviews, and as potential sites for job shadowing and internships all help to make our program more effective.

Diversity Hiring Coalition

One important way that the NMRC networks with employers is as a member of the Diversity Hiring Coalition. "DHC member organizations understand that people from diverse racial and ethnic backgrounds are an important source of talent and skill for Maine employers and can help Maine employers reach, hire and retain more diverse employees and enhance the vitality of their workforce." (<http://meshrm.shrm.org/dhc-members>) The Diversity Hiring Coalition is an affiliate of the SHRM Maine State Council.

One important activity NMRC organized with this group in 2014 was a *Meet and Greet* event held at the Portland Public Library on November 13th which brought together 21 different employers and 48 students for a networking event and workshops. The positive feedback from both employers and students about this program mean it will likely be an annual event.

NMRC staff presented at the Diversity Hiring Coalition's 2014 annual retreat and is scheduled to present a workshop at the SHRM annual meeting in May 2105.

Portland Jobs Alliance (PJA) /Portland Area Employment Provider Work Group

The Portland Jobs Alliance is a coordinated effort of different service providers, funded with CDBG funds with a focus on creating jobs and placing new Mainers and others in jobs, particularly in the hospitality sector. The PJA has an overlapping focus with the Portland Area Employment Provider Work Group in its efforts to coordinate and facilitate workplace initiatives for new Mainers. Given the expanding hospitality sector in the Portland region, an initial focus has been on addressing the workforce needs of employers in this sector, and connecting to them in a number of different ways. Kicking off this initiative was a program held on February 27, 2014 for hospitality sector employers, to inform them of our efforts and to get feedback regarding their workforce needs and how we might best address those needs. Efforts continue to connect to employers, with a Business Outreach Committee, job announcements coming through PJA, a customer service course offered through NMRC-PAE and an internship program that will help connect job seekers to employers.

Data Collection and Analysis about Foreign-Trained Workers in the State

As a pilot project, NMRC is looking at a number of different ways to gather data about foreign-trained workers in the state, not only their educational and workforce needs but also the impact of these workers on the Maine economy.

General data about the *Impact of Immigration on Economic Development* has been collected and can be found at: <http://www.nmrcmaine.org/#!economic-impact-of-immigration/c1nsl>.

Portland Adult Education has a well established data system regarding the students that take courses at PAE. The NMRC is working with that system and making adjustments to gather any additional demographic and outcomes data that may be required regarding the foreign trained professionals seeking services from the New Mainers Resource Center.

As a partner in the Portland Jobs Alliance, NMRC-PAE has been involved in the development of the database for that collaborative. The purpose of the database, in addition to gathering information about program participants, is to be a tool for linking job seekers with employers. As PJA partners get more experience with this database it is intended to serve a broader group.

Coordinating Other Services and Programs

As discussed above, NMRC program participants have access other courses at PAE – ESOL, Language Arts, Computer Lab, Job Skills classes and online resources. NMRC also works to coordinate services with other program providers, like ASPIRE, the CareerCenter and Goodwill of Northern New England, Catholic Charities, Refugee Services, etc.

NMRC participates in following collaboratives:

- Welcoming Immigrants Network
- Maine Immigrant Rights Coalition
- Mobilize Maine
- Diversity Hiring Coalition
- Maine Health Workforce Forum
- Employment Providers Work Group
- Greater Portland Refugee & Immigrant Health Care Collaborative
- Portland Jobs Alliance
- USM New Mainers Group
- Tri Agency Meetings (DHHS, DOL, DOE)

The New Mainers Resource Center continues to work with national organizations doing similar work. In March 2014, the NMRC sponsored a program at the Portland Public Library with speakers from the Welcome Back Initiative and Upwardly Global, *Integrating Immigrants Into Maine's Economy*. NMRC continues to work with these national programs. For example, developing licensing guides with Upwardly Global, and with support from the Betterment Foundation, becoming an affiliate of the Welcome Back Initiative.

C. SECURE ONGOING FUNDING

Secure ongoing funding with assistance from the Maine Department of Education to coordinate and sustain the Welcome Center Initiative from individuals, foundations and corporations and from other public sources.

Program Update

The New Mainers Resource Center has been successful at raising funds from a number of different funders for programs. Some of these funds were raised cooperatively with Friends of Portland Adult Education, a non-profit established to help support Portland Adult Education.

In addition to raising funds directly, NMRC has been able to leverage other funds raised by PAE to help support services to NMRC program participants. These funding sources and amounts are indicated in the two following charts.

NMRC program participants often need resources to cover the costs or courses, tests or other workforce related needs. NMRC has been able to help link new Mainers with available scholarships through funders like Friends of Portland Adult Education and Portland English as a Second Language Scholarship Fund. Additionally, NMRC, when someone is eligible, makes referrals to other resources, such as the Competitive Skills Scholarship Program or WIA.

FUNDING SOURCES FOR NMRC PROGRAMS

Source	Amount	Description
Maine Health Access Foundation	\$10,000.00	March 24 Integrating Immigrant program and 2 sessions of English for Health Professionals at PAE
Maine Community Foundation - Cumberland County	\$7,500.00	Engineers Group (Friends of PAE)
Maine Community Foundation - People of Color - Health Access	\$7,500.00	English for Health Professionals courses in fall 2014 and planned for spring 2015(Friends of PAE)
Betterment Foundation	\$75,000.00	Supports affiliation with the national model program - Welcome Back Initiatives(Friends of PAE over 3 years)
Total	\$100,000.00	

LEVERAGED RESOURCES

Source	Amount	Description
John T. Gorman Foundation	\$68,000.00	(October 2013 through September 2014) Language Learning Lab available for waitlisted ESOL students and volunteer opportunities for IT professional students
Portland Jobs Alliance - Industry Sector Partnership - Hospitality	\$80,088.00	(Through September 2015) Provides: Job Class A & B including Financial Literacy, intake & assessment, employer-driven customized job specific training
John T. Gorman Foundation	\$104,000.00	(December 2014-December 2015) Resources to support the Portland Jobs Alliance to offer: employment case management, customized workshops for job readiness, additional support for language learning lab hours for waitlisted students and PJA job seekers

Maine Quality Center Project/SMCC	\$50,000.00	Training for students in A+ Certification, Customer Service, Microsoft Office (October 2013 through September 2014) Provides tuition to eligible refugees for Job Class A & B and employability workshops for TAG eligible refugees
Targeted Assistance Grant	\$34,000.00	Provides tuition for Job Class A & B including Financial Literacy. Provides Financial Literacy classes.
Sam L. Cohen Foundation	\$25,000.00	
<u>Total</u>	<u>\$361,088.00*</u>	

* In addition, ESOL classes are provided through local funds, AEFLA and EL Civics grants.

D. DRAFT REPORT FOR THE COMMISSIONER OF EDUCATION

Draft a report for the Commissioner of Education to provide information/submit to report to the Joint Standing Committee of the Legislature having jurisdiction over education matters by JANUARY 15, 2015, including the following information: the number of foreign trained workers who received assistance through the Welcome Center Initiative pilot project, the training and services provided, aggregate demographic information about program participants, employment opportunities and placements and a preliminary evaluation of programs and services that were most effective in meeting the needs of the Welcome Center Initiative's users.

Program Update

Numbers of Foreign Trained Workers Who Received Assistance from the Pilot Project

Although many new Mainers are highly skilled, they are not familiar with the US job market or the job readiness strategies necessary to obtain employment. These include such things as: what is required for a professional US resume, writing cover letters, interviewing skills, conducting a job search or determining the types of jobs that match their professional skills. Without these skills new Mainers will not be competitive applicants for many of the jobs for which they are qualified. Establishing services and programs that address these needs has been a major focus of the NMRC during this pilot project phase.

Numbers of New Mainers Participating in Training and Services Provided by NMRC - 2014

Received case management services	122
Participated in NMRC program offerings*	178
Participated in job readiness offerings*	154
Have, or participated in a program offering a credential	46
Referred to other training resources, such as CSSP, MIIA, ConnectIT, WIA	23
Have a professional US resume	74

Participated in PAE Job Skills classes	46
Reported to have documents (transcripts, diplomas)	72
Have had documents translated and evaluated (many others waiting for translation and evaluation, number limited by available resources)	33

*Includes 44 people who only attended workshops or courses and did not receive case management services

Aggregate Demographic Information about Program Participants

Southern Maine is home to nearly 20,000 refugees and immigrants, with Portland being a major resettlement city for primary and secondary immigrants. Students at Portland Adult Education come from all over Maine and more than 80 different countries and range in age from 18 – 80+ with over 1,700 English language students/new Mainers enrolled in the Fall of 2014.

Economic need is the defining trait of most of Portland Adult Education students. In the 2012 – 2013 school year, more than 70% of students were eligible for food stamps. Most English language students and their families are refugees or asylum seekers, attempting to restart their lives after fleeing war.

Demographics of New Mainers Making an Initial Contact with New Mainers Resource Center - 2014

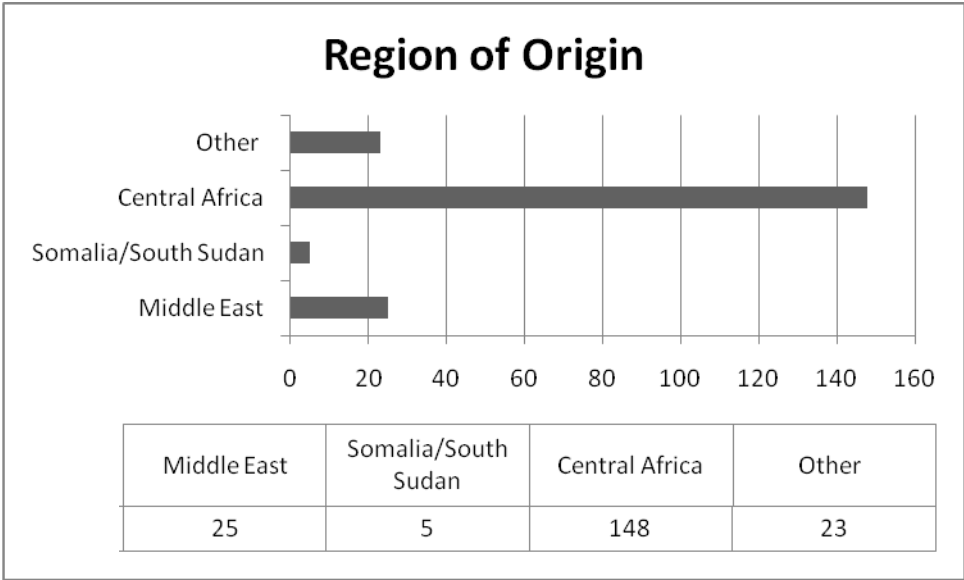
Number of New Mainers Making an Initial Contact.....204
(not all who made initial contact followed-up to receive services)

English Language Abilities of New Mainers Making an Initial Contact - 2014

Unknown.....23
Less than ESOL 537
ESOL 5 or greater*144

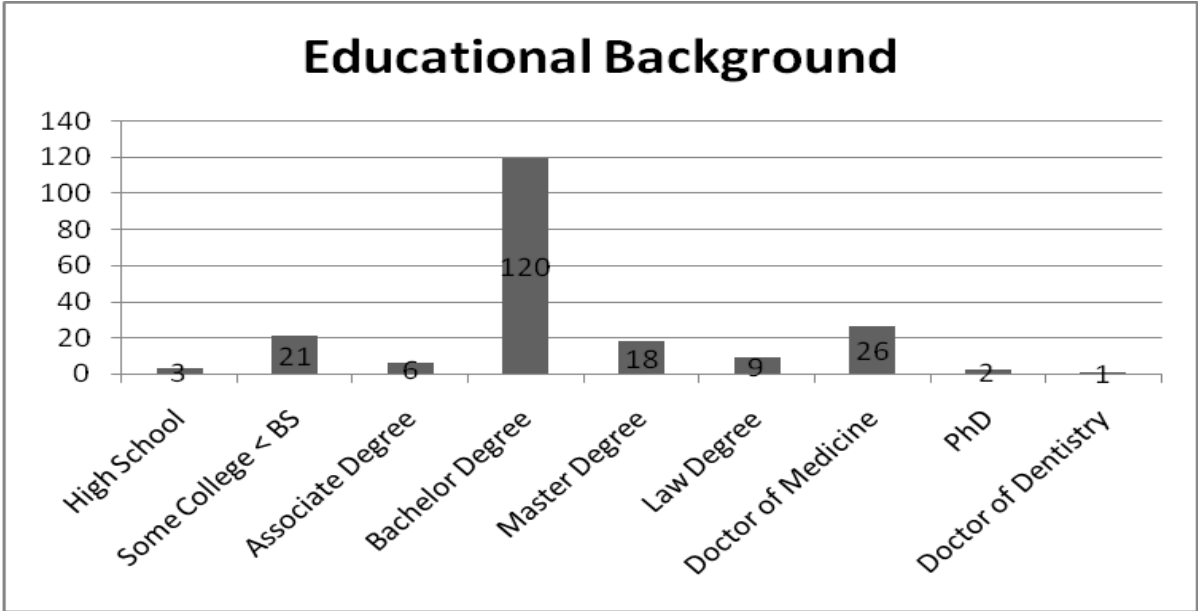
*minimal level of English generally required for jobs other than entry level

Region of Origin of New Mainers Making an Initial Contact – 2014

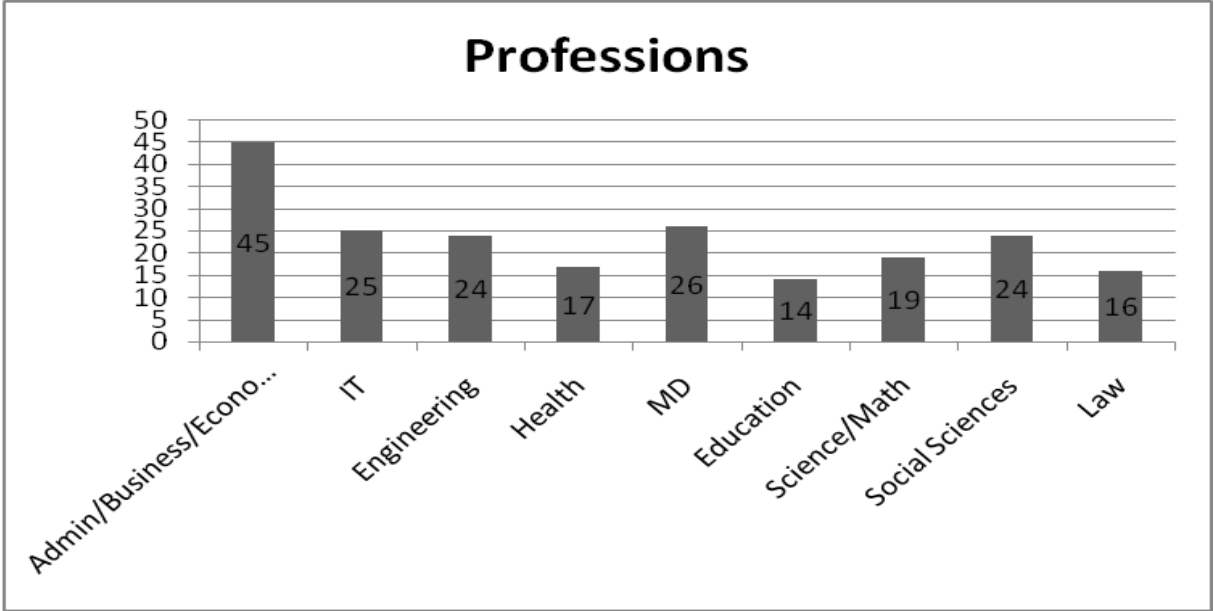


New Mainers Who Have Made an Initial Contact who are known to be currently pursuing or preparing to pursue college level education41

Educational Background of New Mainers Making an Initial Contact - 2014



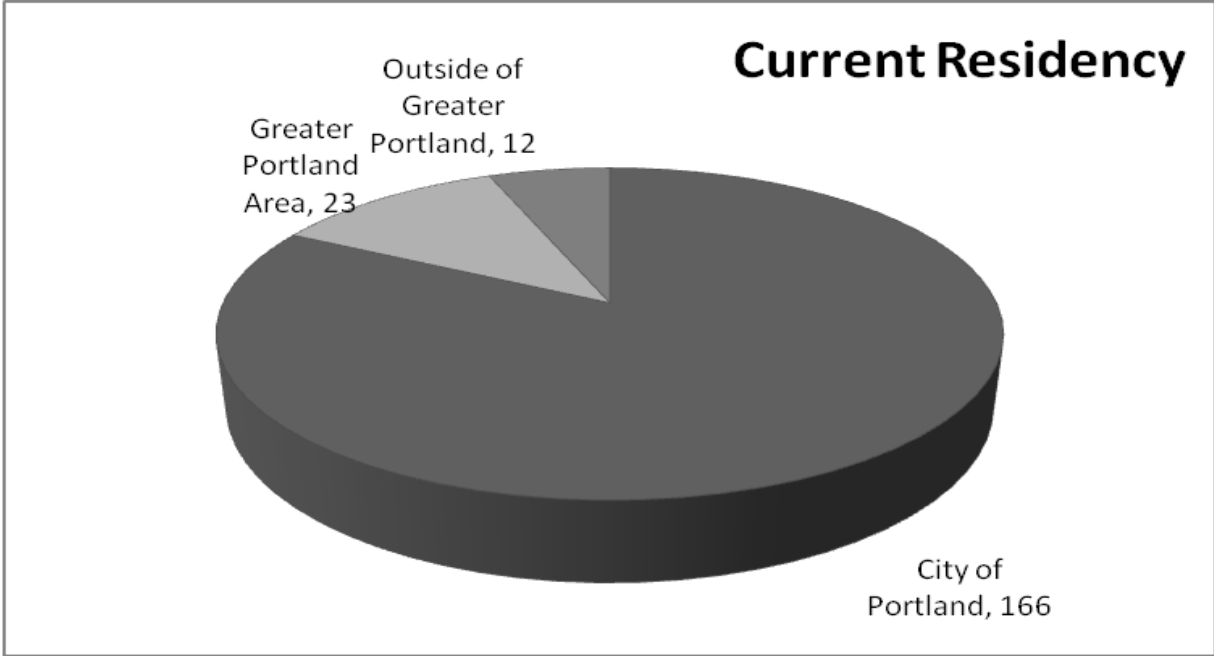
Professional Backgrounds of New Mainers who have Made an Initial Contact with NMRC - 2014



Work Authorization Status of New Mainers who have made an Initial Contact with NMRC - 2014

Have work authorization	152
Currently working	87
Not working or unknown	65
Authorization in process or status unknown.....	52

Current Residency of New Mainers who have Made and Initial Contact with NMRC – 2014



Evaluation

As a pilot project, evaluation of programs is an important component and feedback is continually sought so adjustments can be made in future offerings. Since there are a range of services and programs offered, the different components of the NMRC services involve different evaluation mechanisms. For example, students in the summer communication classes were asked to evaluate those courses and provide feedback about what other courses would be of interest. The Meet and Greet organized with the Diversity Hiring Coalition involved several different methods of evaluation. Employers who attended the event met immediately after the program and provided feedback to the program organizers about what worked and didn't work for them. Students who participated in the event were asked to complete an evaluation survey. Additionally, for any students who were interested, a feedback session was held several days after the event. Students who participate in a job class are asked to complete a portfolio that includes: resume, sample cover letter, self-introduction, list of 3 references, completed job application form, copy of a job description, and employer feedback on a mock interview. This portfolio provides both the student and teacher feedback on the student's performance in the class and any adaptations that the teacher may need to make to meet future class needs.

Recommendations for State Efforts to Support Foreign Trained Professionals in Pursuit of Their Careers

1. Promote language acquisition. For foreign trained professionals this means courses that are at the level required, contextual and appropriate for the academic and technical professions they are pursuing. These contextualized courses can be combined with pronunciation courses, courses on workplace culture/finding a job, opportunities to network with employers and other professionals.

2. Facilitate the assessment and recognition of foreign credentials. Qualification recognition is verifying that the education, training and job experience obtained in another country are equivalent to the standards established for workers trained in the US. A coordinated approach could help encourage a willingness to put aside assumptions that all foreign credentials are of lesser quality than US credentials, and assist employers and educational institutions in understanding the value of the credentials of the foreign trained professionals they are considering for training programs or employment. For many individuals, the cost of credential verification combined with study materials and test prep for licensure or certification and licensing fees can be cost prohibitive. Training and workforce development funds should be made available to help with these costs.

3. Support workforce development and training overall and ensure that these efforts (CSSP, Apprenticeship, WIA, TANF, etc.) **fully integrate the needs of foreign trained professionals** into the services they are providing, and take into consideration their needs for targeted, contextualized English, internships or work experience and assistance with credential verification.

4. Assure an informed educational and workforce system that is aware of the unique requirements of skilled foreign professionals and is able to promote and create training and education programs

that would help these highly skilled immigrants re-start their careers in Maine and remove any unnecessary barriers to education.

5. Assist in the gathering of standardized data across different state agencies to get a better understanding of the numbers of skilled foreign trained professionals, their professions, needs and priorities for the services that will most efficiently help them achieve their career goals.

6. Help facilitate partnerships and coordination of services and programs so that existing resources, whether they be through DOE, DOL, DHHS, DECD, UMAINE System, MCCS or the Office of Multicultural Affairs, or private funders, understand the unique opportunities and requirements presented by this population and target the appropriate resources for meeting those needs.

Footnotes

1. LD1509 - An Act Making Unified Appropriations and Allocations for the Expenditures of State Government, General Fund and Other Funds and Changing Certain Provisions of the Law Necessary to the Proper Operations of State Government for the Fiscal Years Ending June 30, 2014 and June 30, 2015 - The funding is referenced on pg 196 - Adult Education 0364 - 75,000/yr for 2 years. The program is described in Sec. CCCCC-3 Foreign-trained workers pilot project on page 664.)

Attachment 1

New Mainers Resource Center Needs Assessment Survey – Responses to question regarding needed services*

Question: To help us decide what types of program and services to offer, please indicate which of the following services would be of most interest to you.

	No Interest	Some Interest	Most Interest	Does Not Apply	Total
a. Educational and career case management – guidance regarding the best approach for reaching your short, medium and long term career goals	2.04% 1	14.29% 7	79.59% 39	4.08% 2	49
b. Career pathway planning including information on licensing and credentials	4.35% 2	21.74% 10	67.39% 31	6.52% 3	46
c. Guidance regarding evaluation of previous credentials, licenses and degrees	4.44% 2	28.89% 13	60.00% 27	6.67% 3	45
d. Lending library for test preparation materials and books	6.67% 3	28.89% 13	60.00% 27	4.44% 2	45
e. Access to and assistance with online resources	4.88% 2	26.83% 11	68.29% 28	0.00% 0	41
f. Financial support for evaluation of credentials and licenses	6.98% 3	18.60% 8	69.77% 30	4.65% 2	43
g. Financial assistance for tuition, books and licensing exam fees	5.00% 2	25.00% 10	70.00% 28	0.00% 0	40
h. English for your profession, for example – English for engineers or English for health professionals	7.69% 4	13.46% 7	75.00% 39	3.85% 2	52
i. Accent reduction for those who have moved beyond basic English and TOEFL prep	4.55% 2	31.82% 14	56.82% 25	6.82% 3	44
j. Targeted soft skills, such as job search assistance, resume writing, work place English, mock interview practice, computer skills, telephone and communication skills	6.38% 3	25.53% 12	61.70% 29	6.38% 3	47
k. Information and training regarding types of employment settings, such as US health care system or finance	10.64% 5	10.64% 5	74.47% 35	4.26% 2	47
l. Mentoring and peer support	7.14% 3	28.57% 12	64.29% 27	0.00% 0	42
m. Support groups aimed at specific professions or areas (such as engineering, health care, finance)	8.89% 4	22.22% 10	66.67% 30	2.22% 1	45
n. Employer networking and engagement	11.36% 5	11.36% 5	77.27% 34	0.00% 0	44
o. Job placement and job retention counseling	11.11% 5	24.44% 11	62.22% 28	2.22% 1	45
p. Internships and other types of opportunities to gain work experience	6.67% 3	11.11% 5	80.00% 36	2.22% 1	45
q. Professional or workplace writing, reports, memos, presentations, etc.	11.36% 5	11.36% 5	72.73% 32	4.55% 2	44
r. Referrals for legal assistance	9.30% 4	18.60% 8	67.44% 29	4.65% 2	43

s. Information about economic development and small business "entrepreneurial" services	17.07% 7	31.71% 13	46.34% 19	4.88% 2	41
t. Assistance in locating other needed services such as transportation, child care, and housing.	14.89% 7	19.15% 9	59.57% 28	6.38% 3	47

*Needs assessment survey distributed to potential program participants and immigrant community groups.

Responses are from those who completed online survey.

(Sally Sutton, New Mainers Resource Center, suttons@portlandschools.org, 4/4/14)



**VOCATIONAL IMPROVEMENT
PROGRAMS FOR SOUTHERN
MAINE'S NEW IMMIGRANTS**



November, 2013



Outreach to Underserved Populations

- Part of HUD Grant requirement
- U-POPs identified as people who typically are marginalized from public outreach process
- HUD places high priority on:
 - ▣ Immigrant populations
 - ▣ Homeless people
 - ▣ People with generational economic disadvantage
 - ▣ Persons with disabilities
 - ▣ Rural impoverished populations
 - ▣ Minorities in disadvantaged neighborhoods

Outreach to Underserved Populations

- The model: Manchester Community College
 - Partnership for Inclusive, Cost-Effective Public Participation: Champion of Change Award
- SSM Version
 - ▣ Work with USM anthropology students
 - Expanded scope outreach efforts
 - Included students in outreach process

Outreach to Underserved Populations

Focus Groups

- Immigrants
- Refugees
- Generationally economically disadvantaged
- Veterans
- Elderly

Outreach to Underserved Populations

Focus Groups

- Subsidized housing residents in Biddeford
- Dinner at Parkside Neighborhood Center with elderly living below the poverty level
- Multiple ESL classes conducted by Portland Adult Education and LearningWorks with both refugees and long term immigrants
- Tenants' meeting at Riverton Park Housing Complex
- Veteran support group in Springvale
- Homeless Voices for Justice at the Preble Street Resource Center
- Central African Dinner at Parkside Neighborhood Center attended by recent and long term African immigrants

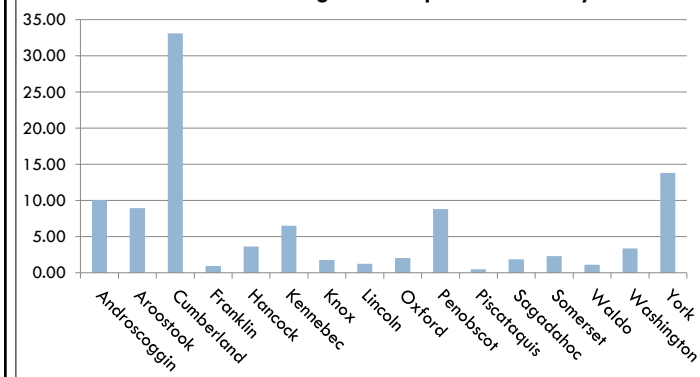
Outreach to Underserved Populations

- Topics discussed included positives and negatives around:
 - Choice of location/community
 - Housing
 - Transportation
 - Jobs

Outreach to Underserved Populations

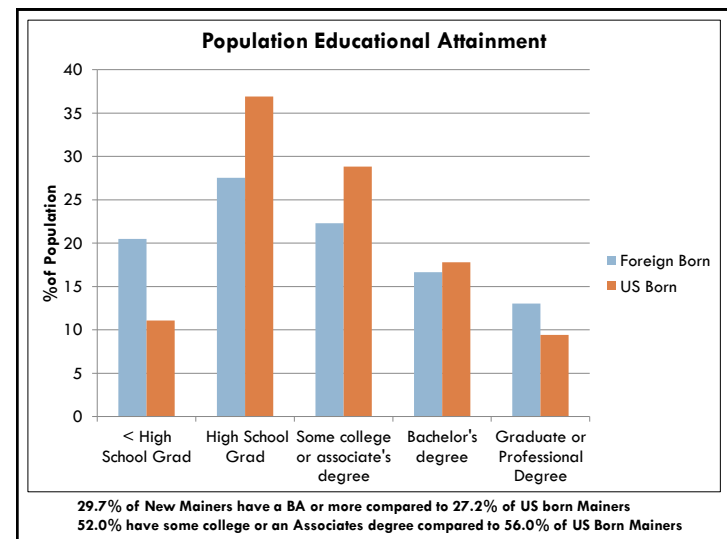
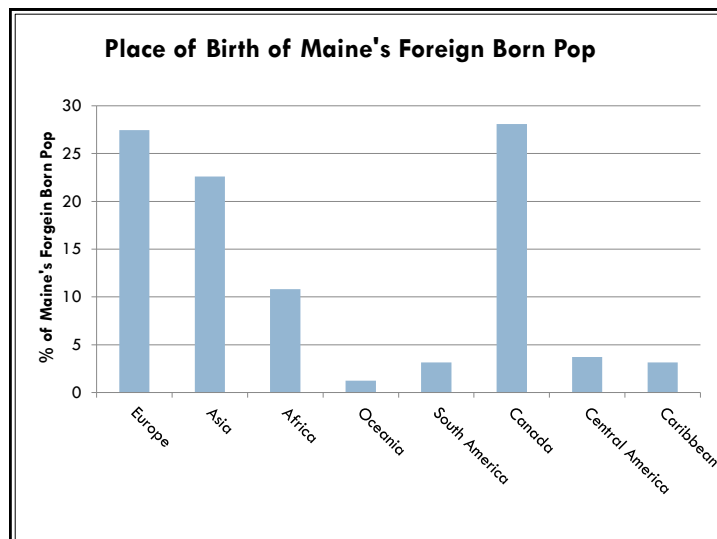
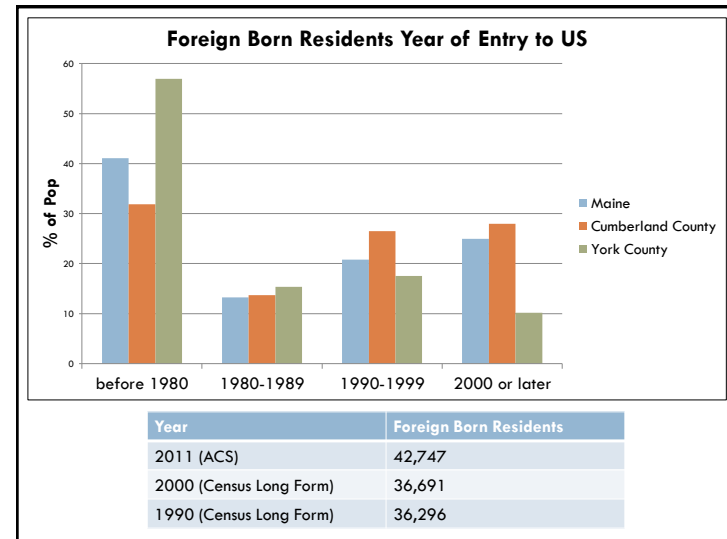
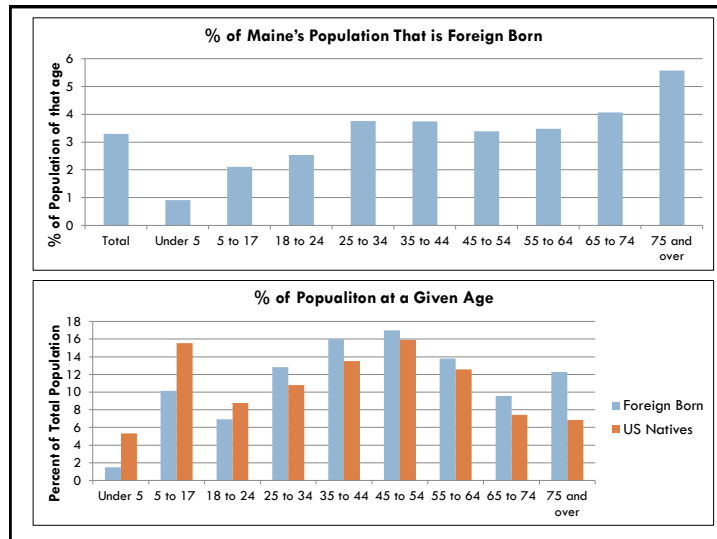
- What we heard:
 - "(Maine) is beautiful, has access to outdoors, friendly and accepting people...excellent education system"
 - "Community is safe", "Orderly and lawful"
 - "Lacks place to associate with others from homeland...or assimilate with the Maine community"
 - "Tenant and landlord rights not well understood"
 - "Affordable housing is often in poor condition"
 - "There is...poor diversity in housing unit size"
 - "Transit is insufficient"
 - Poor matching of skills to jobs...prefer to use skills from homeland
 - Desire short-term, not long-term assistance

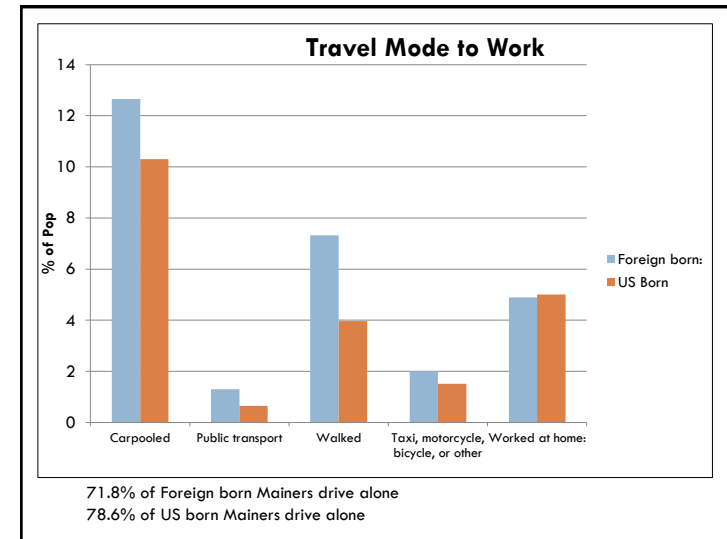
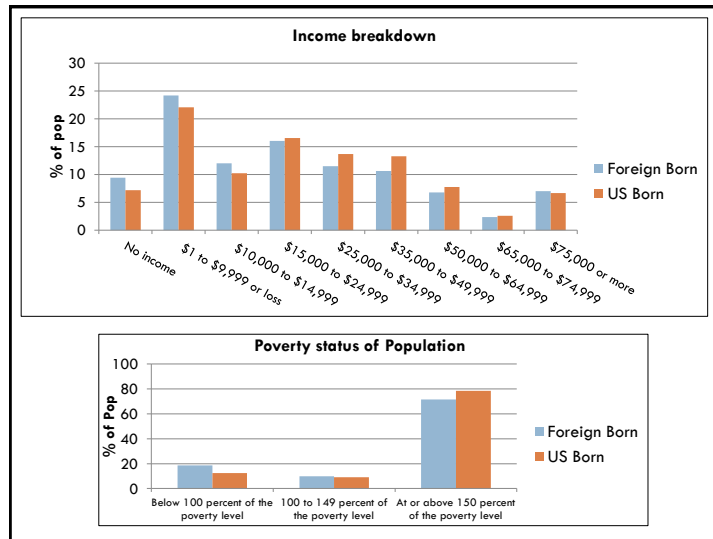
% of Maine's Foreign born Pop in each County



3.29 of Maine's Population is Foreign Born.

33.1% of Maine's foreign born population lives in Cumberland county and 13.8% live in York County, Making for 46.9% living in "Southern Maine".





Immigrants in the U.S. Labor Force

- 32% of all U.S. immigrants have a bachelor's or higher
- 22% of U.S. immigrants are underemployed, compared to native-born average of 16%
- Among U.S. immigrants with a master's degree or higher:
 - ▣ On average, each individual paid \$22,500 in total taxes, but only consumed \$2,300 in government services (in 2009)
 - ▣ Each 100 immigrant workers who have advanced degrees creates 44 other new jobs (86 other new jobs when immigrants are working in STEM fields)



(Source www.imprintproject.org)
IMPRINT is a national umbrella group of nonprofits supporting professional re-entry of underemployed skilled immigrants.

Developing the Recommendations

Follow-up to Knowledge Sharing Session:

- 1) Cataloged existing services, noting unmet needs
- 2) Incorporated outreach by USM and SSM
- 3) Included information from Portland Adult Education and Maine Association for New Americans
- 4) Conducted research to find national solutions applicable to SSM region

Cataloging Existing Vocational Services for Immigrants

- Developed inventory of 40+ vocational programs categorized by organization type, geography, etc.
- Includes summary of program offering
- Distributed list to stakeholders for review

Recommendation Categories

- Capital Improvements
- Community Advocacy / Education
- Improved Processes
- Research

Capital Improvements

- 1) Creation of an umbrella organization to facilitate vocational service provider coordination throughout the SSM Region.

Example: Portland Adult Education 2 Year Pilot Project

- 2) Support creation of mixed use immigrant housing / resource center or centers in the region

Example: Portland Adult Education / AVESTA Collaboration

Community Advocacy / Education

- 3) Assist immigrants with overcoming English barrier
- 4) Increase immigrant familiarity with U.S. systems
- 5) Increase internship / on-site immersion programs
- 6) Provide low / no interest microloans for startups
- 7) Provide legal services allowing immigrant workforce entry

8) Form Volunteer Welcoming Committee

WELCOMING
AMERICA



▲ *Building a Nation of Neighbors*

Community Advocacy / Education

- 9) Communicate benefits of immigrant's to public officials
- 10) Provide workforce development training to immigrant services staff
- 11) Increase outreach to business community
- 12) Coordinate legislation with state government
- 13) Convene immigration service providers at state level
- 14) Build and maintain online resources

Improved Processes

- 15) Establish structures to identify and support immigrants with professional or other advanced skills
- 16) Use "Fast-track" case by case management approach for different types of professionals
- 17) Improve access to transportation for new immigrants

Research Initiatives

- 18) Collect data on immigrant job skills and education
- 19) Identify workforce gaps that could be filled by immigrant's existing skills set
- 20) Proactively plan for immigrant inclusion in centers of opportunity
- 21) Perform international economic research to leverage immigrant language and professional skills
- 22) Produce economic impact analysis showing difference between immigrants working in skilled vs. unskilled positions

Questions or Comments?



ECONOMIC DEVELOPMENT

The Important Role of New Mainers in Maine's Economic Development

Southern Maine is home to nearly 20,000 refugees and immigrants, with Portland being a major resettlement city for primary and secondary immigrants. Students at Portland Adult Education come from all over Maine and more than 80 different countries and range in age from 18 – 80+ with over 1,700 English language students in the 2012-2013 school year. Economic need is the defining trait of most of Portland Adult Education students. In the 2012 – 2013 school year, more than 70% of students were eligible for food stamps. Most English language students and their families are refugees or asylum seekers, attempting to restart their lives after fleeing war.

Maine's economists and economic developers have recognized the important role that Maine's immigrant and refugee population can play in the state's economy. As reported in a Sustain Southern Maine report:

"One potentially effective solution to reversing Maine's unsustainable demographic trend is to attract young new Mainers from abroad, either directly to Maine or as secondary migrants from elsewhere in the United States....about 52% of foreign born immigrants to Maine have a college degree in contrast to 30% of the native Maine population. In addition, immigrants start more businesses on average than native born individuals and have a measurable positive economic impact."

(Sustain Southern Maine. (November, 2013). Supporting New Immigrant Vocational Improvement in Southern Maine – Draft Report. Portland: Greater Portland Council of Governments. p. 5 - 6. For a presentation about the findings and recommendations go to: <http://sustainsouthernmaine.org/wp-content/uploads/2013/12/SSM-New-Mainer-Program-Recommendations-1.pdf>)

In a recent presentation to the Maine's State Workforce Investment Board, Glenn Mills, Chief Economist for the Center for Workforce Research at the Maine Department of Labor states that structural changes in Maine's economy mean that the state does not have the workers with the skills necessary to meet the needs of employers in the sectors of the state's economy that are growing. This structural shift in the economy, combined with the current population aging out of the workforce, reinforces the need for the state to do what it can to attract workers from away who are younger and who can bring with them the skills necessary to match the needs of employers. (Slide 20)

(Mills, Glenn. (November 2013). Maine's Workforce Challenges. [Presentation to the State Workforce Investment Board, 11/13/2013]. Augusta: Center for Workforce Research, Maine Department of Labor. www.maine.gov/labor/cwri/publications/pdf/PresentationToWorkforceBoardNov2013.pdf.)

Despite the recognized benefits to Maine of incorporating its immigrant population into the workforce, the challenges to doing so are significant. The Sustain Southern Maine report also found that:

"... life is still not quite 'the way it should be' for Maine's new immigrant communities. Major barriers still exist to their success in the labor market. Communities do not adequately invest in programs for deriving the 'highest and best use' of immigrant's often advanced skills. Maine communities must explore strategies for removing barriers to employment for new immigrants, especially those with advanced degrees. Doing so will be mutually beneficial for existing and new residents alike."

(Sustain Southern Maine. (November, 2013). Supporting New Immigrant Vocational Improvement in Southern Maine – Draft Report. Portland: Greater Portland Council of Governments. p. 5. For a presentation about the findings and recommendations go to: <http://sustainsouthernmaine.org/wp-content/uploads/2013/12/SSM-New-Mainer-Program-Recommendations-1.pdf>)

Foreign trained skilled professionals face a number of barriers as they seek to enter the Maine workforce. These include: lack of information about: career pathways, transferring credentials, US standards for resumes, interviews, communication, etc., and American workplace culture; licensing barriers; unprepared public workforce and educational systems; lack of English classes and English classes with a professional contextual focus; employer misperceptions; and loss of professional networks.

New Mainer Impact on Communities

- Cost savings in developing a multicultural and multilingual workforce
- A great economic development opportunity
- Increase in tax base will cover cost of investment
- Employers can meet their needs for skilled professionals locally
- Additional jobs are created
- Families gain economic independence – can go off General Assistance
- Helps businesses serve diverse customers
- Takes advantage of another country's investment in education and training

Services Needed by New Mainer Skilled Professionals

- Case management and support services
- Educational Interventions – contextualized English, study groups, acculturation workshops
- Credential evaluation
- Financial assistance for tuition, books, exam fees
- Internships in professional employment settings
- Resume and cover letter assistance, mock interviews
- Intro to US healthcare, legal, financial, etc. systems
- Job development and work skills training
- Lending library for test prep materials and books and test prep courses or refreshers
- Networking opportunities with employers
- Professional support groups
- Coordination with other social services

Recommendations to Policymakers to Support New Mainer Professionals Pursuit of Their Careers

- Promote Language Acquisition – Contextualized English Courses at the Appropriate Academic and Professional Level
- Facilitate the Assessment and Recognition of Foreign Credentials
- Support Workforce Development and Training Overall
- Assure Informed Educational, Workforce and Economic Development Systems
- Assist in the Gathering of Standardized Data Across Different Agencies
- Help Facilitate Partnerships and Coordination of Services and Programs

Additional Information

[Sustain Southern Maine Recommendations and Data Slides](#)

[Sustain Southern Maine New Mainer Vocational Program Recommendations](#)

[New Americans in Maine](#)

[Immigrant Impact on Population Growth](#)

[Immigrants in Maine's 1st District Fact Sheet](#)

[Key Statistics Regarding Immigrants](#)

[New Mainer Quiz - Test Your Immigration IQ](#)

BANGOR DAILY NEWS [\(http://bangordailynews.com/\)](http://bangordailynews.com/)

Immigrants are needed to fill Maine's workforce gap.
Here's what's getting in the way
(<http://bangordailynews.com/2016/03/04/politics/5-barriers-still-preventing-immigrants-from-doing-more-to-fill-maines-workforce-gap/>)



Troy R. Bennett (<http://bangordailynews.com/author/tbennett/>) | BDN

Mohamud Barre, executive director of the Somali Culture and Development Association of Maine holds a bouquet of Somali and American flags outside the Islamic Society of Portland in this 2013 file photo.

By Seth Koenig (<http://bangordailynews.com/author/skoenig/>), BDN Staff
Posted March 04, 2016, at 7:12 a.m.

Maine's most pressing employment problem isn't that it has too many people looking for work. Its real problem is that there just aren't enough workers — a dilemma that will only get worse as more Mainers leave the workforce in the coming years.

That's a key premise from a yet-to-be-released study by Coastal Enterprises Inc. — a nonprofit specializing in economic development that has an arm dedicated to helping new Americans start and grow businesses. The report argues that the state's best bet to meet its employment demands will be to encourage immigration.

It's the latest in a number of reports in recent years to conclude that the state needs more people to keep its economy afloat. It also reinforces points raised by BDN Maine's #EconomyProject, which showed that the most viable solution to fill that workforce gap is to do a better job of welcoming immigrants and helping them join Maine's workforce.

[MORE: Read our multimedia project on ways the state can attract more immigrants]

(<http://external.bangordailynews.com/projects/2015/12/economyproject/?Population&ref=inline#.Vtq7FlsrIlg>)

Previous analyses showed it to be somewhere between highly unlikely and statistically impossible for Mainers to fill that workforce gap by having more children or by erasing the current annual net defection of young adults to other states. There just aren't enough people of child-rearing age or outgoing young adults to solve the problem.

The new report shows the state's unemployment rate at 4 percent and dropping, with a low of 2.7 percent in its most populous county, Cumberland. Accepting a bit of statistical wiggle room to account for some people who simply quit looking for work and are not technically counted as "unemployed," those numbers are still within the range economists describe as "full employment."

The state's Department of Labor predicts Maine will add 14,000 new payroll positions by 2022. That number comes on top of *another* 109,000 positions to be vacated by 2032, created by a huge gap between the number of older workers due to retire and the lesser number of younger Mainers coming of working age.

This is all with a workforce that's only about 700,000 people deep.

But despite commonly cited U.S. Census Bureau figures showing Maine immigrants to be, on average, younger and more educated than native-born citizens, they face significant barriers that preventing them from getting work and helping the state overcome its workforce crisis.

The latest CEI study goes into detail describing several of those barriers, using extensive interviews with not only new Mainers themselves, but also with local corporate recruiters, human resources managers and education professionals.

Those barriers are compiled here:

Recognition of foreign credentials and degrees

The ultimate Catch 22 for immigrants is that whatever they did in their native country isn't widely accepted as valid experience in the U.S. And they can't get valid experience here without showing some kind of work history or credentials.

"Every employer asks, 'Where have you worked before here in America?' But the truth is — we are new here in America. ... It's a challenge for us," one new Mainer said, according to CEI.

Employers expressed justifiable concerns that it's difficult to verify credentials or degrees from foreign countries, and the costs to either research those documents or have local university officials review transcripts for transferability are often more than either hiring managers or job applicants say they can afford.

One immigrant who spoke to researchers said he was a truck driver overseas, but was required to spend a year in Maine and spend \$6,000 to attend a five-week training course before he could seek similar work here. Another said he had a diploma and 10 years of experience as a fitness and martial arts instructor in his previous home country, but would need a year's worth of American training to continue in that line of work in Maine.

Language

According to the report, all stakeholders interviewed agreed that limited English proficiency was the “most significant employment barrier for immigrants, both skilled and unskilled.”

One immigrant with a post secondary degree from the University of Southern Maine said his speech remained a problem: “We are judged as not qualified because we speak English with an accent.”

In other cases, employers looking for workers for even entry level jobs said they need a certain minimum threshold of English proficiency because for basic safety reasons. Employees at manufacturing plants and hotels, for instance, need to be able to communicate emergency response or evacuation protocols in English, for instance.

University and community college courses often require what one counselor described to researchers as “advanced academic language,” a step beyond the basic level of English communication one might need to pursue one of those aforementioned entry level jobs, and another limitation toward seeking American credentials.

Transportation

People fleeing from oppressive governments or humanitarian crises are often moving with just the clothes on their back. They certainly aren't bringing cars and trucks with them, and buying a personal vehicle is a major up-front investment for someone who is already struggling to get financially settled in a new country.

As a result, many immigrants and refugees find themselves limited to jobs they can either walk to or find along public transportation routes, which can be unreliable and are only available in certain urban areas.

Even when a new Mainer has managed to obtain a car, it must often be shared by several family members, making it hard for each person to get where they need to go on time.

Lack of experience with U.S. employers

American employers are accustomed to seeing applicants speak confidently — almost brag — about their abilities. The CEI report found what it called a “cultural dissonance around self-promotion” between new Mainers and their native-born counterparts.

Immigrants and refugees who grew up in cultures that placed high values on humility struggle to sell themselves to American hiring managers.

Employers who were successful attracting immigrant employees reported to CEI researchers they had to work harder to identify the strengths of those candidates: “It's all about asking the right questions and really listening to the answers. ... The best candidates are the ones you discover through a conversation — a back and forth that creates a connection and a realization you need them on your team.”

Many of the immigrants' home cultures also place greater emphasis on family needs than professional needs, so new Mainers may think little of missing work to help a family member with a problem, not fully realizing that work is often considered the higher priority here.

Other problems emerge in many employers' use of computer-based applications as a screening process before face-to-face interviews. Immigrants may not fully understand the acronyms used or questions being asked of them, and as a result struggle to get past the application phase.

Racism and discrimination

One immigrant USM graduate told researchers that, after applying unsuccessfully for several internships, changed his resume to feature a more “American-sounding” name “just to see what would happen.” Sure enough, one employer who never responded to his original submission — with all the same credentials and work experience, but with a foreign-sounding name — called back to suddenly express interest.

Here’s what a case manager said:

“No one comes out and says it, but race is clearly an issue. The biggest thing I see is grouping everyone together as the same, with comments like, ‘I tried someone before, but it didn’t work out’ or ‘I just get so many applications with African names that I don’t even look at them; they all seem the same.’ That’s someone [who] said it out loud. These are things that are so engrained in us, we may not even notice it as racism.”

In its report, CEI argued in part that the state government should launch an Office of New Americans to serve a central hub agency in dealing with breaking down these barriers, among other things. In its Economy Project, the BDN made the case for a similar office to be established at the municipal level in Portland, where about 10,000 of the state’s 47,000 total immigrants live, and Mayor Ethan Strimling is pursuing the measure.

From the report:

“While intermediaries in Maine are addressing some of these barriers, it is clear that programs of any scale will need additional resources and a cross-sector commitment to immigrant integration. A streamlined system of labor intermediaries, service providers, government agencies, and employers would improve employment outcomes and create a strong talent pipeline to replace retiring workers and help sustain Maine’s economy.”

Skeptics may argue the onus is on immigrants to bridge the gap, by becoming more fluent in English or obtaining more easily verified professional credentials, for instance.

CEI argues in its report that it would benefit Maine to invest in helping them do so, with a massive labor force shortage the alternative.

“With a concerted effort, Maine can meet the rapidly growing demand for labor in the state by tapping this underutilized resource, and thereby strengthen the economic future for all Mainers.”

<http://bangordailynews.com/2016/03/04/politics/5-barriers-still-preventing-immigrants-from-doing-more-to-fill-maines-workforce-gap/> (<http://bangordailynews.com/2016/03/04/politics/5-barriers-still-preventing-immigrants-from-doing-more-to-fill-maines-workforce-gap/>) printed on April 1, 2016

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Immigrants key 'to what Maine needs to solve its demographic challenges'

BY **LORI VALIGRA**

1/25/2016



PHOTO / TIM GREENWAY

Tae Chong of **CEI** talks with **Babylon Restaurant** co-owner **Nagham Rikan** in the restaurant on Forest Avenue in Portland.

Woodford's Corner to Deering Junction takes you through some of Portland's most trafficked streets and intersections. It also takes you down blocks dotted with restaurants, grocery stores, car sales and repair shops and even childcare bearing international names like Sindibad Market, Ahram Grocery, Babylon Restaurant, Sengchai Thai Cuisine and Tandoor Bread.

Walking the blocks, which run from about 600-1200 Forest Ave., you notice the smell of exotic spices and the sound of different languages lingering in the air. The area has become a cornucopia of multiculturalism, with purveyors who came here from Asia, Africa, the Middle East and elsewhere as immigrants or refugees. Many chose Maine because they have friends or family here. Others cite the state's safety and opportunity to establish a new life.

These new Mainers — many of them are residents and can work as soon as they arrive — also exemplify the type of people the state needs to attract to be vibrant and to grow, experts say. Other areas of Portland also have clusters of immigrant-owned and operated businesses. There are close to 80 such businesses in Portland, according to CEI, which is more than the listings for the stores on Lisbon Street in Lewiston. Other immigrants have spread around greater Portland to nearby South Portland, Westbrook, Saco and Gorham.

"Maine needs to understand that these immigrants are going to save the economic vitality of the state," says Sally Sutton, program director of Portland Adult Education's New Mainers Resource Center, which educates and counsels immigrants so they can get jobs. "Our death rate is higher than our birth rate. These people are younger, they have skills and they have children. They are exactly what Maine needs to solve its demographic challenges, and the sooner our politicians recognize this, the faster we'll be able to work towards solving the state's economic needs."

The
drive
west
along
Forest
Avenue
from

There were 44,687 immigrants in Maine in 2013, comprising 3.4% of the state's population, according to the 2013 American Community Survey. Some 3.2% of business owners in Maine are foreign-born and generate total net business income of \$120 million. Undocumented immigrants paid \$3.7 million in Maine state and local taxes in 2010, according to the Institute on Taxation and Economic Policy. If they were to have legal status, they would pay \$4.5 million in state and local taxes, including \$2.9 million in sales taxes and \$1.1 million in state income taxes.

Students also are contributing, with close to 1,200 foreign students in the state contributing \$44.1 million to the state's economy in tuition, fees and living expenses for the 2013-2014 academic year, according to the Association of International Educators. The number of immigrants in Maine with a college degree rose by almost 54% from 2000 to 2011, according to the Maine Policy Institute.

Additionally, many of them are in the science, technology, engineering and mathematics, or STEM, fields. It's estimated Maine will need to fill 23,630 new STEM jobs in 2020, and immigrants will play a key role. A recent National Science Foundation study found that immigrants already are playing an increasing part in the U.S. science and engineering workforce.

Can New Mainers make up the deficit and keep the state viable going forward? "I think they've already done that," says Reza Jalali, coordinator of multicultural student affairs at the University of Southern Maine in Portland. "Lisbon Street in downtown Lewiston was dead a few years ago. Once the Somalis arrived, they started stores and then families moved into apartments that used to be empty, which attracted investors to buy and rehab more buildings, which meant jobs for local carpenters. And so it goes."

The same is happening in Portland, where a grocer or restaurant may initially serve their nationality group, but locals wishing to expand their palate will find their way into the neighborhood, he notes.

"There are about 20 nail salons and five Indian restaurants in Portland. They're hiring people, they're buying food and paying taxes," adds Jalali, who came to the United States as a refugee from Iran in May 1985. "From one end to the other of Forest Avenue, most of the businesses are immigrant-owned. Iraqis came here and started Iraqi food stores because they knew other Iraqis would want to cook Iraqi food. So we have four to five Iraqi stores in Portland, one in Westbrook and one in Biddeford."

Nagham Rikan, whose family owns the Babylon Restaurant that anchors the top end of immigrant businesses on Forest Avenue at Deering Junction, exemplifies the bumpy road New Mainers have to travel to make a new start.

In 2000, she and her parents, five sisters and two brothers moved from Najaf, southern Iraq, to Jordan, where they stayed as illegals until 2008. While her father had a bakery in Iraq, her younger brother was the only one who could work in Jordan. He was 10 1/2 and he had to work under the table to make most of the money for the family.

When they came to the United States as refugees, they first went to Mobile, Ala., where they were resettled by Catholic Charities and stayed for two years before coming to Maine, drawn by an acquaintance here. To raise money for the move, her two brothers installed insulation in Mobile.

"When I came, I could understand English 90%, but my ability to talk was about 60%," Rikan told MaineBiz over a lunch table filled with dishes of hummus, samboosa, falafel, lentils and rice soup and other Iraqi food. "I liked to listen rather than talk. But I realized I could not survive if I didn't start to speak."

Tae Chong, a business counselor at CEI's StartSmart business development program for immigrants and refugees, says Rikan and her family demonstrate the resilience that immigrants need to start a new life.

"They're not here to be on the dole. They've spent the last 11 years trying to find a way to survive," says Chong, whose family immigrated to America from South Korea when he was in first grade. "And given the circumstances, they're going to thrive. I think this restaurant is an example of that." He says that over the last five or six years, most of the new business startups in CEI's directory are Muslim, and they are in Portland, Westbrook, Lewiston and Biddeford.

Adds Rikan, "When we came to the United States, we were assigned to Catholic Charities and a case worker worked with us until we rented a house, found furniture, did all the paperwork and got a Social Security number. They met us at the airport."

Once they were resettled, they repaid their plane tickets.

"People think it's a free handout, but it's not," says Chong, adding that Catholic Charities may initially subsidize housing, but as soon as an immigrant gets a job they have to pay back the money.

Rikan is more enterprising than some other immigrants, says Chong, as she quickly tapped into Portland Adult Education, CEI, SCORE and Southern Maine Community College, which all aid or educate New Mainers.

"She is the exception," says Chong. "When she wants something she'll go after it. You can tell she's fearless. Not everyone is like that."

That's what makes her restaurant stand out."

Refugees are different than asylum seekers in both their status in the United States and why they have entered the country. Asylum seekers leave their country of origin based on a fear of persecution. They are not immediately residents and must apply for asylum. Refugees typically already have a successful application and can work immediately. They may be fleeing civil war, for example.

Chong says Rikan was his first client at CEI. "We helped with everything," he says. "I helped negotiate the lease and took them to the bank to open a savings and checking account."

Rikan says her family did not take out a loan. CEI does, however, grant loans. Chong says one of the reasons a lot of Muslim refugees and immigrants come to CEI is because it has a Sharia-compliant loan, meaning it's a fee-based loan with no interest.

Paying or taking interest is not allowed under Sharia law. But there are ways around it such as rent-to-own, fee-based loans, shared loans and paying off credit cards fully every month. Banks do not offer Sharia-compliant loans, says Chong, who adds that offering them would be a great opportunity for any bank because there are thousands of Muslims in Maine.

While some new businesses get money from CEI, in other cases immigrants borrow money from one another, notes Jalali. He says people from Cambodia and Southeast Asia have their own banking system. For example, to start a business six families will put their money together. Immigrants in general tend to save more, he says.

One of the greatest needs in Maine is to have a program office where the credentials of immigrants with degrees from other countries can be assessed for recertifying, Jalali says.

"We have overqualified immigrants driving cabs who are engineers or have MD degrees and can't get certified," Jalali says.

"It makes no sense to me to have these people standing outside at Portland airport next to a taxi cab with an engineering degree," John Dorner, a workforce analyst, said at the Envision Maine symposium late last year. "We're sort of shooting ourselves in the foot in that we're simply not exploiting the human capital that we've got in front of us."

"It's really about the underutilization of their talents, and I think that's going to be repeated over and over again," says Chong. "I can talk about Portland, but you can multiply that with the population in Lewiston, Auburn, Biddeford and Saco."

"The other thing about Portland is we're on the best lists for just about everything, and yet between 2000 and 2013 all the growth came from the immigrant population," he adds.

For professionals, it is a tough battle to get recertified. In some cases, like MDs, it requires essentially starting from scratch and retaking tests and redoing residencies. So instead of holding out hope for what she says is a long road ahead that may not pan out, Sutton of the New Mainers Resource Center says she tries to get them into other jobs, like a physician assistant, that will draw upon their skills.

"It's almost impossible for a physician to work again as a physician," says Sutton. "The University of New England has a physician assistant program. Someone may have to spend a little time getting into it, but it's a good way for a physician to get in the clinical field again and use as much of their experience as possible." She says recertification is an issue whether the person is an engineer, accountant or lawyer.

Her program at Portland Adult Education tries to get newcomers versed in how to get a job and to improve their English through classes.

"My focus has been on helping them get ready to work. That requires they know how to do a resume and look for a job and then interview for it," she says. She adds that one summer she ran an interviewing class with 15 people in it who had never been interviewed.

Sutton says the Portland Adult Education building is probably the most culturally diverse place in the state, with about 2,000 immigrants representing 81 different countries. In terms of the educational background of people coming through the New Mainers Resource Center, which number around 200, 120 have a bachelor's degree and 18 have a master's degree. Additionally, nine have law degrees and 26 have MDs.

Some New Mainers start from the bottom up in jobs doing dishes, driving taxis or working in the hospitality industry.

"These shouldn't be dead-end jobs," he says. "We have people who clean the floors at night or stock shelves. The offices downtown are being cleaned by these invisible people, these newly arrived immigrants."

Several Maine companies are offering upwardly mobile jobs, including L.L.Bean. The company hires around 5,000 seasonal employees at its peak business times to support its customer satisfaction operation in Freeport, according to Sharon Parritt, senior

supervisor for learning and distribution at the company. That includes fulfilling orders and handling returns.

Just about everyone starts out as a seasonal employee, she notes, including now full-time employee Fatuma Hussein, who works in the distribution center and does some interpreting.

Hussein, 29, was born in Somalia and grew up in Kenya. She came to Atlanta first, and then to Maine in 2004. She started as a seasonal worker at L.L.Bean in 2008 and became full time in 2014.

"Coming to L.L.Bean was good for me. I learned new skills. I was a picker, I monograph, I do single backings and I fold clothes. I do many things," says Hussein.

"She is a highly engaged employee with a lot of skills, so she can go to many parts of the organization," says Parritt. She says every year seasonal and full-time employees go through diversity training, and that there is zero tolerance for any form of discrimination.

Applying for jobs can be difficult for other reasons, including business practices and questions that value responses geared toward an individualistic society compared to a group society, says Elizabeth Greason, owner and principal consultant at Maine Intercultural Communication Consultants in Portland.

"Online applications sometimes have drop down menus that only allow for American universities," she gives as one example. "People don't make it through the application process due to these small things that are inadvertent. And Americans use idioms such as 'Are you someone who grabs the bull by the horns?'" She says she tries to teach companies to use phrases like "Are you someone who takes initiative?" instead.

So how welcoming is Maine? If you're from the Middle East, it's cold, both in temperature and temperament.

"Maine continues to be not welcoming but it is a tolerant place for refugees and immigrants because there's a philosophy to leave me alone, don't bother me," says Jalali. "People are indifferent. That's better than hating you. Most refugees leave Maine mostly because they know someone somewhere else."

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EXECUTIVE SUMMARY

Steps To Success:

INTEGRATING IMMIGRANT PROFESSIONALS IN THE U.S.

By Amanda Bergson-Shilcock & James Witte, Ph.D.
with editorial assistance from Sylvia Rusin

About the Partners

World Education Services (WES.org) led this project through its Global Talent Bridge program. For more than 40 years, WES has helped highly-skilled immigrants in the U.S. and Canada achieve their academic and professional goals by leveraging and utilizing their education and training earned abroad. Through its **Global Talent Bridge program (globaltalentbridge.org)**, WES conducts outreach and provides training, tools and resources designed to ensure the successful integration of immigrant professionals, and serves as host of the IMPRINT coalition.

IMPRINT (imprintproject.org), based at WES, is a national coalition of nonprofit organizations active in the emerging field of immigrant professional integration. Working closely with partners in government, community agencies, higher education, business and other sectors, IMPRINT raises awareness of the talents and contributions of foreign-educated immigrants and refugees. The coalition works to identify and promote best practices and advocates for federal, state and local policies that facilitate the integration of immigrant professionals into the U.S. economy.

Institute for Immigration Research (iir.gmu.edu), the lead research partner on this project, is a joint venture between George Mason University and the Immigrant Learning Center, Inc. (ILC) of Massachusetts. Its mission is to refocus the immigration conversation among academics, policy-makers and the public, including the business community and media, by producing and disseminating unbiased and objective, interdisciplinary academic research related to immigrants and immigration to the United States.

AudioNow (audionow.com) is the leading call-to-listen platform and provider of interactive mobile applications for broadcasters. Based in Washington D.C., AudioNow connects in-language broadcasters with hard-to-reach diaspora communities worldwide. It hosts broadcasts from more than 2,600 different radio stations in 94 languages, from the U.S., Central America, South Asia, the Philippines, Africa and the Middle East. In 2014, it broadcasted more than 2.5 billion listening minutes.

The John S. and James L. Knight Foundation (KnightFoundation.org) supports transformational ideas that promote quality journalism, advance media innovation, engage communities and foster the arts. The foundation believes that democracy thrives when people and communities are informed and engaged.

Bergson-Shilcock, Amanda and Witte, James. *Steps to Success: Integrating Immigrant Professionals in the U.S.* New York, NY: World Education Services, 2015.

Graphic design by Jouna Saza, World Education Services.

World Education Services © 2015

Executive Summary

IMPRINT and its home organization World Education Services (WES) received funding from the John S. and James L. Knight Foundation to conduct a study to better understand how college-educated immigrant professionals integrate into the U.S. workforce. Focusing our research in the four Knight communities of Detroit, Miami, Philadelphia, and San Jose — and the additional metropolitan areas of Boston and Seattle — we collected information from what is typically a hard-to-reach population to determine the factors that have influenced their success in the workforce.

The online study surveyed 4,002 respondents, producing exciting new findings which shed light — for the first time — on the essential role that social capital, English skills, workplace acculturation and other factors play in helping immigrant professionals succeed. These thought-provoking results provide an opportunity for service providers, funders, and policymakers to think in new ways about how to facilitate immigrant professionals' abilities to contribute to and participate in American communities. The findings are summarized below, and described in more detail in our full report at imprintproject.org/stepstosuccess

Key Findings

Our study examined immigrant achievement using three definitions of success (*see text box*). Using these definitions, we analyzed factors that correlated with the economic success and professional integration of college-educated immigrants at two income thresholds: \$30,000 and \$50,000 per year. Our reasons for selecting these thresholds can be found in the “Findings” section of our full report.

How We Defined Success

The three definitions can be viewed as incremental levels of success, each one building upon the last:

Earnings success refers to immigrants who were currently employed and making at least \$50,000 per year.

Skills success refers to immigrants who were employed, making at least \$50,000 *and* making at least “some use” of their higher education in their current job.

Professional success refers to immigrants who were employed, making at least \$50,000, making at least “some use” of their higher education on the job, *and* employed in managerial or professional occupations.

We also analyzed the three definitions explained above at a lower income threshold of \$30,000 in annual income. Immigrants who fit these definitions were categorized as having *emerging* earnings, skills, or professional success.

Findings across all of our definitions of success were robust, statistically significant, and mutually reinforcing, which strengthened our belief that they shed important light on the process of immigrant professional integration. Overall, approximately one-third of respondents (31%) in our study had achieved earnings success, 28% had achieved skills success, and 22% had attained professional success. It is important to note that these numbers represent increasingly stringent analyses of the same pool of respondents—they are *not* mutually exclusive categories.

More specifically, we learned quite a bit about what actually increases employment for immigrant professionals, and how members of this community are living and working in the U.S. In particular:

- **Social Capital is Powerful:** There was a remarkably powerful correlation between the size of an immigrant's self-reported social network and his or her likelihood of achieving success. Nearly half of respondents (44%) who reported currently having "many" friends and family in the U.S. to rely on had achieved earnings success, compared to 30% of those with "a few" and just 25% of respondents with "no" friends and family to rely on in the U.S.
- **English Really Matters:** Across the board, stronger English language skills were correlated with virtually every possible measure of immigrant economic success. Nearly half of respondents (40%) who reported speaking English as their primary language had achieved earnings success.
- **Immigrants Take An Enterprising Approach:** Immigrants demonstrated an enterprising, multi-pronged approach to establishing their American careers. A majority of respondents had applied for foreign academic credential evaluation. Self-improvement strategies – such as enrolling in English language classes or pursuing additional U.S. higher education – were also commonly pursued.
- **"Made in America" Boosts Employability:** Immigrants who had invested in additional U.S. education were more likely to be employed and successful than those who had only received education abroad.
- **Time + Acculturation Help Drive Success:** The virtuous cycle of acculturation, social capital and time combined to foster greater success among respondents who had lived in the U.S. for at least six years. In particular, these respondents had on average significantly higher incomes, lower rates of unemployment, and better English skills.

They were also more likely to have volunteered in their communities, and were twice as likely to say they had "many" friends and family compared to respondents who arrived in the U.S. more recently.

- **Newshounds Are Also Volunteers:** Intriguingly, there was a strong, statistically significant relationship between the number of news sources that a respondent reported using, and his or her likelihood of serving as a volunteer. These indicators of *civic* integration may also help to improve the understanding of *economic* integration among immigrant professionals.



BRAIN WASTE

The underutilization of immigrant professionals' talent, which contributes to significant U.S. economic loss.

According to the Migration Policy Institute, there are approximately **7.2 million college-educated immigrants in the U.S.** An estimated **52% of these immigrants obtained their degree in a foreign country.** However, more than a quarter of these highly-skilled immigrants are either unemployed or working in jobs that do not make appropriate use of their knowledge and skills. This phenomenon, often termed "brain waste," represents a significant social and economic cost for both the individuals affected and for our society as a whole.

Recommendations

Our findings provide crucial data to inform recommendations for service providers, funders, and policymakers who are seeking to tap the talents of underutilized skilled immigrants.

For Service Providers

There is powerful evidence of the importance of social capital, English skills, self-improvement, and additional U.S. education in achieving economic success. We hope our study will inform the development of new programs that help immigrant jobseekers understand and develop the competencies that will help them succeed in the U.S. labor market, and that providers will actively connect services designed specifically for immigrant professionals with so-called “mainstream” programs. Our specific recommendations include:

The message is clear: For limited English proficient immigrant professionals, investing in English language training is likely the single most powerful step an individual can take toward his or her future employability.

1. **Ensure that direct-service staff, and the immigrant professionals they serve, fully understand the importance of English skills in achieving economic success.** Ours is far from the first study to show strong correlations between English language fluency and economic success. However, our specific focus on immigrant professionals amplifies the importance of this finding for this specific population. The message is clear: For limited English proficient immigrant professionals, investing in English language training is likely the single most powerful step an individual can take toward his or her future employability.
2. **Communicate to immigrant jobseekers the vital role of networking and the strength of “weak ties” in the U.S. employment search.** Among U.S.-born jobseekers, these job-search techniques are widely known and are a key factor in gaining referrals to hidden job opportunities, yet a relatively low percentage of our respondents reported using these approaches. Given the strong correlation between possessing strong social capital and reporting better economic outcomes, it is imperative that immigrant professionals be not only informed about, but prepared to actively exercise, networking skills in their independent job searches. Practitioners should actively assess how immigrant professionals are currently building and utilizing social capital, and — having done so — help jobseekers develop the networking skills required to conduct white-collar job searches in the U.S.
3. **Educate immigrant professionals on the potential value of obtaining short-term “Made in America” supplements to their international education and experience.** Numerous findings in our report point to U.S. employers’ strong preference for American experience and training. Immigrant professionals often acquire this asset the expensive way — by investing additional years and thousands of dollars in U.S. higher education, in many cases repeating an unnecessary course of study already mastered in their home country. More cost-effective ways of acquiring the “Made in America” stamp include facilitating immigrants’ exploration of other opportunities (e.g. short-term

certificates, training programs, workplace internships, volunteer experience).

4. **Work to build connections between mainstream career pathways programs and services designed specifically for immigrant professionals.** As the federal Workforce Innovation and Opportunity Act is implemented, new opportunities are *emerging* to design “career pathways” that carry participants through multiple stages of education and training. Some short-term credentials available through these pathways may be appropriate for immigrant professionals who are seeking alternative careers or intermediate steps before re-licensing in their original profession.
5. **Provide actionable information on gaps and opportunities to funders and policymakers.** Addressing the needs of immigrant professionals is a highly specialized field. Practitioners in this arena are well-positioned to identify cross-cutting issues affecting the communities they serve, and to develop and iterate potential solutions. Communicating the results of these efforts to elected officials and funders is vital in facilitating their ability to support the expansion and replication of programs that work.

For Funders

We hope these findings will spark grants for new education, training, and employment programs for college-educated immigrants, and that additional funding will be used to help bridge existing streams of public funding that are restricted in their ability to support this work. We also hope that foundations will support additional research to help providers design more effective programs. Our specific recommendations include:

1. **Ensure that support is targeted toward interventions that work.** In particular, programs serving immigrant professionals should include connections to English language learning opportunities at all levels, mechanisms to acquire U.S. workplace experience, and assistance in building and utilizing social capital.
2. **Use philanthropic dollars as a bridge between other funding streams.** Restrictions on public funding often hamper the ability of practitioners to provide services across the full range of supports or length of time necessary to effectively serve immigrant professionals. For example, immigrant professionals are often eligible for entry-level English language classes through the state and federally funded adult education system. However, there are often few resources to support intermediate programs once these participants test out of publicly funded classes and before they qualify for college-level instruction. Philanthropic dollars can provide vital resources to sustain participants’ learning momentum between programs.
3. **Support additional practical research on the efficacy of different types of English language training.** Immigrant professionals are faced with a plethora of options: free and fee-based, college- and community-based, varied degrees of duration, intensity, and quality. Funding rigorous research to identify common factors in positive outcomes would help immigrant professionals become more informed consumers, and help practitioners to develop better designed programs.
4. **Consider sponsoring opportunities for immigrant professionals to build social capital and gain U.S. experience.** Given the importance of social capital in facilitating positive outcomes, funders should consider creative ways to improve immigrant professionals’ ability to acquire and exercise it. Programs such as one-day job shadowing, or even coffee meetings between U.S.-born and immigrant professionals can help to widen newcomers’ local networks. Likewise, given

U.S. employers' strong preference for American experience and training, funders should consider sponsoring "mid-ternships" or other short-term on-the-job experiences to help immigrant professionals gain American seasoning.

5. **Document and publicize successes.** Across the workforce and adult education fields, the program models that have been most widely adapted are those whose impact has been carefully documented by external evaluators, and well publicized. Programs such as Washington State's I-BEST model spread rapidly across the country thanks in part to a study by Columbia University's Teachers College. Evaluating and lifting up successful programs for skilled immigrants in these ways would be a powerful influence in advancing the field.

For Policymakers

We urge that after a decade of budget cuts, funding be restored to existing public workforce and adult education programs, whose participants include immigrant professionals, and that public agencies better utilize data from existing resources to improve services and information about this population. Finally, we encourage public agencies to look within government to identify potential opportunities for immigrant professionals to acquire valuable American work experience. In particular, we recommend that policymakers:

1. **Fully fund existing public programs in adult education, training, and employment.** At the federal level, such programs have suffered significant cuts over the past decade, and immigrant participation has likewise declined. Funding programs at their fully authorized levels can help to restore the capacity lost to the system, and ensure that eligible immigrant professionals get what they need to succeed.
2. **Improve data collection on immigrant professionals.** Identify opportunities in existing federal programs to collect data on nativity, English language proficiency, and foreign education or credentials, or analyze existing datasets for such information. In order to develop appropriate responses to constituent and community needs, policymakers need high-quality data illustrating the capacity of public programs to serve immigrant professionals.
3. **Use existing infrastructure to improve the quality of service provision.** For example, professional development activities for adult educators and refugee resettlement workers are both provided with federal funds. Policymakers should encourage the use of these existing pathways to improve the knowledge and ability of program staff to serve immigrant professionals.
4. **Similarly, use existing processes to disseminate information to immigrant professionals.** Websites and resources such as WelcometoUSA.gov and U.S. Citizenship and Immigration Services' handbook for new lawful permanent residents are just two examples of mechanisms by which more and better information could be provided to immigrant professionals.
5. **Identify opportunities within government for immigrant professionals to acquire American experience.** Job shadowing, mentoring, internships or "mid-ternships," and other short-term workplace experiences can provide a valuable launching pad for immigrant professionals. Policymakers should consider whether there are opportunities — in the context of existing civil-service structures or otherwise — to facilitate newcomers' acquisition of U.S. experience within public agencies.

For further information visit
imprintproject.org/stepstosuccess



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Human Resources Department
Gina M. Tapp, SPHR
Director

TO: Greg Mitchell, Director of Economic Development

FROM: Gina Tapp, Director of Human Resources

DATE: April 1, 2016

RE: New City IT Internship for New Mainers

Goodwill Workforce Solutions has developed a program to support New Mainers with experience in IT to find sustainable work. One of the barriers, of course, is language. Goodwill has partnered with Portland Adult Education to develop this 12 week program that incorporates an internship and language classes for experienced IT professionals, who have degrees in IT from their homeland countries. It is a paid Internship, however Goodwill pays the wages, not the City.

The City's part in this is that our IT Department is providing the internship. We signed an agreement with Goodwill last week that formalizes our agreement. The goal of the program from Goodwill's perspective is to create a smooth transition for new Mainers into high quality jobs. The goal of the program for the City is that we hope to build a recruiting relationship with the two agencies involved in this program which will help us build the diversity of our workforce. In addition, if we eventually hire the Intern into an IT position, Goodwill will pay 50% of their salary for up to 12 weeks and cover 100% of any training costs.

Prior to entering into this agreement with Goodwill, we checked with Dawn Stiles and David MacLean in our Health & Human Services Department to make sure that this program would in no way conflict with their own new HIRE program, and after reviewing the agreement, they assured us there is no conflict of interest. Both Goodwill and Portland Adult Education have proven to be good partners to us, and we hope that as the program continues, we may be able to eventually develop other internship opportunities in other areas of the City.

Most importantly, our very first New Mainer intern started her experience with us last week. Her name is Liliane Ruvakubusa. She holds a B.A. Degree in Administrative and Economic Sciences, and has 28 years of experience in the field of Information Technology in Health Systems and Banking, including all aspects of IT management including server administration, database, Local and Wide Area Networks (LAN and WAN) and project management. She is also a professional trainer and is multilingual, communicating fluently in several languages including French, Kinyarwanda, Kirundi, and Swahili. From an HR perspective, her resume is very impressive and we would be fortunate to have someone like her eventually join our City workforce.

**Memorandum**

To: Councilor Brenerman and Members of the Economic Development Committee

From: Bill Needelman, Waterfront Coordinator

Date: April 1, 2016

Re: Agenda Item 4, Eastern Waterfront Integrated Work Plan – Presentation on development and infrastructure improvement opportunities

Introduction

At the April 5 meeting of the Economic Development Committee, ED staff will provide a presentation on an integrated work plan of ongoing and proposed projects for the Eastern Waterfront. Given the history, breadth, and complexity of development in this portion of the City, staff requests an opportunity to brief the Committee on the planning background, current policies, and public proposed projects within the Eastern Waterfront.

Background

The Eastern Waterfront, roughly encompassing the area from the Maine State Pier to the Portland Company and associated uplands, has been the focus of intense planning and development for over 16 years. The results of this work are evident in the built environment with projects such as the Ocean Gateway marine passenger terminal, the construction of Thames and Hancock Streets, the Ocean Gateway Garage, and multiple private projects. Other projects relying on recent planning are poised for construction, such as the development of the Portland Company site, the proposed hotel at Hancock and Fore Streets, and others.

A multi-department workgroup of staff leadership from Economic Development, Planning, Public Works, Facilities, and Parks meets regularly on the integration of Eastern Waterfront infrastructure projects.

While many past and current private and public projects have their basis in existing policies, other proposed initiatives will require the City Council, stakeholders, and the public to establish new policy direction.

Purpose of the Presentation

The purpose of the April 5 presentation to the EDC is to ground leadership in the history, scope, scale, and interdependencies of infrastructure planning for the district. Infrastructure and development decisions in the Eastern Waterfront are evolving in real time. Staff's intent is to position the Committee to participate in current projects and to provide new policy direction on proposed

initiatives. The material in the presentation intends to orient infrastructure decision-making toward building cohesive whole.

No decisions are requested at this time. Staff from multiple departments will be available to answer questions

Attached Material

As a companion to the presentation, please see attached a Policy Memo describing the planning background and current polies for the Eastern Waterfront. Given the intense level of public involvement with past Eastern Waterfront development decisions, a review of past processes and results is valuable. While somewhat dense, this material may be helpful for those members of the Committee and the public who are new to the topic. Its writing was certainly a worthwhile reminder to the author.

Next Steps

As specific projects mature, staff will bring them forward individually for Committee and/or Council review and direction as needed.

Attachments: Policy Memo, Eastern Waterfront: *Planning Background and Current Policies*

Portland, Maine



Yes. Life's good here.

Economic Development Department

Policy Memo

To: Chair Brenerman and Members of the Economic Development Committee
From: Bill Needelman, Waterfront Coordinator
Regarding: **Eastern Waterfront: Planning Background and Current Policies**
Date: April 1, 2016

Introduction:

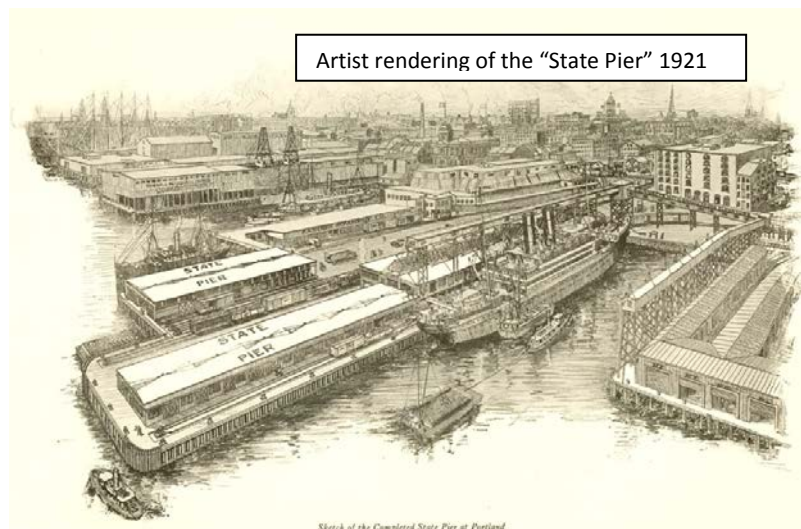
As the City of Portland continues the planning, development, and evolution of the Eastern Waterfront and the Maine State Pier, a review of past processes provides opportunity to reflect on previous practice and the current policies that inform future use of these critical City resources.

History:

The history of Portland's Eastern Waterfront includes early colonial settlements, historic rail and marine developments, the birth place of Henry Wadsworth Longfellow, industrial complexes, and early African American and immigrant residential neighborhoods. The area has been defined physically around the development of piers, wharfs, streets and railroads layered with transportation, manufacturing, commercial, and residential uses.

Burned during the French and

Indian Wars and the Revolutionary War, but largely spared from the Great Fire of 1866, the Eastern Waterfront has continually evolved and redefined itself through changes in the shoreline, emerging technologies, disasters, and fluctuating economies.



Artist rendering of the "State Pier" 1921

Sketch of the Completed State Pier at Portland



BIW: 1982-2000

The Maine State Pier, an anchor of the Eastern Waterfront, was developed by the State of Maine in 1922 as a mixed freight and passenger facility. Located near one of the earliest developed sites in the region's colonial history, the Maine State Pier property has a nearly 400 year history of supporting transportation and commercial activity in Casco Bay.

More recently, in the early 1980's the State

sold the Maine State Pier and significant adjacent lands to the City for use by the Bath Iron Works (BIW) company for ship repair and fit out services for the US Navy. The BIW ship repair facility occupied the entirety of the *Portland Ocean Terminal Building* on the Maine State Pier and developed a new pier, *Pier 2*, to the east to moor an 800-foot long floating dry dock. When combined with adjacent rail yard land to the north, the BIW facility occupied more than 16 acres of pier, parking, and laydown area plus tens of acres of submerged lands in Portland Harbor. The BIW facility was approved for development in 1982 and operated for nearly two decades.

Later important developments within the area include: 1985, moving *Casco Bay Lines* ferry terminal to the west side of Maine State Pier; 1990's development of *Compass Park and Buoy Park*, each with public boat landings; and the 1994 creation of the *Eastern Promenade Trail* linking Maine State Pier to the East End Beach and the regional trail network along a MDOT rail right of way shared with the *Maine Narrow Gauge Rail Road*.

Significant change for the area was foreshadowed by Bath Iron Works' announcement in the late 1990's that it would cease Portland operations in 2000, leaving *Pier 2*, later renamed *Ocean Gateway*, the Maine State Pier, and associated lands in need of re-use planning. A report published in anticipation of the BIW departure, the ***Cargo and Passenger Study*** (CAPS, 1998,) recommended concentrating *marine passenger operations* in the Eastern Waterfront, leaving the Western Waterfront available for marine freight and industrial opportunities.

1999-2006: Ocean Gateway and the Eastern Waterfront Master Plan

Following the CAPS recommendations, the City initiated a two-sided planning process in 1999. A *Marine Infrastructure Committee* was created to oversee the planning for an integrated ferry and cruise ship terminal on the piers and water-side lands to be vacated by BIW. The marine infrastructure planning process was a collaborative process shared between the City and Maine Department of Transportation using State transportation bond monies. *Ocean Gateway*, and its associated support infrastructure, were planned, designed and constructed according to the direction established by the *Marine Infrastructure Committee*.

Ocean Gateway was opened for service in 2008 serving as homeport for the *CAT* fast ferry service to Yarmouth Nova Scotia. **(See Sidebar)**

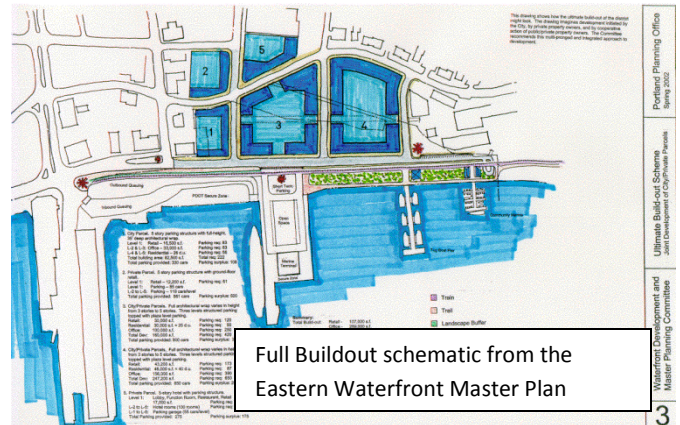
Comments: Please !! coordinate the waterfront master plan w/ the Terminal Project. Typical public comment from the year 2000 planning process

Understanding that a new cruise/ferry terminal would catalyze upland development of nearby vacant and underutilized industrial lands, the City simultaneously created the *Eastern Waterfront Master Planning Committee* to recommend development scenarios and land use policies for public and private land located near the BIW parcels. The *Master*

Ocean Gateway after 2008:

*CAT service abated after only one year leaving cruise ship visits as the primary marine use of Ocean Gateway. Left with a vacant terminal building to heat and maintain, the City has developed a robust event business within the complex, while growing cruise ship visits. A second berth, Pier 2, Berth 2 (aka, P2B2, aka, "megaberth") was funded by the State in 2010 and completed in 2011 to allow landings by the then largest cruise ships in the world at Ocean Gateway. 2014 brought the return of international ferry service to Nova Scotia through Ocean Gateway with the arrival of the *Nova Star*, which shared the facility with cruise ship and event operations. The *Nova Star* completed two seasons, leaving the fate of international ferry service in limbo while a newly selected Canadian firm, *Bay Ferries* (former operator of the *CAT*) searches for an appropriate vessel for either the 2016 or 2017 season.*

Planning Committee, a diverse group of 35 business, non-profit, neighborhood, transportation, and open space representatives, began their work in 2000 and met continuously until 2002. Informed by a rigorous public process, the resulting ***Master Plan for the Redevelopment of the Eastern Waterfront*** (*Eastern Waterfront Master Plan*) provided graphics, schematic plans, and written policies guiding upland and waterfront development within the study area. Public infrastructure expansion (as partially implemented by Ocean Gateway with Thames Street and Hancock Street extensions) was a key recommendation of the *Eastern Waterfront Master Plan*. Along with infrastructure and development scenarios, the *Master Plan* promoted policies for *mixed use* development, retention of water-side land for *marine use*, *compatibility* of new development with neighboring uses, and *economically responsible development*.



Prior to its adoption, the Eastern Waterfront Master Plan was amended with the addition of ***Design Guidelines*** and a ***Building Height Study***. Implementing zoning for portions of the site, the ***B-6 Eastern Waterfront Mixed Use Commercial Zone***, was approved simultaneously with the adoption of the Master Plan by the City Council in 2004.

During this same period, *Sail Maine*, a community boating organization, received City permission to conduct sail training operations for youth and adults on a portion of the City holdings known as the “Amethyst Lot.”



2006-2008: Maine State Pier Request for Proposal Process

Prompted by vacancy in the +/-120,000 square foot *Portland Ocean Terminal (POT)* building (blue metal sided *transit shed* with the Wyland whale mural) and interest from multiple development entities, the City initiated a reuse process for the *POT* in 2006. Prior to soliciting development proposals, the City Council adopted a ***Policy Statement for the Maine State Pier*** as an amendment to the *Eastern Waterfront Master Plan* and a component of the *City's Comprehensive Plan*. The 2006 ***Policy Statement for the Maine State Pier*** remains the current policy document guiding use and development decisions for the Pier.

Following adoption of the *Policy Statement*, the City issued a request for proposals (RFP) generating two competing development options for City Council consideration. *Ocean Properties* and the *Olympia Companies* each submitted mixed use proposals that included hotel, office, retail, and open space uses, while preserving cruise ship, ferry, and other marine uses of the Pier. After a divisive and controversial selection process, both teams eventually withdrew their proposals from consideration. While the causes of the failure of the Maine State Pier RFP process were (and remain) hotly debated, the fact of the *Great Recession* of 2008 commencing in the middle of the process cannot be overlooked.

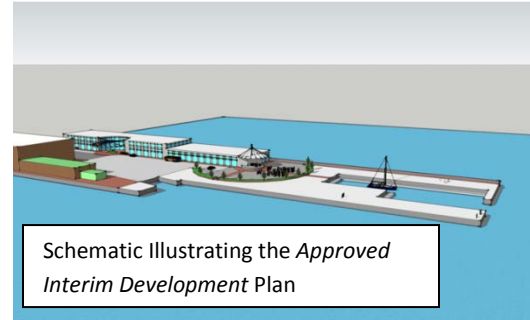
2009: Maine State Pier Development Options Process

Following the failed RFP process, the City again stepped back to consider the future of the Maine State Pier. City Council directed the Planning Department staff to engage with the public to identify areas of

community consensus and to recommend development scenarios that would result in a financially stable future for the Pier.

In 2009, interest in the Pier by the public remained high and the Council approved a highly participatory process within a limited period of time. Between February and April 2009, the City held three evening events (each attended by 120-175 members of the public) and a full day weekend design workshop (with 90 active participants.) Planning staff compiled the information and feedback gathered and worked with the Council to produce a recommended an *interim development plan* for the Pier.

The *interim development plan*, approved in September of 2009, suggested improving Compass Park as open space, retaining the 1000-foot berth for deep-water uses, removing southerly portions of the POT building, increasing the size of open space and the public landing, rehabilitating the remaining POT building, and retention of paved areas as Ocean Gateway queuing areas and cruise ship support. All of the above recommendations were subject to further financial and structural feasibility assessment.



Schematic Illustrating the *Approved Interim Development Plan*

2009-2011: Ready Seafood

Almost directly on the heels of the Council's approval of the *interim development plan*, lobster wholesaler Ready Seafood approached the City with a proposal to lease the southerly end of the POT building. Because this portion of the POT was identified for demolition in the *interim development plan*, Ready limited their request to a short term lease. While in the POT, Ready experienced great success and the City was pleased to extend and expand the lease in 2011. The extension of the Ready lease essentially formalized the abandonment of the *interim development plan* in favor of expanded marine industrial opportunities for the POT. Ready Seafood remains a vital and growing tenant of the City and continues to demonstrate the potential of the POT to support marine enterprise and employment.

2011-Present: Cruise Ships, Nova Star, CBITD, Tall Ships Portland, Waterfront Concerts

From 2011 to the present, City operations has emphasized greater utilization of existing assets. Cruise ship landings at both Ocean Gateway and the POT are up and poised to break 100,000 passengers during the 2016 season. International Ferry service returned in 2014 with the *Nova Star*. While the *Nova Star* ceased after two seasons, service to Nova Scotia is likely to remain a fixture in the Harbor. *Casco Bay Lines* (CBITD) expanded their terminal building in 2014 and is poised to design a second phase of improvements concentrating on freight and circulation routes. Concerts on Compass Park have grown from an occasional show to nearly 30 concerts in 2015 with event promoters, *Waterfront Concerts*, seeking permission to improve infrastructure for concerts. 2015 brought *Tall Ships Portland* to Maine State Pier and Ocean Gateway, showing the potential for large-scale marine events in Portland Harbor. Development interest in the POT building remains active from entities such as the *New England Ocean Cluster House*.



Tall Ships
Portland
2015

Next Steps:

With the redevelopment plans for the *Portland Company* complex ready to commence, the City will need to partner with the development community, the public, and the City Council to engage in the next phase of planning for the Eastern Waterfront and the Maine State Pier. Past practice demonstrates remarkable interest in this portion of the City by the public, with particular attention paid by the Casco Bay Island community. Previous processes have generated a vast volume of material, concepts, information, and data that is still useful as a starting point for future work by the City. As the City moves forward, all players will be well advised to reflect on past work while looking to the future of these pivotal marine and development resources.



Economic Development Department
Gregory A. Mitchell, Director

TO: Economic Development Committee
FROM: Greg Mitchell, Economic Development Director
DATE: April 1, 2016
SUBJECT: Updated 2016 Economic Development Committee Work Plan

This memorandum continues to remind the EDC of the 2016 EDC Work Plan as may be amended in the future.

City Permitting and Inspection System Improvements (2016 Mayor and City Council Goal)
Create a more efficient permitting process with specifics; computer tracking.

ACCOMPLISHED. After EDC discussion and recommendation, on March 21st, the City Council voted to approve the City Manager's recommendations to create a new Department to improve permitting and inspection efficiencies with new fees.

Office for New American Mainers (2016 Mayor and City Council Goal)
Create an office for new Americans to assist with job opportunities and business development

Next Steps. The EDC held a public hearing, on March 22nd, to receive community input on establishing this new office. A follow up discussion to receive information and presentations on City immigrant programs and services is scheduled for the April 5th EDC meeting.

Broadband Access (2016 Mayor and City Council Goal). High speed infrastructure; broad band

Next Steps. Staff is targeting the April 26th EDC meeting to provide a presentation for discussion and direction.

Portland Ocean Terminal (2016 Mayor and City Council Goal)
Establish direction on the future of the Portland Ocean Terminal. With as much as 70,000 square feet of vacant space, the Portland Ocean Terminal on the Maine State Pier needs a plan for investment and optimized utilization. Existing uses, including City cruise ship port of call support, Portland Tugboat, and Ready Seafood, provide a solid basis for growth; however, the building's age, condition, and lack of supporting infrastructure (parking loading, sidewalks ...) severely limit the potential reuse of the building as currently configured.

Next Steps. Staff is scheduled to provide a presentation at the April 5th Special EDC Meeting for discussion and direction. The staff presentation will include a summary of past history and a

recommended approach to achieve consensus on policy direction related to the Maine State Pier Portland Ocean Terminal for short-term, interim and long-term uses, including consideration of establishing an innovation center.

Portland Economic Development Plan

It is staff's position that the City Economic Development Plan, adopted by the City Council in the Fall of 2011, remains sound. However, the 2016/2017 Work Plan needs to be prepared.

Next Steps. Greg Mitchell convened a meeting, on March 17th, with all Plan key stakeholders (Convention and Visitor Bureau; Portland Community Chamber of Commerce; Creative Portland; Portland's Downtown; and, Portland Development Corporation) to prepare a 2016/2017 Draft ED Plan Work Plan for future EDC review and discussion. A follow up meeting, is scheduled for April 6th, with Stakeholders to review and discuss 2016/2017 Draft ED Plan Work Plan.

It is noted that the EDC directed staff to invite Portland Economic Development Plan stakeholders to provide brief presentations at future EDC meetings. Past and future presentations include:

Jennifer Hutchins, Creative Portland Executive Director presented on February 11th.
Casey Gilbert, Portland Downtown District Executive Director presented on February 23rd.
Barry Sheff, Portland Development Corporation President is scheduled to present at the April 5th EDC meeting.
Lynn Tillotson, with CVB, is scheduled to present at the April 26th EDC meeting.
Chris Hall, with the Portland Community Chamber, is in the process of being scheduled.

It is noted that the City of Portland participates in the ***Greater Portland Economic Development Corporation*** (GPEDC) which was established to support regional (Portland, South Portland, Westbrook, Scarborough, Falmouth and Cape Elizabeth) economic prosperity. The GPEDC's current focus is on an international business development program.

City Owned and Tax Acquired Property Disposition

Next Steps. The City Council received a workshop on February 8th to present proposed amendments to receive direction from the City Council. This workshop was followed by the February 11th EDC meeting for Committee discussion and vote to recommend to the City Council. The EDC voted unanimously to recommend the City Council adopt the proposed amendments to the Rules as modified. City Council first reading for this item was held on March 21st followed by a second reading and vote of the City Council on April 4th.

Lease of City Properties

Leasing City owned properties requires City Council approval. Policy discussion regarding the leasing of City owned properties needs to be discussed. Examples of commercial leases requiring EDC (in the form of a recommendation to the City Council) and City Council action include:

Ocean Gateway to support a new ferry operator lease. Negotiations with Bay Ferries are underway.

Portland Ocean Terminal tenant leases including Ready Seafood Companies. It is noted that the Portland Ocean Terminal is a separate goal in this work plan.

Spring Street Parking Garage Commercial tenant leases including the Pirates (existing tenant) and 1,110 square feet of adjacent vacant commercial space is being marketed.

Next Steps include presenting commercial leases to the EDC when ready.

Eastern Waterfront Public Infrastructure Investment

Investing in public infrastructure is an important municipal government responsibility to attract private sector investment. Locations which require public infrastructure planning include both implementation of existing policies and creating new policy direction for investment:

Implementing Existing Policy:

Private Development Integration. The Economic Development Department is leading a Planning, Public Works, and Parks & Recreation Departments discussion to plan road and utility extensions in Portland's Eastern Waterfront planning district facilitating planned and future development consistent with the Eastern Waterfront Master Plan (EWMP.)

Next Steps. Staff will work with consultants to develop sketch level designs for public infrastructure for presentation to the EDC as the basis for planning and negotiations with private development interests. This will be presented at the April 5th EDC meeting.

Amethyst Lot Open Space Development. Implementing recommendations from the EWMP and conditions of approval from Ocean Gateway, to define program and design elements for signature waterfront open space promoting recreation and active use of the water in a park-like setting.

Next Steps. Pending City Council approval of funds recommended in the City Manager's budget, present a planning and public process scope to the EDC for advisement moving forward.

Establishing New Policy Direction:

Ocean Gateway to discuss reconfiguration of the "queuing area" located behind the fence to free up property for more diversified marine activity, support for the Portland Ocean Terminal, and expanded access to the water for commercial and public uses.

Possible new Pier development between Ocean Gateway and the Maine State Pier to support increased commercial use of the waterfront and support for the marine passenger industry.

Portland Ocean Terminal. Evaluate supporting infrastructure to attract increased commercial and marine tenant use of available 25,000 +/- square feet of vacant second floor office space and 70,000 square feet of vacant ground floor marine industrial space. It is noted that this is a separate Mayor and City Council Goal and tightly aligned with potential Ocean Gateway queuing area changes contemplated below.

Next Steps. See above

Portland Transportation Center (PTC)

In partnership with the MDOT, NNEPRA, and private sector property owners work to develop an expanded intermodal passenger station in the Thompson Point area.

Next Steps. Staff to work with the transportation agencies and private partners to establish timeline and work plan for PTC improvements. Present briefing to the EDC when completed.

Tax Increment Financing Districts

Annually the Economic Development Department issues a city Fiscal Year Report related to Portland TIF District activity. This report is available on the City web page at:

<http://www.portlandmaine.gov/529/Tax-Increment-Financing>

One recommended TIF District amendment to discuss, in 2016, is the possible geographic expansion is the Waterfront TIF District. The area to consider including in the Waterfront TIF District is East and West Commercial property expansion opportunities due to planned private sector investment projects and supporting public infrastructure needs.

Next Steps presenting any private TIF District request to the EDC for direction along with revisiting the Waterfront TIF District boundaries for possible expansion.

Outdoor Seating for Food Service Establishments

Review current permitting process/ordinance and any barriers, particularly for older buildings.

Other Unanticipated Matters

One recent example includes tour operating licensing referred by the City Council. Other unanticipated matters are expected to be added to the EDC Work Plan.

Other Economic Development Items Discussed in the Mayor and City Council City Goal

Setting Session include:

- Research best practices;
- Look in neighborhoods to encourage restaurants in mixed use buildings;
- Rewrite the economic development plan with stakeholders and regional view;
- Stream line process for tax exempt property;
- Set up a City mechanism to attract festivals and events;
- Incentives for business clusters;
- Look at zoning in relationship to business development (example: East Bayside);
- Bring consistency to the approval process (Planning Board and Council);
- What do we need to be prepared for a downturn in the economy;
- Work with community on workforce development; CDBG;
- Extend sidewalk for restaurants;
- Review business and industrial development off peninsula and encourage more; and
- Deal with TIF review policy; how can they result in higher wages.