



Gregory A. Mitchell
Director, Economic Development Department

PORTLAND DEVELOPMENT CORPORATION
Board Meeting

DATE: October 18, 2018

TIME: 4:00 p.m.

LOCATION: Room 209, Second Floor
Portland City Hall

A G E N D A

1. President's comments
 2. Review and accept Minutes of September 20, 2018, meeting.
 3. Review and vote on the following applications for commercial loan and grants from the Business Assistance Program for Job Creation:
 - a) Maine Family Services - Loan and Grant Applications, 1470 Forest Avenue; and,
 - b) Factory 3 – Grant Application, 115 St. James St.
- Note:** Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, the Board may go into executive session to discuss proprietary information of any of the applications listed above.
4. Review and vote on applications for the Portland Economic Development Plan Implementation Grant Program from:
 - a) Creative Portland;
 - b) Children's Museum & Theatre of Maine;
 - c) New Mainers Resource Center, a program of Portland Adult Education; and,
 - d) Portland Downtown.
 5. Treasurer's Report – September 2018
 - a) Monthly Administrative Budget Report
 - b) Cash Management Report
 - c) Schedule of Loans Receivable
 - d) Listing of Grants approved through the BAP Program and PEDPIP for FY2018 and 2019
 - e) Confidential Delinquency Report - **Note:** Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, the Board may go into executive session to discuss/monitor any of the loans listed on the Report.
 6. Annual Meeting of Board
 - a) Election of Officers – President, Treasurer, Secretary
 - b) Accepting Annual Report for FYE18 and vote to forward to Corporator as a communication.
 - c) Setting Date for Annual Meeting of Corporator as November 19, 2018
 - d) Any other business that may come before the Board.
 7. Other items to be discussed/brought up by Board Directors.

Next Regular Meeting Date: November 15, 2018.

Tim Agnew/Board President

Minutes

Portland Development Corporation

September 20, 2018

A meeting of the Board of Directors of the Portland Development Corporation was held on Thursday, September 20, 2018 at 4:00 p.m. in Room 209 of Portland City Hall. Present from the Board were Board President Tim Agnew, and Directors Shelley Carvel, Tom Dunne, Jon Jennings, Chip Martin, Heather Sanborn, Mayor Ethan Strimling, and Julie Viola. Directors Ovid Santoro, and Brian Volk could not be present. Present from the City staff were Associate Corporation Counsel Michael Goldman, Business Programs Manager Nelle Hanig, Economic Development Director Greg Mitchell, and Senior Executive Assistant Lori Paulette. PDC loan underwriter David McLaughlin was also in attendance.

Item #1: President's Comments

President Agnew recognized and thanked PDC Board Directors Shelley Carvel, Chip Martin, and Heather Sanborn for their service on the Board. Their terms expire 9/30/2018, so this will be their last Board meeting.

President Agnew then noted that City Council's Nominating Committee will have their recommendations for PDC Directors at the October 1 Council meeting.

Item #2: Review and accept Minutes of the May 31, 2018 meeting.

A motion was made by Mayor Strimling and seconded by Mr. Dunne to accept the Minutes as presented. President Agnew then asked for a vote on the motion and it passed 7-0-1 (Jennings abstained).

Item #3: Review and vote on new loan application from Quattrucci & Rouda, LLC (Q&R), 788 Washington Avenue. NOTE: Pursuant to 1 M.R.S.A.

405(6)(F) and 5 M.R.S.A. 13119-A, the Board may go into executive session to discuss proprietary information regarding this loan application.

President Agnew noted the Board would hear from the loan applicant, followed by questions/answers, and would then proceed to Item #4 to hear from the BAP applicants, of which there are nine. Because of this, he would keep comments from the loan applicant and BAP applicants to three minutes. The Board would then go into executive session to review all of these and then come out and vote.

Ms. Hanig introduced Steven Quattrucci (chef) and Neil Rouda (majority equity investor) noting that Q&R would be a startup retail and prepared foods business. They are seeking a \$100,000 loan for the business component of the project only, i.e., no loan funds for the purchase of the property.

Mr. Quattrucci thanked the Board, noting that they have been working on their business plan for the past two years. He then described the project location, with the shop to offer retail Mediterranean food, as well as his and his family's background in similar businesses.

Mr. Rouda then explained his part in the project for running the business, and described his business background.

Mr. Dunne asked about parking, and Mr. Quattrucci noted that they have parking for 20 vehicles, while also looking into off-site parking for employees. He also noted that employees would be paid \$14/hour with opportunities for tips.

Mr. Dunne noted that each owns 47% of the business, and Mr. Quattrucci said that he would be the President and General Manager; Mr. Rouda would be advisory, with no day-to-day role. If there were disputes, mediation would be used, for which there is a budget.

President Agnew asked how they arrived at this business plan, and Mr. Quattrucci said through market surveys, metrics, and looking at other food establishments and what they serve/don't serve.

Seeing no further questions, President Agnew noted that the Board would next hear from the BAP applicants and go into executive for this loan request and the BAP requests.

Item #4: Review the following applications for grants from the Business Assistance Program for Job Creation:

- a) **Bethel Kids Care, LLC, One Davis Farm Road;**
- b) **Gross Confection Bar, LLC, 57 Exchange Street;**
- c) **Greater Portland Home Health Care, LLC, 500 Forest Avenue;**
- d) **Little Giant, 211 Danforth Street;**
- e) **Lio, 3 Spring Street;**
- f) **Maine Family Services, LLC, 14B Carriage Lane;**
- g) **WordLab, 19 Commercial Street;**
- h) **OneLove HomeCare LLC, 176 Holm Avenue; and,**
- i) **Shekinah Family Services, LLC, 238 Auburn Avenue.**

Note: Pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119—A, the Board may go into executive session to discuss proprietary information of any of the applications listed above.

President Agnew said that the total grant amount requested from the above is \$170,000, while there is \$140,000 available. A committee met to discuss and form a recommendation, and he noted that he, Mayor Strimling, and Nelle Hanig also met a second time for further discussion. After hearing from the nine applicants, he again noted the Board would go into executive session, and then come and vote or defer to the October Board meeting.

Bethel Kids Care LLC

Ms. Hanig said that Bethel Kids Care just opened its doors this month and is requesting a grant of \$20,000 for as many as 4 full-time additional employees. She introduced Claude Rwaganje, who noted that Bethel Kids Care, LLC has been operating a day-care center of the same name in Westbrook since 2015 in a leased facility. This is

an expansion of that business model because they have seen a need for this facility in Portland.

Ms. Carvel asked about student/staff ratio, and Mr. Rwaganje indicated that to be approximately 6 to 1.

Mayor Strimling noted that wages paid are at \$11/hour and asked about any higher wages. Mr. Rwaganje it goes up to \$14/hour with paid time off.

Gross Confection Bar LLC

Ms. Hanig said that Gross Confection Bar LLC is requesting a \$20,000 grant for the creation of at least two full-time jobs and one part-time job for the business which will be opening in a few months at 57 Exchange Street. She then introduced owner Brant Dadeleares who described his background in the restaurant business, with years of experience in the dessert field. This business plan has been 2.5 years in the making and described the operation, which would open mid-November.

Mr. Dunne asked if potential employees would need skills to join the business, and Mr. Dadeleares said that he can train them in the skills

Ms. Carvel asked about business experience, and Greg _____ said he runs another restaurant in Wells so he will be the business manager for Mr. Dadeleares.

Mayor Strimling asked why they need this grant, and it was noted to be for equipment purchases and would help reduce risks.

Greater Portland Home Health Care (GPHHC)

Ms. Hanig said this is an existing business who applied last year for a BAP grant and received \$10,000 for the creation of one job at 40 hours a week; it has since hired 4 part-time employees. GPHHC is now seeking an additional \$10,000 grant to hire another full-time and 2 part-time employees. She then introduced owner Yugo Yobo, who described the business as in-home care and support primarily to the elderly and

persons with developmental disabilities. Support includes meals, hygiene, taking prescribed medications, among others, including life skills – shopping, exercise, and the like. He now has 20 clients and the grant would enable him to add another employee, which he currently has 15 – part-time and full-time.

Ms. Carvel asked how he finds his clients, and Mr. Yobo indicated that to be from other health care facilities/professionals.

Mayor Strimling asked about wages, and Mr. Yobo indicated that to be \$11 or \$12/hour.

Little Giant LLC

Ms. Hanig said that Little Giant LLC is a restaurant/bar at 211 Danforth Street owned by Andrew and Briana Volk and co-owners Ian and Kate Malin. They are seeking a \$20,000 grant for equipment upgrades and improvements and propose to hire two full-time employees. She then introduced Andrew Volk.

Mr. Volk described his background and business experience and noted that Little Giant opened in July 2017 offering dinner 7 nights a week and brunch on Sundays and can't keep up with demand. He described his employees and wages, with the managers having health benefits and paid time off.

Mr. Martin asked if August was profitable, and Mr. Volk indicated that it was but not before; the first few years in this business you do not make much for profit.

Lio

Ms. Hanig said that Lio is a wine focused restaurant that opened June 2018 at 3 Spring Street. They are seeking a \$20,000 grant to complete store build-out. She then introduced owners Cecile and Cara Stadler, mother and daughter.

Cecile Stadler described her business experience as currently operating two restaurants: Bao Bao Dumpling House in Portland since 2014; and, Tao Yuan Restaurant

in Brunswick since 2012 and both are successful. She expects to hire 4 full-time employees for Lio.

Mr. Dunne asked about employment skills, and Cecile said that their mission is to work with employees to grow in the business with cross-training.

Maine Family Services (MFS)

Ms. Hanig said that MFS started in August 2017 and is owned by Joseph Butoyi, providing 24-hour residential care for adults with developmental or intellectual disabilities. He currently leases a two-bedroom apartment for one client-resident, but is licensed by DHHS for two clients. He is seeking a \$20,000 grant to grow the business and a \$10,000 loan to assist with the grant match, and to assist with the creation of 3 full-time jobs as personal support specialists.

Mr. Butoyi said that MFS provides 24/7 non-medical residential care. He described the business and his training of employees, and how the funding would assist in securing a 3-bedroom house to serve 2 more clients.

Ms. Carvel noted the 24/7 service and asked if one client needed 3 employees, and Mr. Butoyi answered in the affirmative.

WordLab

Ms. Hanig said that WordLab is a startup public relations and marketing firm to offer services to small businesses and non-profits with limited budgets using apprentices being trained in the field. WordLab is requesting a \$20,000 grant for the creation of two full-time jobs, but will also create 2 part-time jobs and 4 to 8 apprenticeships. She then introduced owner Linda Verrell.

Ms. Verrell described her background in public relations as the owner of Broadreach Public Relations that has been in operation for 10 years. WordLab would be

located in the same building as Broadreach with apprentices offering their services at a lower cost than Broadreach.

Ms. Sanborn asked if the apprentices would be paid, and Mr. Verrell indicated they would at \$12 to \$15 per hour depending on experience.

President Agnew asked why a separate business, and Ms. Verrell said that it would be a nurtured learning environment for the apprentices with two full-time employees.

OneLove Home Care, LLC

Ms. Hanig said that OneLove is a startup that will provide 24-hour residential care for adults with developmental or intellectual disabilities. The owner has been licensed by DHHS to operate at 176 Hoim Avenue, which he leases, for three client-residents and to maintain an office there. OneLove is seeking a \$20,000 Grant to assist with the creation of 4 full-time jobs and 1 part-time job. She then introduced owner Leopold Ndayisabye.

Mr. Ndayisabye described his background and work with the Preble Resource Center as a case worker since 2012. During that time, he has seen many gaps for this kind of service and is ready to move forward with the business.

Ms. Sanborn asked how long it would take to get him matched up with clients, and Mr. Ndayisabye estimated that to be by November.

Shekinah Family Services, LLC

Ms. Hanig said that this business started July 2018 with its first client and now has three employees. It provides in-home support services to the elderly who are transitioning from nursing homes back to independent living settings. Shekinah is requesting a \$20,000 Grant for the creation of at least 2, but as many as 6, full-time employees. She then introduced owner Narcisse Mugisha.

Mr. Mugisha thanked the Board and provided the attached regarding his background and his intentions to grow the business.

Mayor Strimling asked if he would pay for training his employees, and he indicated that he would.

President Agnew thanked all BAP applicants, and then asked for a motion from the Board.

Loan Request from Quattrucci and Rouda

Mayor Strimling made a motion to go into executive session pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119-A to review proprietary information of the loan applicant. Mr. Dunne seconded the motion and it passed unanimously at approximately 3:18. At approximately 3:35 the Board came out of executive session.

Mayor Strimling made a motion to approve the loan on the terms and conditions as recommended by staff – conditioned on better collateral and personal guaranty of Neil Rouda and Steven Quattrucci. Mr. Jennings seconded the motion and it passed 4-3 (Dunne, Jennings, Martin).

BAP Requests

Mr. Dunne made a motion to go into executive session pursuant to 1 M.R.S.A. 405(6)(F) and 5 M.R.S.A. 13119-A to review proprietary information of the BAP Grant requests. Mr. Martin seconded the motion and it passed unanimously at approximately 3:36. At approximately 4:00 the Board came out of executive session.

Mayor Strimling then made a motion to extend BAP Grants as follows:

Bethel Kids Care: \$20,000;

Gross Confection Bar: \$10,000;

Greater Portland Home Healthcare: \$10,000;

Lio: \$20,000;

WordLab: \$20,000;

OneLove HomeCare: \$20,000; and,

Shekinah Family Services: \$20,000.

Mr. Jennings seconded the motion, and it then passed unanimously.

Item #6: Annual Business Awards

President Agnew said that the Awards Committee met to provide a recommendation to the full Board. The recommendation is as follows:

Economic Development Achievement: Avesta Housing;

Business of the Year: Tilson Technologies;

Small Business of the Year: Harbor Fish; and,

PDC Client of the Year: The Committee recommends having the public choose from one of the following five clients:

Drifters Wife

Gorgeous Gelato

Kamasouptra

Portland Food Co-op

Techport

Mr. Jennings made a motion to approve the slate as recommended, including PDC client of the year being placed out to vote by the public. Mayor Strimling seconded the motion and it passed unanimously.

The meeting then adjourned at approximately 4:05 p.m.

Respectfully, Lori Paulette

communication.

- c) Setting Date for Annual Meeting of Corporator as November 19, 2018
- d) Any other business that may come before the Board.

8. Other items to be discussed/brought up by Board Directors.

Next Regular Meeting Date: November 15, 2018.

Tim Agnew/Board President



Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

To: President Tim Agnew and Portland Development Corporation (PDC) Board Members
From: Nelle Hanig, Business Programs Manager
Cc: Greg Mitchell, Economic Development Director
Date: October 11, 2018
Re: **Grant Requests: Portland Economic Development Plan Implementation Program (PEDPIP)**

OVERVIEW

The Economic Development Department has received four applications in the current PEDPIP round in which applications were due Sept. 28, 2018. Applicants are seeking grants totaling \$52,500. There is \$32,744 in this year's allocation for PEDPIP grants. Given that the grant requests exceed the PEDPIP budget, the board has the option of funding one or two projects in total and not funding others at all, partially funding some or partially funding all.

The PDC utilizes up to 10% of its Unrestricted Loan Funds for PEDPIP grants each year. This 10% dollar amount is set at the beginning of each fiscal year (July 1) to determine that year's budget allocation.

PROGRAM RECAP

PEDPIP was established to incent non-profits and City agencies with grants up to \$15,000 each to help implement the objectives of the Portland Economic Development Vision and Plan (approved in August 2011) and the accompanying Work Plan (2018-2019) updated every two years. Each grant must be matched dollar for dollar by the grantee.

In general, the grants are for planning studies and other "soft" costs associated with economic development projects and programs in the Work Plan and the larger Vision and Plan. PEDPIP does not fund "hard" costs for public infrastructure or private development projects.

The PEDPIP guidelines (**Attachment 2**) define the following eligible activities in order of funding priority:

1. Projects/Programs listed in the Current Work Plan (**Attachment 5**), the companion document to the Portland Economic Development Vision and Plan;
2. Projects/Programs found in the Economic Development Vision and Plan (**Attachment 6**) that are in the highlighted boxes, each titled "Work Plan";
3. Projects/Programs not listed in the Current Work Plan or in the highlighted boxes titled "Work Plan" in the Economic Development Vision and Plan, but are determined by the

Portland Development Corporation to be related to implementation of the Economic Development Vision and Plan.

REVIEW OF APPLICATIONS

Please note that **Attachment 1** to this memo is a Summary Table of the applicants and their projects. The full text of each of the applications can be found in **Attachments 3a, b, c and d**.

Children’s Museum & Theatre of Maine (CMTM): CMTM is going to be constructing a new facility for the Museum and Theatre on Thompson’s Point. At this time the organization is focused on completing the design of the 30,000 SF building and is seeking a \$15,000 grant to assist with that activity. The full cost of design and related soft costs is \$3,091,130. For soft costs CMTM has \$643,440 in hand (in excess of the required match) and has another \$744,465 in committed pledges that it expects to receive by the end of the year. CMTM began incurring soft costs in June of 2017 and they will be ongoing over the next 18 months and continue throughout construction. Construction is anticipated to commence in Spring 2019 rather than Spring 2018 (per the timeline in the application materials).

Creative Portland (CP): CP wants to begin a collaborative planning process to strengthen the visitor experience in appreciation and support of arts and culture in Portland. The organization is requesting a grant of \$15,000 to help meet the \$30,000 cost of hiring an “experience design” consultant who would facilitate the planning process and provide recommendations that address the overall visitor experience in the City, including branding initiatives for cultural tourism and a cultural app. Per the application, the term “experience design” is defined as the practice of designing services, processes, products and environments with a focus placed on the quality of the user experience and culturally relevant solutions. For their match, CP has \$13,500 in hand with \$1,500 to be provided through in-kind services from local ad agencies.

Portland Adult Education (PAE): The New Mainers Resource Center is a program within PAE that assists immigrants with advanced degrees and/or experience in a professional field from their native countries to better integrate into the Portland economy. PAE is requesting \$15,000 in grant funds to help cover the \$30,000 cost to offer an intensive 130-hour course (next Spring and again in the Fall) for immigrants with low to intermediate English skills who are searching for their first job in the United States. The students will learn how to search for a job, expand their English skills through contextualized English for the workplace with a focus on US workplace culture, and enhance financial literacy. Local employers are actively involved and, in past, have hired many of the students. At the conclusion of the course, one-on-one advising and job search support is provided. The course was not offered this Fall due to a budget shortfall through the loss of some funding. PAE already has a \$15,000 grant from Bank of America to meet the required match.

Portland Downtown (PD): PD wants to develop and implement a Business Retention and Expansion Survey for downtown businesses. Their application explains that the results of the survey will further understanding and reporting on “ important economic indicators, needs and challenges among downtown businesses, such as workforce, infrastructure and government, to achieve continued growth.” A local research firm will develop the survey with input from various stakeholder organizations, implement it and then provide a final report and presentation of the survey findings. The project will cost \$15,000. For its match, PD has \$4,500 in hand and \$3,000 of in-kind services from the stakeholders (Portland Community Chamber, Portland Buy Local and the City’s Office of Economic Opportunity). The timeline would be approximately six months, beginning in January 2019.

ATTACHMENTS

1. Summary Table of Applicants Seeking Grant Funding
2. PEDPIP Guidelines
3. Applications
 - a. Children's Museum & Theatre of Maine
 - b. Creative Portland
 - c. Portland Adult Education
 - d. Portland Downtown
4. List of Previous PEDPIP Grantees
5. Current Work Plan to the ED Plan
6. Economic Development Plan

PEDPIP APPLICATIONS: September 2018 - \$32,744 in Available Funds

Applicant	Project	Grant Request	Match	Purpose
Children's Museum & Theatre of Maine (CMTM)	Design of New CMTM Facility on Thompson's Point	\$15,000	\$643,440 in hand; \$744,465 in documented pledges	Complete the design of a new 30,000 SF museum and theatre to be built on Thompson's Point for the CMTM
Creative Portland	Experience Design Consultation & Planning Initiative for Arts & Culture	\$15,000	\$13,500 in hand; \$1,500 in kind	Assess and evaluate recommendations from consultant for strengthening "experience design" a.k.a overall visitor experience relative to arts & cultural tourism in Portland
Portland Adult Education (through its New Mainers Resource Center)	130-Hour Job Prep and Job Search Courses for Immigrants Seeking First Job in U.S.	\$15,000	\$15,000 in hand	Fund comprehensive winter and spring job prep and job search courses for immigrants; Was not offered in Fall due to budget shortfall.
Portland Downtown	Business Retention and Expansion Survey by Consultant Focused on Downtown Businesses	\$7,500	\$4,500 in hand; \$3,000 in-kind	Understand and report on economic indicators, needs and challenges among downtown businesses in areas of workforce, infrastructure and government.
TOTAL REQUESTED FUNDS		\$52,500		
AVAILABLE FUNDS		\$32,744		

Portland, Maine



Yes. Life's good here.

Portland Economic Development Plan Implementation Program (PEDPIP) Program Guidelines

Description

The Portland Economic Development Vision and Plan, along with the companion Current Work Plan (updated every 2 years), was developed through collaboration among the City, Portland Community Chamber and Creative Portland, as well as stakeholders from a range of industry sectors. To assist with implementation of the Current Work Plan as well as the larger Vision and Plan, the Portland Economic Development Plan Implementation Program (PEDPIP) was developed.

PEDPIP provides non-profits and the City with matching grants to assist them with planning studies and other “soft” costs associated with economic development projects and programs in the Current Work Plan and the larger Vision and Plan. PEDPIP does not fund “hard” costs for public infrastructure or private development projects.

Objective

To support the growth of Portland’s economy through investing in projects and programs which implement the Portland Economic Development Vision and Plan, and the Current Work Plan.

Eligible Activities (In order of funding priority)

1. Projects/Programs listed in the Current Work Plan, the companion document to the Portland Economic Development Vision and Plan;
2. Projects/Programs found in the Economic Development Vision and Plan that are in the highlighted boxes, each titled “Work Plan”;
3. Projects/Programs not listed in the Current Work Plan or in the highlighted boxes titled “Work Plan” in the Economic Development Vision and Plan, but are determined by the Portland Development Corporation to be related to implementation of the Economic Development Vision and Plan.

Funding Requirements

- Maximum grant request is \$15,000;
- Grants must be matched by an equal or greater dollar amount from funding sources other than the Portland Development Corporation.

Eligible Applicants

Not-for-profit organizations and the City of Portland that are working to implement the City of Portland’s Economic Development Vision and Plan, and Current Work Plan.

Source of PEDPIP Funds

The Portland Development Corporation utilizes up to 10% of its Unrestricted Funds for PEDPIP grants. This 10% dollar amount is set at the beginning of each fiscal year (July 1) to determine that year's allocation for PEDPIP grants.

Application and Approval Process

Effective as of July 1, 2016, grant applications are due at 3:00 PM on the last day of September that falls on a weekday. If grant funds remain after awards are made from the September round, then grant applications will again be accepted and are due at 3:00 PM on the last day of March that falls on a weekday. Please check with the City's Economic Development Department to learn whether grant funds will be available for the March round.

Submit applications to the City's Economic Development Department, City Hall, Room 308 or nrh@portlandmaine.gov.

The Portland Development Corporation reviews and approves all qualified grant requests.



Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: 3/30/18

1. APPLICANT INFORMATION

Organization Name: Creative Portland

Organizational Structure: Public Not-for-Profit

Address: 84 Free Street, Portland, ME 04101

Mailing Address (if different from above): PO Box 4675, Portland, ME 04112

Website: creativeportland.com

Primary Contact Person at Organization: Dinah Minot

Phone Numbers > Work: 207-370-4784 Cell: 310-963-1433

Email Address: dinah@creativeportland.com

2. PROJECT INFORMATION

- a. Project Description: see attached
- _____
- _____
- _____
- _____
- _____
- _____

b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines (see attached)?

see attached

3. PROJECT FUNDING

Grant Amount Requested	<u>\$15,000</u>	
Applicant Match (Minimum 1:1 match with grant)	<u>\$15,000</u>	Match Source(s) <u>private investors; in-kind</u>
Total Cost of Project	<u>\$30,000</u>	

Dinah Minot

Authorized Signature

Dinah Minot

Printed Name

Application Attachments

- a) Verification of not for-profit status, if applicable;
- b) Brief description and history of organization requesting grant and resume(s) of all staff that will be involved in the project;
- c) Consultant proposal with resume(s) of individuals conducting the project, if applicable;
- d) Project timeline;
- e) Project budget.

Provide completed application with attachments to: Economic Development Department, City of Portland, 389 Congress Street, Room 308, Portland, ME 04101.

25 September 2018

NOTE: Creative Portland is re-submitting and re-applying for a matching PEDPIP grant in the amount of \$15,000. Please insert this page immediately following the cover pages of the application.

PROJECT DESCRIPTION UPDATE as of September 2018

2a.

Creative Portland is requesting funds, on behalf of the arts & cultural sector, to begin the planning process for an enhanced visitor experience, in appreciation and support of the arts. Specifically, we are requesting funds to hire a professional “experience design” consultant to facilitate the process, reinforce solidarity in priorities, and to identify best practices for products and services such as a cultural app. During the cultural planning process, Creative Portland identified a need for Congress Street visual enhancement and for cohesive signage and branding, to allow for easier access and cultural engagement. The development of a cultural app, new signage and/or cohesive branding is an initiative supported by the city’s cultural anchors, arts organizations, artists, and city partners, including the Chamber, Portland Downtown and Visit Portland.

The term “experience design” refers to the practice of designing services, processes, products, and environments, with a focus placed on the quality of the user experience and culturally relevant solutions.

2b. We are requesting funds for planning and improvement. Although it may not be as easy to assess as a product or business with immediate measurable results, this branding initiative is essential to talent retention, tourism and the growth and sustainability of Portland’s creative economy.

Under the City’s (EDSC) economic development work plan, Creative Portland has assumed responsibility for updating the cultural plan of 1998. At the annual report to the city in November, Creative Portland will present a living “action” plan, including five priority initiatives identified in the cultural planning process. In addition, after hosting the first Arts & Culture summit this past May, with over 75 cultural leaders under one roof, Creative Portland will take a leadership position in convening an annual Arts & Culture Summit, including best practice consultation and community workshops. This implementation grant request is on target with the City’s work plan and community needs.

2. PROJECT INFORMATION

2a - PROJECT DESCRIPTION

Experience Design Consultation & Planning Initiative for Arts & Culture Sector

Creative Portland will lead the planning effort to collaborate with arts, culture, and heritage stakeholders along the Congress Street corridor, as well as constituents outside the peninsula whose core business and/or creative enterprise celebrates the arts, and to assess and evaluate recommendations for “experience design,” also known as the overall visitor experience. The goal is to attract local and regional cultural engagement, to increase audience patronage and participation year round, and to extend a warm invitation and positive memorable experience for repeat business in cultural tourism, from the first planning moment to the minute of arrival.

Creative Portland’s grant application is submitted on behalf of the cultural community’s Experience Design Steering Committee (EDSC), specifically for the planning process of this proposed cultural plan implementation initiative. Our goal is talent attraction and business retention. Our purpose is to elevate the creative economy through the arts and to boost that growth through a positive visitor experience. The budget will cover the cost of hiring design-sensitive consultants to collaborate on city partners’ efforts to attract visitors and talent to the region, complimenting Visit Portland’s powerful messaging to attract tourists to our coastal destination for lobsters, lighthouses and fine dining. Our objective is to position and market the arts, culture, and heritage as a strategic partner of Portland’s economic development efforts, in collaboration with The Portland Regional Chamber of Commerce, Visit Portland, and Downtown Portland, as well as the major cultural anchors, creatives, artists, private and nonprofit organizations, and cultural assets essential to our city’s identity. The first step is to plan in solidarity and to recognize the value of community ‘buy in’ to maximize our branding efforts. Private funders have already expressed interest in investing in Congress Street enhancement and beautification initiatives, including innovative cultural branding strategies, visual cohesion, art tour maps, and/or high tech tools (ex: cultural app, compatible digital marketing messaging on websites and monitors) for a remarkable visitor experience.

2b - Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines (see attached)?

EXPERIENCE DESIGN: a new planning term for overall visitor experience

1. **Improve visitor experience** (header/objective in 2018/19 Econ Dev EDSC work plan);
2. **Experience Design** (also in work plan - see work plan strategy under updating cultural plan)

On behalf of the cultural community, Creative Portland is requesting funds to hire an “experience design” consultant to specifically address the overall visitor experience and branding initiatives for cultural tourism. The arts & culture sector enhances the quality of life and serves as an integral force of regional economic development, attracting new businesses to live, work, and play in a city that provides a welcoming community with collective pride and a vibrant cultural life.

CULTURAL PLAN CONNECTION & STRATEGIC PRIORITY

Under new leadership in 2017, when Creative Portland launched the cultural planning process, we also began to convene groups on a regular basis. The experience design initiative is one of five strategic priorities that have been identified during the cultural planning process. A group of major cultural anchors, including Portland Museum of Art, Portland Symphony Orchestra, Portland Ovations, Portland Stage, Maine Historical Society, Portland Public Library, Maine College of Art (MECA) and the University of Southern Maine (USM) have been meeting for over a year, every few months, and the relationships we have built are producing positive results and healthy collaboration. Discussions have honed in on the need for a welcoming experience along the Congress Street corridor and the arts district in general. The group is in agreement that our next step is to hire an experience design consultant to move the process forward, so that we can aim for visual cohesion and branding strategies with community solidarity. Preparing a platform to present tangible ideas and recommendations is vital for our momentum and fundraising strategies.

The cultural plan update, which was funded by the PDC in 2016 with an award of \$15,000, is still underway and currently winding down as we enter the third and final phase. A culmination event, an arts & culture summit, will take place on May 31, 2018 to present a summary report and presentation to cultural leaders and stakeholders. As part of the summit, there will also be a call to action to engage the cultural community leadership into one of three active workgroup initiatives. A fourth group will recruit and solicit engagement onto a review committee that will provide a space for a livable action plan and community discourse to sustain the creative economy through arts, culture and heritage. After the summit, a summary report will be prepared, piecing together Phase 1, 2, & 3, and will be presented to city councilors for acknowledgement and recognition,

as an update of the cultural plan of 1998. We have \$7,000 remaining in our cultural plan budget for Phase 3. It is our expectation that the summit event and final report will fall within budget (note: with the help of a lot of in-kind services!).

Creative Portland - Description & History

Creative Portland was incorporated by the Portland City Council in November 2008 and merged with Portland Arts and Cultural Alliance in March 2012, at which point it became the official nonprofit 501(c)(3) arts agency for the City of Portland.

Creative Portland's purpose, as outlined in Section 2.1 of its bylaws amended and passed by the City Council/Corporator at its December 15, 2014 meeting, is thus: "The Corporation is organized and shall be operated on a nonprofit basis to receive donations, grants, and contributions in support of the City of Portland's economic development efforts by strengthening, stimulating, and supporting Portland's creative industries, enterprises, and workforce, with specific regard for artists and cultural institutions who are critical assets to the city's identity, economy, and community."

Creative Portland's mission is to boost and sustain the creative economy through the arts by fostering partnerships and by promoting the city's cultural assets. Our current strategic priorities include: 1) providing resources for education, commerce, and workforce development; 2) validation and advocacy of the arts & culture sector as the core foundation of the creative economy; and 3) branding & marketing the city's artistic talents & cultural assets. Programs and initiatives such as First Friday Art Walk, 2 Degrees Portland, Arts in the Chamber, Monday Morning Drop By, a professional development series for creatives, cultivation of arts patronage and buyers market in the Creative Portland Art Gallery, and networking opportunities in 'Meet Ups' for artists of all creative genres, as well as leadership in the update of the 1998 cultural plan, collaboration on the recommendations for the EDSC work plan as part of the Economic Development Steering Committee (EDSC), and partnership with The Portland Regional Chamber of Commerce, Portland Society for Architecture, and the Muskie School of Public Service/University of Southern Maine on the "Case for Growth" initiative fulfill our mission and goals. All of these endeavors allow Creative Portland the opportunity for collaboration and regular exposure to multiple city partners and stakeholders.

EXPERIENCE DESIGN CONSULTATION & PLANNING INITIATIVE
Phase 1 - Hire Consultant for Planning Process
Project Budget & Timeline

Headline:

Public and private funding for the arts has yielded significant economic benefits. Americans for the Arts' AEP5 survey, published in 2017, reveals expenditures by the arts & culture sector (and their audiences) in the City of Portland totaled \$75 million, up \$25 million from the previous survey five years ago.

Note: The State of Maine recorded \$150 million in expenditures statewide in the same period. See attached AEP5 survey data for further information.

Timeline:

Phase 1 - Hire Consultant for Planning Process
To be completed by the end of FY19 (June 30, 2019)

Budget:

Phase 1 - Hire Consultant for Planning Process: \$30,000

PEDPIP: \$15, 000

Matching Funds: \$15,000

source: private investors; in-kind services from local ad agencies, etc.

PROJECT BUDGET: \$30,000 total

\$5000	coordinator freelance consultant/liaison to "experience design" steering committee & coalition
\$4000	mapping exercise of cultural assets & case studies
\$6000	messaging/branding strategies & potential survey/focus groups
\$15,000	design consultant fee and facilitation*

*CivicMoxie (and/or other consultant to be determined)

Dinah Minot
Executive Director, Creative Portland

Dinah Minot has over 25 years in film and television production experience, arts administration, political campaign fundraising, marketing, public relations, and social media strategies, event planning, talent booking, and nonprofit management, including Executive Director of the Governor's Council on Physical Fitness & Sports in the state of California, under Governor Arnold Schwarzenegger. A designer, artist, and community organizer, Ms. Minot has curated municipal art exhibits in Los Angeles County and served on several arts education committees in the Santa Monica public school system, the PTSA, and public art committees. She has also been a coach in music production, filmmaking, tennis, and roller hockey at parks & recreation departments. Minot has managed film marketing budgets (between \$20-30 million), and her film production credits include: Co-Producer on Paramount Pictures' films including *Wayne's World*, *Black Sheep*, *Tommy Boy*, *Coneheads*, *Kids in The Hall: Brain Candy*, and *Lassie*, as well as Associate Producer at NBC's *Saturday Night Live*, where she was in charge of talent, including cast recruitment, talent relations, and talent booking for hosts and musical guests. Civic engagement and arts advocacy are Minot's lifelong passions.

At Creative Portland, the city's official nonprofit arts agency, Minot's priorities are to boost the creative economy through the arts by providing resources, advocacy, and marketing of Portland's talents and assets. In 2017, as the second executive director since the organization was formed, Ms Minot opened a vibrant community arts center in the arts district, creating an arts exhibition and multi-use space, which inspired a workshop presentation at the 2017 New England Foundation for the Arts' Creative Communities Exchange, "Creating a Community Arts Center on a Shoestring." Minot's initial focus at Creative Portland has been on relationship building and strategic partnerships. The agency provides professional development workshops, visibility and exposure through art exhibitions, fiscal sponsorships, and programming events such as First Friday Art Walk and 2 Degrees Portland, as well as other creative placemaking opportunities through partnerships that collectively brand and promote Portland's cultural life.



Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Please review PEDPIP guidelines before completing application.

Date: 9/1/2018

1. APPLICANT INFORMATION

Organization Name: Children's Museum & Theatre of Maine

Organizational Structure: Public Not-for-Profit

Address: PO BOX 4041, 142 Free Street, Portland, ME 04101

Mailing Address (if different from above): _____

Website: kitetails.org

Primary Contact Person at Organization: Suzanne Olson

Phone Numbers > Work: (207) 828-1234 x 223 Cell: _____

Email Address: suzanne@kitetails.org

2. PROJECT INFORMATION

a. Project Description: _____

The Museum & Theatre is in the process of designing and planning for the construction of our new home. The project

will transform blighted, underutilized land located along I-295 into a cultural amenity. The new building will be an

improved educational resource for families from across Maine and beyond. The facility will feature state-of-the-art

exhibits, children's theatre, and outdoor play space. Grant funds from the PDC will be used to support the design and soft

costs of the project. Over \$4MM has already been pledged to the full project by community members and businesses.

- b. Explain how your project is consistent with a PEDPIP objective(s) or Work Plan and an eligible activity as described in the guidelines (see attached)?

This project will support the expansion of the creative economy (goals 1-3 as outlined in the PEDPIP creative economy section) through the process of amenity-led economic development. Currently the eighth most visited attraction in the state of Maine, our new building will expand one of Maine's most popular tourist attractions and act as a catalyst for increased economic activity throughout the Greater Portland region.

3. PROJECT FUNDING

Grant Amount Requested	<u>\$15,000</u>	
Applicant Match (Minimum 1:1 match with grant)	<u>\$15,000</u>	Match Source(s) <u>documented pledges</u>
Total Cost of Project	<u>\$3,091,031</u>	

Suzanne P. Olson
Authorized Signature

SUZANNE P. OLSON
Printed Name

Application Attachments

- Verification of not for-profit status, if applicable;
- Brief description and history of organization requesting grant and resume(s) of all staff that will be involved in the project;
- Consultant proposal with resume(s) of individuals conducting the project, if applicable;
- Project timeline;
- Project budget.

Provide completed application with attachments to: Economic Development Department, City of Portland, 389 Congress Street, Room 308, Portland, ME 04101.

**Children's Museum & Theatre of Maine
New Building: Soft Costs**

Exhibit Design	\$ 315,799.00
Project Management	\$ 48,564.00
Architecture	\$ 779,400.00
Environmental Consultation	\$ 43,200.00
Legal	\$ 50,000.00
Insurance	\$ 25,000.00
Permits and Fees	\$ 114,746.00
Campaign Costs	\$ 634,414.00
Land Closing	\$ 49,000.00
Financing	\$ 750,000.00
Soft Cost Contingency (10%)	\$ 281,021.00
Total	\$ 3,091,130.00

Soft costs have been incurred over the past two years and will continue throughout the construction phase of this project. The budget for project hard costs is \$12,135,554, consisting primarily of exhibit and building construction. \$4,116,011 has been pledged to the full project (soft and hard costs), with approximately \$782,042 (19% of total pledged) allocated to soft costs. \$2,309,088 of the soft cost budget remains to be funded.

Children's Museum & Theatre of Maine Capital Project Timeline

2008

- The Children's Theatre of Maine merges with the Children's Museum of Maine, and the organization is renamed the Children's Museum & Theatre of Maine.

2009-2016

- Children's Museum & Theatre of Maine Board of Directors look into options for expansion to include parking, larger theatre, more exhibits space, climbing exhibits, and aquatic exhibits (and Thompson's Point is considered as an option)

2011

- Market research conducted with professional firm to test the public's interest in expanded offerings and a potential relocation to Thompson's Point

2014

- Parking surveys conducted to discern organization's projected future needs

Winter 2016

- Land at Thompson's Point under contract for purchase negotiation
- Due diligence phase (investigate soil, zoning and land use)
- Commence conceptual design work (building and exhibits)

Spring 2016

- Preliminary design and cost estimates completed
- Fundraising feasibility study launched

Summer 2016

- Feasibility study completed
- Capital Campaign launched

Fall 2016

- Commence work with capital campaign consultants
- Commence building and exhibit schematic design

Winter 2016

- Early capital campaign donations / pledges secured
- Pro-Forma business plan completed

Winter 2017

- Begin campaign solicitation of board of directors
- Begin project financing and lending conversations

Spring 2017

- Board of directors capital campaign solicitation phase complete
- First round of financing approved by lenders

Summer 2017

- Commence advisory board, foundation, and major giving campaign solicitation

Fall 2017

- Commence building construction design phase
- Site plan application submitted to City of Portland

Winter 2018

- Site plan approved
- Museum & Theatre purchase of land at Thompson's Point
- Building Construction documents complete

Spring 2018

- Advisory board capital campaign donations / pledges secured
- Commence preloading and site work on land on Thompson's Point
- Finalize exhibit construction documents
- Establish GMP with contractor

Summer 2018

- All "Quiet Phase" donations / pledges secured
- Secure construction financing

Fall 2018

- Commence building construction
- Public launch of campaign
- Commence project-specific public marketing efforts

Winter 2018-2019

- Commence exhibit fabrication

Spring 2019

- Continue construction of building and exhibits

Late Summer/Fall 2019

- Exhibit installation
- Transition Museum & Theatre operations from 142 Free Street to Thompson's Point

Mission and Service Overview

The Children's Museum & Theatre of Maine exists to inspire discovery and imagination through exploration and play. The Museum & Theatre provides families a one-of-a-kind place to play and learn together. In addition to 20 hands-on exhibits, the Museum & Theatre produces five fully staged theater productions each season and up to 100 weekly educational activities. After a careful study of community needs, four key content areas were established to focus our work: science, technology, engineering, & math (STEM), multicultural, performing and visual arts, and early childhood education.

History & Accomplishments

Founded in 1976 by the Junior League of Portland, the Children's Museum & Theatre of Maine has been steadily expanding from a modest beginning operating out of two spare rooms in a local school. The organization's last capital campaign was in 1992 to buy the current 142 Free Street facility. Under the leadership of a dedicated Board of Directors and 19-year tenure of Executive Director Suzanne Olson, the Museum & Theatre has reached many milestones in our current building. Immense organization-wide growth is represented through significant program, as well as financial achievements.

Program Expansion: In addition to unrelenting process-improvement of daily operations, the Museum & Theatre has undertaken a number of progressively complex special projects, all of which have grown, evolved and have been fully integrated into Museum & Theatre programs since their inception. These initiatives have furthered the organization mission and 'raised the bar' for internal quality standards. Evaluation of organization capacity and available resources was critical in ensuring the success of the following long-term initiatives:

- In 2003, school-based outreach was introduced through various educational programming and kits.
- In 2004, a grant from the Institute of Museum & Library Services was received in support of the critically acclaimed *We Are Maine* cultural exhibit. This exhibit earned the Museum & Theatre a MetLife Promising Practice award for its groundbreaking cultural education practices.
- In 2006, the exhibit *Turtle Travels* was the first of five traveling science exhibits to be designed and hosted by the Museum & Theatre as part of the Environmental Exhibit Collaborative funded by Jane's Trust.
- In 2008, the eighty year old Children's Theatre of Maine merged with Children's Museum of Maine creating the Children's Museum & Theatre of Maine.
- In 2010, research of building expansion options began (see section the attached Project Timeline for further detail.)

Financial Achievements: For the past two decades, the Museum & Theatre financial position has grown increasingly strong. This has included the following key accomplishments:

- Paying off high interest term note in 2003.
- Paying off mortgage on 142 Free Street building, which is now the Museum & Theater's biggest asset.
- Starting and growing an endowment from an initial \$5,000 gift in 2002 to almost \$700,000 today.
- Consistently closing each fiscal year with a considerable surplus and steadily growing cash reserves.
- Almost doubling the annual operating budget over the last fifteen years, growing from \$750,000 to over \$1,300,000.

Project Beneficiaries

The Children's Museum & Theatre of Maine offers a broad array of educational and cultural enrichment opportunities for children and their families, caregivers, and educators. Children under eighteen months are admitted to the Museum & Theatre free of charge. Mainstage theatre productions include cast and crew members ages 8 to 17, and shows are enjoyed by audiences of all ages.

The majority of Museum & Theatre visitors are from northern New England including Maine, New Hampshire, Vermont and Massachusetts. The Museum & Theatre also receives many visitors from across the globe annually, especially during the summer months. In 2017, the Museum & Theatre welcomed over 114,000 visitors.

Expanded Constituency

Programs in the new building will expand our core age range, increase our membership base, and expand our core service area. Market research has informed us that visitation will increase from 115,000 to over 200,000 each and every year. The exhibits in the new building are flexible and will be able to meet the developmental needs of a range of ages.

Accessibility

The Museum & Theatre's geographic reach will expand from much improved accessibility. For visitors who travel by car, lack of parking and trouble navigating city streets are frequently cited as reasons why families do not currently visit. Thompson's Point is located directly off of I-295, completely mitigating the anxieties of traveling through an unfamiliar downtown. Ample parking at Thompson's Point will ease concerns over where to park and how far parents will have to walk with small children in tow.

Thompson's Point is uniquely located in close proximity to public transportation services. The Portland Transportation Center is adjacent to Thompson's Point and serves the Concord Coach bus lines, Amtrak train, as well as the Greater Portland Metro Bus system. Visitors who utilize public transportation will have simple and easy access to our facility. Thompson's Point is also connected to the Portland Trails system, over 70 miles of pedestrian and bike paths. The trails system promotes outdoor exploration and links our visitors to the entire Greater Portland area.

Team

An experienced management team and many dedicated, engaged volunteers support the project. An intricate system of working groups consisting of board and advisory council members and assigned staff liaisons oversee all project activity.

The Museum & Theatre's Executive Director, Suzanne Olson, is the lead project manager. Olson has 19 years of Museum & Theatre leadership experience, a cumulative of 50 years in education and administration, and has previously managed two successful capital projects. Olson supervises all aspects of the project. All members of the management team are also heavily involved in project planning, design and execution. The management team consists of 8 staff members: the Executive Director, Associate Director, Deputy Director, Finance & Operations Director, Education & Theatre Director, Development Director, Capital Campaign Director, and Exhibits Director.

The Museum & Theater has hired many consultants and contractors throughout the course of project, including (but not limited to) market research consultants, architects, a construction contractor, exhibits and theatre designers, environmental engineers, graphic designers, and campaign consultants.

SUZANNE PINGREE OLSON
101 Concord Circle
Yarmouth, Maine 04096
(207) 846-1514
spolson@maine.rr.com

EDUCATION

University of Maine, Orono, ME graduate
Liberal Studies/Educational Administration program

Wheaton College, Norton, MA B.A.
Major: English
Minor: Education
San Diego State University, San Diego, CA (one semester)

**WORK
EXPERIENCE**

Executive Director

Children's Museum & Theatre of Maine, Portland, ME
Responsible for leadership of 501c(3) organization with
\$2 million annual budget. Work with Board of Directors
and 22 full and part-time staff. 2000-present

Adjunct Faculty

Goucher College, Welsh Center for Graduate Studies
Baltimore, MD
Teacher of graduate course in Arts in Education. 2000-2008

Principal

Hall-Dale Middle School, Farmingdale, ME
Responsible for educational leadership and management of
285 pupils (grades 6-8) and 45 full and part-time staff. 1992-2000

Director of Student Services and Special Projects

MSAD#16, Hallowell, ME
Assistant to the Superintendent of Schools. Gifted and Talented
Coordinator. Supervisor of extensive arts and foreign language
programs. Supervisor of design and construction of a new middle
school. 1988-1992

Consultant, Instructional Support Group

Maine Department of Education, Augusta, ME
Assigned to Office of Gifted and Talented Education. Consulted
with school districts throughout the State of Maine. 1987-1988

Gifted and Talented Coordinator (K-12)

MSAD#16, Hallowell, ME
Managed identification, selection, and instruction of gifted
students. Established expressive arts program (K-12) which

brought district students together with working professional artists through performances and residencies. 1981-1987

Special Education Teacher

Hall-Dale Jr. High School, MSAD#16, Hallowell, ME
Developed new special education program which focused on including students in regular education programs. 1975-1981

Language Arts Teacher

Melrose Jr. High School, Melrose, MA
Taught heterogeneous classes in grade 8 as well as gifted and talented and learning disabled students. Co-author of language arts curriculum. 1971-1974

Elementary Teacher

Hoover School, Melrose, MA
Taught special populations in grades 1,5, and 6. 1969-1970

**LEADERSHIP
EXPERIENCE**

Chair, Vice Chair and Member

Maine Arts Commission, 1994-2003

Vice Chair, Maine/Aomori Advisory Council, 2000-present

Member, Executive Committee

Maine Mathematics and Science Alliance, 1998-2002

Member, State of Maine's SWAT – mathematics and science education, 1996-1999

Fiscal Agent, Capitol Area Regional Gifted and Talented Program in the Arts, 1988-2000

Leader, Student Exchange Program with Aomori Prefecture, Japan

**GRANT
RECIPIENT**

1997 National Milken Educator Award

Various Maine Department of Education Innovative Grants

U.S. Department of Education Critical Areas Language Grant

Maine Department of Education Technology Grants, including ATM

Private foundation grants

PUBLICATION

"My Inspirations." *On Being a Principal: New Directions for School Leadership*. 1997.

REFERENCES

Available upon request

Children's Museum & Theatre of Maine MARKET RESEARCH RESULTS – KEY FINDINGS

Projected Increase in Visitors Associated with Move to Thompson's Point

Independent market research study was performed for CMTM by C.B. White, a market research and strategy firm specializing in non-profits.

METHODOLOGY

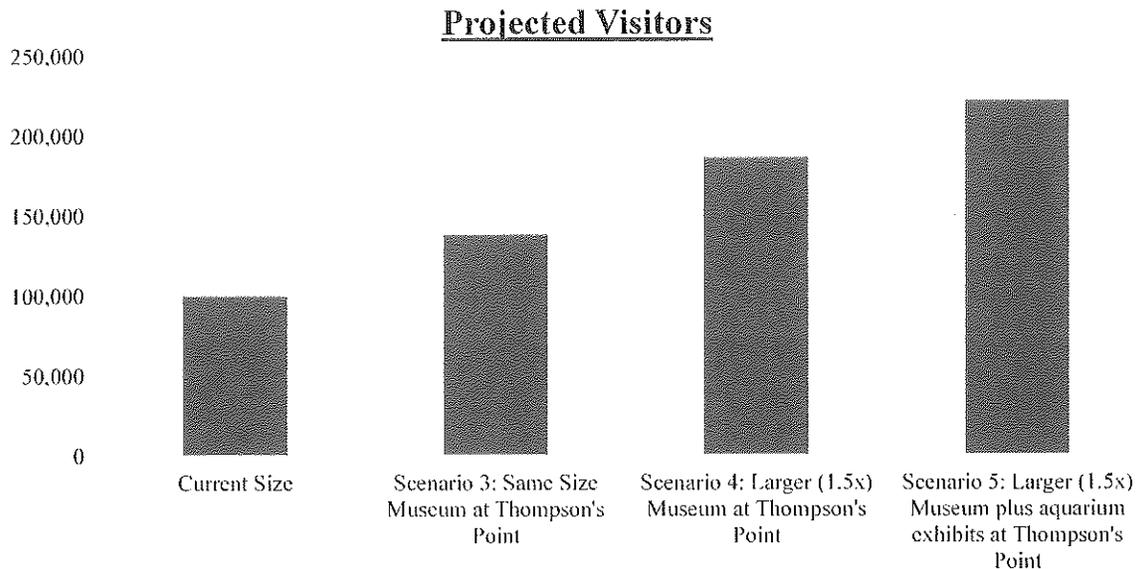
- Online questionnaire
- Sample size drawn from Portland MSA (85 mile radius surrounding Portland, including parts of Western and Central Maine, New Hampshire and Massachusetts)
- Qualifications: participants must have at least one child under 11 in household and be primary decision-maker for child's activities
- Conservative methodology used

Respondents were asked how likely they would be to visit CMTM under the following scenarios with different amenities:

- SCENARIO 3: Similarly sized museum at new TP location
- SCENARIO 4: Much larger museum (1.5 x current size) and theatre with additional indoor and outdoor exhibits at TP location
- SCENARIO 5: Much larger museum (1.5 x current size) and theatre with additional indoor and outdoor exhibits plus aquarium exhibits at TP location

VISITOR PROJECTIONS

Results show significant increases particularly with the addition of water and aquarium exhibits.



- Most of the growth comes from increased number of trips to CMTM.
- As a result of an expanded age range, there is also a small increase in the size of the group that would come.

Application Attachments

- a) Verification of not for-profit status, if applicable;
- b) Brief description and history of organization requesting grant and resume(s) of all staff that will be involved in the project;
- c) Consultant proposal with resume(s) of individuals conducting the project, if applicable;
- d) Project timeline;
- e) Project budget.

Provide completed application with attachments to: Economic Development Department, City of Portland, 389 Congress Street, Room 308, Portland, ME 04101.

New Mainers Resource Center PEDPIP Project Proposal

Brief Description and History of Organization

Portland Adult Education has been assisting new Mainers to find success and build financial stability through workforce development programs for nearly 12 years. The New Mainers Resource Center (NMRC), established in 2013 by the Maine Legislature, allowed PAE to build on and expand that work into a more comprehensive strategy to better integrate and develop targeted programming focused on the unique needs of those who come to the US with an advanced degree and experience in a professional field. Integration of these professionals into the region's economy requires a two pronged approach, which NMRC incorporates into its mission and vision:

- help employer's hire and retain qualified workers for a skilled and diverse workforce, and
- help Maine's immigrants and refugees overcome the barriers they face to entering their professions

NMRC works directly with employers to determine the skills and experience required for the positions they need to fill and matches to those positions with candidates from our qualified and vetted talent pool. This is done through specifically designed recruitment and other activities to meet the employer's needs.

With regards to its students, NMRC provides a range of services to meet the individual needs of each student that include long term classes, a variety of networking opportunities, workshops and individualized programing depending on each person's individualized plan. One important component of NMRC programming is the individualized career guidance, advice and case management that program participants receive, particularly as they try to understand and maneuver professional licensing requirements and take steps to move up the career ladder in their chosen field. NMRC also recognizes that for some new Mainers, working at a professional level is a long-term goal that will take many years to achieve and has no time limit on the services that are offered.

NMRC 2017 Overall Program Data and Impact

- 438 people received services; 261 were new in 2017; 171 continued from previous years
- 317 people received case management/career advising
- In 2017 NMRC programmatic offerings designed to help immigrants overcome barriers and engage with employers had 566 participants
- 81% of those eligible to work and receiving case management/career advising services found jobs
- Job class students report higher wages than area minimum wages, receiving an average of \$12.84
- NMRC program participants are successful at getting jobs in all sectors
- A majority of new Mainers served by NMRC have a bachelor's degree or higher

PEDPIP Project Timeline and Budget

PEDPIP PROJECT TIMELINE

Winter 2019 Job Class*

December 2018 - January 2019

- Conduct job readiness screening and academic assessments to determine students appropriate for Job Class, enroll students in Job Class, Collect data

January – March 2019

- Students attend class. Areas of study include US workplace culture, communication, safety, filling out application forms, interviewing workplace skills, interpersonal skills, and computer literacy. ProsperityME financial literacy classes are offered in conjunction with Job Class and focus on basic money management skills, setting financial goals, banking and budgeting, managing credit, and taxation. Case management is provided in conjunction with job class, students participate in other NMRC offerings such as professional groups, networking, volunteering, job fairs, etc., collect data

March 2019

- Job Class and ProsperityME class end, case management intensifies with a focus on job placement, students participate in other NMRC offerings such as professional groups, networking, volunteering, job fairs, etc., students participate in other PAE classes and offerings and other trainings, collect data

April – June 2019

- Case management continues with a focus on job placement, students participate in other NMRC offerings such as professional groups, networking, volunteering, job fairs, etc., students participate in other PAE classes and offerings and other trainings, collect data

Spring Semester 2019 Job Class*

March 2019 - April 2019

- Conduct job readiness screening and academic assessments to determine students appropriate for Job Class, enroll students in Job Class, Collect data

April – June 2019

- Students attend class. Areas of study include US workplace culture, communication, safety, filling out application forms, interviewing workplace skills, interpersonal skills, and computer literacy. ProsperityME financial literacy classes are offered in conjunction with Job Class and focus on basic money management skills, setting financial goals, banking and budgeting, managing credit, and taxation. Case management is provided in conjunction with job class, students participate in other NMRC offerings such as professional groups, networking, volunteering, job fairs, etc., collect data

June 2019

- Job Class and ProsperityME class end, case management intensifies with a focus on job placement, students participate in other NMRC offerings such as professional groups, networking, volunteering, job fairs, etc., students participate in other PAE classes and offerings and other trainings, collect data

Bridget Kahn
88 Kent Street, Portland, Maine 04102
(518)578-4387 · bridget.kahn@gmail.com

PROFESSIONAL SUMMARY

A passionate adult educator with expertise in working with racially and culturally diverse communities in the area of workforce development, as well as Master's level work in performance evaluation, organizational leadership, and managing in the nonprofit sector.

- 10 years of experience in adult education and the non-profit fields
- Extensive experience working with immigrant and refugee communities in Maine
- Knowledge of and involvement with many of Portland's service provider organizations
- Proven commitment to supporting Portland's economic development through successful workforce development initiatives

PROFESSIONAL EXPERIENCE

Project Coordinator/Teacher 01/2009– Present

Portland Adult Education (PAE), Portland Public Schools, Portland, Maine

- Co-coordinate and teach an intensive language program, designed to help prepare newly arrived immigrants for their first jobs in Maine
- Prepare and deliver practical skill lessons on American workplace culture, job search skills and on-the-job communication for intermediate English language speakers
- Collaborate with other PAE departments, partner organizations and employers
- Represent PAE and the New Mainers Resource Center in collaborative projects, and community meetings and events
- Organize workshops, job fairs, employer visits and trainings in collaboration with other PAE staff
- Advocate for the interests of our students within our school, to employers and in the community
- Serve on the school's Leadership Team and convener of the Data Committee
- Assist in preparing proposals and reports for federal, state, and foundational grants
- Collaborate on the creation of new workforce programming

Coding Specialist 08/2008 – 08/2010

Health Education Training Institute (HETI), Portland, Maine

HETI provides training for organizations in the fields of education, healthcare, and criminal justice.

- Assessed service providers' competency in the use of Motivational Interviewing techniques through review of recorded client sessions
- Provided individual feedback and coaching to service providers throughout Maine and nationally
- Facilitated bi-weekly coding workshops remotely
- Trained HETI coders in assessment techniques

Job Developer 10/2008 – 01/2009

Coastal Enterprises Inc. (CEI), Portland, Maine

CEI supports and invests in small businesses in Maine. They also provide organizational support and research for non-profits who are involved in workforce development in Maine.

- Supported the job search process for immigrants and refugees with barriers to employment
- Built and maintained relationships with current and future employers
- Assessed students' skills, needs and goals and providing career advising

EDUCATION

Master of Arts Degree Expected 12/2018

Policy, Planning, and Nonprofit Management

University of Southern Maine, Portland, ME

Bachelor of Arts Degree 2007

Smith College, Northampton, MA

Major: Anthropology, Minor: Spanish

Benemérita Universitario Autónoma de Puebla, Puebla, México 08/2005 - 05/2006

Professional Affiliations

- Maine State Adult Education Certification, Social Studies Valid through 2020
- Katarzyna Fund, Board Secretary 08/2015-02/2018
- Diversity Hiring Coalition 2009-2013

MORA KATZ

60 Carlyle Rd, Portland, ME 04103 • (207) 749-7130 • katzmo@portlandschools.org

Professional Summary

Conscientious instructor with diverse experience which includes over 10 years of teaching various levels of English Language Learners and who provides a positive environment for learning.

Skills

- Design and modify curriculum to meet the needs of each student
- Create caring, cohesive classroom community so all students participate daily
- Build student confidence as well as skills

Work History

Instructor, Apr 2008 to Current

Portland Adult Education – Portland, ME

- Developed curriculum and taught the workplace English component of Job Class A.
- Taught ESOL classes
- Taught ESOL at workplace sites including Barber Foods, Mercy Hospital and Idexx

Special Education Teacher, Sep 1987 to Apr 2008

Falmouth School Department – Falmouth, ME

- Designed and implemented individual programs for special needs students
- Directly trained and supervised up to 13 educational technicians annually.

Education

Master of Science: Education, 1993

University Of Southern Maine - Portland, ME

Bachelor of Arts

Skidmore College - Saratoga Springs, NY

Certifications

- certified in elementary, special education and ESL

Application

Portland Economic Development Plan Implementation Program (PEDPIP)

Due Date: 9/21/2018

1. Applicant Information

Organization Name: Portland Downtown
 Organizational Structure: Not-for-profit, 501(c)4
 Address: 549 Congress Street, Portland, ME 04101
 Website: www.portlandmaine.com
 Primary Contact Person at Organization: Amy Geren
 Phone Numbers: (work) 207-772-6828; (cell) 207-899-5190
 Email Address: amy@portlandmaine.com

2. Project Information

a. Project Description:

Portland Downtown proposes to **develop and implement a Business Retention and Expansion (BRE) survey of Portland businesses, with a focused effort in downtown.** The survey results will contribute to an effort to formally understand and report on **important economic indicators, needs, and challenges** among downtown businesses, such as **work force, infrastructure, and government, to achieve continued growth.** Portland Downtown's Downtown Experience Liaison, Portland Buy Local's Executive Director, the Portland Community Chamber of Commerce's CEO, and the City of Portland's Office of Economic Opportunity's Director will coordinate with a local research firm to develop the survey content and provide business contact information to the research firm, and the research firm will implement the survey, and provide a final report and presentation of the survey findings to the partners and stakeholders of the project. Taking a partnership approach to assessing business need in the city will assure an effort to reach micro businesses, underrepresented business owners, and others with business support needs and limited capacity for conquering disproportionately high challenges.

BRE is an economic development strategy that addresses the growth and expansion of *existing* firms as an important foundation to the economic development strategies of creating *new* entrepreneurial development and recruiting *new* firms to the area. Reasons to prioritize BRE as an economic and workforce development strategy include the following compelling points:

- Up to **80% of new jobs and capital investment** are generated by *existing* firms;
- It is **ten times more cost effective** to work with *existing* firms than to cultivate new ones;
- BRE represents **interaction with existing firms**, versus unrealized opportunities with entrepreneurs;
- Insights gained through BRE **support other economic development strategies** to attract and recruit new firms;
- BRE is multifaceted and team-based, and **provides a sustainable framework** for harnessing stakeholder organizations; and

- BRE makes *all* firms **agile, adaptive, and able to compete globally**.¹

BRE is a fundamental strategy for economic sustainability and growth, and is a major component of a holistic economic development strategy that often goes overlooked in support of new business attraction and recruitment.

Portland Downtown is currently implementing its 2015 – 2020 five year strategic plan, which includes four major initiatives: Experience, Vitality, Advocacy, and Growth. Vitality initiative goals include **researching and monitoring the health of businesses**, and **communicating effectively with individual sector groups**, both of which will be addressed through the use of BRE surveying. Advocacy initiative goals include **creating a process to solicit community input to elicit feedback**, a process that will begin with the BRE survey. BRE survey results will provide clarity on the issues of housing, zoning, and parking, and other government and infrastructure needs, so that Portland Downtown and its economic development stakeholders can best support business retention and expansion in the downtown, as well as throughout the city.

Portland Downtown will engage the expertise of three important economic development partners on the development of the BRE survey: Portland Buy Local; the Portland Community Chamber of Commerce; and the City of Portland’s Office of Economic Opportunity. Portland Buy Local supports locally owned, independent businesses in Portland. Buy Local aims to prevent the displacement of community-based businesses, and the BRE survey will assist in identifying key factors leading to displacement, with the end goal of building community economic strength. The Portland Community Chamber of Commerce actively advocates on behalf of its members for improvements within the City of Portland. The BRE survey will inform on business’ perception of necessary improvements within the business climate in Portland. The City of Portland’s Office of Economic Opportunity was created as a critical component of the City’s economic growth strategy. The office’s contribution to survey creation will assure that economic opportunities for disadvantaged populations will be identified with the inclusion of appropriate survey questions.

- b. Explanation of how the project is consistent with a PEDPIP objective or Work Plan and an eligible activity as described in the guidelines:

The development and results of the BRE survey support the Economic Development Stakeholder Committee’s 2018 and 2019 workplan in the area of **Business Retention** by initiating actions that will: **efficiently collect, interpret, and better understand business needs and challenges; track and report on important economic indicators; advocate for public health and safety initiatives; assist policy makers with improvements to existing ordinances; advance workforce goals**, including understanding workforce challenges and needs; **improve knowledge among the business community of multi-modal transportation opportunities; and inform on business visitation expectations.**

The results of the survey will be evaluated, and the partners will determine how to best address needs in the business community based on key findings. While in San Antonio, TX for the *64th International Downtown Association Annual Conference* later this year, Portland Downtown will meet with San Antonio’s Economic Development Foundation to discuss its BREI *Outstanding Single Community with a Population of 50,000 – 100,000* award, in an effort to bring best practices with survey result implementation with a population comparable to Portland’s.

¹ Summarized from Business Retention & Expansion International’s resources: brei.org

3. Project Funding

Grant Amount Requested: \$7,500
Applicant Match: \$7,500
Match Source: Annual budgets (marketing; staff salary)
Total Cost of Project: \$15,000

Application Attachments

- a) Verification of nonprofit status

Downtown Improvement District, Inc. Articles of Incorporation

- b) Brief description and history of organization:

Portland Downtown was established in 1992 through an act of the Maine State Legislature under the "Maine Municipal Development Districts" statute. It was incorporated as a 501(C)4 non-profit called the Downtown Improvement District, Inc., and continues to be funded by a development district assessment on downtown district property. The initial overriding goal, as taken directly from the enabling legislation, was to "promote and enhance the image of downtown Portland, Maine, as a safe, clean, well-managed area in which to live, visit, shop and conduct business." Since its establishment, Portland Downtown has consistently produced popular city events, developed a successful website, distributed printed visitor brochures and maps, and worked hard with other partners to create value for its property owner constituents. Its Board of Directors are members of the community who represent the municipality, property owners, residents, retail merchants, entertainment and night life venues, professional services, accommodations, cultural/nonprofit/educational organizations, and restaurants. In addition, Portland Downtown hosts committee meetings that address a wide range of community issues, and forms ad hoc committees in support of policy advocacy as necessary.

- c) Consultant proposal with resume(s) of individual(s) conducting the project

Portland Downtown's Downtown Experience Liaison, Amy Geren, will work with Portland Buy Local, the Portland Community Chamber of Commerce, the City's OEO, and the research firm to develop the survey content, and compile and update business contact information in support of the firm's survey implementation. Ms. Geren has experience with survey development and implementation, and has completed BRE training through Business Retention and Expansion International (BREI). Resume attached.

Successful research firm proposal attached: Portland Research Group BRE Proposal.

d) Project timeline

DATE	ACTIVITY	RESPONSIBILITY
November 2018	Notify research firm of funding award and finalize contract	PD
January 2019	Convene partners for survey development	PD, PBL, PCCC, OEO, research firm
February 2019	Finalize survey questions	PD, PBL, PCCC, OEO, research firm
March 2019	Survey implementation	Research firm
April 2019	Wrap up survey implementation	Research firm
May - June 2019	Analyze survey results and prepare report and presentation	Research firm
TBD 2019	Survey findings presentation to partners and stakeholders	Research firm

PD: Portland Downtown
PBL: Portland Buy Local
PCCC: Portland Community Chamber of Commerce
OEO: City of Portland Office of Economic Opportunity

e) Project budget

Expenses	Amount
Business Outreach/Contact Confirmation (PD)	\$1,500
Survey Development (PD, PBL, PCCC)	\$1,500
Research Firm: Survey development, implementation, and data analysis	\$12,000
Total Expenses	\$15,000
Income	
PEDPIP Grant	\$7,500
Matching Contributions	
Portland Buy Local financial contribution	\$500
Portland Buy Local in-kind	\$500
Portland Downtown financial contribution	\$2,000
Portland Downtown in-kind	\$2,000
Portland Regional Chamber financial contribution	\$2,000
Portland Regional Chamber in-kind	\$500
Total Matching Contributions	\$7,500
Total Income	\$15,000

PD: Portland Downtown
PBL: Portland Buy Local
PCCC: Portland Community Chamber of Commerce
OEO: City of Portland Office of Economic Opportunity

Amy M. Geren
amy.m.geren@gmail.com; 207-899-5190

PRESENT PROFESSIONAL ENGAGEMENT

Portland Downtown, Portland ME

May 2016 – Present

Downtown Experience Liaison

- Support the activities of the Executive Director, ensuring top quality service, follow through, and attention to organizational details
- Work with City of Portland staff in providing daily oversight of the Supplemental Services Agreement, of which the main goal is to ensure a clean and safe downtown
- Supervise downtown police cadets, volunteers, and interns
- Collect and analyze data, and produce evaluation reports on the Supplemental Services provision, Downtown Police Cadet program, and Peer Outreach Worker program
- Respond promptly, successfully resolve, and report regularly on all contact with downtown business and property owners; provide outreach to new and existing businesses; developed and maintain downtown business census database; developed and maintain program databases
- Participate in scheduled meetings with public works and other city staff, and attend board and committee meetings
- Monitor SeeClickFix application, analyze requests for service, and developed and maintain database
- Built and maintain internal databases specific to downtown crime statistics
- Research and apply for grant funding for existing and potential programs: received two City of Portland Economic Development Plan Implementation Program grants; received Community Development Block Grant
- Applied for and received two International Downtown Association awards: 2016 Award of Excellence in the area of Leadership and Management for the co-management of the downtown police cadet program; 2017 Merit Award in the area of Leadership and Management for the co-management of the graffiti vandalism response program
- Represent and present for the organization at local, state, national, and international conferences: Data Innovation Project annual conference, Portland, ME; Temp to Perm public art conference, Portland, ME; International Downtown Association's 63rd annual conference, Winnipeg, MB; Maine Public Health Association annual conference, Portland, ME

International Downtown Association Top Issues Council

2017

Security and Safety Council Member and Co-Author

Portland 2030 District

September 2016 - Present

Board Member

Women for Change Coaching Community (W4C3)

January 2017 - Present

Outreach Committee Member

PROFESSIONAL EXPERIENCE

Partnerships For Health, Augusta, ME

September 2015 – May 2016

Program Evaluator

- Designed evaluation study designs and protocols
- Developed qualitative and quantitative instruments for data collection methods
- Managed fieldwork and data collection efforts
- Developed and maintained databases
- Analyzed data using thematic and statistical analysis
- Wrote reports summarizing evaluation findings

- Researched and wrote grant applications for client federal funding opportunities
- Ensured that all project-specific deadlines were met

City of Portland, Portland, ME September 2014 - August 2015

Housing and Community Development Research and Data Analysis Intern/Administrative Assistant

- Analyzed demographic data, and co-wrote the five-year consolidated plan for Federal HUD funding
- Presented consolidated plan analysis findings to community social service providers
- Performed an analysis of comparative entitlement communities' CDBG citizen participation plans
- Prepared federal grant sub-recipient contracts and environmental reviews per HUD grant program requirements
- Researched, collected data, and co-wrote federal HUD lead hazard control program grant

Sustainability Certification Intern

- Compiled data and entered into online reporting tool for sustainability certification
- Trained on identifying sustainability predictors in host service webinars
- Conferenced with city officials to discuss department contributions to sustainability practices
- Presented data analysis findings at city department-head meetings

Maine Statistical Analysis Center, Portland, ME September 2013 – May 2015

Graduate Research Assistant

- Compiled and analyzed crime data, created chart graphics, and co-wrote summary findings for the 2014 *Maine Crime & Justice Data Book*
- Researched and developed survey instruments for *Maine Crime Victimization Report* updated for 2015
- Analyzed crime victimization survey data results for publication
- Co-authored *Identity Theft Crime Trends* and *Stalking Crime Victimization* briefs for publication
- Performed frequent literature reviews
- Interviewed substance abuse treatment center clientele for program improvement
- Coded and analyzed data for diverse projects, including: a State of Maine community paramedicine pilot project; minority youth in the juvenile justice system; and employee wellness satisfaction reports

Sea Bags, Inc., Portland, ME January 2007 – May 2014

Sales Manager

- Managed over 400 domestic and international wholesale and corporate accounts
- Increased sales 25% - 40% annually
- Traveled domestically and internationally for sales opportunities
- Oversaw manufacturing production and order fulfillment
- Supervised order fulfillment team and seasonal intern staff
- Established and facilitated community education programs with two Maine public schools, introducing transparency in sustainable business practices to middle school youth

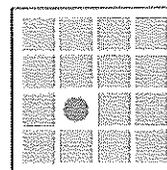
EDUCATION

Muskie School of Public Service, University of Southern Maine, Portland, ME

Master of Community Planning & Development 2015
Applied Research and Evaluation Methods Graduate Certificate 2015

University of Southern Maine, Portland, ME

Bachelor of Arts, English Literature and Philosophy, Cum Laude 1998
 Sapientia Philosophy Service Award 1998



Portland
Research
Group

January 12, 2018

Ms. Amy Geren
Downtown Experience Liaison
Portland Downtown
549 Congress Street
Portland, Maine 04101

Dear Amy:

Thank you very much for contacting Portland Research Group to assist Portland Downtown (and potential co-collaborators) in a Business Retention and Expansion marketing research project. Portland Research Group appreciates your consideration and the opportunity to work with you, your team and potentially other organizations interested in this initiative. This letter proposal is based on our discussion on January 5, 2018 and will give you an overview of our approach to the project and the associated budget estimates. Please let me know if you would like us to provide additional background and/or different budget scenarios.

Background

Portland Downtown is a not for profit organization focused on keeping downtown Portland clean and safe. The organization is intent on fostering and promoting a vibrant business, residential and tourism destination. Programs and events are run by Downtown Portland throughout the year to attract visitors to the downtown district and keep the area's distinctive character alive. Supporting the economic vitality while improving the quality of life for residents, businesses and visitors are the pillars of the organization's Five-year Strategic Plan: Vitality, Experience, Growth and Advocacy.

- The Portland Downtown District is roughly defined by Cumberland Avenue to the north, Commercial Street and a couple of wharves to the South, Franklin Street to the east and a somewhat jagged border to the west formed by Maple Street starting at Commercial Street to Danforth Street, along Spring Street to Oak Street (around the Children's Museum and Theater

One Union Wharf
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phone 207.874.2077
fax 207.874.2076
portlandresearch.com

of Maine and the Portland Museum of Art) to Congress Street and west down the Congress Street corridor to Longfellow Square.

Portland Downtown has administered many informal surveys to its constituents in order to inquire about events, programs and other topics. Frequently, response to the surveys is relatively low and the information is limited to the specific topic covered. The idea for a much larger marketing research initiative has always been on the table, but has not come to fruition. Recently, the City of Portsmouth, New Hampshire in collaboration with the University of New Hampshire conducted business retention and expansion marketing research. Learning about this initiative reinvigorated the idea for a similar type of project for the City of Portland, Maine.

Research Objectives

The primary objective of the marketing research is to better understand the current state of affairs for businesses located in the Portland Downtown district in terms of what is working well, what is not working well, suggestions for improvement and determining the propensity for businesses to stay and/or expand in the Portland Downtown district. With this information in hand, Portland Downtown can update its Five-year Strategic Plan and realign and/or create programs to better meet the needs of resident businesses. Specific areas to explore include, but may not be limited to (and ordered as such) the:

- Labor force;
 - Availability
 - Recruiting
 - Propensity to hire or downsize
 - Wages
 - Training
- Infrastructure;
 - Transportation - roads
 - Passenger Transportation – air travel, railway, bus (local, regional, private), ferry, taxi, car for hire
 - Shipping – water, rail, intermodal, air, trucking
 - Technology – internet bandwidth (broadband reliability, cost and speed), technology install, repair and consulting
 - Utilities – electricity, water, fuels (oil, gas, alternative)
 - Availability of office, warehouse, industrial space
 - Energy cost
 - Energy reliability
- Government Involvement and Services provided;
 - Police

- Fire
 - Emergency
 - Street and sidewalk maintenance
 - Traffic flow
 - Parking
 - Environmental regulations
 - Code and code enforcement
 - Planning and zoning
 - City master plan
 - Health and code inspections
 - Taxation
- Community;
 - Housing supply (rent, own, condominium, standalone) and cost
 - Cultural activities/options (museums, historic sites, festivals, events)
 - Dining
 - Shopping
 - Sports and entertainment
 - Education (Schools, child care, dependent care)
 - Diversity

Classification information will be collected to profile responding businesses to produce greater insights through the comparison of responses from different types of business segments (restaurant, retail, professional services, etc.).

Methodology

Portland Research Group will design a questionnaire for review by the Portland Downtown and other members of the Project Team. The questionnaire will be developed with the intention of respondents being able to complete it in 15 minutes on average. This is about 45 to 50 questions depending on the type, size (for example, number of attributes to rate) and structure (required open end questions take people longer to complete than closed ended questions which offer respondents lists of potential responses to choose from) of the questions. A total of up to five open-end (free response) and up to five other specify (listed responses with the ability for respondents to write-in a response if the list does not include an appropriate response) questions will be included.

- Making sure the questionnaire is “right” is extremely important to the success of a marketing research project. Portland Research Group will not launch data collection unless the questionnaire has been formally approved by the client project team. We will work through as many rounds of edits as necessary to make sure all involved in the project are comfortable with the questionnaire.

Portland Downtown will provide its database of businesses located in the district for use in this research. Updates, such as incorrect information, bounces and opt outs or unsubscribe will be forwarded to Portland Downtown at the conclusion of data collection.

Portland Research Group recommends offering an incentive to encourage participation. Given the nature of the marketing research, the incentive could be a drawing to win one of several prize packages donated by downtown district businesses such as an overnight stay, buy local gift card, restaurant gift cards, etc. It is better to offer several prizes of lesser value than one large prize. Portland Research Group would randomly draw winners from the respondent pool.

Sample size options of n=200, n=400 and n=600 are presented in this proposal. At the 95% level of confidence, a random sample of n=600 generates a maximum sampling error or confidence interval of +/- 4.0 percentage points. That is, for a reported 50% where variability is at its greatest, one can be 95% sure the results for the entire population would fall between 46.0% and 54.0%. Confidence intervals for smaller sample sizes are broader: +/- 4.9 percentage points for n=400 and +/- 6.9 percentage points for n=200. These intervals are just proxies since panels are not truly random.

- The real benefit of collecting a larger number of interviews is the ability to drill down to smaller segments and retain reasonable sample sizes. A sample size of n=50 is the minimum number of observations Portland Research Group considers quantitative, that is, a sample that retains some statistical rigor (more observations are generally recommended). Results from sample sizes smaller than n=50 are reported by Portland Research Group as a percentage accompanied by raw counts to emphasize the directional nature of the sample size (i.e., 50%; 20 of 40 with the "40" footnoted as follows: "Caution, small base size (n<50); use for directional purposes only.").
- If it appears from monitoring the incoming responses that certain segments are not represented or not represented very well, Portland Research Group will alert Portland Downtown and help determine a course of action to rectify the problem. The solution may or may not have an impact on the budget estimate.

Portland Research Group will program the web survey in-house using its state of the art web software capability. Web survey programs are thoroughly tested manually for typos, aesthetic appeal and logic, and through an automated tool that randomly generates and sends fictitious participants through the survey to make sure the logic is working correctly. In addition, the web survey is tested using several different browsers and versions of browsers to ensure compatibility through almost any means of access. Benefits of the Portland Research Group web capability include (but are not limited to):

- Developing a "skin" that uses the Portland Downtown logo and color scheme and the logos of other collaborating organizations for a professional and credible appearance (Portland Research Group will be clearly displayed as the third party firm managing the project and retaining the confidentiality of respondents' identities and responses);
- Requiring or not requiring questions to be answered;

- Each question is positioned on its own page, so respondents do not have to scroll between questions. For skip patterns, respondents will automatically go to the next appropriate question;
- Embedding images and/or audio and video recordings into the survey;
- Randomizing batteries of attributes, questions and/or series of questions to avoid order bias;
- Allowing respondents to back-up or not;
- Assigning ranges of eligible responses to questions;
- Keeping a running total for questions that require respondents to assign points or percentages to a series of items;
- Respondents can suspend the questionnaire if they are interrupted and then come back to the place they left off; and
- Programmed for a professional look and feel from which the Portland Research Group Privacy Policy is easily accessed.

Data collection with businesses usually extends over a three week period (or longer) depending on how quickly businesses respond. Portland Research Group will send out a survey invitation that includes the survey link and a unique PIN for each invitee. The PIN helps us manage the email correspondence and protects from respondents sending in more than one response in order to increase their chances of winning one of the incentive prizes. We will send up to five reminders at intervals of approximately 48 hours when response activity tends to slow down after an email blast. We strongly encourage Portland Downtown send an email alert to prospective research participants letting them know to watch for the correspondence from Portland Research Group.

- Portland Research Group will monitor responses in terms of response rate, adjusted response rate (removing bounces and undeliverable emails from the invitation base), open rates, click rates, and length of interview).
- Portland Downtown should also publicize using different mediums (website, posters, etc.) the research to let businesses know about the research.
- Response will likely be boosted by the fact that Portland Research Group is local and located within the downtown district.

All data processing is completed in-house. Open-end and other specify responses are coded and entered with 100% verification (codes are entered independently twice and then the data sets are compared for any discrepancies. Discrepancies are resolved by reviewing the source inputs). This step also includes editing responses and cleaning (forwards and backwards) for logical responses based on

skip patterns and numerical responses that do not have any parameters controlling them for reasonable ranges. A report of actual verbatim responses can be produced upon request.

- Portland Research Group also looks for duplicate responses, straight line responses (people who go through surveys and provide the same rating just to get through a survey), outliers in terms of numeric responses and length of interview, and reasonableness of responses.
- The resulting sample will be assessed for “goodness of fit” in terms of accurately representing the base of businesses within the area researched.

Crosstabs (crosstabulations) will be produced with one banner consisting of up to eighteen points, one of which is the total column. Additional crosstabs will be produced on an as needed basis. These tables represent the foundation of the analysis.

- Crosstabs consist of tables for each question in the questionnaire. Subgroups to be analyzed are defined as the banner points that run across the top of the tables. Responses to the questions are sorted by the defined subgroups and compared for each question. If the subgroups are mutually exclusive (respondents cannot be in both groups), testing is conducted to detect statistical differences at the 95% level of confidence.

Portland Research Group makes extensive use of charts and tables in its reports to illustrate and emphasize findings. Reports are developed in PowerPoint unless otherwise instructed. We are happy to develop the report using a Portland Downtown template.

- Included in the budget estimate is an in-person presentation of the findings. This works as a great working session to make sure results are being interpreted and applied appropriately.

Portland Research Group will work with Portland Downtown and the rest of the Project Team to make sure the results are properly interpreted and answer any questions that may come up as members of the Teams read and use the report findings. We like to involve clients as much along the entire process as they are willing to participate to make sure expectations are met (and hopefully exceeded).

Project Timeline

The project timeline is dependent on how quickly the questionnaire is approved (As mentioned earlier, Portland Research Group will not move forward with data collection until all materials have been approved by Portland Downtown and other members of the Project Team) and the extent to which prospective participants are accessible and willing to participate. We expect the project to take about 8 weeks to complete. A detailed schedule will be developed upon project approval.

Estimated Budgets

The estimated budgets for the options presented include everything mentioned in this proposal. Travel, express delivery and miscellaneous expenses will be billed at cost in addition to project fees. The estimated budgets for the various options are presented below:

- n=200 completed web surveys: \$10,350 +/- 10%
- n=400 completed web surveys: \$11,650 +/- 10%
- n=600 completed web surveys: \$12,900 +/- 10%

Portland Research Group will bill 50% of the estimated budget upon approval and the balance will be invoiced when the project has been successfully completed. Other arrangements can be made if need be.

Thank you again, Amy, for contacting Portland Research Group. Please let me know if there is any additional information you need. I am happy to present alternative research designs if you would like something to consider in addition to the options presented in this proposal. If you would like to move ahead with the project as outlined in this proposal, please complete the attached Authorization Form and scan and email, fax (207-874-2076) or mail a signed copy to Portland Research Group.

Sincerely,

Bruce M. Lockwood
President
Portland Research Group
P: 207.874.2077, x103
F: 207.874.2076

blockwood@portlandresearch.com

Portland Economic Development Plan Implementation Grant Program

Since its inception through FY18, the PDC Board approved grants in the total amount of \$440,245 as follows:

Portland Community Chamber for “Why Portland” Videos
 Portland Community Chamber for Growing Portland Initiative
 Creative Portland for the following projects:

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

Portland Performing Arts Festival
 Portland Community Chamber for Scorecard Updates (2014; 2015)
 City of Portland staff to participate in the Maine International Trade Center Mission to Iceland and UK
 Portland Community Chamber for Startup and Create Week (2014; 2015)
 World Affairs Council for its Celebrate Immigration Initiative
 City of Portland/Portland Community Chamber – Industry Sector Research
 Conducted by the Maine Center for Business and Economic Research
 City of Portland – Greater Portland Economic Development Corporation
 (GPEDC) - Maine International Trade Center/Invest in Maine Program
 Cultivating Communities/Local Food Cluster Acceleration Project (Withdrawn by applicant)
 Cooperative Development Institute – Institutional Food Service and Procurement
 Maine Center for Enterprise Development – Top Gun Overhaul and Preflight
 Maine Convention Center Collaborative/Portland Community Chamber –
 Feasibility Study for Convention Center
 Portland Buy Local – Host Community Forum to Strengthen Portland’s Economy
 Maine Center for Enterprise Development – E*Next Pilot Project
 Portland Downtown – Parking Study
 Portland Downtown – Walking Tour
 Maine College of Art – Campus Master Plan
 GPCOG – Portland Food Launch and Festival
 Women United Around the World – Vocational Training Program for Immigrant Women
 City of Portland – Office of Economic Opportunity – Develop Strategies and Measurable Plan to Integrate Immigrants
 City of Portland – Office of Economic Opportunity – Create Professional Connector Program/Job Openings for New Mainers

Maine Immigrants Rights Coalition – Create Database/Immigrant Economic
Opportunity Network
Maine Crafts Association – Gallery at 519 Congress Street for Maine Craft
Artists, and a Hub for Education, and Culture

2018 and 2019 EDSC workplan in support of the City of Portland's Economic Development Vision & Plan					
Project/Program/Activity	Category	Lead Organization(s)	Actions/Strategies to Support Initiative	EDSC* Organizations Involved	Community Partners
Track and report important economic indicators	-Business Recruitment & Retention -Tourism	Chamber of Commerce	- Create a 'mini-scorecard' that will provide a limited set of metrics on important economic indicators	City of Portland, Portland Downtown, Visit Portland	GPCOG, MEREDA, Commercial Real Estate Brokers, USM
Advocate for public health and safety initiatives	-Business Recruitment & Retention -Tourism	Portland Downtown, Chamber of Commerce	- Support public policy initiatives and identify funding opportunities which address: substance use disorder, panhandling, housing insecurity, ADA compliant infrastructure, etc	City of Portland	Amistad, Milestone, Preble Street, Spurwink, Opportunity Alliance, and cultural orgs
Assist local policy-makers with improvements to existing ordinances	-Business Recruitment & Retention -Tourism - Workforce Development	Portland Downtown	- Review ordinances related to: outside seating, street vendors, sound, trash storage, etc	Visit Portland, Chamber of Commerce, City of Portland, Creative Portland	
Continue to educate the community on the 'Case For Growth'	-Business Recruitment & Retention -Tourism	Chamber of Commerce	- Build community-wide coalition - Host public forums - Create newsletters	City of Portland, Portland Downtown, Visit Portland, Creative Portland	Portland Buy Local, Greater Portland Landmarks, Portland Society for Architecture, et al.
Engagement with academic institutions	-Business Retention -Tourism - Workforce Development	All EDSC Organizations	- Engage local middle school, high school, colleges, and universities in business & career opportunities (ie. internships, special projects, advisory council, youth engagement, etc)	Chamber of Commerce, Portland Downtown, Visit Portland, Creative Portland	Portland Public Schools, Junior Achievement, MECA, USM, SMCC, UNE
Engage immigrant community in existing business networking opportunities	-Business Retention & Recruitment -Tourism - Workforce Development	Chamber of Commerce, Creative Portland, City of Portland	- Engage immigrant community in all networking opportunities - Gateways for Growth Initiative	Visit Portland	Catholic Charities Maine Office of Refugee Services, New Mainers Resource Center, Community Financial Literacy, Greater Portland Immigrant Welcome Center, Maine Access Immigrant Network, Maine Immigrant Rights Coalition; Empower the Immigrant Women, StartSmart
Support the Growth of the City's Office of Economic Opportunity	-Business Recruitment & Retention -Talent Attraction - Workforce Development	City of Portland	-Develop new initiatives to advance education, entrepreneurship, and workforce goals - Develop entrepreneur workshops for immigrants/refugees	Chamber of Commerce, Portland Downtown, Visit Portland, Creative Portland	New Mainers Resource Center, Catholic Charities Maine Office of Refugee Services, Community Financial Literacy, Greater Portland Immigrant Welcome Center, Maine Access Immigrant Network, Maine Immigrant Rights Coalition; Empower the Immigrant Women
Physical improvements & beautification	-Business Recruitment & Retention -Public Infrastructure -Tourism	City of Portland, Portland Downtown	- Improve Ocean Gateway and Jetport facilities - Repair & improve existing wayfinding signage - Repair sidewalks in downtown - Add signage at gateways & beautify - Addition of public art to parks - Revitalize parks - Addition of recycling in downtown public spaces - Improve public restroom facilities - Bus stops & shelters (upgrade & ADA compliance)	Visit Portland, Creative Portland	GPCOG, Portland Pollinator Project, Portland Jetport, GP METRO, Portland Public Art Committee
Improve Visitor Experience	-Business Recruitment & Retention -Tourism	Visit Portland, Creative Portland	-Provide events, explore projects (ie. calendar/app), programming, and marketing to attract visitors to Portland	Portland Downtown, City of Portland	Arts & cultural partners, Higher Education institutions
Improve knowledge of multi-modal transportation opportunities	-Business Recruitment & Retention -Public Infrastructure -Tourism -Transportation	City of Portland, Portland Downtown	-Multi-modal transportation marketing campaign	Chamber of Commerce, Visit Portland, Creative Portland	Greater Portland METRO, Portland Jetport, Bicycle Coalition of Maine, NNEPRA, et al.
Market Portland Technology Park	-Business Recruitment -Talent Attraction	City of Portland	-Market remaining three sites to high tech companies	Chamber of Commerce	Real Estate Brokers
Continue Business Visitation Program	-Business Retention	City of Portland	-Continue visiting Portland businesses to better understand their needs and challenges	EDSC orgs (as needed)	Community partners (as needed)
Round Three of Facade Improvement Program	-Business Retention -Tourism	City of Portland	-Targeted to Washington Avenue and St. John Street	Creative Portland	Small business community and property owners in designated areas
Administer new round of Job Creation Grants	-Business Recruitment -Business Retention -Workforce Development	City of Portland	-Matching grants for startups and existing businesses to create jobs for low/moderate income individuals	EDSC orgs (as needed)	SBDC, SCORE, New Ventures, CEI, Portland Development Corporation

Facilitate development of broadband City-wide	-Business Recruitment & Retention -Public infrastructure	City of Portland	-Foster/enhance local innovation and global collaboration	Chamber of Commerce	
Facilitate construction of Cold Storage facility	-Business Recruitment & Retention	City of Portland	-Creation of new opportunities for business growth and exports	Creative Portland, Chamber of Commerce, Visit Portland	MDOT, Maine Port Authority, other State Agencies, MITC, Portland Fish Exchange, marine/agriculture/food & beverage/processors & exporters
Pier Dredging & Environmental maintenance of Casco Bay	-Business Recruitment & Retention -Public infrastructure -Tourism	City of Portland	Environmental assessment, preliminary design, stakeholder engagement, funding strategies		Harbor Commission, MDOT, City of South Portland, Friends of Casco Bay, Casco Bay Estuary Project, private pier owners, lobster industry
Develop Portland Landing at Amethyst Lot	-Public infrastructure -Tourism	City of Portland	-Berthing, community boating and open space	Creative Portland	MDOT, Portland Trails, Community boating orgs, Portland Parks Commission
Increase usage of Portland Ocean Terminal/Maine State Pier	-Business Recruitment -Public Infrastructure -Tourism	City of Portland	-Full utilization of second floor and increased tenants on first floor	Visit Portland, Chamber of Commerce, Portland Downtown	Casco Bay Island Transit District
Regional and International Business Recruitment	-Business Recruitment	City of Portland	-Strategic marketing nationally and internationally	Chamber of Commerce	MITC, GPEDC
Develop & market Portland's brand & image	-Business Recruitment & Retention -Talent Attraction -Tourism	City of Portland, Creative Portland	-Increase national and international recognition of Portland	Chamber of Commerce, Visit Portland, Portland Downtown	Community partners (as needed)
Update City's Cultural Plan	-Enrich Creative Economy -Tourism -Talent retention	Creative Portland	-Investigate opportunities for: (1) arts, culture, and humanities center, and (2) Congress Street enhancements and experiential design	City of Portland, Visit Portland, Downtown Portland	Arts & cultural partners, et al.
Develop Relocation Packages for individuals and businesses	-Business Recruitment -Talent Attraction	Visit Portland	-To assist businesses and individuals moving or thinking of moving to Portland	City of Portland, Portland Downtown, Chamber of Commerce, Creative Portland	GPCOG
Convention Center Development (may include innovation/arts/cultural components)	-Tourism -Business Recruitment -Talent Attraction	Chamber of Commerce, Visit Portland	-Work with development community	City of Portland and other EDSC orgs (as needed)	Community partners (as needed)

***EDSC (Economic Development Stakeholder Committee) members include: City of Portland, Creative Portland, Portland Community Chamber of Commerce, Portland Downtown, and Visit Portland**

Acronyms:

CEI/Coastal Enterprises, Inc.					
EDSC/Economic Development Stakeholders Committee					
GPCOG/Greater Portland Council of Governments					
GPEDC/Greater Portland Economic Development Corporation					
MDOT/Maine Department of Transportation					
MECA/Maine College of Art					
MEREDA/Maine Real Estate Development Association					
MITC/Maine International Trade Center					
NNEPRA/Northern New England Passenger Rail Association					
PPAC/ Portland Public Art Committee					
SBDC/Small Business Development Center					
SCORE/Service Corps of Retired Executives					
SMCC/Southern Maine Community College					
UNE/University of New England					
USM/University of Southern Maine					

ECONOMIC
DEVELOPMENT
VISION + PLAN
PORTLAND MAINE

August, 2011

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ECONOMIC DEVELOPMENT VISION + PLAN PORTLAND, MAINE

The following is an economic development vision and plan for the City of Portland, Maine. It has been created in acknowledgement that economic development in general, and business retention, expansion, and attraction in particular, are vital to the growing prosperity and improvement in the quality of life of Portland's citizens.

This vision and plan provides a roadmap for success in Portland's future economic development. It draws on the previous and current work of the City, its citizens, businesses, and stakeholders. The vision and plan was accomplished through a collaboration of the City of Portland, Portland Community Chamber, and the Creative Portland Corporation. To guide the process and compile the results, the City and Chamber engaged the Economic Development Plan Task Force. A list of Task Force members is provided in Appendix A.

Rather than recreate the many recent efforts regarding components of the City's economic development, this plan draws from several recent reports that provide information relating to the economic development process. A listing of these reports is provided in Appendix B. The plan is also based on input obtained through outreach to citizens, workers, and stakeholders through a coordinated social media strategy including a project web page, Facebook page, and Twitter updates. Finally, it incorporates input received through outreach meetings and presentations, a listing of which is provided in Appendix C.

Using information gathered from these resources, an economic development vision and strategy has been developed that consists of the following components:

- **Guiding Principles + Vision Statements**
- **Goal Statements**
- **Implementation Strategies**

A description of these components is provided in Appendix D.

The vision and plan presents three primary areas critical to long-term success in Portland's economic development. These core areas of focus include:

- 1. Grow the economy**
- 2. Enrich the creative economy**
- 3. Support Business**

To support these core areas of focus the City must take action to coordinate, communicate, and measure progress. Additionally, as part of this plan and vision and to enable its success:

Portland will work in collaboration with the communities and stakeholders of the Greater Portland Region to not only grow the City's economy, but also the economy of the region; together we will work to make the Greater Portland Region a great place to work, live, and grow a business.

Portland will participate in regional efforts at industry tradeshows and through external advertising, including specifically working with the Greater Portland Convention and Visitors Bureau and Greater Portland Economic Development Corporation

Portland will adhere to the regional economic development protocol agreed to by the Greater Portland Communities, and will participate in a collaborative marketing and business attraction program for the region

Portland is committed to regular and systematic economic development strategic planning and evaluation, including monitoring progress of its plan and activities, measuring progress and impacts, and making strategic changes as warranted. This includes maintaining and reporting through the Chamber's annual Economic Scorecard. The process will engage key stakeholders and include regular communications with the businesses, citizens and taxpayers of the City.

Portland will utilize the latest technologies, including web and social media, to communicate and market Portland both inside and outside the region, and to deliver its economic and business development services and communications.

By adhering to this vision and plan, Portland will achieve its economic development goals, creating economic prosperity through growth of the City's tax and employment base.

Portland's greatest strength is its underlying quality of life and unique character, contributing to its continuing national recognition as a highly desirable community in which to live and work. It is especially important for Portland to recognize, support, and enhance the fundamental qualities of place that make Portland unique and desirable for investment and growth; these include education, parks, waterfront, downtown, neighborhoods, cultural diversity, and the geographic and architectural heritage of the City. These assets enable Portland's economic development efforts to attract and grow businesses and support residents and workers. In turn, a strong economic environment enables the City to support and sustain these quality of life assets.

Economic development planning is an integral part of Portland's Comprehensive Plan, so this strategy document can be seen as a guiding policy and action plan in concert with other planning initiatives. The inter-relatedness of all elements of the plan are exemplified by the Sustainable Portland plan, which recognizes that the future health and prosperity of Portland depends on stewardship of our environment, our community, and our economy, the three fundamental components of future sustainable communities. For example, the City has adopted a Housing Plan that sets forth policies that will ensure that we can house a growing population, critical to building a workforce to engage in the jobs that will be created. Another example would be the Community Vision, which emphasizes the importance of quality education to ensure that the population possesses the skills needed to succeed in the modern economy – from skilled labor to high tech and innovation industries. It is understood that this Economic Development Vision and Plan for Portland does not itself address every component needed for future prosperity, but depends on the coordinated and comprehensive plans and policies that function together to secure our future well being.

This vision and plan is meant to be a living document to guide policies, programs, and actions within the City. It should be stressed that this is not a "City Government" only plan. It was developed by a collaborative effort between the City, the Portland Community Chamber, and the Creative Portland Corporation, with significant engagement from the Task Force; input from the public, private and not-for-profit sectors; and guidance from many past collaborative efforts. It is therefore a "community-wide" economic vision and plan to be utilized and implemented by those willing to participate and move forward into the future. Rather than being the sole document or effort related to economic and community development, this vision and plan is meant to provide a specific focus on the City's economic development vision, goals, and strategies. Other efforts and documents address closely related issues such as housing, infrastructure, services, and neighborhoods. Some of these issues are referenced in this vision and plan, but this document is not meant to cover those issues in detail.

Throughout the plan the term "business community" is used to represent the private sector. For this plan the "business community" is meant to mean all businesses in Portland, large or small, as well as any other stakeholders who have a vested interest in the economic growth and well being of the City of Portland.

Why a vision and plan? The purpose is best summarized in the following statement: "Creating economic prosperity through growing the City's tax and employment base." The economic recession has called out for the City to start considering "what's next" in terms of how we can grow wealth. Portland, along with other partner communities in South Portland, Scarborough, Falmouth, Cape Elizabeth, and Westbrook, plus the Portland Regional Chamber and a regional education alliance, have incorporated a private/public non-profit organization to support regional approaches to economic development, including marketing/branding. This vision and plan for Portland will help ensure that these regional efforts reflect the City's needs and strategies for economic development.

Strategies are the economic development priorities (or work plan) over the next 6-12 months starting in the summer of 2011. Appendix E outlines the assignment of work plan activities, budget resources and timeline.

The Plan's implementation will be monitored by the existing Task Force which has agreed to meet periodically to make sure the Plan is implemented and to recommend Plan revisions.

CORE ECONOMIC DEVELOPMENT FOCUS GROW THE ECONOMY

Guiding Principles + Vision

The City is committed to creating economic prosperity through growing its tax and employment base.

Goals + Implementation Strategies

Understand the needs and concerns of existing businesses to support their retention and expansion

(Relevant Scorecard Indicators: none)

Work Plan:

Develop and sustain a visitation program to obtain regular feedback from the business community with areas of concern addressed in a timely manner. To implement this, the City should follow the detailed steps outlined in the MIT Report, with the major steps of the program being business outreach, information gathering, and most importantly, follow-up. The Mayor shall be involved and be the face of this program.

Action | Measurement:

- A business visitation pilot program will be established
- Feedback from the pilot visitation program will be used to adjust economic strategies and activities, and results of the visitation program will be communicated to the City's business community
- The results of the pilot program will be used to refine and implement an ongoing program
- Business will be better informed of economic development resources and opportunities in the City, and will feel that their concerns are being heard and acted upon

Develop non-visitation methods to enable additional communication and feedback from business by utilizing social media, surveys, and events

Utilize marketing and communication to promote, maintain and expand commercial loan and other business financial incentive programs that leverage and support business retention, expansion, and attraction

Support industry sectors that are innovative and have high growth/high value potential to provide future opportunities for economic development (Relevant Scorecard Indicators: S&E Occupations, Private Sector Employment Growth, Regional Earnings per Employee, Value of City Imports & Exports per Capita, Regional Venture Capital Investment, Regional Patents Issued). Added to these Scorecard Indicators will be employment growth and earnings per worker in targeted sectors.

This goal shall be accomplished through business retention and expansion efforts, as well as through a regional attraction effort coordinated with the Greater Portland Economic Development Corporation and Maine and Company. Based on past analyses and current data, sectors to target include:

- Finance and insurance
- Life science – including bioscience, healthcare, and medical
- Food production/food service – including fishing and seafood
- Marine and marine related – working waterfront, port related, and cargo
- Arts and culture
- Creative enterprise
- Visitation, tourism, and entertainment
- Support redevelopment of the Civic Center as a destination for visitors and residents alike
- Professional, technical services and business services
- Information Technology (IT) and IT-related services
- Manufacturing in niche areas including but not limited to food, chemical/biological, and nano-electronics

Work Plan:

Form working groups to develop specific strategies for each targeted sector, and for life sciences and food production services include in those strategies the recommendations from the MIT report.

Work Plan:

Produce additional analysis to further prioritize and develop sector/cluster strategies based on opportunity and analysis.

Action | Measurement:

- Form at least 3 working groups to develop strategies in three of the targeted sectors
- Identify and conduct further analysis to support strategy development in the three initial targeted sectors
- Develop implementation strategies in the three targeted sectors

In addition to the above targeted sectors, the City will value, support, and market green initiatives and businesses that operate in “green” markets

Work Plan:

Coordinate business and higher education needs to support regional workforce development

(Relevant Scorecard Indicators: Educational Attainment)

Advocate for workforce training and the education needs of Portland businesses to service providers and the regional higher education coalition

Participate through the Greater Portland Alliance of Colleges and Universities to strengthen alliances and opportunities for workforce education, training and development with the organization’s regional institutes of higher education

Expand and encourage the availability of higher education scholarships provided by private businesses within the community

Action | Measurement:

- Conduct initial meeting between Greater Portland businesses, economic development representatives and representatives of the Greater Portland Alliance of Colleges and Universities; develop an ongoing process to increase advocacy, planning, and programming in support of workforce development

Increase awareness among businesses, workers, and residents regarding the benefits to the local economy of supporting Portland businesses

(Relevant Scorecard Indicators: None)

- Bring together Portland businesses and residents through marketing, communication and networking to increase sales at those businesses

Sustain economically vibrant neighborhoods

(Relevant Scorecard Indicators: None)

- Work with the City’s neighborhood liaison to regularly engage businesses and residents in the environment and culture of Portland’s neighborhoods
- Support the growth of local neighborhood business and promote the benefits they provide to the neighborhood’s residents

Support efforts for a vibrant and attractive downtown

(Relevant Scorecard Indicators: Downtown Vacancy indicator)

- Recognize the Portland Downtown District as the entity to lead Downtown economic development efforts

Support a working waterfront, recognizing the Central Waterfront as an urban maritime district promoting traditional and emerging waterfront uses – a careful balance of mixed uses to help finance the marine infrastructure; the State Pier and Ocean Gateway, dedicated to passenger ferries, cruise ships and facilities; and the Western Waterfront, Portland’s essential deep water port edge and acreage.

(Relevant Scorecard Indicators: Value of City Imports & Exports)

- Provide continued support for Ocean Gateway’s use as an international passenger cruise ship terminal.
- Provide continued support for the International Marine Terminal (cargo shipping)
- Continue to monitor the effect of recent changes to zoning ordinances – allowing non-marine businesses on the waterfront – on the growth and development of marine industries and quality of marine infrastructure in the zone.

- Provide continued support for the Portland Fish Pier and the infrastructure to support the fisheries industry.
- Prioritize attention and funding to dredge Portland’s harbor (federal channel and private shores), and encourage investment in other marine infrastructure as a mean to provide continued access to and functional utility of private and publically owned piers.

Support and market Portland’s distinct urban commercial targeted growth districts, encouraging a mix of housing and commercial development to create 24/7 activity and vitality. Each district will capitalize on its unique strengths to maximize the employment and tax base, channeling growth into emerging districts and established employment areas. These districts include: Bayside, an extension of downtown, featuring transit-oriented, high density modern mixed use along the new Bayside trail and a new front face to the city; Downtown, an historic main street, Arts District and Old Port, the center of finance, law, and commerce that capitalizes on its historic fabric and cosmopolitan feel; and Eastern Waterfront, an urban redevelopment district in a new street block grid on the scenic waterfront, situated at the hub of ferry terminals, the Eastern Prom Trail, and flanked by the charm of India Street and Munjoy Hill neighborhoods.

(Relevant Scorecard Indicators: None)

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Continue to develop and promote Portland’s commercial and industrial districts, including Riverside Street, the Rand Road Technology Park, and other locations suited for cutting edge business and industry.

- Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
- Include information about business and growth opportunities for these targeted commercial areas within business expansion and attraction marketing and communication efforts

Attract and support entrepreneurs as a means of growing and diversifying the local economy (Relevant Scorecard Indicators: Regional Venture Capital Investment) Add to Scorecard Indicators: Business

Start-ups and Business Churn

- Coordinate entrepreneurship services to ensure Portland entrepreneurs are supported for start-up, retention, and growth
- Support efforts to increase minority entrepreneurship and the entry of minority populations into business and the workforce
- Develop a “Portland Host” program to have existing businesses and professionals welcome new business to the City and be available to help recruit new businesses. This program will include representatives of the Portland Community Chamber, the City and others as appropriate.

Recognize that infrastructure – be it roads, sewer, water, energy, communication networks or transportation – is the underpinning of economic growth and development. It must be maintained and improved to support the goals and strategies contained in this plan.

(Relevant Scorecard Indicators: Visitors to Region, Enplanement, Value of City Imports and Exports Per Capita)

- Portland will plan for future transportation and infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe, in order to support economic development and growth
- Portland will provide a transportation system which encompasses all modes, balances competing objectives, and promotes the economic vitality and quality of life in the Portland community
- Portland will support a network of airport, rail, ports (cargo and passenger) and highway infrastructure to compete in the global economy
- Portland will continue to attract passenger airline carriers to the Jetport in an effort to lower ticket prices and offer greater choices for travelers

- Portland will encourage the development and maintenance of telecommunications infrastructure, including broadband service, to support opportunities arising from digital technologies
- Portland will support improvements and maintenance of environmental infrastructure (i.e. combined sewer overflow infrastructure to support a healthy harbor) to foster further growth

CORE ECONOMIC DEVELOPMENT FOCUS ENRICH THE CREATIVE ECONOMY

A great growth potential for Portland's creative economy lies within the creative enterprise cluster. The creative enterprise cluster includes trades and professions that are built upon the translation of creative expression and talent along with application of innovation into profitable products and services. Examples of the creative enterprise cluster include the design arts, the culinary arts, textiles and furnishings, media, fashion, writing and publishing, advertising, music, innovation and knowledge based enterprises, and other such enterprises. Entrepreneurs building creative enterprises are attracted to cities like Portland, Maine that have the magnetic qualities of a vibrant and well known creative spirit, and a rich physical, social and cultural environment. Therefore, to foster growth of creative enterprises first requires maintaining and enhancing the presence of arts and cultural organizations and individual artists, and the protection and enhancement of the community cultural, environmental, architectural and natural assets. The affirmative action required to attract, nurture, and grow creative enterprises is to get the word out nationwide through community branding and marketing that Portland has what it takes to sustain and support these enterprises to capitalize on this growth industry for Portland.

Guiding Principles + Vision

Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity

Goals + Implementation Strategies

Increase collaboration, coordination, and communication among those involved in the arts, cultural, creative and innovation sectors

(Relevant Scorecard Indicators: None)

Work Plan:

Recognize and utilize the Creative Portland Corporation ("Creative Portland") as the lead organization to drive strategies and implementation for Portland's creative economy efforts

Work Plan:

Inform the public on what the creative economy encompasses and its importance to the local cultural and economic environment

Action | Measurement:

- The Creative Portland Corporation will develop an operative definition and baseline metric of the existing creative enterprise economy in Portland, and periodically update this metric to assess progress in order to revise strategic initiatives and grow this sector.

Market Portland to increase recognition nationally and internationally that this is a City where arts, culture and entertainment, innovation, and creativity thrive

(Relevant Scorecard Indicators: Visitors to Greater Portland/Casco Bay Region and Regional Food Services & Drinking Places Sales Growth)

Work Plan:

Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation, determine roles and responsibilities, adopt a common brand and related sub-messages, and adopt a process for moving forward and implementing the strategy

Work Plan:

Take Creative Portland’s web platform, LiveWorkPortland, and develop a web and social media plan on a national level; make sure that all related organizations’ (City, Chamber, Greater Portland Economic Development Corporation, Portland Downtown District, Convention and Visitors Bureau, and Creative Portland Corporation) marketing and messaging align

Action | Measurement:

- Creative Portland will convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation and determine roles and responsibilities
- A marketing strategy with a common brand and related sub-messages and a process for moving forward and implementing will be developed
- Citizens, businesses, and those involved in economic development services will easily recognize and utilize a united brand and messaging to promote business and economic development

Include within business attraction efforts a targeted strategy to attract creative and entrepreneurial individuals and businesses

Include in attraction efforts targeting visitors to Portland

Create incentives to establish and grow Portland’s creative enterprises

(Relevant Scorecard Indicators: Venture Capital Investment indicator); add Business and Employment Growth in Creative Sectors

Work Plan:

Provide assistance to secure funding for organizations that support creativity, entrepreneurship, and innovation

Develop creative financing mechanisms, such as tax increment financing, which can help support major new, expanded, or rehabilitated cultural facilities

Work Plan:

Propose revisions to the City’s creative economy revolving loan fund program to meet market demand

Work Plan:

Create incentives to attract and retain artists and entrepreneurs for development of live/work residences or common workspace and housing

Action | Measurement:

- Creative Portland to assess City loan and assistance programs and propose revisions
- CP will assess the feasibility of establishing a facility to house artists

Support individuals, workers, and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy

(Relevant Scorecard Indicators: None); add Business and Employment Growth in Creative Sectors

Research best practices among cities nationally to support the arts, entertainment, creativity, entrepreneurship, and innovation, and incorporate into Portland’s strategy for creativity, entrepreneurship, and innovation

Obtain additional research/information regarding what drives creative persons and entrepreneurs to choose Portland by interviewing recent in-migrants

Survey creative economy businesses and ask what they need to grow their businesses, then develop action steps

Action | Measurement:

- Conduct initial research
- Track inputs, outputs and outcomes on specific programs and services established, including dollars spent to support, entities supported, dollars leveraged, satisfaction with the programs, and impact of funding

Recognize and support individual artists, and arts and cultural-related venues and organizations

(Relevant Scorecard Indicators: None)

Develop a “how to” online city resource to get events approved by the city

Feature one creative economy business per month on the City’s eco-development web platform

Coordinate entrepreneurship services to ensure that Portland entrepreneurs are being supported for start-up, retention, and growth

CORE ECONOMIC DEVELOPMENT FOCUS SUPPORT BUSINESS

Guiding Principles + Vision

Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior “customer service”

The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses in Portland

Goals + Implementation Strategies

Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.

(Relevant Scorecard Indicators: None)

Work Plan:

The City will produce an updated “Doing Business Guide” to assist businesses with obtaining services, including, for example, a timeline describing the process for approval and associated fees when licenses and permits are needed.

Work Plan:

The City will maintain a “Hotline” and focused web services/pages for business assistance, to connect businesses with needed services.

Work Plan:

Computer software will be implemented to improve communication, tracking, and follow-through among City departments and those seeking planning, development, licensing, codes, and permitting

Work Plan:

High level of accessibility will be maintained through all aspects of communications, included web and social media

Work Plan:

City staff that are interfacing with business will be provided additional customer service training

Action | Measurement:

- The City will put in place by July 1, 2012 a customer service feedback system to obtain feedback from those clients served by the City’s business and development-related programs and services.

Work Plan:

The Development Review process will be clear, consistent, predictable and timely.

(Relevant Scorecard Indicators: None)

Action | Measurement:

- The 2010 updates to the City’s Development Review process are intended to fulfill the goal expressed above. The Chamber and the City will undertake an annual review of development applications to verify that the updates are achieving their intended purpose, and will make recommendations for further refinement if so warranted.

The business community, in partnership with the City, will nurture the growth and prosperity of Portland businesses.

(Relevant Scorecard Indicators: Private Sector Employment Growth, Regional Earnings per Employee, Gross Metro Product Growth)

Specific assistance to be offered includes:

- Workforce Development – Align education and trade skills with business needs
- Visitation – Support visitation programs
- Marketing – Promote Portland as a place to work, play, shop and conduct business
- Networking – Support Portland business-to-business interactions
- Advocacy – Through regular briefings of elected officials, strengthen the voice of Portland businesses at all government levels, including those that have a regulatory impact and those that affect resource allocation

Utilize Federal, State and Local support to help Portland businesses of all sizes grow, add employment, and generate new net tax revenue as well as attract new businesses

(Relevant Scorecard Indicators: Employment Growth, Property Tax Rate, and Property Valuation)

- The City will review and revise its Tax Increment Financing Policy, as needed, to support the goal of expanding jobs and the municipal tax base associated with targeted economic and business development
- Maintain adequate funding for City-sponsored commercial and industrial loan and grant programs, and market the availability of such programs to the business community
- Monitor State and Federal business assistance programs and communicate with Portland businesses about those programs, advocating for program changes as needed
- Promote availability of all tax credit programs (Federal and State), including use of Historic tax credits for building rehabilitation in Portland's historic commercial districts

Appendices

APPENDIX A: TASK FORCE MEMBERS + SUPPORT

Members

Richard Aronson
Century Tire Co.

Ed Bradley
Vessel Services, Inc.

Roxane Cole
Roxane Cole Commercial Real Estate

Corson Ellis
Kepware Technologies

Fred Forsley
Shipyard Brewery

Brenda Garrand
Garrand Marketing

Gary Goodrich
BioProcessing, Inc.

Andy Graham
Portland Color & Creative Portland

Joseph Gray
City of Portland

Chip Harris
Kilbride & Harris Insurance

Gerard Kiladjiian
Portland Harbor Hotel

Gary Koocher
Applicator Sales & Services

Jack Lufkin
Gorham Savings Bank & Portland Community Chamber

Gregory Mitchell
City of Portland

Paul Peck
Drummond & Drummond

Brian Petrovek
Portland Pirates & Portland's Downtown District

Charles Poole
Proprietors of Union Wharf

Nathan Smith
Bernstein Shur

Paul Stevens
SMRT

Support

Greg Mitchell and Nelle Hanig
City of Portland Economic Development Division

Alex Jaegerman
City of Portland Planning Department

Jack Lufkin
Portland Community Chamber

Jim Damicis
Project Consultant, Camoin Associates

Jeff Breece
Project Consultant, Camoin Associates

Jennifer S. Muller
Graphic Designer

Andy Graham
Portland Color

Laurie Banks
Perry & Banks

APPENDIX B: LISTING OF PAST REPORTS REVIEWED

“Knowledge in Cities” by Todd Gabe, University of Maine, et al, September 2010 - Portland has a “thinking” economy.

Memorandum from the Metro Coalition Subcommittee regarding the Greater Portland Economic Development Corporation Formation - June 22, 2010

MIT Master’s Class in Economic Development Planning
Spring 2010 Report Portland in Focus – a Demographic/
Economic Profile

Portland’s Downtown District (PDD) Strategic Plan –
March 2010 (Portland’s Downtown District)

Portland’s Economic Scorecard 2010 (Portland Community
Chamber in partnership with Portland Regional Chamber)

Development of a Regional Economic Development
Organization for the Greater Portland Region – October
2009 (PolicyOne Research, Inc.)

Creative Economy Steering Committee – Report of
Recommendations to the Portland City Council -
October 2008

Looking Out for Portland and the Region 2007
(Portland Community Chamber)

Portland’s Creative Economy Summit Report –
May 31, 2006 (City of Portland)

A New Vision for Bayside, Book One: The Plan –
April 2000 (City of Portland)

A New Vision for Bayside, Book Two: Implementation –
April 2000 (City of Portland)

A Plan for Portland’s Arts District – Executive Summary
Prepared by the City of Portland Planning Division January
1996 (from the November 1995 Report just below)

A Plan for Portland’s Arts District – November 1995 (Herbert
Sprouse Consulting and The Wolf Organization, Inc.)

Downtown Vision – March 11, 1991 (City of Portland)
Vision 2000 – A Vision for the Future of the Greater Portland
Region, c1989.

City of Portland’s Comprehensive Plan

APPENDIX C: OUTREACH MEETINGS + PRESENTATIONS COMPLETED

MIT Graduate Class stakeholder meetings and business interviews held during January to April 2010.

December 1, 2010 Creative Portland Corporation Board meeting – Reviewed the Draft Creative Economy Section.

January 20, 2011 Downtown Portland Corporation Board public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

January 26, 2011 Community Development Committee public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input.

February 9, 2011 Creative Portland Corporation Board public meeting - Reviewed February 8, 2011 Draft Portland Economic Development Plan for input with emphasis on the Creative Economy Chapter.

March 8, 2011 Portland Business Advisory Council meeting – Reviewed February 14, 2011 Draft Portland Economic Development Plan for input.

March 10, 2011 Portland Mayor's Local Cable TV Call-in Program – Greg Mitchell, Jack Lufkin and Andy Graham were interviewed by Portland Mayor Mavodones to discuss the Draft Portland Economic Development Plan.

APPENDIX D: DESCRIPTION OF ECONOMIC DEVELOPMENT PLAN COMPONENTS

Guiding Principles + Vision Statements

These are high level statements designed to guide policy, ordinances, and activity, by the City and stakeholders. They represent what Portland stands for and wants to achieve and/or become over the long term.

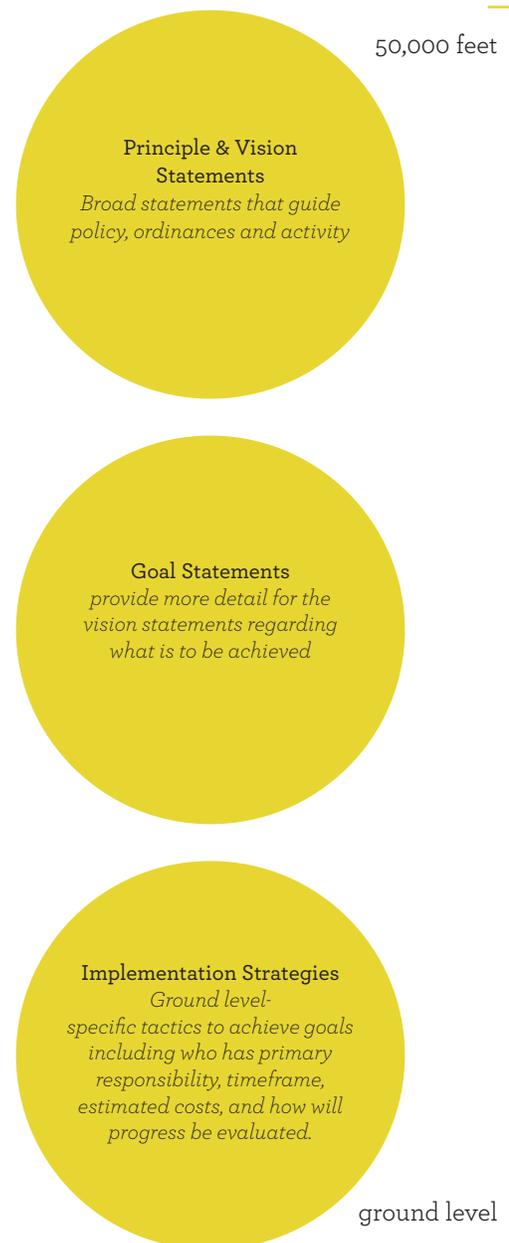
Goal Statements

These are primary economic development goals to be achieved over the next three years and beyond – They provide more detail for the vision statements. Multiple goals should be identified for each vision/principle and address specific subject areas such as: planning & development process, regional cooperation, targeted industries, infrastructure, and quality of place.

Implementation Strategies

These are specific tactics that will be undertaken to achieve goals, including who has primary responsibility, timeframe, estimated costs, and how progress will be evaluated.

Economic Development Plan Components



PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

The 2011 + 2012 WORK PLAN is the document which will guide the economic development activities to be undertaken over the next twelve to eighteen months. The full list of strategies and goals can be found in the ECONOMIC DEVELOPMENT VISION + PLAN for Portland Maine, August 2012. The WORK PLAN is intended to be revised annually as goals are accomplished and new priorities arise. The ECONOMIC DEVELOPMENT VISION + PLAN provides a shared vision for guiding Portland's future economic prosperity. It was prepared under the direction of the Portland Economic Development Task Force, and lead partners involved with its creation include the City of Portland Economic Development Office, Portland Community Chamber, Portland's Downtown District, Downtown Portland Corporation, Creative Portland Corporation, Convention and Visitors Bureau, and others. The Portland Economic Development Task Force will oversee the WORK PLAN activities; and annual measurement of progress towards the ECONOMIC DEVELOPMENT VISION + PLAN will be accomplished through the Portland Community Chamber's annual Portland's Economic Scorecard. For more information regarding the WORK PLAN, the ECONOMIC DEVELOPMENT VISION + PLAN, or Portland's Economic Scorecard, please contact the City of Portland Economic Development Office or the Portland Community Chamber.

GROW THE ECONOMY

Principle and Vision Statement: The City is committed to creating economic prosperity through growing its tax and employment base.

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.
2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.
3. Coordinate business and higher education needs to support regional workforce development.

Activities:	Budget/Resources:	Responsibilities:	Timeline/Measurement:
Business Visitation Program Development	\$8,000 direct expenses and in-kind.	City + Chamber	Design and complete program by Nov., 2012
Industry Sector Research	\$15,000-20,000 for consultant and in-kind.	City + Chamber	Form working groups, select industry sector focus and complete research by Dec., 2012.
Workforce Education Advocacy + Coordination	In-kind	City + Chamber	Work through the Greater Portland Economic Development Corporation.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN 2011 + 2012 WORK PLAN

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement: Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.

Goals:

1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.
2. Market Portland and increase recognition nationally and internationally that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.
3. Create incentives to establish and grow Portland's creative enterprises.

Activities:

Creative economy education

Develop Portland Marketing + Branding Program

Create incentives to retain and attract artists and entrepreneurs.

Budget/Resources:

Annual TIF funding

\$25,000

In-kind

Responsibilities:

Creative Portland

CP, City, PDD, Chamber and CVB

CP, City and Chamber

Timeline/Measurement:

On-going

Convene meeting and complete by Dec., 2012.

Complete program evaluation and propose action by Jan., 2012.

SUPPORT BUSINESS

Principle and Vision Statement: Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service". The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.

Goals:

1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.
2. The Department Review process will be clear, consistent, predictable and timely.

Activities:

"Update Doing Business Guide", maintain business assistance services, improve use of web/social media and commit to customer service" training.

Review 2010 Site Plan Standards effectiveness

Budget/Resources:

Annual appropriations

In-kind

Responsibilities:

City ED Staff

City + Chamber

Timeline/Measurement:

Update Guide by Winter 2012.
Remainder activities are on-going.

Chamber and City staff to meet annually.

**Portland Development Corporation
Administrative Budget
For Month Ending
9/30/2018**

Operating transfer from EDF 28,522

Total Funds Available 28,522

FY19 Expenditures	Budget	Current Month	Year to Date	Percent of Budget	Balance
Administrative Services	575	91	91	15.8%	484
Postage	300	0	0	0.0%	300
Travel, Training, Meetings	4,000	0	0	0.0%	4,000
Contractual Services	10,500	740	5,970	56.9%	4,530
Operating Transfer to Fin.	9,647	0	0	0.0%	9,647
Advertising	2,000	0	0	0.0%	2,000
Auto Expense Reimb.	100	0	0	0.0%	100
Printing & Binding	650	70	70	10.8%	580
Office Supplies	750	325	422	56.3%	328
Total FY19 Expenditures	28,522	1,226	6,553	23.0%	21,969

Administrative Services - Credit Reports
Contractual Services - Loan and BAP Underwriting Services
Office Supplies - Various

PRELIMINARY - Cash Management Report
9/30/2018

	CIP		UDAG 271 (Unrestricted) Loans/Grants	FAME 277	FAME SSBCI 279	Brown- field 1 278	Brown- field 2 280	Year-to-Date						
	272 Restricted	274 Unrestricted						CIP		Principal/Interest				
								Restricted	Unrestricted	UDAG	FAME	SSBCI	Bmfd 1	Bmfd 2
Cash Bal. Beginning of Reporting Mo.	286,051	156,650	404,458	322,434	731,464	364,249	3,500							
Plus:														
Principal payments received	286		7,198	12,652	885									
Interest payments received from loans	34		1,623	3,487	1,731									
Interest Income														
Other Income/Adjustments														
Pass Through From FAME/SSCBI/EPA														
Sub-Total Cash Available	286,371	156,650	413,279	338,574	734,080	364,249	3,500							
Less:														
FAME Annual Admin. Fee: Invoices														
Disbursements - Loans/PDAP Grants			(9,998)											
Sub-Total Cash Available:	286,371	156,650	403,281	338,574	734,080	364,249	3,500							
Less Reserves for:														
Beautification Program (EC0301)			(72,000)											
PEDPIP Fund Commitments thru FY16			(51,033)											
PEDPIP Fund FY17 Commitments			(23,676)											
PEDPIP Fund FY18 Commitment			(37,900)											
Transfers not yet recorded (UDAG Int)			(8,772)											
BAP Grants														
Used for Administration														
Total Ending Loan/Grant Cash Bal.	286,371	156,650	209,900	338,574	734,080	364,249	3,500							

Brownfield Grant 2:	800,000													
Less Admin. Reserve:	-100,000													
Sub-Total for Loans/Grants:	700,000													
Grants and Loans Approved to Date:														
- Childrens Odyssey Grant PIF	180,000													
- Thompson's Point, Loan:	350,000													
- Childrens Museum, Grant of:	170,000													
Total Available for Loans/Grants:	0													
Administrative Expenses:	100,000													
Expenses Reimb to Date	(23,461)													
Total Admin. Balance to Date:	76,539													

Bal. of Unrestricted/Uncommitted Funds as 7/1/18: 327,435
 PEDPIP Cap for FY19 (as 7/1/2019) at 10% of above: 32,744
 PEDPIP Commitments for FY19 to date:

- THIS NEEDS UPDATING

**Downtown Portland Corporation
Schedule of Loans Receivable
For the Month Ending September 30, 2018**

Cust #	Ln #	Account No. & Name	Date of Loan	Maturity Date	---Committed/Disbursed Funds---			Outstanding Princ. Bal.
					Original Loan	Not Yet Disb.	Total Disb.	
Portland Business Fund 271 (UDAG/Unrestricted):								
7527	1622	320 P St., LLC (Casco Bay Elec.)	5/30/2018	6/1/2028	200,000	0	200,000	\$197,146
7158	1561	Forefront Brick South, LLC	11/18/2016	12/1/2026	100,000	\$0	100,000	<u>\$86,696</u>
Sub-Total PBF (UDAG)								\$283,842
Portland Business Fund 272 (Restricted - CIP):								
7124	1554	Creative Portland	10/11/2016	11/1/2023	25,000	\$0	25,000	\$18,798
6502	1436	Portland Food Cooperative	6/4/2014	10/1/2021	130,000	\$0	130,000	<u>\$85,080</u>
Sub-Total PBF (Bonds/CIP Restricted)								
Portland Micro Capital Fund 271 (UDAG/Unrestricted):								
5837	1341	Back Bay Skate	9/10/2012	9/1/2017	12,500	\$0	12,500	\$1,886
6120	1380	Portland Trading Co. LLC	4/26/2013	8/1/2018	15,000	\$0	15,000	\$12,187
6635	1464	Damiak's Bakery, LLC	10/16/2014	11/1/2019	25,000	\$0	25,000	\$6,353
6501	1435	Sur Lie Wine Bar, LLC	5/2/2014	9/1/2021	37,335	\$0	37,335	\$17,613
7092	1559	Vin Bar, LLC	7/26/2016	9/2/2021	50,000	\$0	50,000	<u>\$35,982</u>
Sub-Total Micro Capital Fund								\$74,020
Portland Business Fund Fund 274 (CIP/Unrestricted):								
6597	1458	Back Cove School	8/29/2014	9/1/2019	55,000	\$0	55,000	\$28,525
6828	1505	Poplar & Co., LLC	6/5/2015	10/1/2022	37,500	\$0	37,500	\$1,023
6868	1512	Billdotcom, LLC	8/29/2015	9/1/2022	102,500	\$0	102,500	\$93,457
7091	1546	Skunk Ape, LLC	7/21/2016	8/1/2023	75,000	\$0	75,000	\$54,876
7479	1611	On Time Transportation	3/26/2018	4/1/2023	10,000	\$0	10,000	\$9,268
7513	1618	Miss M, Inc.	4/25/2018	5/1/2022	20,000	\$0	20,000	\$18,895
Sub-Total PBF (Bonds/CIP Unrestricted)								\$226,044
FAME Fund 277:								
6531	1450	North Atlantic, Inc.	6/23/2014	1/1/2020	75,000	\$0	75,000	\$25,860
6598	1459	Browne Trading CO.	9/3/2014	10/1/2019	83,333	\$0	83,333	\$20,636
6784	1485	SB & LC Properties, LLC	4/6/2015	5/1/2020	101,200	\$0	101,200	\$93,037
6973	1524	Auto-Care, LLC	2/5/2016	3/1/2021	32,500	\$0	32,500	\$26,211
7029	1533	BayCycle	5/13/2016	9/1/2023	20,000	\$0	20,000	\$14,851
7103	1548	Cakeworks, Inc.	8/5/2016	9/1/2022	62,500	\$0	62,500	\$56,241
7157	1560	Forefront Brick South, LLC	11/18/2016	12/1/2026	250,000	\$0	250,000	\$216,740
7276	1580	Union Bagel	6/20/2017	7/1/2020	46,000	\$0	46,000	\$30,394
6485	1429	Evo Rock & Fitness Portland	4/14/2014	11/1/2024	132,954	\$0	132,954	\$90,433
7176	1565	Adele Masengo Designs, Inc.	1/6/2017	2/1/2022	15,000	\$0	15,000	\$13,201
7528	1623	KJ Monument Square, LLC	6/1/2018	12/1/2025	25,000	\$0	25,000	\$25,000
7532	1629	CAG RE, LLC	8/15/2018	9/1/2023	50,000	\$0	50,000	\$50,000
7529	1624	Cousins Seafood, LLC	7/11/2018	8/1/2023	20,000	\$0	20,000	<u>\$20,000</u>
7293	1582	Wallace James	7/14/2017	8/1/2022	100,000	\$0	100,000	\$81,033
7357	1593	747 Congress LLC	1/25/2017	7/1/2022	150,000	\$0	150,000	<u>\$142,607</u>
Sub-Total FAME Fund								\$906,245
FAME SSBCI 279:								
6199	1390	Inn at Diamond Cove LLC	7/10/2013	7/1/2018	200,000	\$0	200,000	\$158,494
6867	1511	Billdotcom, LLC	8/19/2015	9/1/2022	92,500	\$0	92,500	\$84,341
7233	1570	KODA, LLC	3/31/2017	4/1/2027	100,000	\$0	100,000	<u>\$96,082</u>
Sub-Total FAME SSBCI								\$338,917
Real Estate Investment Fund 271(UDAG/Unrestricted):								
Sub-Total RE Invest								\$0
Brownfields Loan Fund 278								
6555	1457	Forefront Partners, LP	7/30/2014	2/1/2020	200,000	\$0	200,000	<u>\$136,220</u>
Sub-Total Brownfields								\$136,220
Grand Total Loans						\$0	2,650,822	\$1,945,288
Allowance for uncollectable loans at 15%								\$291,793
Total with Allowance for uncollectable loans:								\$1,653,495

Portland Economic Development Implementation Program			
FY2019 Grant Funding Available:	\$32,744		
First Round of Applications Due:	9/28/2018 at 3:00 p.m.	Date	
Grantee Approved	Grant Amount	Approved	Project
Balance of Funds Available:	\$32,744		
If Additional Funds Remain, Second Round of Applications due no later that Friday, March 29, 2019 at 3:00 p.m.			

Business Assistance Grant Program for Job Creation - FY2019			
FY2019 Grant Funding Available:	\$140,000		
		Date	Jobs
Grantee/Grant Approved	Grant Amount	Approved	Funded
Bethel Kids Care	\$20,000	9/20/2018	2
Gross Confection Bar	\$10,000	9/20/2018	1
Greater Portland Home Healthcare	\$10,000	9/20/2018	1
Lio	\$20,000	9/20/2018	2
WordLab	\$20,000	9/20/2018	2
OneLove HomeCare	\$20,000	9/20/2018	2
Shekinah Family Services	\$20,000	9/20/2018	2
Total Grant Funds Approved to Date:	\$120,000		
Balance of Grant Funds Available:	\$20,000		

Portland Economic Development Implementation Program			
FY2018 Grant Funding Available:	\$37,900		
First Round of Applications Due:	9/29/2017 at 3:00 p.m.		
Grantee Approved	Grant Amount	Date Approved	Project
Office of Economic Opportunity/City of Portland	\$15,000	10/19/2017	Develop Strategies for Immigrant Integration in the business and workforce community.
Maine Crafts Association	\$7,525	5/31/2018	Retail Gallery at 519 Congress Street for display and sale of work by Maine craft artists, including immigrants, and a hub for education and culture
Maine Immigrants Rights Coalition	\$10,000	5/31/2018	Create a database for an Immigrants' Economic Opportunity Network
Office of Economic Opportunity/City of Portland	\$5,375	5/31/2018	Professional Connector Program project for access to employment, related services, and economic opportunities
Balance of Funds Available:	\$0		
Second Round of Applications due no later that Friday, March 30, 2018 at 3:00 p.m.			

Business Assistance Grant Program for Job Creation - FY2018			
FY2018 Grant Funding Available:	\$113,000	Admin:	\$3,000
Grant Funding Net for Grants:	\$110,000		
		Date	Jobs
Grantee/Grant Approved	Grant Amount	Approved	Funded
Wallace James	\$20,000	12/21/2017	2
Gateway Community Services	\$20,000	12/21/2017	2
Maine & Loire	\$10,000	12/21/2017	1
Greater Portland Home Health Care	\$10,000	12/21/2017	1
Head Games	\$20,000	12/21/2017	2
Balance of Funds Available:	\$30,000		
Additional CDBG Funds Made Available:	\$10,000		
Balance of Funds Available:	\$40,000		
On Time Transportation	\$20,000	1/25/2018	2
Good Cause Cleaning and Painting Svcs.	\$20,000	1/25/2018	2
Balance of Funds Available:	\$0	Total Jobs:	12



Portland Development Corporation

Board of Directors

Fiscal Year End 2018 Annual Report

The Economic Development Department provides the primary staff support to the Portland Development Corporation (PDC) with legal assistance from Corporation Counsel. The Economic Development Department is responsible for marketing and administration of the PDC's Commercial Loan and Grant Programs.

The PDC Board of Directors met eleven times over the course of the fiscal year, not including its Annual Awards Reception held on November 30, 2017 – detailed further below. It is noted that the PDC invested just under \$1,082,900 in FY18 in 19 businesses and economic development projects, which leveraged over \$5 Million in private sector funds associated with creating 26 jobs and retaining 62 jobs. FY18 loan activity included a public to private investment ratio of 1:7.

Types of businesses provided loan assistance during FY18 included three food retailers, Thompson's Point, transportation, clothing manufacturer, and an electrician service company.

As of the end of FY18, the PDC loan portfolio exceeds \$2.87 Million, with 35 loans under management. This loan portfolio of \$2.87 Million leverages \$33.2 Million in private investment in Portland, for a leverage of \$11.5 of private funds to each dollar of public funds. These loans also retained 159 jobs and created 141 jobs, and include a diverse mix of PDC investments in businesses noted above, as well as a paddle boat business on Portland's waterfront, energy, fitness, retail, and service. It is also noted that of the 35 loans under management, 5 are to the immigrant community.

The Business Assistance Grant Program for Job creation began in FY12. From FY12 through the end of FY18, grants awarded total \$425,000 to 28 recipients, including 6 to the immigrant community, resulting in the creation of 81 full-time jobs.

See table on following page for loan and grant activity for FY14 through FY18.

FY14, FY15, FY16, FY17, and FY18 Loan and Grant Activity Totals:

	FY14	FY15	FY16	FY17	FY18
No. of Commercial Loans Made	7	8	5	10	6
Total Amt. of Funds Lent	\$814,289	\$607,033	\$370,000	\$873,500	\$405,000
Total Private Investment Leveraged	\$48,505,172	\$3,467,095	\$1,139,361	\$11,439,338	\$5,112,884 (inc. Brownfield Loan Leveraging)
Jobs Created	65	40	8	40	14
Jobs Retained	13	55	11	17	62
No. of Brownfield Grants/Loans	2	1	1	2	2
Total Amt. of Grants/Loans	\$7,500/Grants	\$200,000/Loan	\$75,000/Grant	\$192,000/Grants	\$350,000/Loan; \$170,000/Grant
No. of Business Assistance Grants for Job Creation	5	8	7	0*	7
Total Amt. of Grants	62,200	\$100,000	\$100,000	0	\$120,000
Jobs Created	21	17	20	0	12
No. of Portland Econ. Dev. Plan Implementation Grants	3	8	3	8	4
Total Amt. of Grants	\$43,309	\$98,820	\$37,300	\$48,331	\$37,900
PDC Total Investment	\$984,798	\$856,503	\$502,300	\$926,831	\$1,082,900

*No funds were available during FY17.

PDC Fiscal Year 2018 Loan and Grant Detailed Activity

FY18 Loans Closed

FY18 was a year in which the PDC loan portfolio grew with seven loans closed for a total of \$755,000. The PDC's loans invested in seven Portland businesses, thereby retaining 62 jobs and creating 14 new jobs. In addition, these loans leveraged over \$5.1 Million in private commercial investment. Types of businesses provided loan assistance included three food retailers, Thompson's Point, transportation, clothing manufacturer, and an electrician service company.

During the past eight years, FY10 through FY18, the PDC has extended 63 loans for a total of just over \$5 Million, while leveraging over \$76 Million in private investment and creating/retaining over 550 jobs.

PDC Loan Portfolio

As of the end of FY18, the PDC loan portfolio exceeds \$2.87 Million, with 35 loans under management. This loan portfolio of \$2.87 Million leverages \$33.2 Million in private investment in Portland, for a leverage of \$11.5 of private funds to each dollar of public funds. These loans also retained 159 jobs and created 141 jobs, and include a diverse mix of PDC investments in businesses noted above, as well as a paddle boat business on Portland's waterfront, energy, fitness, retail, and service. It is also noted that of the 35 loans under management, 5 are to the immigrant community.

As a result of a successful grant application, beginning in 2012, funds from the U.S. Treasury's State Small Business Credit Initiative (SSBCI) became available to the City as a lending source. Through FY2018, the PDC has utilized \$922,500 in SSBCI funds for loans to six Portland businesses. Since the SSBCI Program expired in early 2017, all of the loan funds, once paid off by the borrowers, become the City's, expanding the PDC loan pool by what will likely be over \$1 million.

PDC Lending History

Since its inception in 1991, the PDC has made 166 loans to diverse businesses including manufacturing (e.g., breweries and biosciences), hospitality, restaurants, retail, and service, among others. The following table provides an overall view of the activities:

Total Amount of Funds Lent:	\$10,841,535
Leveraged Amount of Private Financing:	\$122,651,284
Jobs Retained:	1,344
Jobs Created:	783
16 Loans Defaulted*	\$689,094

*Default amount of \$689,094 is 6.35% of total amount of funds lent.

Brownfields Grant Award from the United States Department of Environmental Protection (EPA)

The City of Portland applied for a Brownfields Grant from the EPA during FY2016. At the beginning of FY17, the City was awarded a grant of \$800,000 to support loan and grant investments in environmental site cleanup. The City was awarded an additional \$500,000 in cleanup funds and \$200,000 in assessment funds during FY18. The City Council accepted and appropriated these funds to recapitalize the Brownfields Revolving Loan and Grant Program and a Brownfield Assessment Program. The funds will be used as loans to for-profit developers, and, in some cases, as grants to non-profits for the assessment and clean-up of Brownfields sites throughout the City. The assessment funds will cover the cost of Phase I and Phase II Environmental Site Assessments in Portland.

Brownfield Loans/Grants Approved in FY18:

1. A loan of up to \$350,000 was approved and provided to Forefront Partners I LP for engineering and clean-up/remediation connected to four projects on Thompson's Point. Those projects include the Suburban Propane redevelopment site, the East Loop Road (to the future Children's Museum and Theatre building), a Pavilion, and a Hotel.
2. A \$170,000 grant was approved for Children's Museum & Theater of Maine (CMTM), a non-profit organization which purchased a 1.12 acre property (Lot 7) on Thompson's Point. In this \$14 Million project, CMTM will construct a 3-story 29,000 sq. ft. building on that property with outdoor play areas. This grant will assist in remediation and cleanup of the site.

Portland Economic Development Plan Implementation Program (PEDPIP) Grant Fund

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

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

The PEDPIP program was capitalized by PDC funds in the amount of \$250,000 in FY12. The maximum grant amount was originally \$75,000. During FY2015, the PDC Board recommended to the City Council, and the City Council approved, amending the maximum grant amount to \$15,000, and establishing a yearly cap at the beginning of

each fiscal year at 10% of available/uncommitted, unrestricted PDC loan funds beginning with FY16.

Since its inception through FY18, the PDC Board approved grants in the total amount of \$440,245 as follows:

- Portland Community Chamber for “Why Portland” Videos
- Portland Community Chamber for Growing Portland Initiative
- Creative Portland for the following projects:
 - Branding Portland
 - LiveWork Website Update
 - Creative Economy Metrics
 - Artspace Survey
 - Creative Map and Guide
 - Creative Space (inventory, web-based clearing house, resource guides)
 - UNESCO Creative Cities Application
 - Work in Place Summit
 - Green Light Series Finale
 - Update to Portland Cultural Plan
- Portland Performing Arts Festival
- Portland Community Chamber for Scorecard Updates (2014; 2015)
- City of Portland staff to participate in the Maine International Trade Center Mission to Iceland and UK
- Portland Community Chamber for Startup and Create Week (2014; 2015)
- World Affairs Council for its Celebrate Immigration Initiative
- City of Portland/Portland Community Chamber – Industry Sector Research
Conducted by the Maine Center for Business and Economic Research
- City of Portland – Greater Portland Economic Development Corporation (GPEDC) - Maine International Trade Center/Invest in Maine Program
- Cultivating Communities/Local Food Cluster Acceleration Project (Withdrawn by applicant)
- Cooperative Development Institute – Institutional Food Service and Procurement
- Maine Center for Enterprise Development – Top Gun Overhaul and Preflight
- Maine Convention Center Collaborative/Portland Community Chamber – Feasibility Study for Convention Center
- Portland Buy Local – Host Community Forum to Strengthen Portland’s Economy
- Maine Center for Enterprise Development – E*Next Pilot Project
- Portland Downtown – Parking Study
- Portland Downtown – Walking Tour
- Maine College of Art – Campus Master Plan
- GPCOG – Portland Food Launch and Festival
- Women United Around the World – Vocational Training Program for Immigrant Women
- City of Portland – Office of Economic Opportunity – Develop Strategies and Measurable Plan to Integrate Immigrants
- City of Portland – Office of Economic Opportunity – Create Professional

Connector Program/Job Openings for New Mainers
Maine Immigrants Rights Coalition – Create Database/Immigrant Economic
Opportunity Network
Maine Crafts Association – Gallery at 519 Congress Street for Maine Craft
Artists, and a Hub for Education, and Culture

Business Assistance Grant Program for Job Creation

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

This program was originally capitalized with \$100,000 from Community Development Block Grant (CDBG) funds and launched in May 2012. It was re-capitalized by the CDBG program in FY14 and FY16 with an additional \$100,000 each of those years, and an additional \$145,000 for FY18.

Grants awarded since the Program's inception (FY12 through FY18) total \$425,000 to 28 recipients, including 6 to the immigrant community, resulting in the creation of 81 full-time jobs. The program has provided assistance to a diverse group of start-up and existing businesses, ranging from restaurants, bakeries, and a food production incubator, to clothing manufacturer/retailer, pharmacy, IT services, music venue, bicycle sales and services, and auto repair.

PDC Annual Awards Program

At the 22nd Annual Awards Reception on November 30, 2017, the PDC gave awards for New Business of the Year, Small Business of the Year, Business of the Year, and an Economic Achievement Award – as follows:

- The ***New Business of the Year*** award was given to ***Fork Food Lab***

Created by Neil Spillane and Eric Holstein, Fork Food Lab offers those thinking of starting a food business with space to begin, including 10 ovens, multiple ranges, 17 prep stations, and ample storage space; it can fit the needs of any small food business. At Fork you can rent kitchen space and join other food business startups. Instead of a formal lease, Fork offers two monthly membership options: full-time and part-time. Each option provides a prep table, access to equipment, cold/dry storage, as well as all paper goods and sanitation supplies needed. Fork also offers hourly kitchen rentals to businesses that need very occasional use of the space. Its members now total 40.

It is noted that Fork Food Lab has since undergone a change of ownership.

- The *Small Business of the Year* award was given to ***Think Tank Coworking***

Opened in November 2010, Think Tank Coworking provides Maine’s urban professionals with a comfortable and convenient space to work, convene, and conference. Founder and President Patrick Roche has since opened two additional locations - in Yarmouth and Biddeford - and has over 300 members, providing remote workers, freelancers, and start-ups a productive place to base operations and network with area talent. Portland’s Think Tank has also become integral to Portland’s creative economy and professional ecosystem, hosting varied events as Propel’s 2014 Entreverage Launch Party, Top Gun Pitch Night, Local Flames—Movie Night, and the Portland Maine Film Festival. Patrick is finding that Maine is not just known as “vacationland” but as a “lifestyle state” for the untethered workforce.

- The *Business of the Year* award was given to ***Bristol Seafood***

Located on the Portland Fish Pier, Bristol Seafood has been in business since 1992. All of the company’s products meet the Marine Stewardship Council’s (MSC) chain of custody standard, and they are a founding member of the Gulf of Maine Responsibly Harvested program. Bristol processes and sells fair trade certified scallops, Maine mussels, line-caught haddock from Norway, and Alaskan cod from an MSC-certified fishery and employs about 80 people.

Bristol operates a zero-fish-waste facility as all of the by-products from its production are recycled for future organic usage. In 2014 the company developed the EcoBox, which allowed them to eliminate nearly all Styrofoam packaging. The EcoBox is wax free which makes it fully recyclable.

When the company started, it promised that “we would never compromise our Maine standards. Today, we’re proud that hasn’t changed a bit. Quality starts with buying the best fish on earth. That’s why we use line-caught fillets that are frozen at sea and taste fresher than fresh. It’s why we’ll travel the world to find the very best scallops. It’s why we partner with local Maine fisherman to get the very best wild Maine mussels from the very best beds.”

- The *Economic Development Achievement* award was given to the ***Eimskip***

Eimskipafélag Íslands (The Icelandic Steamship Company) was founded on January 17, 1914, making it the oldest shipping company in Iceland. Eimskip has from the beginning emphasized on shipping transport to and from Iceland, today offering total transport solutions around the world. Eimskip has offices in 19 countries worldwide, as well as agents in other strategic locations.

In early 2013, Eimskip chose Portland’s International Marine Terminal to expand its presence in New England and cut its shipping time to Northern Europe. The

number of Eimskip containers moving through the port of Portland increases yearly, starting in 2013 with 3,381; 2014, 6,249; 2015, 6,955; 2016, 8,790; and 2017 estimated to be 10,300.

Portland is now the company's only port of call in the United States. Eimskip vessels that call on Portland also call on Halifax, Nova Scotia, and Argentia, Newfoundland.

With the recent rail connection to the port of Portland completed, it allows for containers to be moved between ships and rail cars. Eimskip's goal is to provide customers with transport services in the North Atlantic and transport forwarding around the world.

Summary

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

PDC Board of Directors: Mayor Ethan Strimling
Tim Agnew, President
Shelley Carvel, Secretary
Tom Dunne
Jed Harris, Treasurer
Jon Jennings, City Manager
Dennis Martin
Heather Sanborn
Ovid Santoro
Matthew Veith
Julie Viola

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

PORTLAND DEVELOPMENT CORPORATION
Statement of Net Position
June 30, 2018

(Preliminary and Subject to Audit)

ASSETS

Cash		\$ 2,311,232
Due from other governments		200
Accounts receivable		1,648
Loans receivable	\$ 2,326,275	
Allowance for uncollectible loans	<u>(312,800)</u>	<u>2,013,475</u>
TOTAL ASSETS		<u><u>\$ 4,326,555</u></u>

LIABILITIES AND FUND EQUITY

Liabilities:		
Accounts payable	\$ -	
Accrued salaries	<u>-</u>	
Total Liabilities		\$ -
Fund Equity:		
Reserves		
Loans Receivable	\$ 2,013,475	
Economic Development Fund	87,683	
Unrestricted UDAG	381,717	
Restricted CIP	285,733	
Unrestricted CIP	156,650	
FAME	304,243	
EPA Revolving Loan Fund (Brownfield)	364,251	
FAME SSBCI	729,102	
Brownfield Grants	<u>3,700</u>	
Total Fund Equity		<u><u>4,326,555</u></u>
TOTAL LIABILITIES AND FUND EQUITY		<u><u>\$ 4,326,555</u></u>

PORTLAND DEVELOPMENT CORPORATION
Statement of Revenues, Expenditures,
and Changes in Fund Balance
For the Year Ended
June 30, 2018

(Preliminary and Subject to Audit)

<u>Revenues and Financing Sources</u>		
Federal Grants	\$ 211,092	
Application Fees	8,633	
Interest Received on Loans	97,071	
Investment Interest Income	15,728	
Adjustments to Bad Debt Expense	50,111	
Operating Transfers In	<u>23,320</u>	
Total Revenues and Financing Sources		\$ 405,954
 <u>Expenditures</u>		
Administrative Services	\$ 10,281	
Contractual Services	285,740	
Operating Transfers Out	<u>23,320</u>	
Total Expenditures		<u>319,342</u>
Excess (deficiency) of revenues over expenditures		\$ 86,612
Fund Balance, June 30, 2017		<u>4,239,942</u>
Fund Balance, June 30, 2018		<u><u>4,326,555</u></u>