



ECONOMIC DEVELOPMENT COMMITTEE

DATE: November 22, 2016 (Tuesday)
TIME: 5:00 – 7:00 p.m.
LOCATION: Room 24, Basement Conference Room
Portland City Hall

A G E N D A

1. **Review and accept Minutes of previous meetings held on October 25, 2016, and November 1, 2016.**
2. **Possible Office of Economic Opportunity and Immigrant Integration – Review and possible vote on recommendation to City Council.**
 - a) See enclosed memo.

Public Comment will be accepted on action items.

Councilor David Brenerman, Chair

Minutes
Economic Development Committee
October 25, 2016

A meeting of the Economic Development Committee of the Portland City Council was held Tuesday, October 25, 2016 at 5:00 p.m. in Room 209 of Portland City Hall. Present from the Committee was its Chair Councilor David Brenerman and members Councilors Justin Costa and Spencer Thibodeau. Also present from the Council was Mayor Ethan Strimling. Present from the City staff were Housing and Community Development Division Director Mary Davis, Associate Corporation Counsel Michael Goldman, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette.

Item #1: Review and accept Minutes of previous meetings held on August 23, 2016 and on September 6, 2016.

On motion made and seconded, the Committee voted unanimously to accept both sets of Minutes.

Item #2: Review and vote to recommend to the City Council Assignment of the McAuley Place TIF CEA.

Mr. Mitchell said that the developers of the Motherhouse on Forest Avenue first approached him in 2009 about this TIF and associated CEA. The City Council supported the creation of this District at its March 16, 2009 meeting. The real estate in the District is comprised of the Motherhouse, Smith Wing, and property surrounding the Motherhouse – out to Baxter Woods. It does not include the High School or the recreational fields.

Now, in 2016, that Developer is still involved in the project but with new ownership, and the current project plans provide for even more affordable housing. There are no changes

to the terms of the TIF and CEA, and the project is almost identical except for more affordability as previously mentioned.

This is being presented for review and vote to the City Council to recommend approval of the Assignment, which is allowed in the CEA.

Mayor Strimling asked about the 88 units in the Motherhouse and how many are affordable. Ms. Davis indicated that 66 are affordable, and 22 are market rate.

Mayor Strimling asked about the use of local contractors for the project, and Mr. Mitchell said that this has not been part of the discussion.

Chair Brenerman said that the EDC will be reviewing the TIF Policy early next year, with this being one topic for discussion, at the request of the City Council.

Chair Brenerman asked if there was any public comment.

George Roe, Bayside resident, said that the backup does not disclose the economics of the 2009 deal, noting that there may be an opportunity to increase budgets for the City. The Council should understand the economics now and then. He also wanted to know when the sale would be closed, and when the City should expect to receive additional taxes.

There being no further public comment, the session was closed.

Mr. Mitchell said that the terms of the original TIF CEA are spelled out in the TIF District Program. He noted that he had copies of that TIF Program, which includes tables of anticipated TIF revenue spread out for the term of the District. What has now changed for the project is that there are more affordable housing units. Restrictions from the use of Low Income Housing Tax Credits (LIHTC) and the use of the City's HOME funds impose affordability. He also noted that this proposal has been reviewed by an independent underwriter.

Ms. Davis added that when the City Council agreed to the use of HOME funds for this project, it includes a 99-year period of affordability.

Councilor Thibodeau suggested that should/when this does go to the City Council, that it include past memos when it was first created, or a brief summary in the cover memo. He said he would support this Assignment.

Mayor Strimling asked about TIF revenue to the Developer, and Mr. Mitchell said that although the TIF District started in FY2010, because there has been no activity no revenue has been returned to the Developer. Based on the terms, when there is increased value, 60% would go to the Developer and 40% would go to the City's General Fund.

Matt Teare, representing the Developer, noted when LIHTC are used in projects they almost always include an affordable housing TIF component. The 2009 TIF CEA for this project was essential in funding the project. The TIF funds will go to subsidize the project on an ongoing basis.

Chair Brenerman said that he would support the Assignment and suggested clarifying the estimated amounts expected to go to the Project and to the General Fund.

Councilor Costa said that this is a simple Assignment and noted that the Developer has been incredibly responsive to the neighborhood, and the increased affordability is a great addition.

On motion then made and seconded, the Committee voted unanimously to forward this to the City Council with a recommendation that it approve the Assignment.

Item #3: Review and vote to recommend to the City Council acceptance of the FYE2016 TIF Report as a communication.

Mr. Mitchell said that since the new TIF Policy was adopted in 2013, it includes an

Annual Report to the City Council, and this is the 4th year for the reporting. He noted on p. 8 the matrix showing the trends over the past four years, and also noted Appendix D which is a spreadsheet listing all the TIF Districts and the values associated with them, as well as taxes that go into the General Fund, those to the various CEAs, and those for City projects.

Mr. Mitchell then referred again to the matrix on p. 8, particularly the difference from FY15 to FY16. Items of note from FY15 to FY16: (1) the Downtown TOD TIF activation in FY16 and its associated \$20 Million of taxes from the Original Assessed value being added to the first line; (2) the second line also increased approximately \$1.7 Million primarily due to the non-captured value of the Downtown TOD TIF – FY16 captured 12% of the Increased Assessed Value, and the remaining 88% of the non-captured Increased Assessed Value taxes went into the General Fund; (3) the remaining lines of this matrix decreased largely due to the UNUM TIF expiring in FY2015 and its \$60 Million of value and associated taxes going directly into the General Fund, and the Bayside TIF capture percentage decreasing approximately 20% from FY15 to FY16.

Councilor Costa asked about the “non-captured value”, and suggested that this phrase be included in the definitions section. He also suggested adding on the spreadsheet for the area-wide TIF districts the names of the CEAs in those districts where applicable. Other than CEAs, the remaining funds are all related to City TIF projects or go to the General Fund.

Councilor Thibodeau said that this Report is very helpful. Perhaps in next year’s report, highlight a couple of TIF Districts and their value at the time of creation and now, as well as how it is an effective tool for the City and directing TIF funds for City projects.

Chair Brenerman asked how much in new taxes are going into the General Fund now due to the expiration of the UNUM TIF, and Mr. Mitchell said approximately \$1 Million.

Mayor Strimling asked about the Thompson's Point TIF and when we would expect to begin making payments to the Developer. Mr. Mitchell said that this TIF is getting closer the trigger point of an Increased Assessed Value of \$5 Million. It is expected that FY2018 will see the first payment to the Developer.

Mayor Strimling asked about the Ocean Gateway TIF, and Mr. Mitchell said that this is the original Riverwalk TIF, assigned to Ocean Gateway LLC. The Development has been comprised of the Ocean Gateway Garage only, until recently when this TIF was assigned to Portland Norwich Group (PNG); PNG is now moving forward with development. This TIF District expires in FYE2019.

Councilor Costa asked if annual reporting is a statutory requirement, and Mr. Mitchell indicated that it is not. He was not aware of any other community having a detailed annual report as this one.

Chair Brenerman asked if there was public comment.

George Roe said that it would be helpful to see how funds flow in and out, i.e., City sends a tax bill; developer pays tax bill; and, then City cuts a check back to the Developer. It would also be nice to have an understanding of the original projects and how they are performing, i.e., are they performing as originally expected.

Chair Brenerman agreed that highlighting a couple of TIF Districts with CEAs for next year's report would be interesting, and also suggested to include an example of how TIF funds flow to the City and back to the CEA recipient.

Councilor Thibodeau suggested for next year's report when highlighting a couple of TIF Districts with CEAs to have one that was, and one that was not, successful.

Mayor Strimling added that in the longer term analysis, items such as job creation, wages, and economic impact on the community could be additional elements.

On motion then made and seconded, the Committee voted unanimously to forward the FYE2016 Annual TIF Report to the City Council as a communication, and include a definition of “non-captured value”, and include in Appendix D listing the names of the CEAs under the area-wide TIF Districts where applicable.

Item #4: Executive session: Pursuant to 1 M.R.S.A. 405(6)(C), the Committee will go into executive session to provide City staff general policy guidance regarding real estate negotiations as follows:

- a) **Possible sale of City-owned East End property; and,**
- b) **Proposed amendments to the City and JBBrown Land Exchange Agreement.**

Councilor Thibodeau noted that he is, and has been, recusing himself from the JBBrown Land Exchange item due to his law firm representing JBBrown. He also noted that when he has received any email about this topic, he has not opened it.

Chair Brenerman asked if there was any public comment regarding going into executive session.

George Roe asked about clarity of what East End property, and was this the result of an RFP.

Mr. Mitchell said that it is a portion of a gravel lot that is part of Thames Street not developed.

Chair Brenerman said that this has been the topic of ongoing negotiations and not part of an RFP.

On motion then made and seconded, the Committee voted unanimously to go into executive session at approximately 6:10 p.m. pursuant to 1 M.R.S.A. 405(6)(C) to discuss the possible sale of City-owned East End Property. At approximately 7:22, the Committee came out of executive session.

Councilor Thibodeau then left the meeting.

On motion then made and seconded, the Committee voted unanimously (2-0) to go into executive session at approximately 7:23 p.m. pursuant to 1 M.R.S.A. 405(6)(C) to discuss possible amendments to the Land Exchange Agreement with JBBrown. At approximately 8:40 p.m., the Committee came out of executive session and the meeting was then adjourned.

Respectfully,

Lori Paulette

Minutes
Economic Development Committee
November 1, 2016

A meeting of the Economic Development Committee of the Portland City Council was held Tuesday, November 1, 2016 at 5:00 p.m. in Room 209 of Portland City Hall. Present from the Committee was its Chair Councilor David Brenerman and members Councilors Justin Costa and Spencer Thibodeau. Present from City staff were Economic Development Director Greg Mitchell, Waterfront Coordinator Bill Needelman, and Senior Executive Assistant Lori Paulette.

Item #1: Americold Cold Storage Project Update for Committee's Information – No Action Required

Councilor Thibodeau stated for the record that has done some work for a separate Americold property and not engaged in this matter. He talked with Corporation Counsel about this, and the opinion is that there is no conflict of interest.

Michelle Brooks of Americold, John Henshaw of Maine Port Authority, and Jedd Steinglass of Woodard and Curran provided the update to the Committee. Mr. Steinglass provided a PowerPoint presentation (attached) showing first the history of the site, which was industrialized to manufacture gas from coal. Since then, this area has been part of a focused expansion plan for the International Marine Terminal (IMT), a portion of which is leased by the Maine Port Authority from the City of Portland.

Mr. Henshaw said that the Maine Port Authority (MPA) began its lease of the IMT in 2009 to further the City's plans for the east and west ends of Commercial Street for dedicated freight facilities. In 2013, Eimskip chose the IMT to expand its presence in New England and

cut its shipping time to Northern Europe. Its numbers of containers shipped has increased from 3,000 to over 10,000 in 2015, helping food processors to be successful.

In 2014, the State acquired 14 acres west of the Casco Bay Bridge to increase capacity. Rail has now been extended to this site, noting that for the past 60 years there was no rail connection. It is now time for a cold storage facility on the site to help with food processors and shippers.

Mr. Steinglass said that Americold is a key piece to finish investments MPA has made to increase capacity. He described the 6-acre site and the concept of Americold's building footprint at 120,000 sq. ft., noting that utilities will need to be moved. The height of the proposed building is at 70' which necessitates a zoning amendment, since the current height limit in the WPDZ is 45'. He noted that the boat yard adjacent to the site has a height of 58' (as measured to the ridge).

Mr. Steinglass then described Americold's location on Read Street, which will remain in operation, to the proposed operation on Commercial Street and their economic impacts. The Commercial Street location for Americold will also house the U.S. headquarters for Eimskip, with the proposed concept design allowing for 15,864 pallet positions which is required to generate the revenue necessary to build and operate the facility.

Ms. Brooks noted that she has 50 customers now, and anticipates an additional 20 with the new building.

Mr. Steinglass then described site constraints, with the current proposed design using 92% of the area that would be leased to Americold.

Chair Brenerman asked about parking, particularly on the water side noting if it could be open space, and Mr. Steinglass said that there is really no other place because of safety and security concerns.

Chair Brenerman asked about access to the site, and Mr. Steinglass said that there is one access to the site from Commercial Street. He also noted that there needs to be unimpeded access to and from the IMT and described that access lane to run parallel to Commercial Street.

Mr. Steinglass said that, for the design of the building, everything is based on storage capacity, with, as noted previously, 15,864 pallet positions required to generate successful revenue to justify the project and operate it. Any decreased of proposed height of 70' for the building decreases pallets and revenue, and would not be financial feasible for Americold. Americold has indicated that 70' is necessary, and with this design, it is confident that it can be successful, noting that a peaked roof would be a challenge.

In response to Councilor Thibodeau, Mr. Steinglass that any decrease in 15,864 pallet positions would be a significant reduction financially; there is no cushion.

Chair Brenerman asked if they had more acres, would they do a shorter and wider building, and Mr. Steinglass indicated in the positive. He said that next steps include the zoning amendment, which City staff has filed, and then the design/permitting process toward the end of the year. Chair Brenerman noted that this is a very important project for the City.

In response to the Chair, Mr. Steinglass showed conceptual views from the Western Prom.

Councilor Thibodeau noted that for this Thursday's neighborhood meeting, he needed more of an idea of what it would look like.

Councilor Costa asked for clarification on the allowable height in the WPDZ, and Mr. Needelman indicated that to be 45'. Mr. Sprague's building at 58' was measured to mid-point of the roof slope. In order to increase the height of the building and comply with zoning, they made the shed wider than needed to get that slope. There are different allowances for certain uses for bulk storage, noting that silos at 145' above sea level are allowed on portions of the zone. For Americold's use and site in the WPDZ, there are no allowances higher than 45'. No use has taken advantage of the bulk storage height exceptions since creation of the zone in 1993.

Mr. Steinglass noted that this conceptual design is the first time being shared with City staff, noting that it is a massing exercise.

Chair Brenerman asked about any opportunity to add to the building if needed, and Mr. Steinglass said that it is designed at capacity now, there is no room for expansion.

Ms. Brooks added that the only thing that could be reconfigured would be temperatures in the building based on demand. Also, in response to the Chair regarding current storage on Read Street, Ms. Brooks said that it handles bait, potatoes, haddock, fish parts, and will soon have turkeys.

Mr. Henshaw said that exports from the IMT include apples, grapes, blueberries, and water to name a few. He also said that containers now go out of state for cold storage in Boston and likely processed in Boston as well.

Councilor Costa asked about impacts to the Read Street facility, and Ms. Brooks said that she does not anticipate any impact.

Mr. Needelman noted that the anticipated timeline is a Planning Board Workshop on November 22 for the zoning amendment.

Chair Brenerman thanked everyone for their updates and feedback from the Committee.

Item #2: Convention Center Project Update for the Committee's Information – No

Action Required

Steve Hewins, President of the Maine Convention Center Collaborative (MCCC), noted that the Committee had been forwarded his PowerPoint, attached, and he would highlight a few items. Mr. Hewins said that this project is in its infancy stage, with discussions beginning earlier this year. The MCCC incorporated as a Maine non-profit in May 2016. He has now made over 70 presentations of the concept around the state. All work done to date has been pro bono, including attorneys for the IRS filing done to have MCCC be a 501(c)(6) tax exempt status.

Mr. Hewins said that he has done a lot of research on the topic, including past convention center feasibility studies and ideas for a location in Portland. He noted that Portland, ME is one of only 7 cities in the top 104 MSAs without a convention center. In the 1970's, convention centers were big boxes and not necessarily in downtowns. Today, however, they do tend be in downtowns, so the MCCC is advocating for Downtown Portland. It could become a catalyst for, for example, improved mass transit.

He then highlighted the four case studies in the Presentation – Chattanooga, Savannah, Cedar Rapids, and Lausanne Switzerland – the latter of which allows the main hall to shift from a 3,000 seat auditorium to flat ballroom without seats in 15 minutes with its high technology. He noted different ways these were funded and the creativity in design, including building on City streets.

Mr. Hewins said that the next step is to fundraise to have the feasibility done, at a cost estimated around \$150,000 to \$200,000. The Portland Development Corporation just provided a \$10,000 Portland ED Plan Implementation Matching Grant as seed money, as the convention center is a component of the Plan. The convention center is also a part of the strategic plan for

GPCOG and the State. Funding will be requested through EDA, GPCOG, State, and other sources. This is Phase 1; Phase 2 is building the Convention Center, which would be publicly owned.

Chair Brenerman noted that past studies indicated that a hotel is needed as an anchor, and Mr. Hewins said that is correct in the past when Portland had only two hotels. With the new hotels now online, this is not the case anymore. One could evolve, however, as this process proceeds.

Chair Brenerman asked how many blocks would be needed for one here and is a local option tax part of the funding. Mr. Hewins said that the Top of the Old Port Parking Lot, the Press building next to City Hall, as well as using part of Spring Street adjacent to the Cross Arena are all examples of where it could be located, and there are others. A local option tax is not part of the financing plan. The feasibility study will help to figure out how to run it for profit.

Chair Brenerman, noting no further questions/comments, thanked Mr. Hewins for the update.

Item #3: Review and vote to recommend to City Council a Purchase and Sale Agreement with CPB2 to sell a portion of City-owned property.

Mr. Mitchell said that over the past several months, the EDC has met twice to review and discuss potential public infrastructure projects for the extension of Thames Street, Amethyst Lot improvements, and areas from Ocean Gateway to the Maine State Pier, including a third meeting for a walking tour of the area. These potential infrastructure improvements would create public and private investment opportunities.

Mr. Mitchell continued saying that the proposed extension of Thames Street up to the Portland Company site, together with the sale of a triangle-shaped portion of Thames Street (see attached map) to CPB2 would open up that block for development opportunities. Mr. Mitchell said that planning has been extensive for this public infrastructure investment. The property proposed to be sold to CPB2 is an important piece to support the development of the site providing access from this point. As of now, its only access is from Fore Street which is planned to be eliminated in the future. The proposed sale price is \$400,000, and the Purchase and Sale Agreement acknowledges that the City would continue its due diligence to fund and construct, with utilities, the extension of Thames Street up to the triangular shaped piece. This would need to go to the City Council for approval through the CIP process in the Spring.

Mr. Mitchell said that the triangular-shaped piece proposed for sale contains approximately 12,000 sq. ft., of which almost 8,000 sq. ft. would be used for a street to provide access to the Portland Company site; it will be a private road. The extension of Thames Street up to that point can provide access to the Amethyst Lot, rail, and trail.

The closing is proposed to be planned to be the earlier of the date 30 days after the City receives Thames Street extensions approvals, or January 31, 2018. Mr. Mitchell also noted that a revocable license is proposed to allow temporary use of the Thames Street Extension right-of-way during the Portland Company project construction if the Thames Street extension is not done.

Councilor Thibodeau asked about a price for the Revocable License, and Mr. Mitchell indicated that it would be at no cost. It is anticipated that it may not be needed if both projects occur at the same time. Councilor Thibodeau said that, if needed, he would like to be apprised of the area for the License.

Chair Brenerman asked what would happen if the Council does not approve the extension of Thames Street, would that affect CPB2's ability to build.

Mary Costigan, attorney for CPB2, stated that the Purchase and Sale Agreement, under Section 9, refers to the closing of the sale tied to the City obtaining the last of approvals for Thames Street extension.

Mr. Mitchell said that the timing of events are sequenced in a way that works best for both parties, and give CPB2 site control for the Planning Board process.

Chair Brenerman opened the meeting for public comment.

Ms. Costigan noted that the extension of Thames Street through the triangle will function as a public road, but be privately-owned and maintained.

Mr. Brady thanked the Committee and staff, noting that this project was first brought to the Planning Board in September 2013. This proposed sale is a critical piece for the overall investment in the site development and for the eastern waterfront. This public infrastructure investment is included in the Eastern Waterfront Master Plan. He also noted that the next phase of Thames Street extension up to Fore Street is another critical component for all the properties.

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

A motion was then made and seconded to forward this to the City Council with a recommendation of approval.

Councilor Costa noted that when preparing this for Council action, it should be noted broadly that this is a great opportunity for both the City of Portland and the private sector to support investment in the area and for public access; the Committee concurred.

The Chair then asked for a vote on the motion and it passed unanimously.

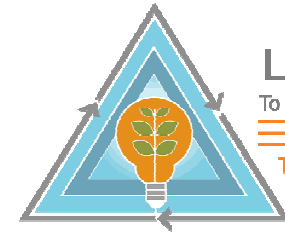
Item #4: Review of 2016 Updated Economic Development Work Plan for discussion.

Mr. Mitchell said that this a regular item on the Agenda to update the Committee on the Work Plan. The EDC will have it last meeting for the year on November 22, when the main topic will be the proposed office for new Mainers.

There being no further business, the meeting was then adjourned at approximately 6:55 p.m.

Respectfully,

Lori Paulette



LISTENING
To Our **CUSTOMERS**
Today
To Build the Supply Chain
Of Tomorrow

Americold "Northern Lights" Cold Storage Project Presentation City of Portland Economic Development Committee November 1, 2016



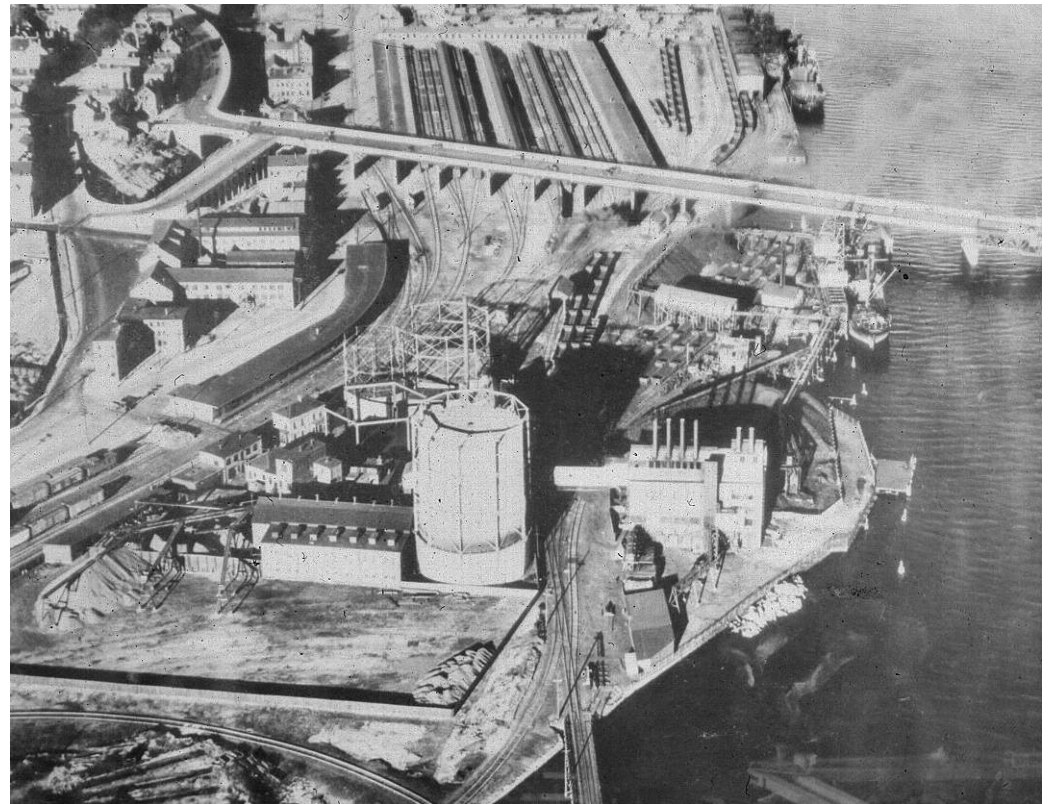
Project Overview: Background



Site History

IMT Expansion

Working Waterfront



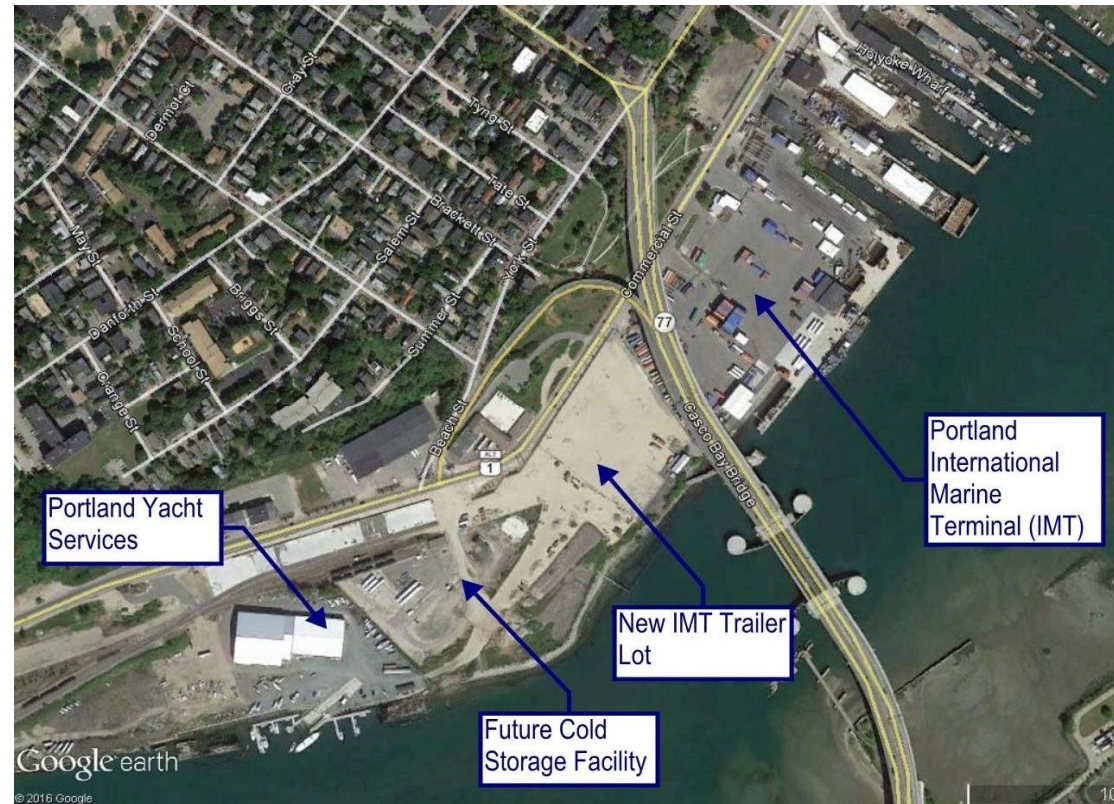
Project Overview: Background



Site History

IMT Expansion

Working Waterfront



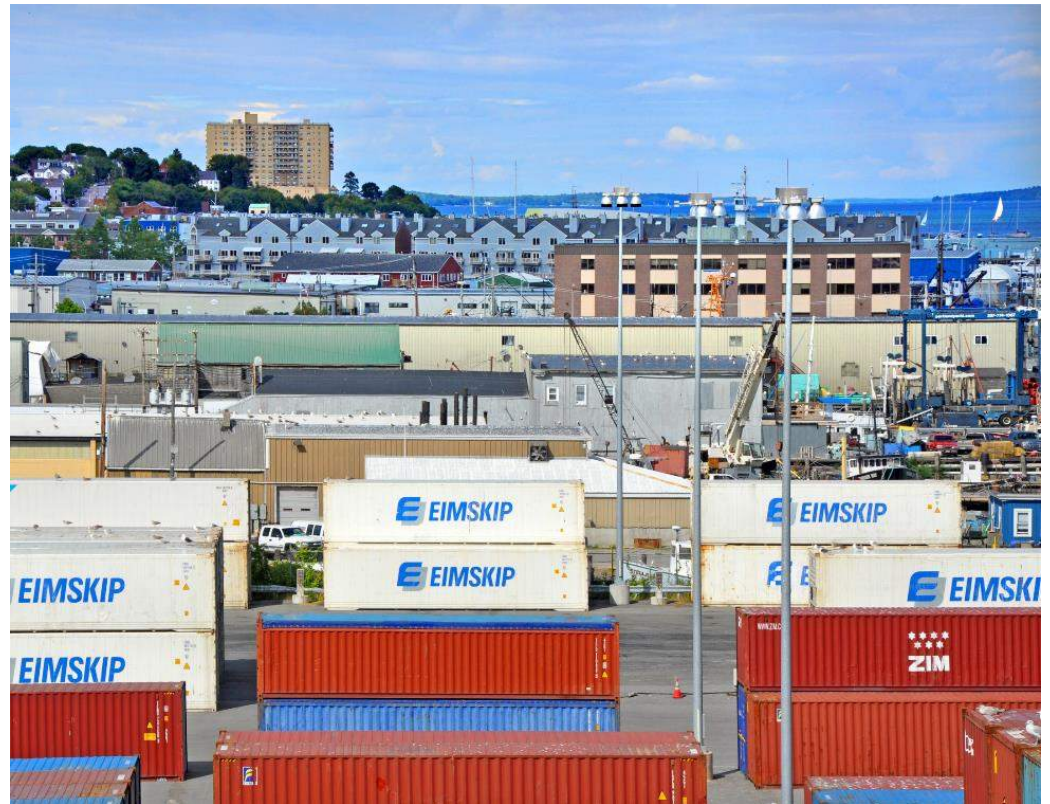
Project Overview: Background



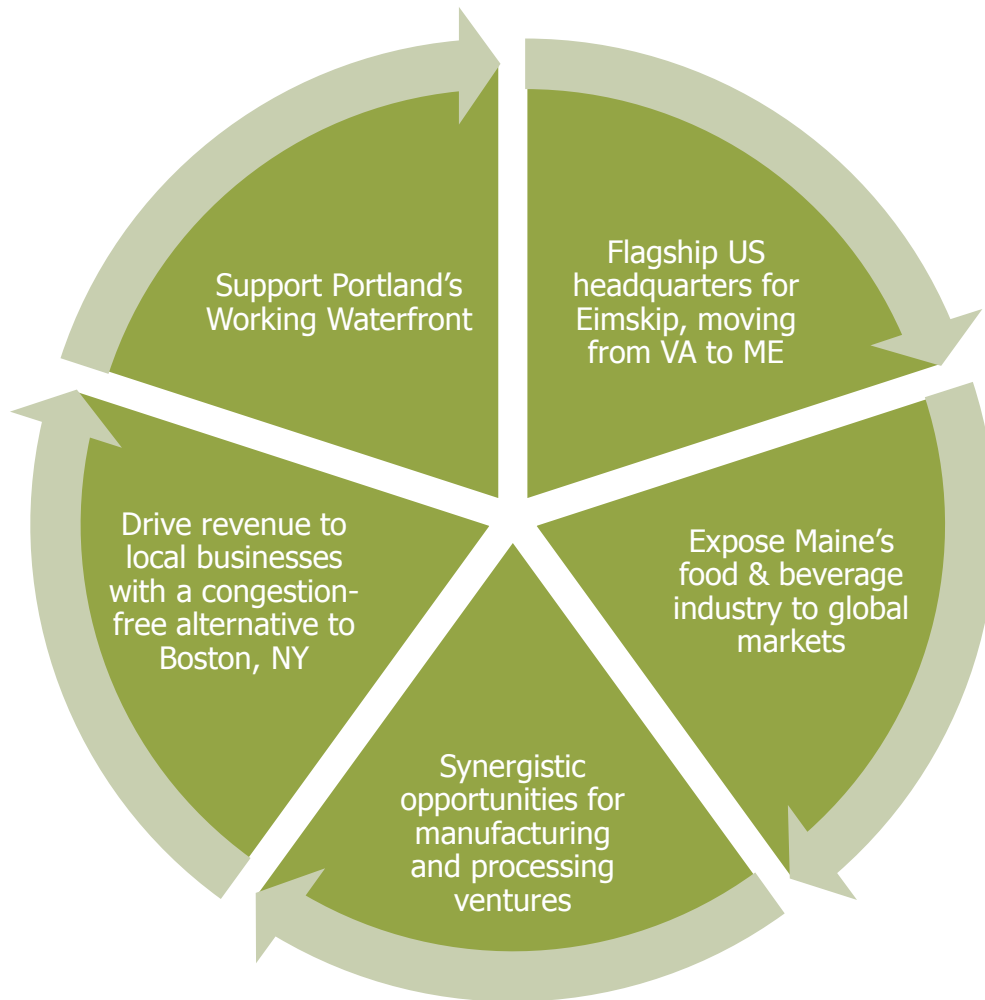
Site History

IMT Expansion

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Project Overview: What We Would Like to Accomplish

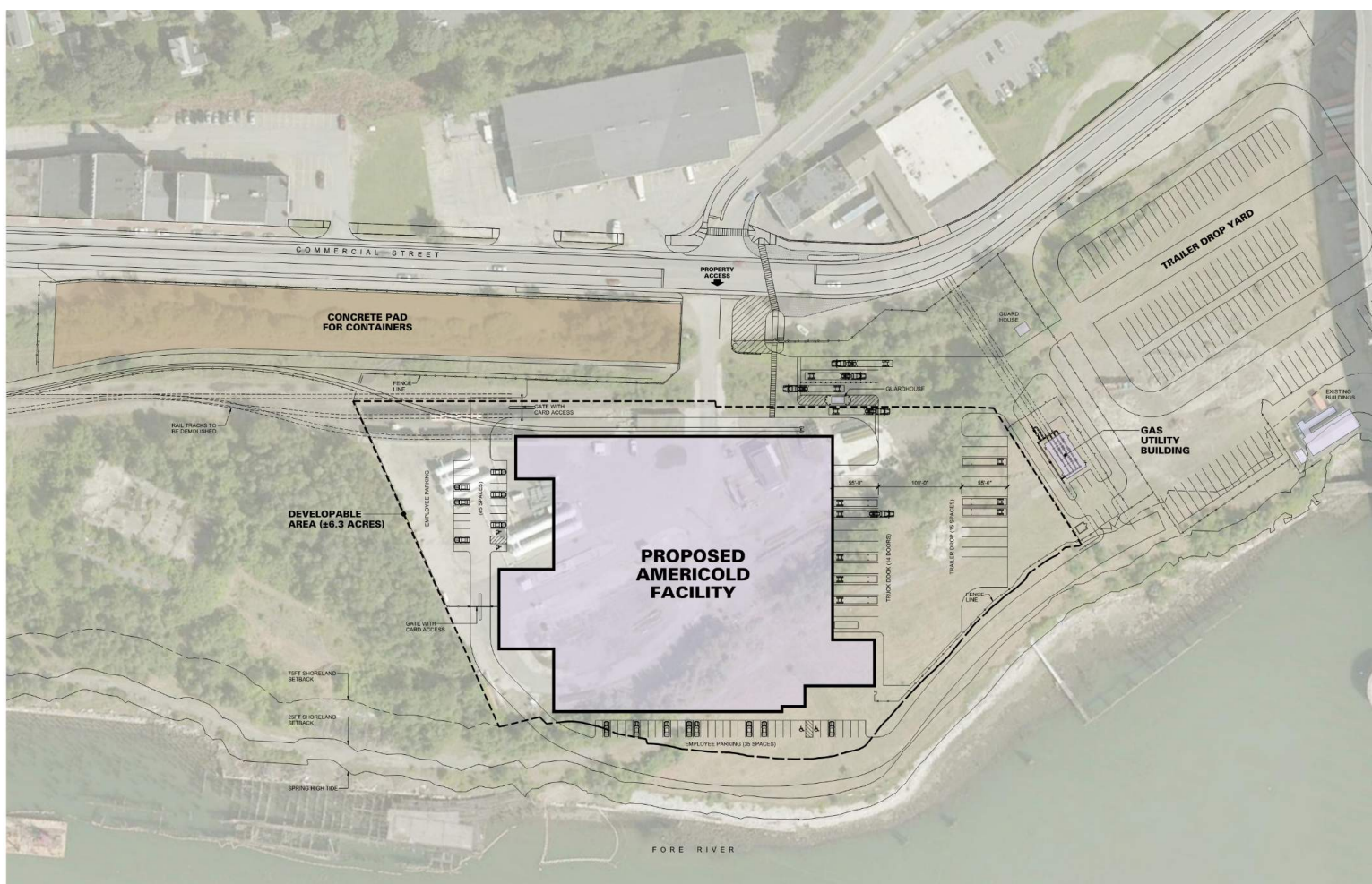


Provide the keystone of **Portland's multi-modal transportation infrastructure**

State-of-the-art, sustainably-planned facility specifically designed for regional products (seafood, proteins, agriculture, bakery, and CPG)



Project Overview: Conceptual Site Layout



Concept Level Details (All Approximate)	
Site Area	6.3 Acres
Zoning	WPDZ
Footprint	120,000 SF
Building Height	68' above grade (~78-80' above MSL)
Interior Clearance	55' 4". Finish floor is 4' above grade.
Storage Capacity	15,864 Pallet Positions
Cold storage, dry goods, blast freezer, office space	



Why a 70' Building? - Community & Economic Benefits



Recent Economic Impact Factors	Factors Expressed in Dollars
Salaries paid to Maine residents in past 12-month period	\$301,946
Payments made to Maine-based subcontractors in past 12-month period	\$494,728
Payments of State and local taxes in Maine within past 12-month period	\$77,026
Total for Recent Economic Impact	\$873,700
Projected Future Annual Economic Impact Factors Following Initiation of Facility Operations	Factors Expressed in Dollars
Salaries paid to Maine residents per year	\$869,520
Payments made to Maine-based subcontractors per year	\$1,057,994
Payments of State and local taxes in Maine per year	\$169,791
Total for Projected Economic Impact	\$2,097,304

240% Increase in Economic Impact

Employment Estimates and Projections:

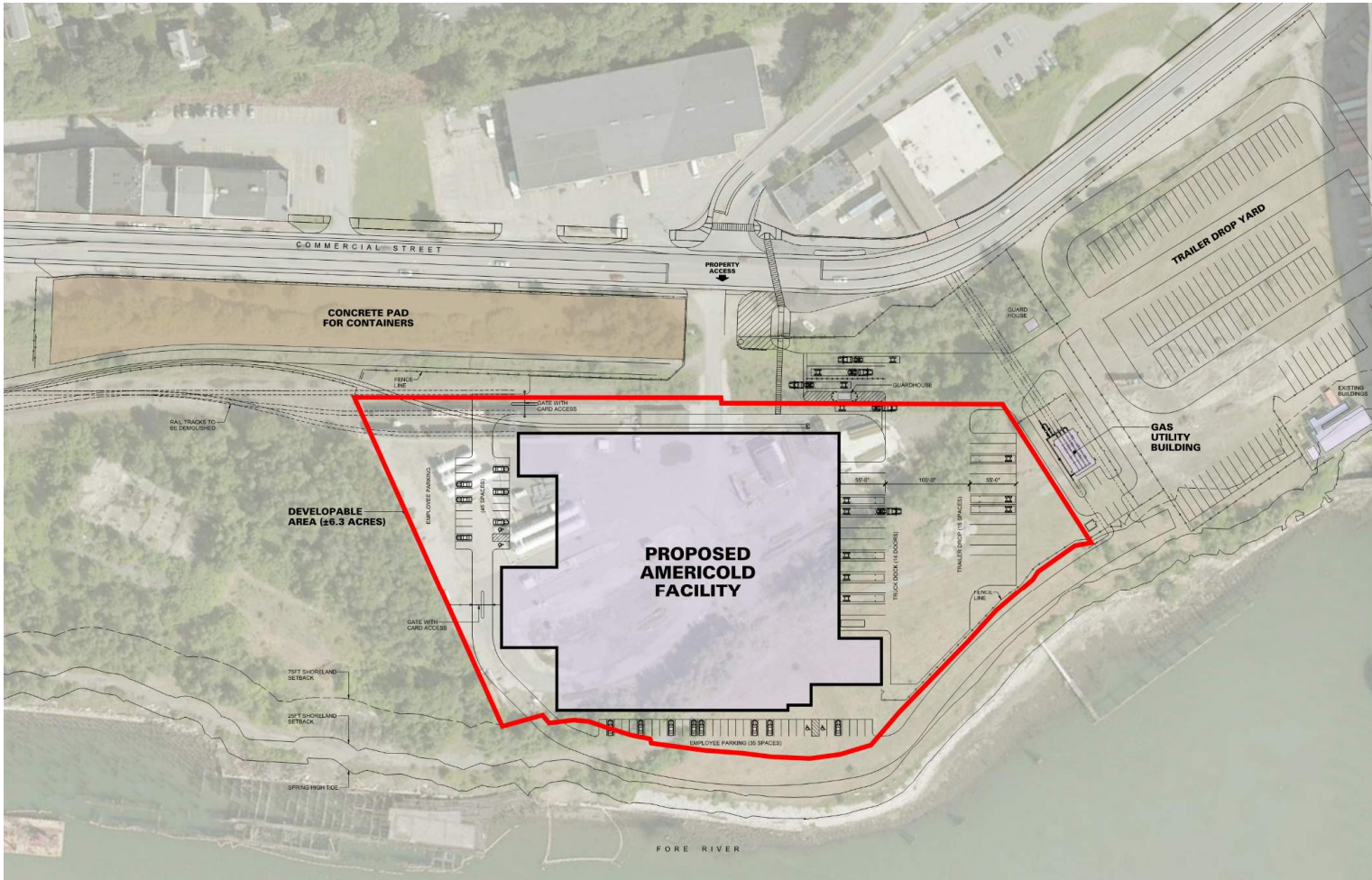
- Up to 185 construction jobs
- 21 permanent jobs with Americold
- Initially 30 and up to 50 permanent jobs with Eimskip

Expected Customers:

- 50 current and an additional 20 'very interested' new customers will form immediate commercial business base



Why a 70' Building? – Engineering Justification



Concept Level Details (All Approximate)	
DEVELOPABLE AREA	267,256 SF
BUILDING	
DRIVEWAYS AND TRUCK TURNING	
STORMWATER MGMT TOTAL	
PARKING TOTAL	
RAIL SIDING TOTAL	
NET	267,256 SF



Why a 70' Building? – Engineering Justification

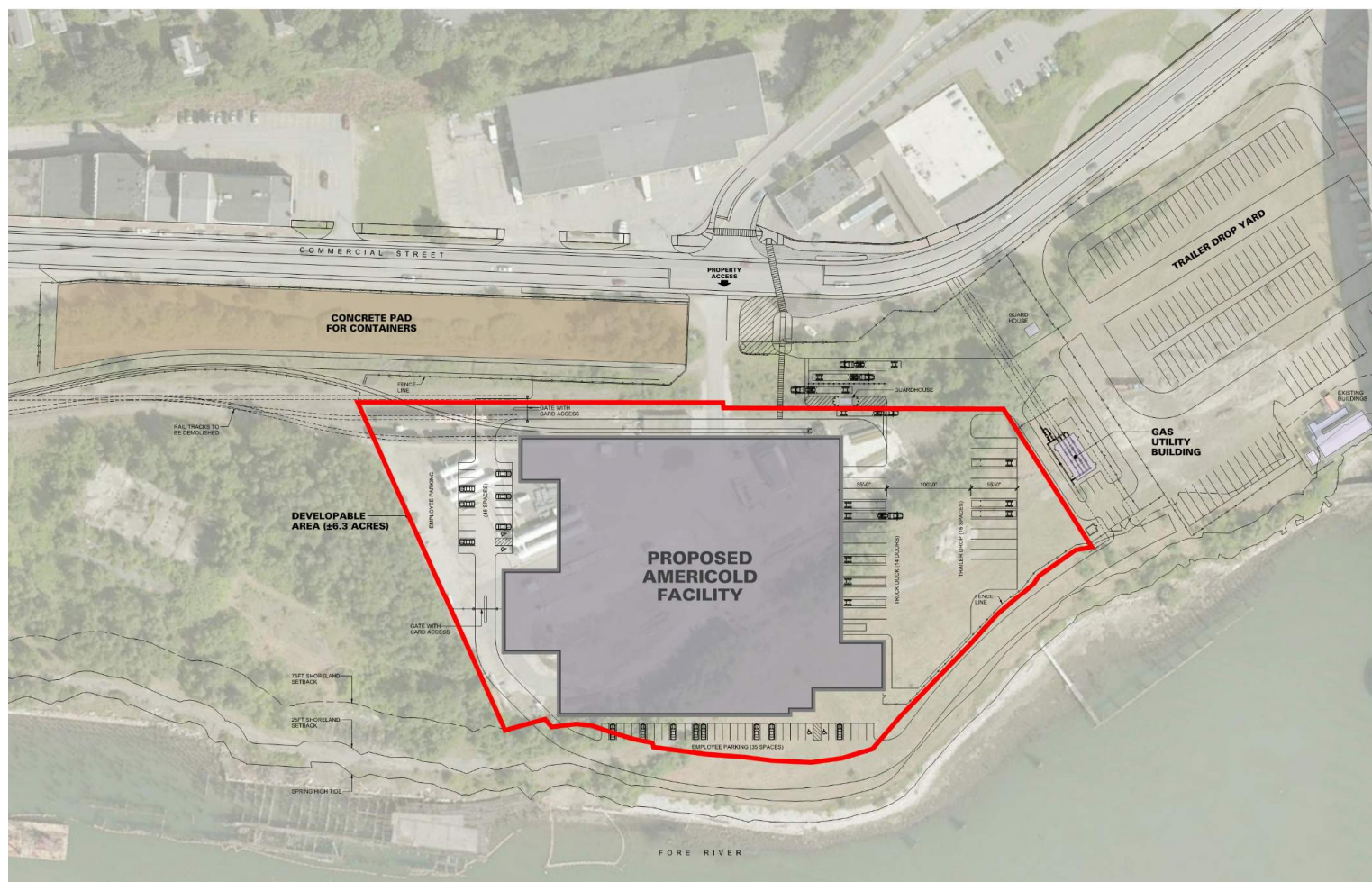


Concept Level Details (All Approximate)

DEVELOPABLE AREA	267,256 SF
BUILDING	120,000 SF
DRIVEWAYS AND TRUCK TURNING	
STORMWATER MGMT TOTAL	
PARKING TOTAL	
RAIL SIDING TOTAL	
NET	147,116 SF



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Why a 70' Building? – Engineering Justification



Concept Level Details (All Approximate)

DEVELOPABLE AREA	267,256 SF
BUILDING	120,000 SF
DRIVEWAYS AND TRUCK TURNING	47,842 SF
STORMWATER MGMT TOTAL	
PARKING TOTAL	
RAIL SIDING TOTAL	
NET	99,274 SF



Why a 70' Building? – Engineering Justification



Concept Level Details (All Approximate)

DEVELOPABLE AREA	267,256 SF
BUILDING	120,000 SF
DRIVEWAYS AND TRUCK TURNING	47,842 SF
STORMWATER MGMT TOTAL	28,593 SF
PARKING TOTAL	
RAIL SIDING TOTAL	
NET	70,681 SF



Why a 70' Building? – Engineering Justification



Concept Level Details (All Approximate)

DEVELOPABLE AREA	267,256 SF
BUILDING	120,000 SF
DRIVEWAYS AND TRUCK TURNING	47,842 SF
STORMWATER MGMT TOTAL	28,593 SF
PARKING TOTAL	35,957 SF
RAIL SIDING TOTAL	
NET	34,724 SF



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Why a 70' Building? – Engineering Justification



Concept Level Details (All Approximate)

DEVELOPABLE AREA	267,256 SF
BUILDING	120,000 SF
DRIVEWAYS AND TRUCK TURNING	47,842 SF
STORMWATER MGMT TOTAL	28,593 SF
PARKING TOTAL	35,957 SF
RAIL SIDING TOTAL	11,078 SF
NET	23,645 SF



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Why a 70' Building? – Engineering Justification

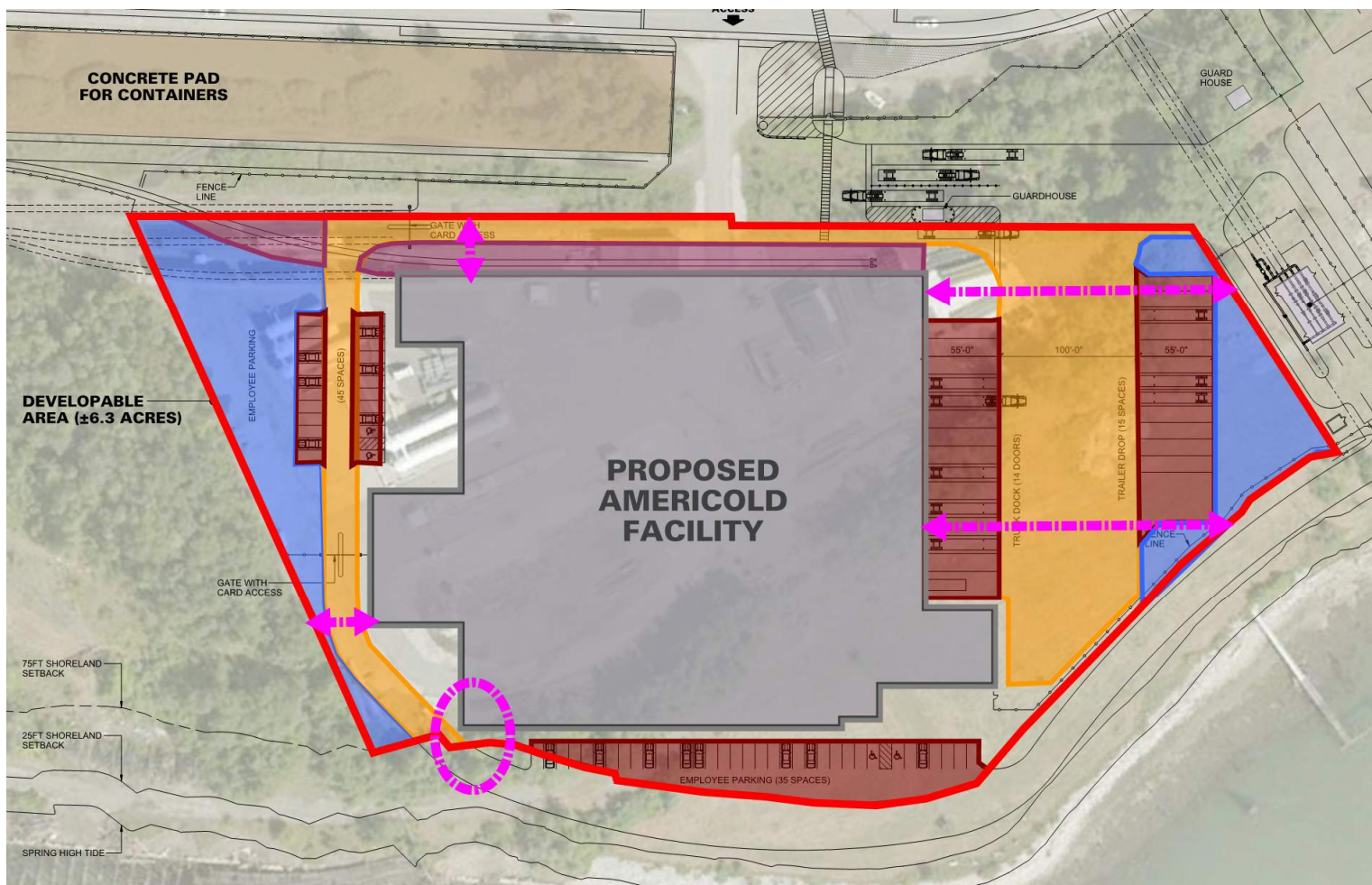


Concept Level Details (All Approximate)

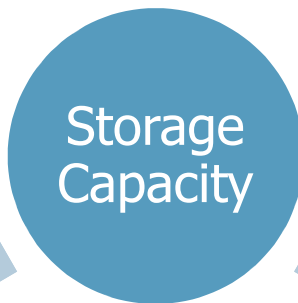
DEVELOPABLE AREA	267,256 SF
BUILDING	120,000 SF
DRIVEWAYS AND TRUCK TURNING	47,842 SF
STORMWATER MGMT TOTAL	28,593 SF
PARKING TOTAL	35,957 SF
RAIL SIDING TOTAL	11,078 SF
NET	23,645 SF



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Why a 70' Building? – Business Justification



Profitability
as % of
Revenue

Return on
Construction
Investment

- Revenue Generation, R.O.I of Construction Costs, and Profitability as a % of Revenue are All Directly Related to Storage Capacity.
- 15,864 Pallet Positions are Required to Generate the Revenue Necessary to Build and Operate the Facility.
- **Any loss in height, and resulting loss in capacity, are expected to make the project financially infeasible.**



Sequence and Next Steps

Americold (Facility Design and Permitting):

7/15/15	MPA Issues RFP for Cold Storage Developer/Operator
8/31/15	Americold selected by the MPA
9/9/16	Americold Issues RFP for Design-Build firm
November 2016	Contracting and initiation of facility design work
Early December 2016	Begin planning board process
Mid-December 2016	First required Neighborhood Meeting (4-5 total meetings/workshops per process)
June 2017	Groundbreaking
March 2018	Project Completion

City of Portland (Zoning Text Change):

10/25/16	Planning Board Workshop
11/3/16	Required Neighborhood Meeting
11/22/16	Second Planning Board Workshop
TBD	Planning Board Hearing



Questions and Answers



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Maine Convention and Innovation Center

The Catalyst to Advance Maine's Economy

September 2016

Our Short Timeline....

- The current initiative began in January 2016
- The Maine Convention Center Collaborative was established in March 2016.
 - Incorporated as a Maine non-profit corporation and bylaws created in May 2016
 - Three initial board members appointed, with three others added shortly after
 - Preti Flaherty Beliveau and Pachios has provided the legal work and advice
- 501(c)(6) tax exempt status from the IRS has been filed
- Nearly 60 formal presentations have taken place
- Initial research completed
- All expenses have been donated

What has been learned about the Industry

- Conventions represent a \$130 billion slice of the \$900 billion travel and tourism industry
- In Maine, travel and tourism is a \$6 billion sector with a negligible convention business
 - Economic potential for Maine and Portland is likely many hundreds of millions annually....
- Portland ME is one of only 7 cities in the top 104 MSAs without a convention center
 - Other outliers: Thousand Oaks and Stockton CA, Melbourne FL, Youngstown OH, Bridgeport and New Haven CT
 - Bangor's Cross Insurance Center (stadium and convention center) is successful and profitable

What has been learned about the Industry

- The meetings and convention industry is growing globally
 - On-Line is not replacing In-Person
 - Technology and design are critical success factors
 - Renovations and expansions are occurring all across the US
- Destinations have become the new driving factor for conventions
 - Younger attendees want to experience a place and meet local people
 - Exceptional food, culture, lodging and entertainment is key
- Local economic strategy alignment and facilitating human interaction are the 2 hottest trends in convention centers worldwide!

What has been learned about Portland

- Since the 1980s Portland has failed to create a convention center:
 - Late 80s proposed conversion of Civic Center
 - 1990s statewide effort for Portland, Lewiston, Augusta and Bangor
 - 2000 Libra relocation proposal of Civic Center to Bayside
 - 2004 Lincoln Center/Boulos Project at the Top of the Old Port parking lot
 - The largest meeting room in Portland is at the Holiday Inn. Many businesses (CIEE, WEX, IDEXX, and more) cannot host annual meetings in the city
 - Even statewide meetings like the Governors Conference on Tourism cannot meet in the state's largest city
- Why no success? Possible factors:
 - Fragmented local tourism industry
 - No political leadership
 - Resistance to "Big Ideas" embedded in the state's culture?
 - Lack of wide public support
 - Inadequate transportation and hospitality infrastructure, until now.....

How Maine can Lead the World!

- Blue Sky Approach, starting from scratch with nothing impossible
- No existing convention facility to retrofit, expand or rebuild
- Brand it with Innovation and Entrepreneurialism
 - The Maine Innovation and Convention Center
- Iconic building in the heart of America's "Most Walkable Small City"
- Built by Maine craftspeople with Maine-made products
- Highest speed WiFi of any convention center in United States
- Breakthrough "Farm to Table" convention catering
- Extreme flexibility in layouts and configurations

The Maine Convention and Innovation Center

- Uses of the building when conventions are not in session:
 - Business incubation
 - Public art and festivals
 - Food service and hospitality training
- Relocation of regional economic development agencies:
 - Chamber of Commerce
 - Convention and Visitors Bureau
 - Maine International Trade Center
 - Greater Portland Council of Governments
 - Creative Portland; FAME; MEREDA; Live, Work in Maine; Etc.

Convention Center “Catalyst” Factors

- Mass Transit and Greater Portland Metro
 - Relocate downtown bus center from “Pulse” to the site
 - Electric transport service to downtown hotels
 - Express shuttles to the airport and transportation center
- Workforce Development
 - Provide year round hospitality positions
 - Assist in knowledge worker recruitment
 - Job creation for Maine college graduates
- Transition from Vacationland to “Businessland”!
 - Jumpstart from Resource-based to Knowledge-based economy

Supporting Maine's Emerging Sectors

- Note the reference to catalyst in the logo....
- High level organization has identified 4 key areas:
 - Agriculture, including food production
 - Aquaculture, including research and food
 - Biopharmaceuticals
 - Knowledge Worker Recruitment
- FocusMaine and the Maine Convention and Innovation Center efforts will compliment each other
- The convention center will solicit meetings in these, and other related sectors, raising Maine's business profile and reputation
- *Trend in leading convention destinations is tying a region's economic development strategies with convention center goals*



Four Case Studies for Portland

- Convention Centers are changing from big boxes in the 1970s to state of the art facilities focused on human interaction, and the way people want to meet and learn today (Maine, the way meetings should be!)
- The best convention cities are attractive, vibrant destinations with major airport nearby, and hotels and restaurants within walking distance
- Cities and regions are tying their economic development strategies and business strengths with convention solicitations
- Technology, flexible configurations, green operations and iconic design are attracting premium meetings
- These four facilities, based in similar sized cities, are highly successful examples that are all possible in Portland!

The Changing Nature of Convention Centers

CHATTANOOGA

Chattanooga is the 4th largest city in Tennessee and 101st ranked MSA in the country, 3 places ahead of Portland. The renovated Chattanooga Convention Center opened in 2003 and is in the heart of this river city's business district.

The Center features a total of 185,000 square feet of exhibition and ballroom space, including 21 meeting rooms. It claims to be one of the nation's top ten green convention centers, and the first to offer "Farm to Table" food services. It offers attendees free, high speed WiFi, and a no cost electric shuttle to over 2000 local hotel rooms and 50 restaurants.



The Changing Nature of Convention Centers

SAVANNAH

Savannah is the 138th largest MSA in the country with 380,000 people, 34 behind Portland ME in the rankings. Like Portland, it is an old city that is the gateway to the low country region of SC which includes Hilton Head and other coastal resorts.

The Savannah International Trade and Convention Center, located across the river from the downtown (free ferry) and 20 minutes from the airport, is a large 300,000 sq. ft. facility built in 2000 at a cost of \$80 million. In 2014 it produced 88,000 room nights with 136 events.



The Changing Nature of Convention Centers

CEDAR RAPIDS

The Cedar Rapids Convention Complex was opened in 2013. It was built for \$75 million, part of which was a \$35 million Federal EDA grant. The center is attached to a Doubletree Hotel on one side and the 37 year old (renovated in 2013) 8,000 seat US Cellular Arena on the other.

This convention center features a total of about 120,000 square feet of exhibition, ballroom and meeting space, and was squeezed into a small footprint that formerly was a parking garage. Cedar Rapids is the 2nd largest city in Iowa and the 179th largest MSA in the country with a population of 256,000, much smaller than Portland ME, but similarly EDA applicable.



The Changing Nature of Convention Centers

LAUSANNE

This is the Swiss Technology Convention Center in Lausanne Switzerland “the crossroads of knowledge and innovation, where people meet ideas.” Lausanne has a population of 146,000, it is 38 miles west of Geneva, which has a population of about 1 million.

The Center opened in July 2016 at a cost of 110 million Euro, it features an advanced system of sliding walls that allows for multiple configurations and room sizes, and a built-in seat rotation technology, from a Quebec City company, that allows the main hall to shift from a 3,000 seat auditorium to a flat ballroom without seats in 15 minutes!



Next Step: The Need for Funding

- Funding for the Feasibility Studies:
 - Private Sector businesses and foundations
 - Portland Development Corporation
 - State Department of Economic and Community Development
 - Greater Portland Council of Governments
 - Federal government
- Funding for Construction:
 - Public and private foundations and investors
 - State of Maine
 - Cumberland County
 - Federal Government
 - EDA from Housing and Urban Development
 - EB-5 through FAME
- Funding for Operations
 - Convention revenues
 - Rent from tenants
 - Tourism Business Improvement District

Next Steps for 2016

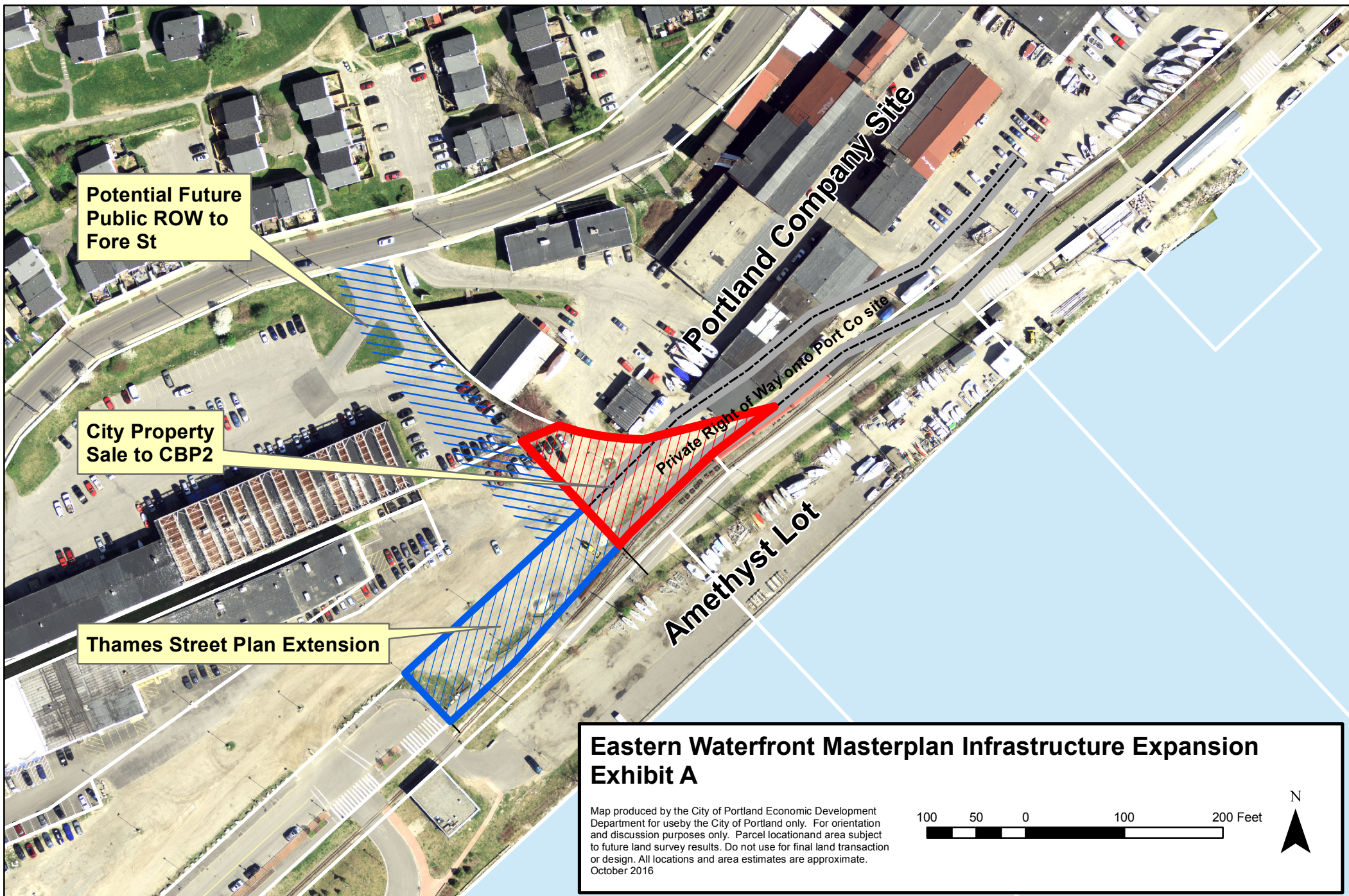
- Secure Initial Funding
- Complete the Board of Directors and confirm a Circle of Advisors
- Fine tune the strategic roll out and public communications
- Distribute Feasibility Study RFPs
- Select Feasibility Study firm

Summary

The Maine Convention Center Collaborate is a project to advance the economic future of Maine. Its goal is not simply a convention center for Portland. However, Portland is the only place in Maine where it could be sited and its success assured.

The opportunities to host conventions in Portland are virtually limitless and will only be inhibited by the size that the city can accommodate. Since most conventions meet in the spring, fall and winter, and during the work week, the city has under-utilized capacity with its existing hospitality and transportation infrastructure.

Maine's reputation for business, and efforts in knowledge worker recruitment, will be enhanced by the center's success in attracting meetings that support the state's economic development strategies.





City Council
David Brenerman
District 5

MEMORANDUM

TO: Economic Development Committee – Councilors Costa and Thibodeau
FROM: Councilor David Brenerman, Chair, Economic Development Committee
Julie Sullivan, Senior Advisor to the City Manager
cc: City Council
DATE: November 16, 2016
RE: **Proposal re Office of Economic Opportunity and Immigrant Integration**

Over the past eight months, the Economic Development Committee has sought to determine whether the City should establish an office focused on integrating immigrants into our local economy. The City Manager's Office has considered such an office since September, 2015, and subsequently this issue was identified by the City Council and Mayor Strimling as one of the priority goals for 2016. The City Manager included funds in the 2016-2017 budget to study the issue.

To that end, the Committee held six public hearings, heard from service providers, community groups and individuals, looked at comparable northeastern cities, researched best practices from around the country, and held a public conference on the topic. This memo provides a broad framework for the Committee's discussion and vote on Tuesday. Details can be found in the back-up material.

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

- Immigration is an important part of this city's economic growth strategy and improving immigrant integration is critical to ensuring Portland's work force and vitality.
- Designating an office specifically for New Mainers is largely viewed as exclusive, given the need to also improve economic opportunity for youth, people of color, and other disadvantaged populations.
- Many needed services are being provided, though there are still gaps, including:
 - English language classes – availability as well as scope
 - Transportation and child care for English classes and other job training support
 - Proactive, consistent and systematic outreach to employers to identify jobs that are difficult to fill and subsequent partnering with Portland Adult Education, Southern Maine Community College, and the University of Southern Maine to provide those skills; and link job seekers with employers
 - Providing mentoring and intern/apprentice opportunities on a broad scale

- Convening service providers to strengthen communication and collaboration and to ensure capacity across the system, collecting and sharing impact data, and better identifying gaps on an ongoing basis
- Clarity on where to go for what services
- Outcome data

Mission/Purpose

Assure that Portlanders have access to job skills development, career counseling, and job placement services to maximize individual potential and ensure a robust workforce.

In order to ensure the vibrancy of Portland's economy, our employers must be able to hire the workforce they need so that they will stay here and so that other employers will want to move here, while our community members must be employed on a pathway to their highest potential and the city can also continue to attract new residents.

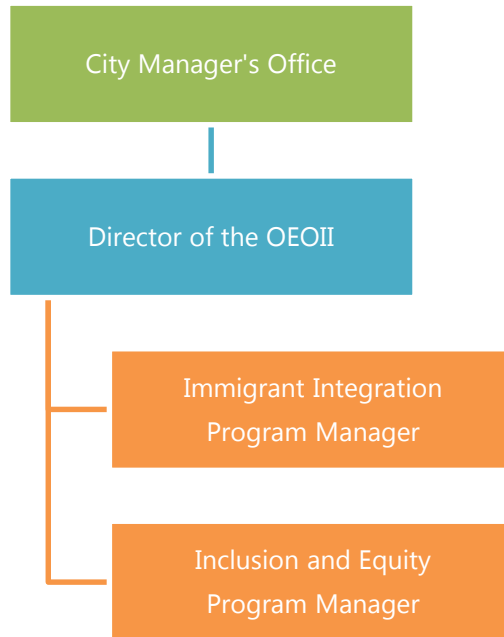
There seems to be consensus among those interviewed as well as conference attendees that the City does indeed have a role to play:

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

Proposed Structure

The Committee's research and public input seem to point to creating an Office of Economic Opportunity and Immigrant Integration. Initially, this Office would report directly to the City Manager's office to ensure that it has as successful a start as possible. There would be a Director overseeing the Office, with a Program Manager implementing the Immigrant Integration efforts and a Program Manager implementing the Inclusion and Equity efforts focused on people of color.

The Director would work on the more macro level issues and would convene partner organizations, build the intern/apprentice/mentor programs, oversee the data tool development, and link with funders. Each Program Manager would focus on his/her specific target population(s), building on best practices around the country to pilot and implement improved and/or new approaches in collaboration with partners.



Budget

In addition to staff costs, we also recommend budgeting for a robust evaluation of the Office’s initiatives as well as the creation of a data tool to be used across relevant service providers to better measure outcomes using common metrics. It is critical to know whether we are doing the right thing and doing things right; it is insufficient to only know numbers of people enrolling in and/or completing programs. Also, there are several foundations in the Portland area who are focused on this kind of work and are eager to partner with the City.

Personnel	Cost	City	Grant
Director	\$ 83,750	\$ 83,750	\$ -
Program Managers (2)	\$ 140,000	\$ -	\$ 140,000
	\$ 223,750	\$ 83,750	\$ 140,000
Consultants			
Evaluation	\$ 10,000	\$ -	\$ 10,000
Data Tool	\$ 12,500	\$ -	\$ 12,500
	\$ 22,500	\$ -	\$ 22,500
Other Expenses			
Local travel	\$ 1,500	\$ 1,500	\$ -
Training	\$ 5,000	\$ 2,000	\$ 3,000
Computers (3)	\$ 6,000	\$ 6,000	\$ -
Printer	\$ 150	\$ 150	\$ -
Supplies	\$ 250	\$ 250	\$ -
	\$ 12,900	\$ 9,900	\$ 3,000
Total	\$ 259,150	\$ 93,650	\$ 165,500

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
Catholic Charities Refugee-Immigration Services	Job Search Assistance, Mentoring/ Counseling, Resume Building, Translation/Interpretation, Connection to Employers, Legal Services	primary refugees or asylees granted asylum within 5 years of arrival, Cubans and Haitians, foreign-born victims of human trafficking	free	no	yes	no
Coastal Counties Workforce	Funding for Service Providers	n/a	n/a	n/a	no	no
Coastal Enterprises, Inc (CEI)	Workforce Development, Mentoring/Counseling, Financial Literacy, Connection to Employers, Support Through Post-Secondary Ed Application Process, Small Business Development Start-Up & Expansion, Individual Development Accounts (IDA), Job Creation	IDA is for refugee/ asylee with small amount of earned income, business counseling open to anyone	Business advising is free, small application fee for IDA	2 week waiting period	no	no
Community Financial Literacy	Workforce Development, Mentoring/Counseling, Financial Literacy, Career Exploration, Skills Certification or Recertification, Career Planning, Support Through Post-Secondary Ed application Process, Small Business Development/ Start-Up & Expansion, Individual Development Accounts (IDA)	focus on immigrants, refugees, asylees, low-income individuals	free	can be	no	no
Congolese Community of Maine	ESL Classes, Computer Literacy, Employment Referrals, Job Search Assistance, Community Building, Financial Support for Ed/Job Training	Priority to Congolese, but open to all immigrants, refugees, asylees	free	no*	yes*	no*
COP Economic Development Dept	Small Business Development/ Start-Up & Expansion, Commercial Loans and Grants	must have a business plan	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
COP HIRE program	Workforce development, Employment Referrals, Job Search Assistance, Resume Building, Career Exploration, Connection to Employers, Support to Gain Work Authorization/ Work Permits	General Assistance recipients	free	no	vouchers	no
Cumberland Legal Aid Clinic (Maine Law)	Legal Services	low-income individuals who qualify for General Assistance and TANF	\$10 admin fee & court fees	no	no	no
Educate Maine	Workforce Development, Financial Support for Education/ Job Training, Connection to Employers, Skills Certification or Recertification, Career Planning, Employment Transition Support	Maine residents ages 17-29 with demonstrated barriers to employment	minimal, depends on income	no	yes*	yes*
Goodwill Workforce Solutions	Workforce Development, Employment Referrals, Job Search Assistance, Mentoring/ Counseling Resume Building, Connection to Employers	low-income, receiving SNAP/TANF	free	can be	vouchers	Financial support for child care
Greater Portland Career Center	Workforce Development, Job Search Assistance, Resume Building, Translation/Interpretation, Financial Support for Job Training, Computer Center, Skills Certification/Recertification, Career Planning	dependent on program, must display a willingness to work, some programs require income eligibility, some require work authorization	free	yes*	vouchers	Financial support for child care
Greater Portland Workforce Initiative	Workforce Development, Professional Career Path Re-Entry, Connection to Employers, Skills Certification or Recertification, Employment Transition Support, Job Creation	targeted population includes: low income, immigrant/refugees, homeless, disconnected youth, ex-offenders, single heads of household	n/a	n/a	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
HopeActs	ESL Classes, Community Building, Mentoring/Counseling, Conversational English Practice, Support to Gain Work Authorization/Work Permits	single asylum seekers, no children/couples/families	free	yes	no	no
Immigrant Legal Advocacy Project (ILAP)	Support to Gain Legal Status, Support to Gain Work Authorization/Work Permits, Legal Services	immigrants/refugees/asylees living at or below 200% of the federal poverty level	free or very low fees	no, have to turn people away	no	no
Jobs for Maine Graduates	Workforce Development, Employment Referrals, Job Search Assistance, Community Building, Mentoring/Counseling, Career Exploration/ Volunteer Opportunities, Connection to Employers, Career Planning, Support through Post-Secondary Ed Application Process and First Year of Post-Secondary Ed	students facing barriers to graduation	free	can be	yes*	no
Learning Works	ESL Classes	adults age 18+ in need of English language instruction	free	can be	no	no
Living With Peace	Workforce Development, Small Business Development/ Start-up and Expansion, Commercial Loans and Grants, Job Creation	resident of Portland, low-moderate income, desire to start a business in Portland	free	no	no	no
Maine Access Immigrant Network (MAIN)	Workforce Development, Employment Referrals, Community Building, Connection to Employers	low-income/ refugees, immigrants, asylees	free	no	no	no
Maine Equal Justice Partners	Legal Services, Advocacy, Legislation	Maine residents under 200% of the federal poverty line	free	no	no	no
Maine Volunteer Lawyers Project/Pine Tree Legal	Translation/Interpretation, Legal Services	US citizens living 125% below federal poverty line	free	no	no	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
New England Arab-American Organization	ESL Classes, Workforce Development, Employment Referrals, Community Building, Professional Career Path Re-entry, Skills Certification or Re-Certification, Career Planning	Arabic speakers	free	yes	no	yes*
New Ventures	Workforce Development, Mentoring/ Counseling, Financial Literacy, Career Planning, Employment Transition Support, Small Business Development/ Start-Up & Expansion, Family Development Accounts (FDA)	open to everyone	free	no	vouchers	no
Opportunity Alliance Work-Life Advisor	Workforce Development, Employment Referrals, Mentoring/Counseling, Resume Building, Skills Certification or Recertification	low to moderate income	free	no	vouchers	no
PAE New Mainers Resource Center	ESL Classes, Employment Referrals, Job Search Assistance, Resume Building, Translation/Interpretation, Financial Support for Ed, Professional Career Path Re-Entry, Computer Center, Career Planning	focus on immigrants, refugees, and asylees	free, ESL classes have cost	no	no	no
Portland Adult Education	ESL Classes, Computer Literacy, Media & Computer Based ELL, Resume Building, Conversational English Practice, Financial Literacy, Financial Support for Ed	open to everyone	varies by class	yes	vouchers	no

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
Portland Development Corporation	Workforce Development, Small Business Development/ Start-Up & Expansion, Job Creation, Commercial Loans and Grants, Funding for Service Providers	business/ economy/ industry in Portland, targeted at under-financed businesses	n/a	n/a	no	no
Portland Housing Authority Resident Services	Workforce Development, Employment Referrals, Mentoring/Counseling, Resume Building, Financial Literacy, Financial Support for Translation/Interpretation, Career Exploration	must receive housing subsidies through Portland Housing Authority	free	yes*	vouchers	no
Portland Jobs Alliance	Workforce Development, Connection to Employers, Skills Certification or Recertification, Job Creation	Portland residents, employed in Portland, earning median income, have level 3 English competency	free	can be	vouchers	Financial support for child care
Portland Public Library	Workforce Development, Computer Literacy, Computer & Media Based ELL, Resume Building, Financial Literacy, Computer Center, References for Entrepreneurs, References for gaining legal status	anyone who lives, works, or goes to school in Cumberland County, York County, and parts of Oxford County	free	no	no	no
Preble Street Resource	Employment Referrals, Mentoring/Counseling, Resume Building, Translation/Interpretation, Volunteer Opportunities, Legal Services	anyone who needs help	free	no	vouchers	no
Salvation Army	ESL Classes, Employment Referrals, Mentoring/ Counseling, Conversational English Practice	anyone who needs help	free	yes	no	yes
SMCC ESOL dept	ESL Classes, Workforce Development, Computer Literacy, Media & Computer Based ELL, Financial Support for Ed, Computer Center	intermediate level ESL/ELL	SMCC tuition	no	vouchers	yes*

	SERVICES PROVIDED	ELIGIBILITY REQUIREMENTS	COST OF SERVICES	WAIT LIST	TRANSPORTATION	CHILD CARE
State of Maine Office of Multicultural Affairs	Funding for Service Providers	n/a	n/a	n/a	no	
USM ESOL dept	ESL Classes (only intermediate and advanced), Financial Support for Education, Computer center	intermediate level ELL/college readiness	USM tuition	no	yes*	no

Summary of Findings

Through phone interviews and email questionnaires of service providers in Portland, Maine that are currently providing workforce development related services to the refugee and immigrant population, I found that many service areas lack sufficient resources to meet the extensive needs of the community. The general theme was that there are many organizations competing for the same limited amount of funding. To better share resources and reduce competition, some organizations have begun to collaborate on initiatives in an effort to better serve the immigrant and refugee population with the shared goal of developing a strong and prepared workforce. “Collaboration” and “Workforce Development” were two areas of strength. However, despite pooling resources, collaborating organizations like the Greater Portland Workforce Initiative, Educate Maine, and the Portland Jobs Alliance are still finding it difficult to meet the needs of the community. “Collaboration” can also mean a less formal relationship between organizations, such as one service provider referring individuals to another service provider.

All of the identified services lack funding and resources, which is compounded by the service providers’ dedication to provide free or minimal cost services and by unpredictable and time-sensitive funding. Many organizations provide English learning classes, but do not have the adequate funding and resources to meet the high demand, and many are run completely by volunteers. Transportation vouchers, while sometimes available, are extremely limited. Affordable, quality childcare was identified as a major gap in services, and was only offered consistently by one organization because of committed volunteers. Access to basic needs like housing, food, and health care, while outside of the scope of this project, were mentioned by the majority of service providers as barriers to successful workforce development. Gaining legal status and work permits is another barrier. Many service providers identified three areas where the city of Portland could help: Basic Social Services; Funding and Resources; and Collaborating.

There were some limitations of this research. The categories of services were created as a result of the answers given by service providers to the question “what services do you offer?” and were not specifically asked about during the interviews or as part of the email questionnaires. Because of this, several providers may actually offer some other services than those identified in the matrix, and the matrix may not accurately indicate the services provided by each organization. Also, a few service providers and organizations were difficult to reach or never responded to phone calls and emails, so are not included in the matrix even though they may provide workforce development related services to the refugee and immigrant population.

City of Portland Service Providers Matrix Notes

English Language Classes:

- HopeActs ELL program is called Hope House English Language Program (HHELP)
- The New Mainers Resource Center (NMRC) does not offer English classes directly, they are offered through Portland Adult Ed (PAE)

Mentoring/Counseling:

- Jobs for Maine's Graduates (JMG) provides guidance during the application process, transition into, and during the first year of post-secondary education

Career Exploration:

- JMG provides other opportunities for career exploration through taking part in community service projects
- Preble Street provides volunteer opportunities to promote job readiness

Financial Support for Education/Job Training:

- The Congolese Community of Maine provides money that is donated from members for other members to attend Driver's Ed and other educational/job training programs
- USM ESOL provides scholarships for eligible individuals
- SMCC ESOL provides scholarships for eligible individuals
- PAE has limited scholarships available and fee waivers up to \$50 for Portland residents who meet income eligibility
- NMRC assists in finding scholarships for PAE classes
- The Greater Portland CareerCenter has a scholarship program called the Competitive Skills Scholarship for job skills trainings

Small Business Development/ Start-up and Expansion:

- Portland Public Library has resources for entrepreneurs

Support to Gain Legal Status:

- Portland Public Library has a section called The Immigration Corner with resources to assist in the citizenship process

Transportation:

- The Congolese Community of Maine pools resources from members to pay for some members to attend Driver's Ed, those members in turn will give rides to the community, but this does not meet the tremendous need for transportation to get to and from work, school, appointments, etc
- JMG provides transportation for students to community service opportunities and other career exploration field trips
- USM ESOL dept is connected to USM bus service, students can ride between the Portland and Gorham campuses

- Goodwill Workforce Solutions provides transportation as needed on a case-by-case basis
- Educate Maine provides transportation as needed on a case-by-case basis

Transportation Vouchers:

- JMG high school students get discounted bus passes
- SMCC students ride free on metro
- PAE has limited number of bus passes
- Goodwill Workforce Solutions provides a limited number of bus passes and gas cards
- Preble Street Employment Program receives \$250/month for bus passes
- Greater Portland CareerCenter provides financial support for transportation through the Competitive Skills Scholarship Program
- Portland Housing Authority provides a limited number of bus passes
- New Ventures gives bus passes and gas money as needed on a case-by-case basis
- Educate Maine provides transportation vouchers and assistance as needed on a case-by-case basis

On-Site Child Care:

- The Congolese Community of Maine is trying to start an Early Childhood Education program but lacks funding
- The New England Arab American Organization provides childcare, but it is run by volunteers as they have no funding and can't pay providers
- SMCC has an on-site preschool, but it is not included in the ESOL program and it is not free
- Educate Maine can provide childcare as needed on a case-by-case basis

Financial Support for Childcare:

- Greater Portland CareerCenter provides financial support for childcare through the Competitive Skills Scholarship program
- Educate Maine can provide financial support for childcare as needed on a case-by-case basis

IDA:

- New Ventures offers matched savings accounts in the form of Family Development Accounts (FDA)

Collaboration:

- Educate Maine is collaborating with Goodwill, Coastal Counties Workforce Initiative, SMCC, and USM on the Tech Hire initiative to engage young adults facing barriers to employment in Maine

- The Greater Portland Workforce Initiative is collaborating with 20 stakeholders to help coordinate service providers to serve job seekers with barriers, and is currently focused on connecting job seekers and employers in the healthcare field
- The Portland Jobs Alliance is a collaboration between CEI (Coastal Enterprises, Inc), Preble Street, Goodwill, Catholic Charities, Community Financial Literacy, SMCC, and Portland Adult Ed to identify adults facing barriers to employment and connect them to employers; partner with businesses to create new jobs; and partner with education and job skills programs to increase our skilled workforce

*These are the only current formal collaborations identified

Economic Necessity: Workforce Development and Immigrant Integration

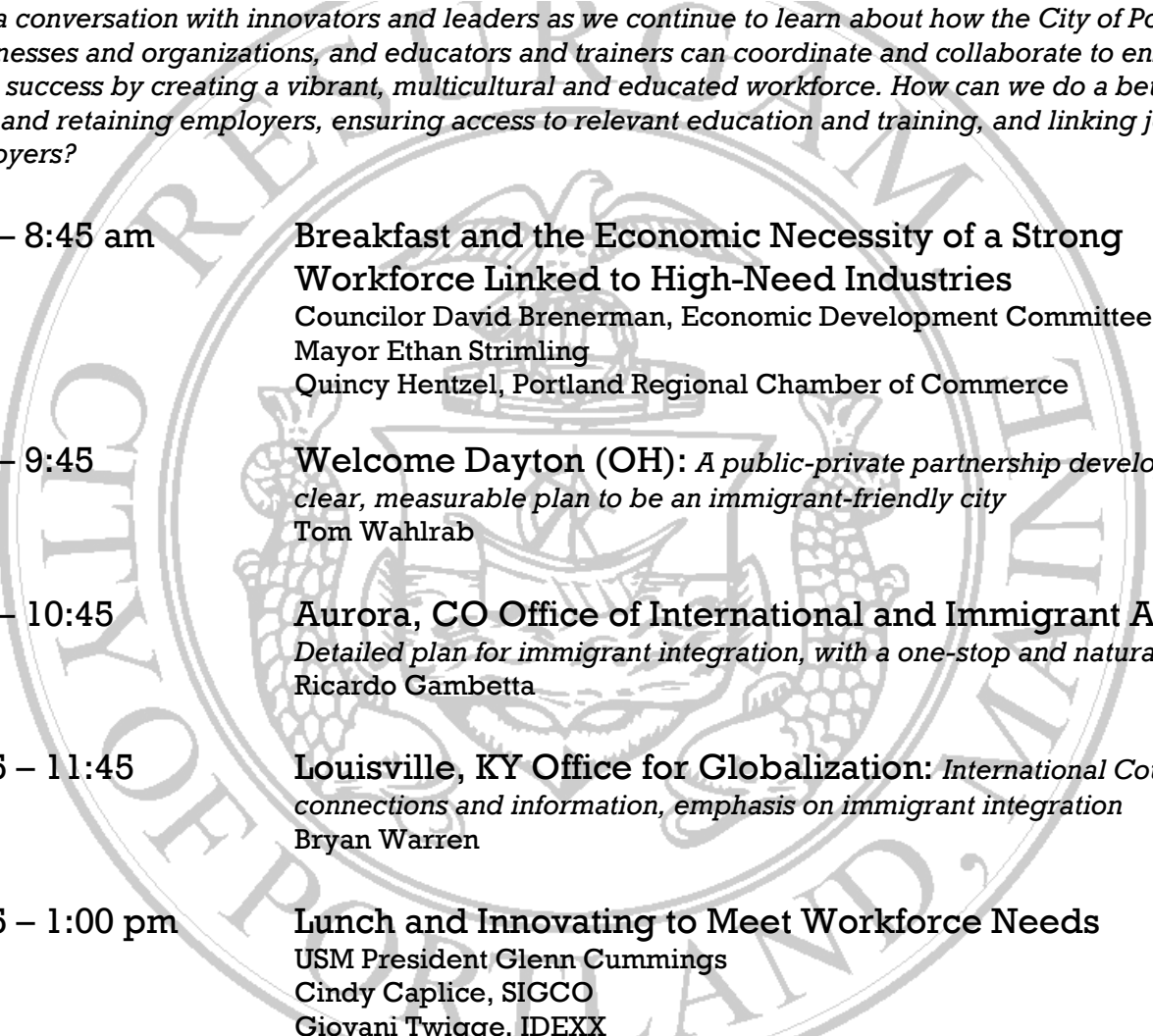
A Day of Learning and Discussion

Wednesday, October 26 • 8 am – 3 pm • USM, Abromson Center

Free and open to the public; to register:

<https://conferences.usm.maine.edu/attendeeonline/AutoLogin.aspx?page=new&event=1119&password=event>

Join us in a conversation with innovators and leaders as we continue to learn about how the City of Portland, local businesses and organizations, and educators and trainers can coordinate and collaborate to ensure Portland's success by creating a vibrant, multicultural and educated workforce. How can we do a better job of attracting and retaining employers, ensuring access to relevant education and training, and linking job seekers and employers?

- 
- | | |
|-----------------|---|
| 8:00 – 8:45 am | Breakfast and the Economic Necessity of a Strong Workforce Linked to High-Need Industries
Councilor David Brenerman, Economic Development Committee Chair
Mayor Ethan Strimling
Quincy Hentzel, Portland Regional Chamber of Commerce |
| 8:45 – 9:45 | Welcome Dayton (OH): <i>A public-private partnership developed a clear, measurable plan to be an immigrant-friendly city</i>
Tom Wahlrab |
| 9:45 – 10:45 | Aurora, CO Office of International and Immigrant Affairs: <i>Detailed plan for immigrant integration, with a one-stop and natural helpers</i>
Ricardo Gambetta |
| 10:45 – 11:45 | Louisville, KY Office for Globalization: <i>International Councils, connections and information, emphasis on immigrant integration</i>
Bryan Warren |
| 11:45 – 1:00 pm | Lunch and Innovating to Meet Workforce Needs
USM President Glenn Cummings
Cindy Caplice, SIGCO
Giovani Twigge, IDEXX |
| 1:00 – 2:00 | English Language Learners and Job Readiness: <i>National and local innovations and partnerships</i>
Xavier Botana, Superintendent, Portland Public Schools
Julie Chase and David Zahn, Southern Maine Community College |
| 2:00 – 3:00 | What have we learned today and what's next?
Dr. Erin Oldham, USM, Muskie School, Data Innovation Project |





Executive Department
Julie Sullivan
 Senior Advisor to the City Manager

TO: Councilor David Brenerman, Chair, Economic Development Committee
 Jon Jennings, City Manager
 Greg Mitchell, Economic Development Department Director

DATE: September 25, 2016

RE: Possible Office of Economic Opportunity – Progress to Date and Input Needed

Much progress has been made on the Council's goal of evaluating the feasibility of an Office of New Mainers. Below please find updates on meetings held, direction suggested by these meetings and additional research, and where we are on conference planning plus guidance needed from you at this time.

Meetings

Name	Organization	Key outcomes
Tim Honey		Worked with MIRC via World Affairs Council and supports Office of Economic Opportunity (instead of Office of New Mainers) and convening role
Tae Chong	Coastal Enterprises Inc.	Wants to see Portland rebranded as an international city, well-poised to compete for human capital; supports an Office of Globalization
Claude Rwangje	Community Financial Literacy	Supports an Office of Economic Opportunity (instead of Office of New Mainers) and convening role, with main focus on economic empowerment; likes Dayton program; being a welcoming city is number one priority; need clear workforce development plan, with pathways for skilled jobseekers to use their education
Dan Coyne	Greater Portland United Way	An Office of Economic Opportunity fits in very well with Thrive 2027 goals
Liz Cotter Schlax	Greater Portland United Way	Likes Office of Economic Opportunity (instead of Office of New Mainers) with targeted intervention strategies; taking lead in data-sharing and role modeling transparency
Kim Moore	Greater Portland Workforce Initiative	Broad collaborative group working on shared data collection one sector at a time; currently focused on health care
Rev. Ken Lewis	Green Memorial AME Zion	Doesn't see a fit for an Office of New Mainers, does support an Office of Economic Opportunity which would engage young adults and keep them here; need strong connection with schools, SMCC, USM, Chamber – identify

Name	Organization	Key outcomes
		strong students and link with professional track entry-level jobs; check out Boston Private Industry Council
Gio Twigge	IDEXX	Meeting rescheduled to Fri 9/30
Beth Stickney	Immigrant Legal Aid Project	Working on Maine Business Immigrant Coalition to testify in Augusta on legislation related to immigrant integration, adult education funding, etc.
Sara Gagne Holmes	J.T. Gorman Foundation	Meeting scheduled for Tues 9/27
Adam Lee	Lee Auto Malls	Huge need for mechanics – good pathway from D level to A, which is high-paying; helpful to have database tracking new Mainers and who has what skills. Look at Tree Street Youth in Lewiston. Need to serve all who need this; prefers Office of Economic Opportunity
Alain Nahimana	Maine Immigrants' Rights Coalition	Need City's leadership as neutral convener; likes Office of Economic Opportunity (instead of Office of New Mainers) with main focus on immigrant integration, collaboration, common ground on key issues
Katie Fullam Harris	MaineHealth	Need to understand who we have here and what their needs are; identify and put on pathway. Link with behavioral health. Also supports Office of Economic Opportunity (instead of Office of New Mainers) and underscores desperate hiring challenges
Erin Oldham	USM/Muskie School	Directs new Data Innovation Project; can work with City on shared data collection across providers as well as evaluation
Joe McDonnell	USM/Muskie School	Office of Economic Opportunity would be a good move for the City; could also work with SBA and others on improved coordination
Mike Tarpinian	Opportunity Alliance	Need to increase cultural competence at all organizations; need to look like the people we serve. Two-generation approach to service delivery – eg, employment, financial literacy, career pathways. Supports Office of Economic Opportunity (instead of Office of New Mainers) and City role in convening, ensuring soft supports (transportation, child care, navigating through process); does not like globalization approach, we are not recruiting millennials but supporting all people who are here
Quincy Hentzel, Chris Hall, Chris Quint	Portland Community Chamber of Commerce	Must do a better job integration immigrants into the workforce, as they are desperately needed; supports Office of Economic Opportunity (instead of Office of New Mainers) and Chamber ready to be active partner
Xavier Botana	Portland Public Schools	Clear need for better preparation and better pathways for immigrants; supports City's role as convener and partner in this work

Name	Organization	Key outcomes
Cindy Caplice	SIGCO, Inc.	40% of ~250 employees are immigrants; foster use of English conversation in the workplace; carpooling; teaching job skills, assimilation at PAE
Julie Chase	Southern Maine Community College	Contextual language classes specifically for high-need industries (intensive, tailored trainings on-site); stackable credentials, eg, CNA plus phlebotomy plus tech. Shared data collection would be great – not only service providers but also individuals, jobs available, etc. Also should partner with other municipalities, eg, Westbrook, Lewiston/Auburn, South Portland, Biddeford, Windham
David Zahn	Southern Maine Community College – ELL Programs	Newly hired, eager to partner to improve English language acquisition and job success
Adam Burk	Treehouse Institute	Global Shapers program, funded by World Economic Forum

Direction

Building on the key themes, possible approaches and review of current resources in the community presented on July 5, additional research and many discussions have further clarified the direction the Council may want to take.

There is overwhelming support for the City to create an Office of Economic Opportunity, as opposed to an Office of New Mainers or even an Office of Globalization; a clear majority of stakeholders would like this new office to focus on immigrant integration as well as linking other target populations, such as youth and people of color, to education/training, mentoring/internships and networking opportunities.

In addition to **(1)** convening service providers and partner organizations to improve coordination, this new office should also **(2)** consider partnering with Muskie to create a common data collection tool (perhaps learning from what Louisville has done) to better track outcomes and perhaps individual job seekers, as well as evaluating the work of the new office. There is a need to **(3)** explicitly identify job categories that are difficult to fill, and partner with employers and education institutions to train jobseekers for these positions, which is a role this new office may want to play as well. The new office may also want to work with Portland Adult Education (Portland Public Schools) and Southern Maine Community College to **(4)** explore moving adult education from the K-12 system to the community college system.

It seems that the mission for the City's new office may be that in order to ensure the vibrancy of Portland's economy, our employers must be able to hire the workforce they need so that they will stay here and so that other employers will want to move here, while our community members must be employed on a pathway to their highest potential while also attracting new residents.

Conference

The City will host a free conference open to the public on Wednesday, October 26 from 8 am – 3 pm in the Abromson Center at the University of Southern Maine. The title for your consideration is: **"Economic Necessity: Workforce Development and Immigrant Integration."** (Please see the

attached draft agenda). The conference is billed as a day of learning and discussion, and would begin with perhaps both Councilor Brenerman and City Manager Jennings setting the context for the day, with a brief overview of the Economic Development Committee's process to date and the goals for the day. I would like Quincy Hentzel, President of the Portland Community Chamber of Commerce, to then speak briefly on the pressing need to improve immigrant integration and overall connections between jobseekers, training, and hard-to-fill positions.

Our first session will then be a brief presentation by Tom Walraub on the Welcome Dayton program, including why they went with a public-private partnership for the program and how that is meeting the needs. They also have a detailed plan adopted in 2011 with clear, measurable actions.

Next will be Aurora, Colorado's Office of International and Immigrant Affairs, also discussing why they made the choices they made, including the use of natural helpers and focusing on integration. They too have a very detailed 3-year strategic plan.

The last morning session will be Louisville, Kentucky's Office for Globalization. They created international councils for each ethnic community and serve as an information clearinghouse. They have also spurred the development and use of a common data collection tool across all relevant service providers.

Over lunch, Cindy Caplice of SIGCO in Westbrook (and possibly also Gio Twigge from IDEXX and/or Sara Gagne Homes from JT Gorman) will discuss their innovations in attracting and retaining immigrants in their hard-to-fill positions (Sara would instead talk about Gorman's work in this area and innovative approaches/collaborations).

The first session after lunch will feature Superintendent Xavier Botana, Julie Chase and David Zahn of SMCC, and possibly someone from Portland Adult Education (Beth Campbell has left and there is no replacement yet). Xavier will discuss the brand-new findings of the national panel on ELL that he sits on as well as the K-12 contribution to preparing immigrants and other youth of color for meaningful career pathways. Julie and David will discuss the new trends at SMCC in both ELL and job training.

The day will close with a robust session led by Erin Oldham from Muskie. Erin and her team will review the key themes and learnings from each session (including input from attendees), the next steps in the City's process (recommendations will be presented to the Economic Development Committee at the second meeting in November), and ways in which interested parties can stay involved.

*Please review the draft agenda and let me know: **(1)** if you would indeed like to speak briefly to open the day, **(2)** whether you have any changes for the agenda, and **(3)** if there's anything else you'd like information on beyond the topics covered at the conference. I would like to get the agenda and invitations out as soon as possible, so I would greatly appreciate your prompt response.*

Economic Development Committee
Possible Creation of an Office of New Mainers
What We've Learned So Far
7/5/16

Questions: What role, if any, should the City play to ensure access to services and opportunities for immigrants/refugees/asylees to integrate effectively into the local workforce?

Should a dedicated office be created? For economic opportunities in general or specifically for immigrants/refugees/asylees?

Key Themes

- Immigration is a key part of an economic growth strategy for Portland and improving integration is critical to ensuring the work force and vitality of this city
- The Committee has heard from numerous community leaders, social service, education and employment providers
- Many needed services are being provided, though there are still gaps – most significantly in job opportunities, availability of ESL classes, addressing the K-12 achievement gap, as well as overall coordination (to ensure capacity across the system, collect and share impact data, better identify gaps)
- Portland needs to do more and to do things perhaps a little differently – look to other cities' best practices, innovations
- There may well be a role for the City to play – convening, coordination, data collection and evaluation of programs, policy development
 - Possibly also to ensure that Portland is a thriving, international city
 - Perhaps assuring that all Portlanders have access to job skills development, career counseling, and job placement services to maximize both individual potential as well as ensuring a vibrant workforce
 - Support and ignite economic development in the city
- Designating an office specifically for New Mainers can be viewed as exclusive, though the specialized needs of immigrants/refugees/asylees need to be addressed.
- There are a significant number of individuals and groups that may still need to be heard during the development phase of this process.
- How best to integrate services – co-location? MOUs?
- Focus of this new office is economic development, not health and social services

Possible approaches

- **Build up/expand HIRE program** – consider moving/linking the program to Economic Development and under supervision of this new Office.
 - Broaden scope so that GA is one of many sources of referral for it – target all Portlanders who need to access training and/or job linkage services

- Leverage work of Kim Moore/Greater Portland Workforce Initiative and perhaps tighten their connection with Portland Adult Ed to expand workforce development and training linkages (Career Center, Goodwill, CEI/Portland Jobs Alliance)
- Support businesses to hire non-traditional employees including internships/vocational mentoring programs (also as way to provide path to foreign-trained professionals to gain experience and certification in the U.S.)
- **Convene a broad-based collaborative** to work on four major areas:
 - **Rebranding Portland as a multicultural, international city** – marketing, data, trade
 - Celebrating the mosaic of ethnicities and nationalities here
 - Events, gardens, flags, and signage – examples of ways to strengthen Portland’s image as multicultural and international
 - ME International Trade Center, Portland Downtown, Maine Historical Society, Chamber, ethnic groups, businesses
 - **Re-engineer the work force pipeline by ensuring ESL** capacity through a school district-wide strategy as well as expanding ESL capacity for adults
 - Removing language barriers has been found to be the single most important step to integrate successfully
 - USM (and SMCC?) role with training ESL teachers
 - **Create innovative entrepreneurial opportunities and support** including microfinancing (Opportunity Alliance, Living with Peace, CEI, Community Financial Literacy, Portland Development Corporation, SBA) and proactively connect to employers’ needs (Diversity Hiring Coalition)
 - Learning from “bridge” programs to facilitate highly educated people to use their training here (Portland Adult Ed/New Mainers Resource Center)
 - **Ensure optimal coordination of the many service providers**, allowing the dots to be more easily connected, outcomes better measured by developing common metrics, and communication more open so that immigrants are more effectively integrated into the Portland community
 - Sustain Southern Maine/USM inventory of vocational programs and other existing services with unmet needs noted
 - Welcome Center Pilot Project/New Mainers Resource Center at Portland Adult Ed
- **Plan conference** for October

Selected Resources in Portland for Immigrant Integration – Employment and Entrepreneurship Support

Business Assistance Programs

- **Portland Development Corporation** (Barry Sheff)
 - Nearly 9% of PDC loans were made to immigrants; 13% of active loans have been made to immigrant businesses

- Provide matching grants of \$10,000 per net new job created, up to \$20,000 per business, to start-ups and growing businesses for full-time positions for low- to moderate-income Portland residents
- **City's Economic Development Department** (Greg Mitchell)
 - Guidance and support for individuals starting or growing businesses
 - The Economic Development Vision and Plan addresses "Supporting efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce"

Workforce Development

- **Portland Adult Ed** (Bethany Campbell)
 - High School credentials
 - ESOL
 - Street Academy serving homeless youth
 - Job readiness
 - New Mainers Resource Center – job classes, English language, and citizenship courses as well as case management
 - Need more advocacy and policy work to reduce barriers for new Americans, including transportation, housing and child care
 - Need to help businesses understand the benefits of hiring a more multicultural workforce
 - Need to create opportunities for employers to be more engaged with their future workforce
- **Coastal Counties Workforce, Inc.** (Antoinette Mancusi)
 - Regional workforce board – oversees and funds service delivery
 - Regional plan to align with State strategies as well as local labor market needs
 - Local one-stop: 190 Lancaster St
 - For all job seekers, have current job opening databases, workshops, access to technology, referral/access to support services – **Goodwill Workforce Solutions** (Ryan Anderson)
 - Most successful with New Mainers has been work-based learning
 - International credential evaluation
 - Training with peers
 - Direct work with Portland Adult Ed (ESOL/ELL)
 - Access to translation services
 - Employment readiness workshops
 - Common barriers
 - Limited English proficiency
 - Difficulty transferring or translating credentials
 - Limited knowledge as to how to navigate the system and/or workplace culture
 - Transportation

- Common system problems
 - Lack of coordination makes it difficult to access the workforce development system
 - Resources duplicated/not maximized
 - Lack of data, tracking or evaluation on how immigrants are served
 - Lack of collaboration among funders
- Link workers to industry needs
- Create career pathways, not just quickly getting a job
- **Greater Portland Workforce Initiative** (Kim Moore)
 - Disconnect between skills of jobseekers and needs of employers
 - Funded by JT Gorman Foundation, the initiative works to close this gap by developing a streamlined workforce pipeline to train and connect workers and employers in growth industries
 - Focus on low-income populations, specifically single heads of household, immigrants and refugees, ex-offenders, disconnected older youth, and homeless
 - Primary barriers for jobseekers
 - Limited English proficiency
 - Lack of job search skills
 - Lack of basic work skills
 - Transportation
- **Helping Individuals Regain Employment (HIRE), City of Portland** (Dave MacLean, Aaron Geyer)
 - New program which identifies and addresses employment barriers for General Assistance clients to move to self-sufficiency and generates a pool of qualified candidates for local employers to meet staffing needs
 - Close collaboration with Portland Adult Ed (language, job classes), Immigrant Legal Advocacy Project, Goodwill, Career Center
- **Coastal Enterprises, Inc.** (Jen Sporzynski)
 - Business development advising
 - Job training/development
 - Loans
 - Building Maine's Economy report

Other Immigrant/Refugee/Asylee Service Providers

- **Catholic Charities** (Steve Letourneau)
 - Serve primary refugees through Refugee & Immigrant Services program and Language Partners (translation)
 - City could coordinate business to hire immigrants/refugees, become welcoming at every level, not just for lowest-level jobs
 - Need job shadowing/mentoring, especially for people who were doctors, engineers in country of origin

- Need affordable housing

Written and Oral Testimony – General

(Please note, further detail on names and testimony can be found online at the Committee's web site)

- Alain Nahimana, Maine Immigrants' Rights Coalition
 - Vision: "An inclusive Greater Portland where diversity is valued, where everyone is involved and where the minority ethnic communities are welcomed, are given the opportunity to pursue their dream and empowered to contribute to the economic, social, political and cultural advancement of the Greater Portland area." "A Welcoming Community, An Opportunity Community and An Empowering Community for Immigrants."
 - Establish an interagency group to translate vision into strategic actions
 - Many gaps and lack of clarity, accountability and impact measurement tools to ensure resources are spent effectively and productively
 - Lack of coordination and communication among immigrant service providers
 - City should ensure that goals of immigrant integration are clearly understood and communicated; help shape vision and communicate priorities; promote accountability and achievement of measurable results
 - New office should begin with a comprehensive assessment and planning effort
- Dan Wallace, Partnership for a New American Economy
 - Immigration as key part of a strategy to promote economic growth
 - Consider all barriers immigrants face – lack of access to capital; public health and safety messages may not reach them; lack of trust in law enforcement may result in underreporting crime
 - An Office for New Americans can leverage external funding, ensure quality customer service, serve as a central hub for information
 - Help with pathway to citizenship
 - Language access policies
 - Connect immigrant entrepreneurs with small business services and microfinance
 - Connect underemployed, highly skilled immigrants with jobs in their field
 - NY – celebrates ethnic heritages with special events
- Chris Hall, Portland Regional Chamber of Commerce
 - Create an office – particularly need to address underemployment, open doors, add vibrancy to Portland's economy
- Odai Alibadi – support is needed for new projects and innovations from the immigrant communities.
- Damas Rugab – the new office should track its progress and learn what immigrants go through.
- Tae Chong – new office should connect the dots for existing services; evaluate what is working and what isn't
 - Significant ESOL needs

- Need strategic plan to answer the big questions
 - Brand Portland as an international community, not just refugee resettlement
 - Bring in non-traditional allies – ethnic groups, Maine Historical Society, Maine International Trade Center, Chamber, Portland Downtown
 - Address achievement gap in schools – re-engineer the workforce pipeline at the beginning, not just the end
 - Economic engine – innovation, entrepreneurship
- Kris Horton, Public Market – new office should address language and rules/regulations
- Rev. Ken Lewis, AME Zion Church – there already are many organizations for immigrants and what would this office do that hasn't already been tried. An office for new Mainers would be exclusive and such an effort should be inclusive; Portland is too small to segment; the City needs to address the population that is already here.
- Anne Gass – new office should advocate, coordinate, and plan its services to be a resource center.
- Calude Rwaganje, Community Financial Literacy – goal of new office should be to connect and collaborate with all services providers and be involved with policy-making decisions.
- Dawud Ummad – school system is suffering because of language challenges. Need to support that effort.
- Leonard Cummings – City should help all, not focus on immigrants/refugees.
- Kwan Malwal – agrees with Rev. Lewis.
- Deborah Cummings Khadraoui – a new office like this would be exclusive and will not offer anything new or what is needed.
- Aymen Korika, Sudanese community – do not need this office. Portland already does a great job for immigrants. Doesn't want to be labeled a new American and treated differently; such an office would create yet another division.
- Joby Thoyalil, Maine Equal Justice Partners – new office would be good but shouldn't exclude other minorities. Serve as a point of coordination.
- Dennis Ross – agrees with Rev. Lewis.
- Qamrul Islam – not opposed to office, but naming it for New Mainers is divisive. Should work to increase and improve collaboration.
- Christina Feller, Living With Peace – such an office would create greater divisiveness. Focus on overall diversity, not just citizenship status.
- Sue Roche, Immigrant Legal Advocacy Project
 - Help people gain legal status and work authorization
 - New office should support and help coordinate work already being done, without replacing or replicating services others are already providing
 - City should ensure immigrants' basic needs are met since Office of Refugee Services closing
 - Office should be an information clearinghouse for the immigrant community and those who work with them

- Office should also serve as a convener and connector for groups already working with the immigrant community to ensure better communication and avoid duplication of services
- Octavia Clarkson – new office should coordinate the many current service providers, resources, build on data for an economic strategy and have a multicultural focus, not just immigrants/refugees
- Stephanie Trice Gill – while there are services, we still lack efficiency, coordination, and clear pathways; we need a plan for better, more sustainable integration and we need data
- Tim Honey – need better understanding of where the gaps are, as well as better coordination, focus and accountability from existing service providers
 - City should provide leadership and create a strategic approach to priorities and programs
 - Immigrant communities are essential partners
- Henri Koy-Bofumbo, Congolese Community of Maine – want to partner with City
- Mahmoud Hassan, Somali Community – same
- South Sudanese, Iraqi– City should pull together the many disparate organizations working with immigrants on ways to pool efforts together to support self-sufficiency; engage the community leaders with all the service providers
- Maza Muhammed, Ethiopian Community – critical to support and expand Portland Adult Ed

Additional Local Resources

- Funding Collaborative on Immigrants & Refugees/ New Americans Funders Network of Maine – Erin Cinelli, Lerner Foundation, and Deb Felder, Broad Reach Fund
- Educate Maine – Ed Cervone
- USM (ESOL/ELL teacher certification) – Glenn Cummings
- New England Arab American Organization – Zoe Sahloul
- Portland Regional Chamber of Commerce – Quincy Hentzel

Economic Development Committee
Possible Creation of an Office of New Mainers
Best Practices
July 5, 2016

Reviewed all comparable cities in the northeast (see list at end of document) and found that despite far higher levels of foreign-born population, none have created anything like an Office of New Americans specifically; economic development activity is more in line with the current functions in our Economic Development Department.

The following are municipal offices unless otherwise specified as an outside organization.

Louisville, KY – Office for Globalization

- City department with mission is to assist new Americans in Louisville to achieve self-sufficiency and success; enhance and encourage multiculturalism in Louisville; engage in economic development through global economic outreach
- Spur the development of international councils – for each ethnic community
- Immigrant Business Resources
- Connect immigrants and refugees to governmental and non-governmental resources and serve as an information clearinghouse
- Started diversity initiative for all City employees
- Annual two-day WorldFest, including naturalization ceremony

Chattanooga, TN – HANDS Across Chattanooga

- Part of City Office of Multicultural Affairs
- HANDS = Helping All Nationalities Diversify Society
- Mission is to fight discrimination due to national origin and integrate immigrants into the city
- Link with services that will help them become more acclimated; Welcome Fair

Boulder, CO – Immigrant Advisory Committee

- Encourages immigrant involvement in city government and advises the city on issues relating to the immigrant community
- Seven members appointed by city manager – all are immigrant residents, either citizens or non-citizens, and must reflect the demographics of the immigrant community
- Have worked on public library services and programs, affordable housing programs, fire department's master plan, parks and recreation's master plan, transportation plans, etc.

Aurora, CO – Office of International and Immigrant Affairs; Office of International Initiatives

- Oversees the development and implementation of strategic citywide plan regarding policy, programs and initiatives for the local immigrant and refugee populations; also coordinates the Aurora Immigrant and Refugee Commission
- Created comprehensive 3-year strategic plan, identifying key challenges which keep immigrants and refugees from being full partners in the life of the city and sharing their many contributions with the community, including:
 - Linguistic and cultural barriers
 - Possible fear of government and law enforcement agencies
 - Lack of awareness and understanding of available resources, medical coverage and employment services
- Aurora Welcome Center – one-stop to learn about resources and services
- Quotes the National Immigration Forum: “Integration is a long-term process through which immigrants and host communities communicate effectively, function together and enrich each other, create economic opportunities and have mutual respect and understanding among people of different cultures.”
- Primary objectives of the plan are to maximize resources, develop innovative initiatives, and avoid duplications of programs and services – the plan organizes the city’s often disparate immigrant and refugee efforts toward one goal: integration
- Please see attachments for selected parts of the strategic plan

Dayton, OH

- Welcome Dayton (www.welcomedayton.org) – “Immigrant-Friendly City” – community initiative:
 - Encouraging business and economic development
 - Access to education, government, health and social services
 - Ensuring equity in the justice system
 - Promoting an appreciation of arts and culture
- Government, non-profit, and business sectors engaged in a series of extensive community conversations regarding immigration in the region. Created Welcome Dayton Plan and the City of Dayton Commission unanimously adopted it in October of 2011
- Plan outlines clear, measurable actions for each of the areas above
- Please see attachments for selected parts of the strategic plan

Columbus, OH

- Global Columbus – community initiative which is a product of Columbus Council on World Affairs – mission is to give equal opportunity to all refugees and immigrants and allow them to become responsible, productive residents of Columbus
- Goals are to:
 - Coordinate resources with city, county, state and community

- Address the needs of growing immigrant and refugee populations in a culturally sensitive manner
- Maximize the impact of existing City and County services and establish community plan for peak performance service delivery
- Work together to empower new arrivals towards self-sufficiency and transition Columbus to a world community
- Enhance and promote educational and social activities that foster greater appreciation for diverse cultures

Buffalo, NY

- City of Buffalo: New Americans Study: A strategic action plan to advance immigrant and refugee integration and success (please see attachments for selected parts of the plan)
 - Process to develop strategic plan included data analysis, listening sessions, stakeholder interviews, research review
 - Strategies:
 - *Welcoming* – improving initial experiences of immigrants and refugees related to the resettlement experience, acculturation, and community organization
 - Enhance post-resettlement services
 - Improve language access
 - Promote information on essential services
 - Facilitate cultural exchanges
 - Encourage community engagement
 - Promote civic participation
 - *Settling In* – addresses issues of housing neighborhoods and public safety
 - Expand resettlement into new neighborhoods
 - Ensure adequate housing
 - Promote business districts
 - Encourage participation in recreational programs
 - Establish a community space
 - Engage with the Police Department
 - *Strengthening* – describes the importance of social services, health care, education and employment to providing a solid foundation from which to prosper
 - Increase language access for health and human service providers
 - Provide specialized training for school personnel
 - Pursue opportunities for parental involvement
 - Encourage participation in enrichment programs
 - Improve access to adult education
 - Develop effective vocational training
 - Expand employment programs
 - Increase entrepreneurial efforts
 - Facilitate professional careers

- Expand workforce opportunities
- *Moving Forward* – actions for city to take to further integration of immigrants and refugees, improve access to city services, and develop initiatives where city uniquely positioned to make a difference
 - Pass a welcoming city ordinance
 - Provide cultural sensitivity training
 - Expand Office of New Americans capacity
 - Establish a New Americans Advisory Council
 - Apply best practices
- https://www.ci.buffalo.ny.us/%5Cfiles%5C1_2_1%5CMayor%5CNewAmericansStudy.pdf

Boston, MA

- Just changed name from Mayor's Office for New Bostonians to Mayor's Office for Immigrant Advancement
- The purpose of the Office is "to strengthen the ability of diverse cultural and linguistic communities to play an active role in the economic, civic, social and cultural life in the city of Boston. MOIA acts as a catalyst for providing opportunity, access and equality for immigrants, and highlights the contributions and the essential role that immigrants have played and continue to play in making Boston the world class city that it is."
- Focusing on:
 - K-12
 - Family engagement
 - Educate families on options for ELL
 - Increase recruitment and diversity of ELL teachers
 - ESOL
 - Expand ESOL to all caregivers of Boston Public Schools students to support children's learning
 - Improve quality and accountability of programs through consistent performance measures and feedback to stakeholders
 - Expand collaboration to ensure consistency of access, achievement of higher impact, and public awareness
 - Jobs
 - Enhance immigrants' progress through the workforce development system
 - Increase immigrants' success rate in achieving post-secondary degrees and credentials
 - Expand opportunities and support for immigrants to develop and strengthen entrepreneurship skills
 - Ensure immigrants with low-wage jobs have economic opportunities, fair wages and benefits
- Published guides to assist immigrants to access City and community resources
- ESOL class directory

- Immigration advice
- Interactive, online database of services for immigrants, refugees and newcomers for Greater Boston

Other Best Practice Information

- Most municipal offices for immigrant integration include:
 - Mayoral champion
 - Making the economic case
 - Develop, streamline and consolidate services
 - Work with law enforcement; promote civic engagement; engage policymakers; offer leadership to the region. AS/COA and USC Center for the Study of Immigrant Integration, Opening Doors, Opening Minds, Opening Communities: Cities Leading for Immigrant Integration http://www.as-coa.org/sites/default/files/USC_Report_LayFinal2_17_WEB.PDF
- Financial coaching and small business development services should be right up there with next to learning English.
 - Immigrant integration has traditionally been understood as teaching English and supporting immigrants through the process of achieving legal status, both of which are necessary and important services.
 - Comprehensive immigrant integration, however, must include services that directly support immigrants to become robust economic contributors and foster economic mobility for immigrants and their children.
 - Need knowledge and tools to full participate in financial and real estate marketplace in the US.
 - It is time to more directly connect these important infrastructures to support immigrant economic integration. It is not enough for us to work in poorly connected silos. Need suite of integrated services, requiring multiple organizations to collaborate and integrate their services.
Beginning with English language learning and legal support, including financial coaching, tax assistance, workforce development, and, for many, small business development services.
<http://www.shelterforce.org/article/4171/immigrant-integration-services-must-aim-to-build-assets/>
- Need labor market intermediaries to connect immigrant job seekers to employer needs; limited English proficiency is most significant employment barrier for immigrants, both skilled and unskilled; need help with job search and application processes; transportation challenges
 - Key actions needed to address employment barriers
 - Access to intensive pre-employment language programs as well as flexible English classes at workplaces or other locations
 - Additional orientations to the cultural expectations of the labor-market process and US work environments

- Increased education about the local economic and employment landscape, including key sectors and employers, to give immigrants more context for their job searches
- Additional opportunities for tutoring, mentoring, volunteering, internships and apprenticeships that help immigrants integrate into the workforce
- Increased networking opportunities for immigrant job seekers and employers, as well as employers with workforce intermediaries
- Direct partnerships with Maine employers and workforce intermediaries
 - Building Maine's Economy: How Maine Can Embrace Immigrants and Strengthen the Workforce <http://www.ceimaine.org/wp-content/uploads/2016/03/CEI-Immigration-Report-2016-WEB-PAGES.pdf>
- Partnership for a New American Economy (<http://www.renewoureconomy.org/>) and Welcoming America (<http://www.welcomingamerica.org/>) – Gateways for Growth Challenge funding for research, technical assistance, and matching grants to support the development and implementation of multi-sector strategic plans for welcoming and integrating new Americans. <http://www.renewoureconomy.org/news/updates/twenty-communities-selected-for-gateways-for-growth-challenge-to-welcome-and-integrate-new-americans/>
- National League of Cities, 20 Cities, 20 Good Practices: Municipal Innovations in Immigrant Integration <http://www.nlc.org/documents/Find%20City%20Solutions/Research%20Innovation/Immigrant%20Integration/municipal-innovations-immigrant-integration-20-cities-sep10.pdf>
- University of North Carolina at Chapel Hill, Immigrant Integration in North Carolina <https://migration.unc.edu/files/2015/02/ImmigrantIntegrationSummitReport.pdf>
- Chicago Global Affairs Council, Reimagining the Midwest: Immigration Initiatives and the Capacity of Local Leadership http://www.immigrationpolicy.org/sites/default/files/docs/reimagining_the_midwest_report_2014.pdf
- Center for American Progress, All Immigration is Local: Receiving Communities and Their Role in Successful Immigrant Integration <https://www.americanprogress.org/wp-content/uploads/issues/2011/09/pdf/rci.pdf>
- Chicago New Americans Plan <http://www.cityofchicago.org/content/dam/city/depts/mayor/Office%20of%20New%20Americans/NewAmericanBookletfullplan.pdf>
- Grantmakers Concerned with Immigrants and Refugees, Investing in our Communities: Strategies for Immigrant Integration <https://www.gcir.org/sites/default/files/resources/GCIR%20Toolkit.pdf>
- Career Pathways Toolkit; next is Credentialing Academy; SBA 101 classes; other resources White House Task Force on New Americans https://www.whitehouse.gov/sites/default/files/image/tfna_progress_report_final_12_15_15.pdf

Comparable Northeast Cities Reviewed

City/Town	2010 Population	Median HH Income	Median Age	Foreign Born
Worcester, MA	183,016	\$ 45,011	32.7	21.1%
Providence, RI	178,042	\$ 36,378	29.1	25.3%
Springfield, MA	153,060	\$ 34,734	32.7	11.0%
Bridgeport, CT	147,612	\$ 42,687	32.1	29.2%
Manchester, NH	110,448	\$ 51,248	36.2	9.4%
Lowell, MA	109,945	\$ 42,270	32.4	25.3%
Brockton, MA	93,810	\$ 51,274	35.4	24.7%
Quincy, MA	92,271	\$ 61,142	39.4	27.7%
Lynn, MA	90,329	\$ 47,155	35.3	30.8%
Lawrence, MA	76,377	\$ 36,187	30.5	38.4%
Portland, ME	66,194	\$ 40,806	35.8	7.6%
East Hartford, CT	51,252	\$ 49,342	39.6	21.7%
Burlington, VT	42,417	\$ 43,323	27.0	8.1%
Bangor, ME	33,039	\$ 34,998	35.5	3.4%

Economic Development Committee
Possible Creation of an Office of New Mainers
Next Steps
July 5, 2016

- What are the "problems" we are trying to solve?
- What role should the City play?
- What else do we need to know and/or who else do we need to hear from in order to make decisions?
- What should the goals of the October conference be?

September 2015:

Week 3: Presentation to City Council

Week 4: Presentation to members of the immigrant and refugee communities, service providers and local organizations.

In order to develop and implement the goals of the Comprehensive Strategic Plan, the plan recommends changes related to organizational structure and governance, as well as a coordinated implementation effort between city departments. These policy recommendations have less to do with the simple provision of specific services than with establishing formal structures and opportunities for refugees and immigrants to develop their leadership skills and participate in decision-making in local government. The implementation of this important set of policy recommendations will put Aurora on track to becoming a national leader in the area of immigrant integration.

A. Create an Office of International and Immigrant Affairs

Under the current organizational structure, the Office of International Initiatives resides within the City Manager's Office. During the discussion of the 2015 budget, the City Council tasked this office with coordinating the city's various efforts related to the international, immigrant and refugee community. After studying the best practices in the area of immigrant integration from all over the country and considering the changes in the demographics in Aurora, we strongly believe that it is time to retitle the office to better describe its responsibilities and purview. We therefore recommend the creation of an "Office of International and Immigrant Affairs" to replace the Office of International Initiatives (See Appendix A for examples nation-wide). This title better reflects the work envisioned in the Comprehensive Strategic Plan that will be outlined in section four of this document. This fits with the national trends for cities and towns across the United States. Such an office would focus on the following:

- Facilitate the successful integration of immigrants and refugees into Aurora's civic, economic, and cultural life
- Teach civics with a goal to build empowerment and advocacy
- Provide effective leadership for issues impacting immigrants and refugees
- Oversee development and implement policy programs and services aimed at the local refugee and immigrant population
- Build partnerships with city departments to implement cohesive, coordinated, and accessible programs for immigrants and refugees
- Serve as a focal point for activities that would increase immigrant and refugee civic engagement and work on emerging issues that affect immigrants and refugees



- Support the city's international efforts, manage official international protocol activities and events, and serve as a liaison to the international community. Also, the head of this office would oversee the coordination of the Aurora Immigrant and Refugee Commission

B. Formalize the Aurora Immigrant and Refugee Task Force

The initial goal of the Aurora Immigrant and Refugee Task Force (AIRTF) was to reach out to the community and build a relationship with its members to identify their needs. Since its creation in June 2014, the AIRTF has worked toward this goal, but still needs to establish a formal internal structure, or mission, and develop a plan to meet its stated goal. In order to adequately staff and set up the Task Force for success in both the short and long term, we recommend formalizing the AIRTF, including assigning staffing responsibilities to the proposed Office of International and Immigrant Affairs. The main objectives of this proposed model is to offer the following; 1) foster collaboration and partnership between the AIRTF and the city; 2) share resources and information; 3) develop joint efforts and projects; 4) avoid duplication and clarify community roles; 5) encourage more civic participation from these communities; 6) cultivate new leadership in the international population; and 7) identify emerging issues and offer advice and insight for elected leaders and city staff. Finally, we strongly believe that the AIRTF is an important voice and should transition into a formal city commission in the near future. Many cities have an advisory commission or other chartered group charged with similar tasks.

C. Establishment of the International Cabinet or inter-agency working group

Immigrant integration efforts at the city level require a comprehensive and coordinated effort between city departments and municipal agencies. This inter-agency approach will help ensure that programs, strategies, and plans for the local immigrant and refugee populations are implemented in a cost effective and timely manner. Having this kind of inter-agency working group will optimize city service delivery and avoid the duplication of city services and programs. In addition, collaboration between key city staff members and sharing of resources will improve efficiency, internal communication, and coordination among city departments. The cabinet will meet on a monthly basis and be comprised of department representatives with authority/responsibility over programs related to immigrant integration. The cabinet will be staffed by the Office of International and Immigrant Affairs.

D. Establishment of evaluation performance efforts

To evaluate these efforts, a metric evaluation system will be developed with a focus on measuring quantitative and qualitative results, depending on the nature of the project or program in accordance with the most modern evaluation methods used in the immigrant integration field. City staff will explore the possibility of local higher education institutions providing technical expertise regarding the evaluation of integration efforts.

4. COMPREHENSION OF THE AURORA COMMUNITY'S NEEDS FOR IMMIGRANT AND REFUGEE SERVICES

The findings from the online survey, community conversations and focus groups were considered in the prioritization of programs and initiatives described below.

A. INTEGRATION THROUGH CIVIC ENGAGEMENT

To encourage more people with an immigrant and refugee background to get involved in civic affairs so that their intercultural competence can be used for the benefit of the Aurora community

“Engaging immigrants and refugees in the civic life of the city, by promoting naturalization among newcomers will help local governments foster a more welcoming environment and encourage greater civic participation among our new residents.” (National League of Cities)

Office of International and Immigrant Affairs

U.S. Citizenship and Immigration Services, Aurora Communications Department, non-profit immigrant and refugee serving organizations, International Cabinet, Aurora Immigrant and Refugee Task Force, Aurora Welcome Center, the Colorado African Organization, and volunteer church and service agencies

- Launch local naturalization efforts in collaboration with the U.S. Citizenship and Immigration Services and local community partners
- Explore opportunities to participate in national campaigns that promote naturalization and immigrant integration
- Encourage and celebrate the transition to citizenship by hosting naturalization ceremonies in city venues and celebrating National Citizenship Day
- Promote the benefits of naturalization through ethnic media and the city of Aurora Communications Department
- Establish new relationships and collaborations with national and international organizations to exchange best practices in the field of immigrant integration
- Train frontline city staff to provide information on citizenship services and ESL classes
- Develop the “New Americans Citizens Academy” to train and develop leadership skills among emerging community leaders from the immigrant and refugee community. The Academy is a program designed to educate newcomers, foster communication between new residents and city government, and even encourage future city leaders. Participants learn about a wide variety of topics, from city services to how local government functions. This program will help municipal officials and community leaders inform immigrants and refugees about local government. The Academy will also assist in broadening the pool of future leaders for service on city boards and commissions.
- Develop and implement the “Natural Helpers Program.” This nationally recognized innovative program trains local volunteers from the immigrant and refugee community to assist newcomers and link them to programs, resources and services in the community.
- Support partnership efforts related to cultural immersion and integration programs focused on the immigrant and refugee population
- Enhance avenues for new residents to obtain information about available programs and resources across the city, and hold public meetings in places where immigrants will attend
- Expand outreach efforts to ensure newcomers are included in the planning of city development projects



- Organize special events at the Aurora Municipal Center to celebrate the contributions of the refugee and immigrant communities to the city of Aurora
- Increase the appointment of qualified members of the immigrant and refugee community on city boards and commissions
- Strengthen the mission and work of the Aurora Immigrant and Refugee Task Force as the city's premier advisory body for immigrants and refugees in the city

B. SAFETY IN OUR INTERNATIONAL CITY

To strengthen peaceful coexistence in our international city increasing security for all residents.

“Police-immigrant relationships are essential for effective community policing and public safety outreach is crucial for immigrants and refugees accustomed to different cultures and police expectations.” (National League of Cities)

Office of International and Immigrant Affairs

Aurora Police Department, Aurora Fire Department, Aurora Communications, International Cabinet, Aurora Welcome Center, Aurora Office of Emergency Management, Aurora Immigrant and Refugee Task Force, Aurora City Attorney's Office, The Asian Pacific Development Center, faith-based organizations, and victim advocates

- Support and expand the Aurora Police Department's Multicultural Neighborhood Watch program, which informs the immigrant and refugee community
- Engage the Aurora Police Department (APD) to create opportunities for regular meetings between immigrant advocates, community-based organizations, members of the refugee and immigrant community, and members of the police force
- Assist APD and the Aurora Fire Department (AFD) with cultural competence and cross-cultural training programs
- Develop a partnership with the APD and other local community partners for a series of public media educational and awareness campaigns in the area of child safety, prevention of domestic violence, human trafficking, and drunk driving
- Develop a partnership with the APD for a city wide effort in the area of crime prevention and community policing that engage newcomers, fighting crime by combating fears, and addressing concerns of all communities
- Develop a city wide “Emergency Preparedness Initiative” focused on the immigrant and refugee population
- Develop a series of fire safety programs in the refugee and immigrant communities



- Support APD and AFD recruitment efforts to increase diversity in our police and fire departments
- Create a specific public safety component as a part of the curriculum of “The New Americans Citizens Academy” to educate new residents about public safety and law enforcement issues and foster volunteerism through alumni organization of academy graduates

C. INTEGRATING THROUGH LANGUAGE ACQUISITION

Develop and implement a city sponsored innovative effort to offer English as a Second Language (ESL) and civic classes in the immigrant and refugee community.

“Learning English is an important tool for immigrants and refugees to gain the opportunities to reach their full potential and contribute to the community.” (National Immigration Forum)

Office of International and Immigrant Affairs

Aurora Public Schools, Communications/Aurora TV, Aurora Public Library, International Cabinet, Aurora Immigrant and Refugee Task Force, Cherry Creek Schools, Community College of Aurora, and other private and public service organizations offering language learning

- Produce a new television series to teach ESL and civics through the public library system, community partners, and Communications/Aurora TV. This television series will include tutorials, live discussions between teachers and students, and information on civics and American culture.
- Support expansion of ESL classes and adult education programs throughout the city
- Create public and private partnerships to create more accessible ESL opportunities
- Promote English language instruction information and community resources for English language learners in the Aurora Public Library system
- Extend opportunities to learn a second language for Aurorans wanting to communicate with newcomers for business and social purposes

D. INTEGRATION IN THE NEIGHBORHOODS

To bring people together and eliminate boundaries of nations and generations in the city’s neighborhoods, to disseminate information about city resources to newcomers, and to make the city attractive for all residents of the community.

“Immigrants and refugees face a unique set of challenges in accessing city services due to the language barrier, lack of trust in government, and cultural differences.” (National League of Cities)

Office of International and Immigrant Affairs

Aurora Neighborhood Services Department, Tri-County Health Department, RTD, International Cabinet, Aurora Welcome Center, Adams, Douglas and Arapahoe County governments, and Aurora Immigrant and Refugee Task Force

- Train city staff to effectively identify and meet the needs of the immigrant and refugee population
- Develop a series of educational workshops and training sessions for the immigrant and refugee population related to neighborhood issues, such as zoning, permits, city regulations, business licenses, and a host of other diverse topics
- Develop training sessions on cultural awareness, sensitivity and cross-cultural programs for city employees, as well as boards and commissions
- Promote the concept of community gardens as a method to promote togetherness and expand outreach efforts toward the local immigrant and refugee populations
- Engage newcomers in current city programs and initiatives related to the city 's beautification, anti-loitering, and graffiti cleaning projects
- Assist the Tri-County Health Department in their outreach efforts to promote public health in the immigrant and refugee populations
- Develop an online information database for services offered to immigrant and refugee residents and make vital documents language accessible for non-English speaking residents
- Develop and implement a city program to educate Aurora residents about immigrants and refugees, including cultures, languages and foods
- Develop a partnership with RTD for a public media campaign focused on educating the immigrant and refugee population about public transportation, covering topics like how to ride the bus and buy tickets, information about routes, and provide maps

E. INTEGRATING THROUGH ECONOMIC AND FINANCIAL GROWTH

To promote immigrant and refugee entrepreneurship as a route to economic integration and to promote wealth building and utilization of mainstream financial services among newcomers.

“While immigrants tend to set up businesses at higher rates than their native-born peers, they face greater obstacles such as limited access to capital and financial services, a lack of familiarity with the local markets and business environment, and lack of knowledge about resources and programs for entrepreneurs.” (Migration Policy Institute)

Office of International and Immigrant Affairs



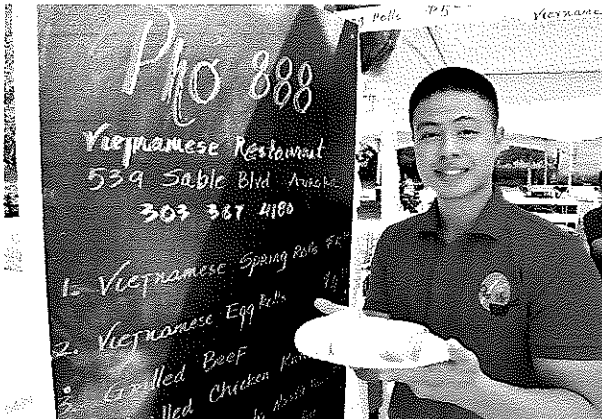
Key partners: Small Business Administration, Aurora Chamber of Commerce, Ethnic Chambers of Commerce, International Cabinet, Aurora Economic Development Council, Aurora Welcome Center, Aurora Small Business Development Center, Aurora Immigrant and Refugee Task Force, Visit Aurora, Havana BID and 'Fax Aurora

Activities:

- Assess existing programs and services for immigrant and refugee small businesses
- Explore innovative models that are being implemented across the country
- Develop a citywide plan to support immigrant and refugee small businesses
- Explore the possibility to create a special start-up business fund to implement a micro-lending program to increase capital for immigrant and refugee small business owners supported by financial institution partners
- Partner with community lenders and local financial institutions to launch a citywide campaign to promote financial literacy among immigrants and refugees
- Develop an outreach plan to educate new residents about home buyer programs and resources
- Develop and expand education programs for tenants and home owners
- Expand current efforts to educate new renters about their rights and responsibilities
- Create a small business start-up information center to be located at the Aurora Welcome Center
- Develop training programs for immigrant and refugee small business owners in collaboration with the Aurora Welcome Center
- Support vocational targeted language and workforce training opportunities for newcomers
- Foster relationships with local ethnic chambers of commerce
- Reinforce affordable housing initiatives
- Support efforts at protecting newcomers from predatory practices targeting the immigrant and refugee community

F. INTERNATIONALITY AS A DRIVING FORCE FOR ECONOMIC DEVELOPMENT

Goal: To improve Aurora's appeal to entrepreneurs from all over the world and to further expand our international relationships in the field of science and business.



In order to continue to grow and become a key player at the international level, international strategic partnerships and collaborations in the areas of economics, culture, medicine, and business must be developed.

Lead agency: Office of International and Immigrant Affairs

Key partners: Aurora Sister Cities, International Cabinet, Visit Aurora, Aurora International Roundtable, Aurora Economic Development Council, and the Anschutz Community-Campus Partnership

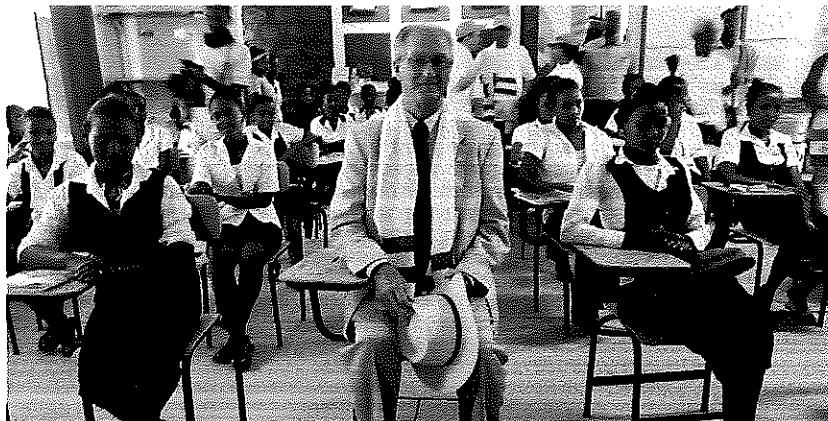
Activities:

- Define and promote international trade and investment in the city
- Develop relationships with foreign consulates, foreign governments, World Denver IIE, the World Trade Center and Aurora Sister Cities to promote Aurora as an international destination for business and tourism
- Promote the retention of foreign students attending colleges and universities in Aurora
- Monitor business activities of foreign companies in the Denver greater area and promote the participation of local companies in international trade and business missions
- Partner with Aurora Sister Cities and the Office of the Mayor/Council to participate in and plan trade/exchange missions with cities abroad
- Support business and economic partnerships with our current Sister Cities
- Strengthen and expand the work and mission of the Aurora International Roundtable
- Expand current city branding efforts to promote Aurora as a business friendly, international city

G. INTEGRATING THROUGH SPORTS AND RECREATION

Goal: To utilize sporting activities to bring newcomers and Aurora residents together, to create a better understanding across ethnic and linguistic boundaries, to promote and develop social skills among new residents, and to promote social cohesion in the Aurora community.

“Recreational activities and sports help to improve the quality of life for all residents in the city, especially for those newcomers learning how to integrate into a new city.” (National League of Cities)



Lead Agency: Office of International and Immigrant Affairs

Key Partners: Aurora Parks, Recreation & Open Space, immigrant and refugee organizations, ethnic media, International Cabinet, Visit Aurora, Aurora Immigrant and Refugee Task Force, and local sports organizations

Activities:

- Develop a citywide sports and recreation outreach effort to educate newcomers about parks programs, regulations and services
- Promote the use of parks facilities and sport and recreation programs among new residents of the city
- Organize the annual “International Bike Day event” to promote the use of bikes among new residents, introduce them to bike safety and Aurora trails and bike routes
- Organize the “Aurora International Soccer Cup” to bring newcomers and Aurora residents together to foster better relationships among different ethnic groups in the community
- Use sports and recreational activities as a key integration tool for our new residents, especially the youth of both genders

H. INTEGRATING THROUGH ARTS AND CULTURE

Goal: To achieve a greater immigrant and refugee participation in the cultural life of the city, to enrich the city’s cultural life and to make the city more creative.

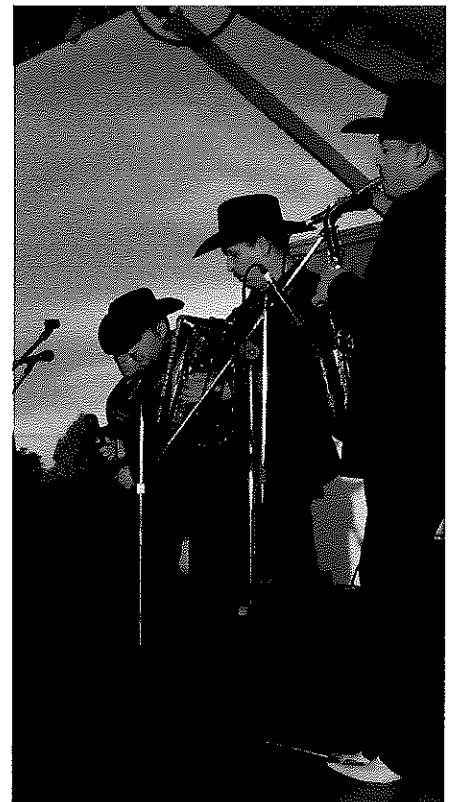
“Immigrants and refugees integrate more easily through artistic and cultural activities and experiences, while enriching the cultural life of the city as a whole.” (National League of Cities)

Lead agency: Office of International and Immigrant Affairs

Key partners: Aurora Public Library, The Aurora Fox, Downtown Aurora Visual Arts, Aurora Public Schools, Aurora International Roundtable, Aurora Parks, Recreation & Open Space, Aurora Cultural Affairs Commission, International Cabinet, Aurora Immigrant and Refugee Task Force, Art in Public Places Commission, and Cherry Creek Schools, City of Aurora Poet Laureate, the Aurora History Museum, the Aurora Cultural Arts District and the Community College of Aurora

Activities:

- Develop outreach efforts to promote arts and cultural events among immigrants and refugees
- Establish partnerships with local art and cultural organizations to develop art programs for immigrant and refugee children and youth
- Promote art, music and culture as key integration tools among newcomers
- Work with the Aurora Public Library system to organize cultural events and programs geared toward the local immigrant and refugee population



- Support local public art projects geared toward the local refugee and immigrant population
- Celebrate the cultural heritage in the city and create an international calendar of events to promote international activities and cultural celebrations within the city
- Strengthen and expand “Global Fest” as the city’s premier arts and cultural event
- Utilize Aurora Sister Cities as a resource to recruit international artists, musicians or performers for Global Fest and other events
- Establish an Annual Mini-Grant program to help immigrant and refugee organizations to fund community based projects, events and activities related to arts, culture and immigrant integration
- Identify significant dates honored in other predominant cultures and religions and limit city scheduled activities on those dates to honor them

I. INTEGRATION THROUGH MENTAL AND PHYSICAL HEALTH AND WELLNESS

Goal: To reduce medical bankruptcy, illness burden, suicides and exacerbated chronic health conditions.

“Compared to their native counterparts, immigrants and refugees are at higher risk for developing mental health problems due to previous trauma and/or the stress of migration and resettlement; such as war, violence, poverty, and acculturation.” (Wilder Foundation)

Lead agency: Office of International and Immigrant Affairs

Key partners: Aurora Mental Health Center, Refugee Mental Health at the University of Colorado, Refugee Health Services of Colorado, Tri-County Health

Activities:

- Support HEAL, a campaign to promote healthy eating and active living among Aurora residents
- Promote availability of native and localized markets to bring familiar products to family tables
- With Tri-County, promote health initiatives to lower smoking, substance and drug use, especially in youth; to increase healthy eating and active living; to make connections to medically relevant primary care medical homes
- Feature immigrants and refugees in public media campaigns, particularly visual displays and ads targeted at health and mental well being



PROPOSED MODEL

City Manager's Office

Aurora Welcome Center

To serve as a resource for the growing immigrant and refugee community, the AWC connects newcomers to the resources, services, and opportunities they need to fully participate in the economic, civic, social and cultural life of the community.

Office of International and Immigrant Affairs

To facilitate the successful integration of immigrants and refugees into Aurora's civic, economic, and cultural life and to oversee development and implementation of a strategic citywide plan regarding policy programs and initiatives toward the local refugee and immigrant populations. This office will lead international efforts focused in the establishment of strategic global partnerships and will manage official protocol activities and events, and serve as a liaison to the international community. Also the head of this office will oversee the coordination of the Aurora Immigrant and Refugee Commission.

Aurora Sister Cities

To foster mutually beneficial relationships with our international sister cities partners in the areas of culture, arts, economics and education

International Roundtable

To assist and collaborate with the city in the creation of international business opportunities, to celebrate the economic, cultural and civic contributions of the international community and to serve as a key partner in the organization of the Annual Global Fest event.

Aurora Immigrant and Refugee Commission

To serve as an advisory body to the city and to work with the office of international and immigrant affairs regarding programs and policies toward the local immigrant and refugee communities. The AIRC will support local immigrant integration efforts and assist the city in their outreach efforts toward the immigrant and refugee population.

International Cabinet

To coordinate all internal city efforts between city departments and municipal agencies toward the international community, this inter-agency approach will ensure that programs, strategies and plans for the local immigrant and refugee population are implemented in a very cost effective manner.

Global Fest

The City's premier international event to celebrate the diversity, arts, culture and economic contributions of the international community to the city of Aurora.

APPENDIX A

Examples of cities nationwide with office structures similar to the proposed City of Aurora Office of International & Immigrant Affairs:

City of Allentown, PA (118,577) Office of Immigrant and Multi-Cultural Affairs

<http://www.allentownpa.gov/Government/Mayors-Office/Immigrant-and-Multi-Cultural-Affairs>

City of Atlanta, GA (447,841) Office of International Affairs

<http://www.atlantaga.gov/index.aspx?page=636>

City of Cleveland, OH (390,113) Chief of Government and International Affairs

<http://www.city.cleveland.oh.us/City of Cleveland/Home/Government/Cabinet/VMcCall>

City of Denver, CO (649,495) Office of Immigrant and Refugee Affairs

<https://www.denvergov.org/humanrights/HumanRightsandCommunityPartnerships/OurOffices/ImmigrantandRefugeeAffairs/tabid/445156/Default.aspx>

City of Newark, NJ (278,427) Office of International Relations and Diaspora Affairs

<http://www.ci.newark.nj.us/government/mayor/intl-relations-diaspora-affairs/>

City of Orlando, FL (255,483) Office of International Affairs

<http://www.city.oforlando.net/mayor/international-affairs/>

City of Richmond, VA (214,000) Office of Multicultural Affairs

<http://www.richmondgov.com/HispanicLiaison/>

City of Seattle, WA (652,405) Office of Immigrant and Refugee Affairs

<http://www.seattle.gov/office-of-immigrant-and-refugee-affairs>





Executive Summary

Business and Economic Development

Goals:

1. Identify and support a strategic neighborhood business district as a center for immigrant businesses desiring to co-locate in a commercial or industrial node.
2. Help ease the burdens/reduce the barriers for anyone (specifically immigrants) who want to open new businesses in the city serving whomever or wherever.

Recommendations:

1. Focus on East Third Street, generally between Keowee and Linden, as an initial international market place for immigrant entrepreneurship.

East Third Street, in addition to being a primary thoroughfare between Downtown and Wright Patterson Air Force Base, also encompasses an area of organic immigrant growth and available space to support continuing immigrant entrepreneurship.

- a. Develop marketing plan for the area.
 - b. Provide façade grants and other tailored small business assistance programs.
 - c. Outreach to realtors and agencies to help market the area.
 - d. Establish an immigrant and small business friendly financial anchor.
 - e. Follow the WSU/UC corridor plan as a framework.
 - f. Facilitate an Immigrant entrepreneur ambassador program.
2. Create an inclusive community-wide campaign around immigrant entrepreneurship that facilitates startup businesses, opens global markets and restores life to



friendly in their program offerings rather than create a new entity.

- b. Messages, materials and presentations should provide information about the benefits of immigrant entrepreneurs, awareness of how their needs might differ from other entrepreneurs, existing resources available to help address these issues, and basic cross-cultural etiquette.
- c. Focus on Dayton's history of innovation and its immigrant past to overcome fear and embrace the full richness of cultural diversity.
- d. Work with immigrant social networks to nurture the rebirth of strategic Dayton neighborhoods.
- e. Actively explore the potential linkages to international markets by partnering with new immigrant residents.

Local Government and Justice System

Goals:



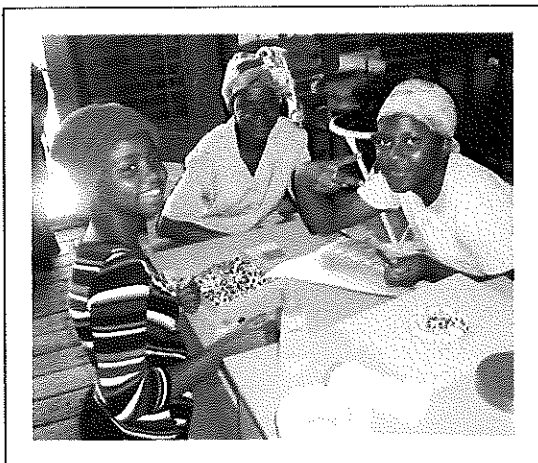
3. Increase trust and communication between immigrant communities and law enforcement.

4. Overcome language barriers in the court system and prosecutors' offices.

Recommendations:

1. Promote increased access to government services for Dayton's residents who are Limited English Proficient (LEP) by having language services available.

- a. Establish a city/county-wide interpreter service for widely-used languages or establish accounts with professional phone interpreting services.
- b. Develop a list or bank of city/county employees and/or volunteers who could be called to serve as interpreters.
- c. Team up with existing language access programs and advocates to evaluate the best way to implement a program in the Dayton area.
- d. Offer hiring incentives to those who speak a foreign language, including offering extra points on the civil service exam.
- e. Offer incentives to encourage government employees to learn a foreign language and help provide them with the necessary resources to do so (e.g. buy a copy of Rosetta Stone).
- f. Implement a diversity hiring plan aimed at hiring some immigrants who are residents and members of our community.



2. Adopt law enforcement policies that are "immigrant-friendly" throughout the greater Dayton area.

- a. Emphasize immigration status checks limited to people suspected of serious crime only, and promote reporting of crime and prevent further victimization of victims of crime by not questioning victims/witnesses about their immigration status.
- b. Focus enforcement efforts on serious/violent crime and not federal immigration law.
- c. Training officers in cross-cultural competency.

3. Increase involvement of immigrants in policy making and community programs by removing barriers to participation and encouraging civic activities.

- a. Develop a welcome protocol and host appreciation events for incoming immigrants.
- b. Have the City of Dayton adopt a resolution that encourages all recognized community involvement bodies to create a seat for immigrants who reside in the respective areas without that immigrant being a registered voter.
- c. Promote citizenship classes and programs such as the Neighborhood Leadership Institute or the Chamber of Commerce Leadership Dayton and similar programs that teach civics.
- d. Create an advisory group to the city/county commissioners comprised of immigrants from the community who can advise the commissioners on issues important to their community.
- e. Apply for grant for Citizenship and Integration program to help immigrants study for naturalization (English language skills and US civics) and to help them prepare their applications for naturalization.

4. Ensure access to the justice system for immigrants, regardless of language barriers or status.

- a. Provide translations of FAQs and written materials



accessing the service.

- c. Have a city/county-wide interpreter for widely-used languages.
- d. Important: professional services as opposed to untrained volunteers should be utilized because of the higher stakes involved.
- e. Work with Volunteer Lawyer Project, Dayton Bar Association & local attorneys to provide pro bono services or set up a referral bank of those attorneys who are willing to make language accommodations.

5. Implement a municipal identification card program for community residents who are not eligible for any other accepted identifying document.

- a. Develop a proposal statement outlining the reasons for and benefits of implementing a municipal ID card program in the areas of crime prevention, access to banking and financial services, and access to local services and businesses.
- b. Provide research on how and why other municipalities have implemented a municipal ID card program.
- c. Submit to the City Commission a proposed Ordinance that would establish a municipal ID card program.

6. Educate immigrants about government services, laws, and social services and educate social service providers and government officials about immigrants.

- a. Identify focus areas (e.g., Domestic Violence, Parenting, Housing, etc.).
- b. Identify teachers or mentors.
- c. Establish best way to conduct training (e.g., NLI classes, mentoring, civics infused ESL, etc.).
- d. Establish training classes about immigrant's rights.



limited understanding of cultural and access issues that affect immigrant and refugee populations.

- 2. Systematically review all local laws and institutional practices that create artificial and unnecessary barriers to immigrants and refugees in accessing community services.**

Recommendations:

1. Establish a website specific to immigrant populations that lists health and social service information.

- a. Inventory all existing resources, their quality, accuracy, and accessibility.
- b. Create a listing of known immigrant populations in Montgomery County, including a brief summary about the health culture and needs of each population.
- c. Create a health and social services directory which lists health services, social services, and providers with the capacity to serve immigrant populations.
- d. Develop a health and social services resources clearinghouse with links to health data and information in various languages across a wide range of topics.

2. Assess language accessibility and cultural competency at area hospitals, public clinics, and social service agencies.

Social and Health Services



c. Evaluate how non-English speakers feel they are served.

d. Check availability of bills and other notices in other languages.

e. Work with agencies on recruiting and maintaining bilingual/multilingual and culturally competent staff.

3. Create training of volunteers to serve as interpreters. Also develop a resource center or database of volunteer interpreters for medical and/or social service appointments.

a. Review resources already available in the Miami Valley Region.

b. Create a training module for volunteer interpreters. Either online with testing, or face-to-face with testing. Include cultural competence in the training module.

c. Formulate a database of trained, volunteer interpreters and translators.

4. Form a coalition for service providers who work or would like to work with immigrants using existing community models.

a. Interview leaders of Latino Connection and CARE for advice on their models.

b. Invite service providers to monthly/bi-monthly/quarterly meetings for networking, educating, and sharing information.



c. Establish list of relevant presentations or discussion topics.

5. Advocate for immigrant friendly laws at the state and federal levels thru the City and County lobbying efforts.

a. Many service providers are limited by state and federal policies regarding benefits for immigrants. The City of Dayton has lobbyists who could speak to legislators on our behalf and advocate for necessary changes.

b. The Human Relations Council should engage local advocacy groups to assist the City in its lobbying efforts to bring social justice to all the residents of Global Dayton.

6. Educate immigrants about government services, laws, and social services and educate social services providers and government officials about immigrants.

a. Identify focus areas (e.g., Domestic Violence, Parenting, Housing, etc.).

b. Identify teachers or mentors.

c. Establish best way to conduct training (e.g., NLI classes, mentoring, civics infused ESL, etc.).

d. Establish training classes about immigrant's rights.

7. Assist the National Conference for Community and Justice (NCCJ) Ethnic and Cultural Diversity Caucus in distributing the results of their community refugee survey.

a. Identify community partners and leaders who should be informed.

b. Develop methods to distribute info (e.g., community forum, press release, published report, agency level meetings, etc.).



Community, Culture, Arts and Education

Goals:

- 1.** Increase the availability of ESL and literacy courses for adults.
- 2.** Actively involve all community youth in international connections and community building.
- 3.** Encourage cross-cultural programming among the community's cultural and arts organizations.

Recommendations:

- 1. Establish a "Cultural Brokers" training program,** possibly through quarterly seminars, that sensitizes community volunteers and public agency workers to the cultural barriers experienced by immigrants.
 - a.** Organize and execute quarterly training sessions.
 - b.** Link trained Cultural Brokers to identified needs in the community.
- 2. Build a base of ESL and literacy tutors to volunteer in existing/expanded programs.**
 - a.** Identify sites for long and short term ESL tutoring.
 - b.** Organize ESL training programs.



- c.** Link trained tutors to community needs.
- 3. Partner with existing programs such as Streetpeace and the Peace Academy as a base for involving other community partners working with school aged youth.**
 - a.** Clarify and promote the mission of these programs.
 - b.** Replicate these programs in multiple neighborhoods throughout the City.
- 4. Support the ongoing work of Culture Builds Community (CityFolk) by removing barriers to increased participation of immigrants.**
 - a.** Create alignment between the IFC initiative and Culture Builds Community to share momentum.
 - b.** Identify and work to remove barriers to participation with the Culture Builds Community program.
- 5. Establish a Global Dayton Soccer event with participants representing the cultural and ethnic diversity of Dayton.**
 - a.** Take steps to acknowledge the multi-cultural soccer games that currently take place in our community.
 - b.** Support existing efforts to organize youth soccer teams and the development of a Global Dayton Soccer event.



Implementation Plan

The Welcome Dayton Plan is a consensus of the goals and recommendations of over one hundred individuals and representatives of a wide array of immigrant, public, and private groups who voluntarily came together to discuss how to engage our new residents in revitalizing our neighborhoods and how to work together to help Dayton become a center for world commerce.

The Welcome Dayton Plan was developed based on recommendations from four sub-committees covering

business and economic development, local government and the justice system, social and health services, and community, culture, arts and education.

The Welcome Dayton Plan is designed to act as a framework for action. It is a way forward for not only the City organization but also the entire community.

The IFC Task Force recommends that the City undertake the following efforts to implement the Plan:

- 1** ■ The Human Relations Council should be directed to prepare an Ordinance to establish a Welcome Dayton Committee to be appointed by the City Commission and to establish the membership, term of office and other parameters of the Welcome Dayton Committee.

- 2** ■ The HRC and the City Manager should work together to identify city as well as community resources to operate a small part-time office within HRC to staff the Welcome Dayton Committee and to facilitate and coordinate the efforts of community organizations and businesses since most of the recommendations are not within the mission of the City itself.

- 3** ■ The City Manager should identify a lead person within the City organization to coordinate those elements of the Plan which are within the mission and purview of the City organization.

- 4** ■ The Dayton City Commission should encourage immigrant groups, other government agencies, community institutions, and the business leadership to undertake their own initiatives, beyond this Plan, to make Dayton not only a welcoming place for new residents from other countries but also a center of world commerce.



Direct City Initiatives

Business and Economic Development

1. Focus on East Third Street, generally between Keowee and Linden, as an initial international market place for immigrant entrepreneurship.

East Third Street, in addition to being a primary thoroughfare between Downtown and Wright Patterson Air Force Base, also encompasses an area of organic immigrant growth and available space to support continuing immigrant entrepreneurship.

- a) Develop marketing plan for the area.
- b) Provide façade grants and other tailored small business assistance programs.
- c) Outreach to realtors and agencies to help market the area.
- d) Establish an immigrant and small business friendly financial anchor.
- e) Follow the WSU/UC corridor plan as a framework.
- f) Facilitate an Immigrant entrepreneur ambassador program.

2. Create an inclusive community-wide campaign around immigrant entrepreneurship that facilitates startup businesses, opens global markets and restores life to Dayton neighborhoods.

- a) Coordinate, facilitate, and host the efforts of existing business development teams to become more immigrant friendly in their program offerings rather than create a new entity.
- b) Messages, materials and presentations should provide information about the benefits of immigrant entrepreneurs, awareness of how their needs might differ from other entrepreneurs, existing resources available to help address these issues, and basic cross-cultural etiquette.



- d) Work with immigrant social networks to nurture the rebirth of strategic Dayton neighborhoods.
- e) Actively explore the potential linkages to the international markets by partnering with new immigrant residents.

Local Government and Justice System

1. Promote increased access to government services for Dayton's residents who are Limited English Proficient (LEP) by having language services available.

- b. Develop a list or bank of city/county employees and/or volunteers who could be called to serve as interpreters.
- d. Offer hiring incentives to those who speak a foreign language, including offering extra points on the civil service exam.
- e. Offer incentives to encourage government employees to learn a foreign language and help provide them with the necessary resources to do so (e.g. buy a copy of Rosetta Stone).



2. Adopt law enforcement policies that are “immigrant-friendly” throughout the greater Dayton area.

- a) Emphasize immigration status checks limited to people suspected of serious crime only, and promote reporting of crime and prevent further victimization of victims of crime by not questioning victims/witnesses about their immigration status.
- b) Focus enforcement efforts on serious/violent crime and not federal immigration law.
- c) Training officers in cross-cultural competency.

3. Increase involvement of immigrants in policy making and community programs by removing barriers to participation and encouraging civic activities.

- b. Have the City of Dayton adopt a resolution that encourages all recognized community involvement bodies to create a seat for immigrants who reside in the respective areas without that immigrant being a registered voter.
- d. Create an advisory group to the city/county commissioners comprised of immigrants from the community who can advise the commissioners on issues important to their community.

4. Ensure access to the justice system for immigrants, regardless of language barriers or status.

- a. Provide translations of FAQs and written materials (court instructions, standard forms, etc.).
- c. Have a city/county-wide interpreter for widely-used languages.



5. Implement a municipal identification card program for community residents who are not eligible for any other accepted identifying document.

- a) Develop a proposal statement outlining the reasons for and benefits of implementing a municipal ID card program in the areas of crime prevention, access to banking and financial services, and access to local services and businesses.
- b) Provide research on how and why other municipalities have implemented a municipal ID card program.
- c) Submit to the City Commission a proposed Ordinance that would establish a municipal ID card program.

Social Services and Health Services

5. Advocate for immigrant friendly laws at the state and federal levels thru the City and County lobbying efforts.

- a) Many service providers are limited by state and federal policies regarding benefits for immigrants. The City of Dayton has lobbyists who could speak to legislators on our behalf and advocate for necessary changes.
- b) The Human Relations Council should engage local advocacy groups to assist the City in its lobbying efforts to bring social justice to all the residents of Global Dayton.

Community, Culture, Arts and Education

5. Establish a Global Dayton Soccer event with participants representing the cultural and ethnic diversity of Dayton.

- a. Take steps to acknowledge the multi-cultural soccer games that currently take place in our community.
- b. Support existing efforts to organize youth soccer teams

Welcoming

1. Enhance post-resettlement services

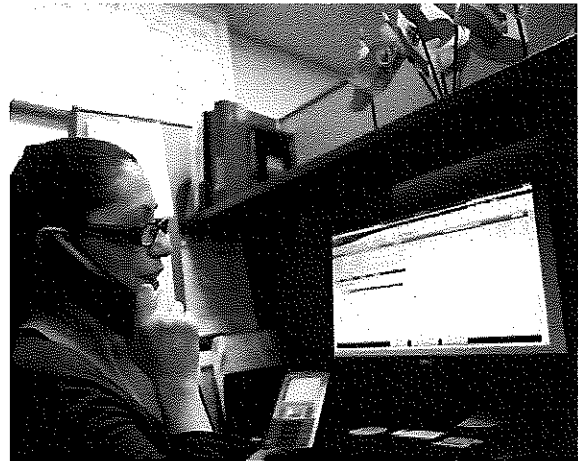
The initial resettlement period is just 90 days. Refugees have expressed a clear need for additional support beyond this period. This support includes assistance reading official correspondence; help navigating the community and securing services and resources; and the provision of interpretation assistance when attending appointments. Building relationships among resettlement agencies, Ethnic Community-Based Organizations, existing community centers, human service agencies, and academic institutions can enhance post-resettlement services.

The Office of New Americans can identify cross-collaboration opportunities, encourage the development and adoption of state-of-the-art programming in Buffalo, and implement strategic models of integration that have helped empower refugee and immigrant communities on a local and national level.

BEST PRACTICE

NYS Office for New Americans

The "New Americans Hotline" offered by the New York State Office for New Americans is now connected to Buffalo's 311 system. When a caller has questions about immigration assistance, they are now transferred to the "New Americans Hotline," where questions can be answered and referrals to local service providers made in over 200 languages.



2. Improve language access

To promote effective communication among government agencies and Limited English Proficient individuals, both the federal and state governments have issued executive orders concerning language access planning and implementation. Executive Order 13166 applies to all federal programs, while New York Executive Order 26 directs state agencies providing direct public services to offer language assistance services to LEP individuals. Buffalo is committed to helping monolingual and LEP individuals increase access to city services, programs, and timely information in languages other than English.

The Office of New Americans can work to implement a Language Access Plan, identify hiring opportunities for bilingual individuals, and extend language access resources to city departments that provide services to residents.

3. Promote information on essential services

Information on city services is transmitted by resettlement agencies, websites, printed materials, and word of mouth; but it generally has not been gathered and consolidated, and there are no consistent guidelines regarding what materials should be translated. As a result,

BEST PRACTICE

Expanded Language Line Access

Buffalo's 311 system offers "Language Line," so callers can be served in their native language. This access has been extended to the Traffic Violations Agency, and the city's Office of New Americans is working to expand it to other departments such as Civil Service, Permit and Inspection Services, and the City Clerk.

new arrivals face challenges in accessing key services, and are less likely to know if they qualify for programs that could assist them and their families.

The Office of New Americans can work with city departments, service providers, and Ethnic Community-Based Organizations to create and promote an online portal that connects new arrivals with needed resources, translated into the most common foreign languages.

BEST PRACTICE

Welcoming Center for New Pennsylvanians

Philadelphia's "Welcoming Center" offers a comprehensive range of services for immigrants, such as help with finding a job, starting a business, accessing legal advice, learning English, or locating resources. The Center partners with the Office of Immigrants and Multicultural Affairs to focus on language access within city departments, including the use of "I SPEAK" language access cards.

4. Facilitate cultural exchanges

Refugees report being harassed on the street and in public places, and perceive that they are often discriminated against in employment and other settings. Such challenges associated with acculturation can lead to increased family conflicts, and subsequent involvement with the law enforcement and court systems.

Cultural exchanges – where professionals such as child protection workers, police officers, and judges meet face-to-face with refugees to learn about their culture and explain American systems and expectations – have proven effective at increasing understanding on both sides and addressing the challenges associated with adjusting to a new culture. Several local groups currently conduct training for health care, education, social work, and law enforcement professionals.

The Office of New Americans can support efforts to broaden cultural exchanges and develop a curriculum to educate the general public about the benefits of Buffalo's growing diversity. These programs could then be shared with local businesses, non-profit and civic organizations, educational institutions, foundations, faith and community groups, and other stakeholders.

BEST PRACTICE

Family Court Collaborative

Erie County Family Court, the Universal School, the International Institute of Buffalo, and the Muslim Public Affairs Council organized the Family Court Collaborative to address issues of abuse and neglect cases among refugees and immigrants. It started at a local mosque with a training session in cultural competency for Child Protective Services case workers, social service agencies, and attorneys. Additional sessions have educated Iraqi and Somali leaders about the child protective service and public safety systems, increasing community awareness.



5. Encourage community engagement

Community engagement requires maintaining positive relationships with refugees and other newcomers throughout the year – whether celebrating with them on national holidays and ethnic festivals, acknowledging their triumphs, or providing comfort during times of grief and loss. Opportunities for residents to engage with refugees and other newcomers in meaningful ways should be promoted. This could include World Refugee Day in June, where the experiences and contributions of refugee groups are acknowledged; or an International Day at a school, where students are able to share their unique cultures through the arts, performance, and food.

The Office of New Americans can post a schedule of both local and national ethnic festivals and celebrations for Buffalo's communities on its web site; and provide official proclamations and private communications noting special achievements within the city's diverse communities.

6. Promote civic participation

Participation in civic institutions is an excellent way for refugees to interact with a broad range of residents, learn about local government, and successfully integrate into the larger community. Refugees are generally underrepresented in civic organizations: first-generation immigrants are only half as likely to participate as are second-generation immigrants. New arrivals can work with seniors, join parent-teacher organizations, and volunteer at a range of non-profits. By increasing their involvement, they will build deeper ties to local communities and strengthen institutions, while these organizations gain a deeper appreciation of the unique interests and concerns of immigrants and refugees.

The Office of New Americans can promote civic participation by connecting government, block clubs, non-profits, schools, and other civic-minded organizations to refugees, immigrants, and resettlement agencies.

BEST PRACTICE

Citizens' Participation Academy

Started in September 2006 by Mayor Brown, this program provides an interactive public forum for residents on the structure and management of city government. Participants are joined by elected and appointed officials to learn about economic development, community services, and public safety through a series of 10 presentations, case studies, and site tours. Upon completion, graduates are encouraged to continue their community involvement through a variety of volunteer opportunities.

Settling In

7. Expand resettlement into new neighborhoods

As the West Side housing market becomes increasingly saturated, there is a need to identify alternative locations for new arrivals. There has been growing interest among refugees in East Side neighborhoods, where rents are more affordable. Groups such as the Fillmore Corridor Neighborhood Coalition have already developed plans to incorporate refugees and immigrants into the community. These efforts offer the opportunity to approach resettlement in a more strategic manner, and to encourage both existing and new residents to become more invested in their neighborhoods through peer-to-peer engagement.

The Buffalo Urban Renewal Agency can provide technical support in developing neighborhood plans that address the needs of refugees and other new arrivals, and integrate these into broader community strategies.

8. Ensure adequate housing

Although resettlement agencies initially screen and approve properties, many new arrivals subsequently move out, only to face other challenges when they enter the housing market. In most cases, refugees do not understand their rights and are more likely to be taken advantage of by landlords. They also may not know where to turn for assistance with these issues, or lack transportation or an interpreter to access this help. Landlords also face challenges, as some tenants may need to be educated on issues such as food storage, trash and waste disposal, weatherization, and fire safety. Keeping refugees in adequate housing – while ensuring that the property is properly maintained by the tenants – provides benefits to all.

The Buffalo Urban Renewal Agency can coordinate efforts among housing inspectors, non-profit providers, resettlement agencies, Ethnic Community-Based Organizations, and landlords to ensure that all are aware of property standards and how to work together to avoid landlord-tenant conflicts.

9. Promote business districts

Immigrant- and refugee-owned businesses often create distinct commercial districts. The city has experienced this on Grant Street, where large numbers of new arrivals have settled. Yet these businesses typically draw customers from a very limited range. A marketing strategy has helped the West Side Bazaar attract outsiders to sample ethnic cuisine and purchase goods from a variety of vendors. Similar efforts to draw customers to commercial corridors featuring immigrant, African-American, and Latino businesses can help to stabilize these districts while strengthening the overall economy.

The Buffalo Urban Renewal Agency can provide technical assistance and marketing support to immigrant business owners and commercial districts, including enterprises owned by local African-Americans and Latinos; and help to identify additional sources of support and funding.

BEST PRACTICE

Green and Healthy Homes Initiative

Aging and deteriorated housing, coupled with high poverty and unemployment, can force families to live in homes that are unhealthy, unsafe, and energy inefficient. GHHI is a public-private partnership that provides cost savings, develops career pathways to green jobs, and produces stable neighborhoods by increasing the quality of housing stock. GHHI coordinates funding sources and programs for weatherization, lead hazard abatement, asthma control, and other health and safety interventions. Heart of the City Neighborhoods, the Community Foundation for Greater Buffalo, and Jericho Road Community Health Center lead a coalition of service providers that has provided comprehensive services to almost 400 families to date. In recent years, the program has expanded to include community health workers with the language and cultural skills needed to reach out to the Burmese and Nepali communities.

BEST PRACTICE

Westminster Economic Development Initiative

WEDI helps immigrants and refugees develop and operate businesses by assisting with mentoring, micro-loans, and after-school education. In 2011, WEDI opened the West Side Bazaar in a small Grant Street storefront, offering incubator space to six entrepreneurs from Indonesia, Peru, Rwanda, and South Sudan. WEDI later acquired a larger building in the heart of the Grant-Ferry District, and expanded the Bazaar to accommodate 21 businesses. Over 15 of these have since graduated to their own spaces, but replacements have allowed the incubator to remain a destination where shoppers can find handcrafted gifts, clothing, jewelry, and ethnic cuisines from around the world.



10. Encourage participation in recreational programs

The city and its non-profit partners operate recreational facilities in many neighborhoods, which are open to all residents. Efforts to develop programming that will attract refugees and other new arrivals should be pursued, to provide youth with healthy alternatives after school and during the summer. Programs such as Soccer Without Borders offer youth an opportunity to play a sport while also receiving training and tutoring in English, and promote civic engagement and interactions with other young people from various cultural groups. All of these recreational programs help to decrease risky behavior and provide a productive outlet for young refugees.

The Division of Parks & Recreation can work to increase participation in recreational programs among immigrant and refugee youth, and attempt to bring programs such as Soccer Without Borders to Buffalo.

11. Establish a community space

A consistent request from refugees is to develop a multi-purpose space to house services for their community. Representatives from Ethnic Community-Based Organizations have indicated that they would be able to assume greater responsibility for providing assistance within their communities if such a facility were available.

The Office of New Americans can bring Ethnic Community-Based Organizations together with existing community center operators to explore opportunities to provide greater access to these facilities.

12. Engage with the Police Department

Increased trust between refugee communities and public safety officials is essential to building safe neighborhoods. Ensuring that police officers understand the needs and concerns of new arrivals will lead to stronger relationships and safer neighborhoods. Refugees are often hesitant to report crimes or help with investigations because they do not believe they will get the assistance they require. Some may have had bad experiences with corrupt officials in their native countries, and assume that all police are not trustworthy. Language barriers and a lack of understanding of police duties also limit meaningful engagement with police officers.

The Police Department, in coordination with the Office of New Americans, can implement a Language Access Plan and continue to facilitate regular interaction and joint initiatives among Ethnic Community-Based Organizations and police officials; and form partnerships that include community policing efforts. These should be coordinated with the cultural sensitivity training proposed in the Welcoming section.

BEST PRACTICE

Westside Art Strategy Happenings

The WASH Project at Westside Value Laundromat is a place where people can come to play music, practice art, read books, learn languages, mingle with persons from other cultures, learn about a wide range of community services and cultural opportunities, and wash clothing.



Strengthening

13. Increase language access for health and human service providers

Despite federal and state laws requiring access to interpretation services and translated materials, not all health and human service providers offer language assistance when rendering care, and few have written materials translated into high-demand languages. Providers often cite the expense and difficulty securing language services as the primary reason for this. Identifying opportunities to increase the availability of interpreters and translation services would enable these organizations to provide higher quality care to refugees.

The Office of New Americans can engage Ethnic Community-Based Organizations, resettlement agencies, and educational institutions to identify potential volunteers; work to secure funding; and partner with successful efforts to improve health care outcomes.

BEST PRACTICE

Jericho Road Community Health Center

Jericho Road provides culturally-sensitive care for refugees and immigrants, as well as a range of community services. Medical care includes maternity and child health, adult care (including diabetes care, mammograms, and programming for persons with chronic needs), and behavioral health care. Interpreters are available to assist with all visits and staff are specifically trained in cultural competency.



14. Provide specialized training for school personnel

Students need caring, knowledgeable, and involved teachers and administrators to succeed. The Buffalo Public Schools provide a wide range of supports to all students, but relatively few are specifically tailored to refugees. These students face many challenges – including the use of language immersion; age-based placement; harassment and bullying from classmates; and the stress and anxiety associated with testing – and school staff must be made aware of the best ways to offer support. Teachers, counselors, and school administrators can all benefit from learning more about these challenges, and the specific resources available to assist refugees and their families.

The Office of New Americans can broker partnerships among the Buffalo Public Schools, the Department of Multilingual Education, and Ethnic Community-Based Organizations to support collaborative teaching models and provide appropriate training for school personnel.

BEST PRACTICE

Hope Refugee Drop-In Center

Deaf refugees are highly marginalized due to the lack of American Sign Language training classes. Without ASL, deaf refugees are unable to utilize ASL interpreters in school, medical settings, or court. A pilot class has been developed at the Hope Refugee Drop-In Center, with a volunteer ASL teacher who is a deaf immigrant from Jamaica. Funding is being sought to hire an ASL teacher to provide language instruction equal to that of the Buffalo Public Schools, and a mentor to help integrate deaf refugees into the community.

15. Pursue opportunities for parental involvement

Schools strive to engage all parents, but many refugees need prompting to understand the role they are expected to play with regard to their child's education. Parents may avoid engaging with teachers and administrators because they lack experience with formal education systems, have different cultural expectations regarding the role of educators, or face language barriers. By increasing existing collaborations with resettlement agencies and Ethnic Community-Based Organizations, schools can expand opportunities to engage refugee parents, and bridge the language and trust gaps that often prevent them from reaching these families. Participating in these programs can also help parents serve as ambassadors within these communities, reaching out to provide important information and resources to other new arrivals.

The Office of New Americans can take on the role of mediator for school officials, the Department of Multilingual Education, and Ethnic Community-Based Organizations to discuss these issues and set up effective collaborations for immigrant, African-American, and Latino families.

16. Encourage participation in enrichment programs

Programs that provide educational experiences for younger students and build job skills for older ones help to counter the disruption in learning that occurs during summer and winter breaks. Students who do not participate in meaningful summer learning activities can lose over two months of grade level equivalency in math by fall, a loss that is typically much greater for foreign-born students. Enrichment programs improve educational outcomes, aid in the development of language and cultural awareness, and reduce the likelihood that students will engage in risky behaviors.

The Office of New Americans can work to make the Mayor's Summer Youth Internship Program more accessible to refugee youth and foster expansion of positive enrichment opportunities in the city for immigrant, African-American, and Latino youth.

BEST PRACTICE

Mayor's Summer Youth Internship Program

This program provides six weeks of employment and work-readiness training for at-risk youth between the ages of 14 and 21. According to Mayor Brown, "It is critically important to ensure that our young people have productive options for summer activities that prepare them for the jobs of the future." Fifty openings were added in 2015, bringing the total number of Internships to 1,450. The program has provided over 20,000 employment opportunities since 2006.



17. Improve access to adult education

Over 20 percent of the city's foreign-born adults have not obtained a high school diploma, which is more than double that of the native-born population. The Buffalo Public Schools Adult Education Division offers English as a Second Language and High School Equivalency programs to assist refugees with developing language skills and obtaining the educational credentials needed to secure stable employment. Access and awareness of both programs could be improved by partnering with Ethnic Community-Based Organizations that offer native language literacy classes to their members.

The Office of New Americans can assist the Buffalo Public Schools to research and secure support for measures that can improve outcomes of adult education programs; and also partner with the Adult Education Division to facilitate awareness of new and available adult education programs.

18. Develop effective vocational training

Refugees possessing a wide range of skills require a variety of services to successfully secure employment. Vocational training programs can provide pathways from English as a Second Language and High School Equivalency courses into jobs. Resettlement agencies and community colleges can work with employers to increase access to training and improve programs for working adults – including refugees, African-Americans, and Latinos.

The Office of New Americans should help to link employers, working adults, and existing vocational training opportunities; and recommend new ones where gaps exist.

BEST PRACTICE

Placing Individuals in Vital Opportunity Training

The PIVOT Program, operated by the Erie County Department of Social Services, assists Temporary Assistance to Needy Families recipients to secure employment by paying the full-time wages of participants for six months during training. According to a report, approximately 400 TANF recipients had participated in PIVOT, and 85 percent were able to transition into a permanent job with their employer.

19. Expand employment programs

Subsidized employment programs such as the Placing Individuals in Vital Opportunity Training Program can cover full-time wages for six months while the participant receives on-the-job training. Health and human service providers and Ethnic Community-Based Organizations can then work with employers to provide a range of on-site services to refugee employees, including assistance in navigating the transportation and service systems, and help with official correspondence.

The Office of New Americans can promote awareness of and recruitment of eligible newcomers with service providers and Ethnic Community-Based Organizations.

BEST PRACTICE

Journey's End Refugee Services

Journey's End recently completed an innovative two-year project to help refugee mothers transition from being home-bound and dependent on government aid by offering culturally sensitive, state-certified daycare programs in Arabic, Burmese, French, Karen, Nepali, and Swahili. Journey's End collaborated with the Erie County Department of Social Services to link recipients of public benefits to daycare; and the Childcare Resource Network provided technical support to the program.



20. Increase entrepreneurial efforts

Entrepreneurial refugees play an important role by creating jobs and contributing to the local economy. There are a number of success stories, yet resources to expand these efforts are limited – especially with respect to production activities.

The Office of New Americans can work with economic development officials to raise awareness of the untapped potential of entrepreneurial refugees.

21. Facilitate professional careers

Many refugees who worked as doctors, nurses, engineers, or other professionals in their home countries are now employed in jobs that do not utilize these skills. The pool of highly-skilled workers critical to the region's economic growth can be expanded by facilitating the transition of refugees into professional careers.

The Office of New Americans can assist local colleges and universities to develop plans to help professionals prepare for certification exams and pursue necessary licenses.

22. Expand workforce opportunities

Organizations providing training and employment-related assistance do not currently have direct access to refugees; and issues with family care, language barriers and transportation must be addressed before refugees can take advantage of these opportunities. As a result, refugees lack connections to both high demand positions and training programs. Expanding the reach of workforce training and support programs are clearly needed for refugees, as well as African-Americans and Latinos. In the case of refugees, this can be achieved by expanding collaboration with resettlement agencies and Ethnic Community-Based Organizations.

The Office of New Americans can support the development of services that bridge gaps between organizations that provide training and refugees experiencing issues that affect their ability to take advantage of assistance.

The Office of Strategic Planning can assist by studying current transportation options, with an emphasis on reverse commuters and workers with non-standard hours; and identify improvements that will lead to better employment access for immigrants and other city residents without cars.

BEST PRACTICE

BAK USA

BAK USA came to Buffalo via Start-Up NY, a program that reduces taxes for qualifying companies partnered with a participating college or university. The company opened its world headquarters this year with 20 employees from Buffalo and a dozen other countries, kicking off its mission to bring affordable computer tablets and cellphones to developing nations in Africa.



Moving Forward

23. Pass a welcoming city ordinance

The city should prepare and pass an ordinance affirming and expanding basic protections to ensure that all refugees and immigrants are welcomed and provided access to city services. Once approved, city employees will require training to understand and uphold the new rules.

The Office of New Americans can communicate these requirements to all employees, while those with significant interactions with refugees and other newcomers are given additional training to help them uphold the ordinance. ONA can also work with outside partners to develop training programs for police, fire, emergency responders, 311 call center personnel, and other city staff.

BEST PRACTICE

Welcoming America

The city has joined Welcoming America, a nationwide network of organizations and partners that works to promote an atmosphere in which foreign- and native-born residents can find common ground and shared prosperity. Welcoming America also offers training and technical assistance designed to foster more positive local climates for refugees and other newcomers.

24. Provide cultural sensitivity training

To build a welcoming environment, the city must ensure that employees are equipped to interact with refugees and other newcomers, where cultural misunderstandings often make it difficult to communicate effectively. Cultural sensitivity training will help front-line staff understand how to welcome and assist persons from diverse backgrounds, and in turn make refugees and other newcomers more willing to engage with service providers.

The Office of New Americans can identify departments and services for which cultural sensitivity training will have the greatest impact, enlist partners to help develop the curriculum, and create a schedule. Training should cover immigration status, nationality, race, ethnicity, and religion, as well as the impacts of trauma, domestic violence, and child abuse.

BEST PRACTICE

Buffalo Police Department

The BPD has held regular community workshops with the Bhutanese-Nepali, Karen, and Burmese populations to address issues surrounding emergency calls to 9-1-1, share safety tips, and more. Events have also been held at schools to educate students on how policing in the U.S. may differ from policing in their home countries. BPD officers have also received training to help them learn how to engage populations with varying degrees of English language proficiency, and to improve outreach coordination.

25. Expand Office of New Americans capacity

The Office of New Americans is in a unique position, having been established at a time of great interest, need, and energy towards effecting positive change in the lives of refugees and other new arrivals. To realize its full potential, ONA will have to form multiple partnerships that will allow it to expand its capacity.

The Office of New Americans can continue to use the city's Urban Fellows Internship Program, which provides college students with hands-on experience in public service; and seek other partnership opportunities that allow it to expand its capacity.

26. Establish a New Americans Advisory Council

The Office of New Americans would benefit from the ongoing advice and counsel of a group such as the New Americans Study Steering Committee, which helped to guide this effort. It is recommended that the mayor establish a New Americans Advisory Council to assist the ONA in meeting its objectives and identifying new opportunities and directions.

27. Apply best practices

Buffalo is not alone in receiving increasing numbers of refugees, or in recognizing their potential to contribute to its future prosperity. The city should continue to stay abreast of national and local efforts, as others bring forward valuable programming and practices that can be used to improve the experience of refugees in Buffalo.

Steering Committee

Flor Aber	Hispanic Heritage Council
Denise Beehag	International Institute
Ann Brittain	Catholic Charities
Tulsi Dhimol	Bhutanese Community Group
Maggie Gibbons	Rediscover Riverside
Paul Harris	South Fillmore Block Club / Fillmore Corridor Neighborhood Coalition
Eva Hassett	International Institute
Anna Ireland	Jericho Road Community Health Center
Benoit Kabayiza	African Community Team
Ali Kadhum	Iraqi American Society / Buffalo Immigrant and Refugee Empowerment Coalition
Ba Zan Lin	Burmese Community Support Group
Joshua Mansaray	Sierra Leone Cultural Alliance
Meghann Perry	Journey's End Refugee Services
Khalid Qazi	Muslim Public Affairs Council
Sarahphine Sargent	African Community Team
Marlene Schillinger	Jewish Family Service
Allan Sesay	Sierra Leone Cultural Alliance
Saladi Shebule	Somali Bantu Community Organization
Marcus Stanfill	HEAL International