



MEMORANDUM

TO: Portland Business and Community Leaders

FROM: Portland Economic Development Plan Stakeholders

DATE: January 3, 2014

SUBJECT: 2014-2015 Work Plan associated with the Portland Economic Development Plan

Portland Economic Development Plan

The City's first Economic Development Plan was endorsed, during 2011/2012, by the following partners:

- Creative Portland,
- Portland City Council,
- Portland Community Chamber,
- Portland Convention and Visitor Bureau,
- Portland Development Corporation, and
- Portland's Downtown District.

Following Portland City Council endorsement of the Economic Development Plan, Mayor Brennan and City Manager Mark Rees established a stakeholder group, including the above organizations and others, which meets regularly to oversee implementation of Portland's Economic Development Plan.

Portland Economic Development Plan Accomplishments

Noteworthy accomplishments of the Economic Development Plan, to date, include:

- ***New Portland Marketing Branding Program.*** The new brand "Portland, Maine Yes. Life's good here." was created and endorsed by the Plan partners. This program includes "Why Portland" videos featuring individual business owners who talk about enjoying the region's great lifestyle while working from Maine.
- ***Business Visitation Program.*** The Mayor, City Economic Development staff, and members of the Chamber of Commerce meet monthly with area businesses



year round to determine their needs to support business retention and growth. A total of twenty-five businesses have been visited to date.

- ***Mayor Brennan's Growing Portland Collaboration*** was established, funded, and staff hired to align post secondary education institutional activities with private sector growth opportunities, and institutions involved in research and development.
- ***The Portland Chamber created an Economic Scorecard*** to annually measure and compare Portland's economic performance against several similarly sized U.S. cities. Creative Portland added to this work by creating several "Livability" indicators.
- ***Updated a guide for "Doing Business in Portland"*** to create a single source of information about City business licensing and development regulatory requirements, along with promoting City commercial loan and grant programs.
- ***Streamlined Portland's development regulatory process and requirements, including permits and inspections.***

2014-2015 Work Plan and Partner Commitments

The Portland Economic Development Plan stakeholders prepared the attached 2014-2015 Work Plan to continue the work of the Economic Development Plan. The attached Work Plan includes a listing of each activity, responsible organizations - including lead organization, along with activity status. All organizations listed in the Work Plan are committing time and financial resources to implement assigned activities. This Work Plan sets forth a clear road map for a short list of activities to support Portland's economic growth. The Work Plan places increased emphasis on workforce development activities to support workforce entry, adds a number of tourism activities, and prioritizes attention to important Portland waterfront and transportation investments. The power and importance of this effort is that it coordinates the economic development work among many organizations with City government and harnesses their combined energy. Mayor Brennan and other stakeholders will be contacting your organization to arrange meetings with you to discuss the importance of the activities included in this Work Plan.

cc: Portland City Council
Mark H. Rees, City Manager

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN
2014 & 2015 WORK PLAN

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, higher education, and research and development needs to support regional workforce development.*

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Business Retention and Attraction		
- Business Visitation Program	City, Chamber, GPEDC	Ongoing/Retention, wkforce dev. & expansion, grow global exports, incl. food sector
- Growing Portland Initiative	GP, City, Chamber, CP, GPEDC	Ongoing/"Research Triangle" rollout & sector work groups deployment
- Industry Sector Research	Chamber, GP, City, GPEDC	Ongoing/Growth Strategy for specific industries in Portland Region
- Portland Technology Park	City, Chamber, GPEDC	Ongoing/Market park to businesses and plan for future phase
- PDC Commercial Loan and Grant Programs	City, PDC	Ongoing/Assistance to new and growing businesses
- Minority and Women-Owned Business Development	City, Chamber, CEI, and USSBA	Proposed/ Inventory businesses, clarify growth challenges, incl. creative eco.; business forums incl workforce dev/industry-sector partnership opportunities; promote current financial and business development offerings; provide managerial, technical, and business consulting assistance; create connections to entrepreneurial and vocational training.
Workforce Development		
- Overcoming Barriers to Employment: Develop strategies, programs, and services to support workforce entry	GP, CVB, Chamber, City, PAEd	Proposed/ Convene working groups to coordinate specific strategies.
- Utilize CDBG resources for workforce development	City, Chamber	Implement new CDBG program
Tourism		
- Raise Tourism Awareness	CVB, City, PDD, ME Office of Tourism	Proposed/ Jetport; Cruise Portland, ME; cultural heritage; global mkts
-Create a cultural heritage tourism initiative	CVB, City, ME Office of Tourism	Proposed/ Inventory and market cultural heritage projects, sites, and educational programs; identify cultural heritage tourism projects ready for marketing; include the cultural history of Portland on City website with links to CVB/tourism opportunities.
- Summit on Convention Center and Funding Sources	CVB, Civic Ctr., City, Hospitality Ind., Chamber	Proposed/
- Collaboration on People and Business Relocation Package(s)	CVB, Chamber, CP, City	Proposed/ To assist businesses and individuals moving to Portland
Public Infrastructure/Transportation		
- Re-Establish Ferry Between Portland & Yarmouth, NS	City, State, MITC	Ongoing
- Extend Rail to Support Eimskip & Growth of Int'l Cargo Shipping	ME Port Authority, MEDOT, City	Ongoing/Strenthen partnership with Eimskip; State Bond Issue support
- Intermodal Planning and Infrastructure at Thompson's Point	MEDOT, EDA, City	Ongoing/State Bond Issue support
- Harbor Dredging	City, MEDOT, Wharf Owners	Ongoing/State Bond Issue support
- Establish a TIF strategy for transportation and downtown public infrastructure	City	Proposed/ Discuss establishment of a downtown transportation oriented TIF district.
Metrics		
- Portland's Economic Scorecard	Chamber, City, CP, PDD, CVB	Ongoing/Enhance Integration with ED Plan

* Lead organization has primary responsibility for resources and implementation.

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.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Portland Marketing & Branding Program: Advance Implementation	CP, City, Chamber, PDD, CVB, WAC	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Refine Recruitment Strategies & Programs for Creative Entrepreneurs	CP, City, Chamber	Ongoing/
Creative Space Development	CP	Ongoing/Inventory, database, additional space dev.

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.

<u>Activities</u>	<u>Responsibility/Lead Org. First *</u>	<u>Status/Details</u>
Update City Website as Customer Service Portal.	City	Ongoing/December 2014
Review 2010 Site Plan Standards Effectiveness	City & Chamber	Ongoing/Chamber and City staff meet annually
Streamlining Permitting	City	Ongoing

* Lead organization has primary responsibility for resources and implementation.

<u>Acronym Definitions:</u>
CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
EDA = U.S. Department of Commerce/Economic Development Admin.
GP = Growing Portland
GPEDC = Greater Portland Economic Development Corporation
MEDOT = Maine Department of Transportation
MITC = Maine International Trade Center
PAEd = Portland Adult Ed.
PDC = Portland Development Corporation
PDD = Portland's Downtown District
SMCC = Southern Maine Community College
USM = University of Southern Maine
USSBA = U.S. Small Business Administration
WAC = World Affairs Council



**Creative Portland and the *Portland Economic Development and Vision*
Work Plan (“Work Plan”)**

As part of the 2014-2015 Work Plan, Creative Portland is the lead organization for “Enrich the Creative Economy” section. This includes the following goals:

1: Increase collaboration among creative and innovation sectors.

- Further develop and coordinate efforts to attract the “creative occupations”
Programs: LiveWork Portland; 2 Degrees Portland

2. Promote Portland as a city where innovation and creativity thrive.

- Further develop and implement new Portland brand system (Portland, Maine Yes. Life’s Good Here)
- Increase promotion and use talent attraction strategies
- Work with partners to integrate into business and visitor attraction efforts

Programs: Branding Portland; LiveWork Portland; 2 Degrees Portland

3. Creative incentives for Portland’s creative enterprises

- Provide assistance to artists and entrepreneurs in securing work space
- Pursue development of work space for artists and creative entrepreneurs

Program: Creative Space

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

- Conduct additional research on Portland’s creative occupations to identify needs and possible supports.

Programs: Professional Development; Research and Outreach; First Friday Art Walk



Supporting the Growing Portland Collaborative

With leadership from Mayor Michael Brennan and Chris Hall, in 2013 the City of Portland and the Portland Regional Chamber jointly launched the Growing Portland collaborative. Its mission is to help to grow our local economy through targeted projects that create jobs, generate investments, and attract young people. Representing education, R&D, and business, fifteen local institutions are Founding Partners in the collaborative. Following extensive research, interviewing, and on-the-ground analysis, the Growing Portland collaborative concluded 2013 by endorsing three primary initiatives to focus on in 2014 and beyond:

1) *Building a Center of Excellence in Health Informatics*

At the intersection of health care and information science, health informatics employs data to improve patient and population outcomes. Portland is home to innovative companies and organizations achieving groundbreaking work in this field. Health informatics aggregates many potential players including our local health care providers. Developing this cluster can bring new jobs and investments to the region, while improving patient care and reducing costs.

2) *Optimizing the Marine Economy through Science and Education*

With an unrivalled harbor that encompasses multiple uses and advantages, Portland can become a global center for understanding and improving the marine economy through science and education. A regular conference of global scope, highlighting marine science/economy innovations, can highlight this initiative. In addition, a marine science academy can take advantage of our existing strengths and resources, particularly with participation by GMRI, the universities, CIEE, and others.

3) *Coordinating Opportunities to Access the Economy*

Certain populations in our city and region face barriers to employment. Growing Portland can: 1) help to knit together the key social service agencies and funding resources working to bridge the gap between unemployment and meaningful jobs ; and 2) connect to members of the business community who can provide specific pathways to meaningful, lasting employment.

Ancillary projects include: attracting IT talent to Greater Portland; developing a region-wide internship system; strengthening college-business relations; and connecting City Hall to Portland's entrepreneur/start-up community.

Supporting the Growing Portland collaborative:

- **Champions** the projects and interests that can grow our city and regional economy.
- **Targets** measurable, progressive initiatives endorsed by the business community.
- **Coordinates** energies and programs among multiple institutions and resources, aligning business and nonprofit programs with City and Chamber activities.

The Growing Portland collaborative is managed by the Portland Regional Chamber

For more information, please contact John Spritz, Manager of Growing Portland
jspritz@maine.rr.com (207) 773-0872 www.Facebook.com/GrowingPortland



Focus Areas Commencing in 2014

On December 3rd, 2013, the Founding Partners met to review the research and conclusions of the document, “Proposed Core and Community Projects Commencing in 2014.” Based on the discussion and endorsements at that meeting, the collaborative will initially focus on:

1) “Building a Center of Excellence in Health Informatics”

At the intersection of health care, computer science, and information science, health informatics employs data to improve patient and population outcomes. Portland is home to innovative companies and organizations achieving groundbreaking work in this field. Blending health care and IT, health informatics aggregates many potential players including, of course, our local health care providers. Developing this cluster can bring new jobs and investments to the region, while improving patient care and reducing costs.

2) “Optimizing the Marine Economy through Science and Education”

Among many recent factors affecting our local marine economy are the Eimskip opening to Iceland and Europe; the realignment of significant waterfront properties; and the City’s appointment of a Waterfront Director. There is enormous potential in building out the science and learning capabilities associated with the marine economy, with participation by GMRI, the universities, CIEE, and others. With a harbor that encompasses multiple uses and advantages, Portland can become a global center for understanding and improving all aspects of the marine economy and marine science. A regular conference of national or global scope, highlighting marine science/economy innovations, can be a highlight of this initiative.

3) “Coordinating Opportunities to Access the Economy”

Certain key populations in the city face barriers to employment. The Growing Portland collaborative can play two key roles: 1) helping to knit together the key social service agencies and funding resources working to bridge the gap between unemployment and meaningful jobs in the city and region; and 2) connecting to members of the business community who can provide specific pathways to meaningful, lasting employment. Portland grows to the degree that the business community sees these programs not as charity, but as opportunities.

In early 2014, through our existing work groups and the resources of the Founding Partner organizations, we’ll investigate how each of these proposals can be manifested and sustained. In addition, the collaborative will continue to engage in other projects, including:

- Attracting IT talent to Greater Portland
- Helping to connect and network the life science community
- Promoting Portland as a city of education
- Developing a region-wide internship system
- Strengthening college-business relations
- Connecting City Hall to Portland’s entrepreneur/start-up community

In support of the City of Portland’s Economic Development Plan, our emphasis is on attracting jobs, investments, and young people to the region.

For more information, please contact John Spritz, Manager of Growing Portland
jspritz@maine.rr.com Or visit www.Facebook.com/GrowingPortland



Portland ConnectED

From Cradle to Career

Portland ConnectED aims to build and sustain a citywide culture dedicated to supporting highly effective education for Portland's youth, for Portland families, and for the Portland community at large.

We are coordinating efforts, aligning resources, and harnessing expertise of organizations and leaders throughout the city and the country to prepare our citizens to meet the challenges of the future.

Assets, Challenges, and Opportunities

There is much to be proud of for those of us who live, learn, and work in Portland. Portland's vital economy, exceptional quality of life, and strong sense of community have all garnered national recognition. We have one of the best-educated populations in the region, and a long and proud history of supporting and educating all members of our community.

Portland has been named one of the ten best places to live, one of the ten best markets for job prospects, and one of the top three cities in the nation for education and for raising a family (*Parenting* and *Women's Health*).

At the same time, we know that the economic and socio-political landscapes of the future will increasingly call for enhanced global awareness, job skills, and academic credentials. Local and regional businesses are growing and hiring, but they too often have to look outside our area for qualified people with the needed skills. Economic trends predict that the new, global economy will offer high-wage, high-growth jobs, but these opportunities will also demand highly developed skills and education levels.

Nationwide, it is predicted that over a half million lower-skill jobs will be eliminated due to automation and outsourcing. Meanwhile, here in Maine, forecasts predict the creation of 26,000 new high-wage jobs in high-growth sectors. But these jobs will require more highly skilled workers and entrepreneurs with post-secondary training and credentials.

We are poised to capitalize on these trends, but we will need to rise to the occasion and work with concerted effort like never before, holding each other mutually accountable as we strive to achieve common goals.

Getting ConnectED

Portland ConnectED unites leaders of organizations from our education, business, non-profit, civic, and philanthropic sectors in a sustained, coordinated effort that spans the educational continuum from cradle to college, career, and citizenship.

What We Know

- **Early Childhood**
Early childhood development sets the foundation for a student's future academic success.
- **Grade Level Reading**
Reading at grade level by third grade is a key determinant for future achievement.
- **High School Graduation**
Graduation from high school is a critical threshold on the path to economic success and civic engagement.
- **The New Economy**
Success in the new, more global economy will increasingly require highly skilled workers and entrepreneurs with a college degree or other level of post-secondary education.

What We Believe

- **From Good to Great**
It takes the concerted effort of an entire community, harnessing local and national expertise, to ensure success for all students, and to make good schools great.
- **Challenge & Support**
Communities are successful when they actively challenge and support every student, every step of the way.
- **To go far, go together**
Our efforts must be coordinated, fostering improved communication and shared accountability across multiple organizations for greater collective impact.

Portland ConnectED's initial efforts and resources are focused on the following overarching goals:

- To coordinate independent and collective action, expertise, advocacy, and funding in key areas of development, learning, and career connection, including but not limited to:
 - School readiness from the start
 - Grade-level reading proficiency by the end of third grade
 - High school graduation
 - Post-secondary enrollment, persistence, and completion;

With these general goals in mind, we strive together:

- To measure the success of the partnership by setting benchmarks towards targeted outcomes in the key areas and tracking progress and reporting regularly to the public, beginning with:
 - Meeting or exceeding the state goal of 90% high school graduation rate by 2016 and continuing to improve from there;
 - Creating and endowing a fund dedicated to supporting enrollment, persistence, and completion for those Portland high school graduates who pursue post-secondary studies at public institutions in the Greater Portland area;

To achieve these goals, we plan:

- To maintain and model shared accountability among partner organizations
- To provide leadership, advocacy, and counsel for the on-the-ground work in each of the key areas
- To champion and model data-informed decision-making and effective use of meaningful data to measure baselines and progress;
- To align our partnership's work with the efforts, expertise, and resources of local, regional, and national networks engaged in similar or complementary initiatives.

As with any realistic new venture, our work deliberately leaves room for learning and recalibration, with an initial focus on setting baselines and benchmarks for measuring progress and reporting back to the public. With steady persistence, we will build a durable infrastructure for continuous improvement in educational and economic outcomes.

“ We know that early childhood development is a fundamental factor in future success. We also know that early grade level literacy is a key determinant for high school graduation and achievement, and post-secondary training and credentials are increasingly necessary for success in today's modern global society. Portland ConnectED will connect the dots between these stages and put all Portland children on a pathway to a satisfying and promising career. ”

Michael F. Brennan
Mayor, City of Portland

Founding Partners

City of Portland

Creative Portland

Sam L. Cohen Foundation

John T. Gorman Foundation

Opportunity Alliance

Portland Public Library

Portland Public Schools

Portland Regional Chamber

Southern Maine Community College

United Way of Greater Portland

University of Southern Maine

Portland ConnectED will expand and deepen its connections with additional partner programs and organizations both nationwide and closer to home, to ensure Portland's continued resurgence as a city that values quality of life and place alongside economic vitality.

Contact Us

For more information or to get involved in Portland ConnectED, please contact Mike Dixon, Executive Director, by phone at (207) 653-9854 or by email: mdixon@portlandmaine.gov