

DRAFT ECONOMIC DEVELOPMENT VISION AND PLAN PORTLAND, MAINE

- Draft February 8, 2011 -

The following is a draft of the economic development vision and plan for City of Portland Maine. 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 economic development. It draws on the previous and current work of the City, its citizens, businesses, and stakeholders. The development of this 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 results, the City and Chamber engaged the Economic Development Plan Task Force. A list of Task Force members is contained in Appendix A.

Rather than recreate the many recent efforts regarding components of economic development, this plan draws from the many recent past reports that provide information relating to economic development. A listing of these reports is contained in Appendix B. It 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 is based on input received through outreach meetings and presentations a listing of which is contained in Appendix C.

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

- Guiding Principles & Vision Statements
- Goal Statements
- Implementation Strategies

A description of these components is contained in Appendix D.

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

1. GROW THE ECONOMY
2. ENRICH THE CREATIVE ECONOMY
3. SUPPORT BUSINESS

Additionally, to support these core areas of focus the City must take action to coordinate, communicate, and measure progress. 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 and together will work to make the Greater Portland Region a great region to work, live, and grow a business.
- 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 process will engage key stakeholders and include regular communications with the businesses, citizens and taxpayers of the City.
 - Portland is committed to accountability for its efforts by monitoring the progress of its economic plan and activities, making strategic changes as warranted and communicating progress.
 - Portland will work in collaboration with the communities and stakeholders of the Greater Portland Region to grow the City’s economy and the economy of the region
 - The City will include feedback obtained from the business engagement activities into updates to its strategic plan
 - Portland will utilize the latest technologies including web and social media to communicate and market Portland both inside and outside the region
 - 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

By adhering to this vision and plan, Portland will succeed at economic development creating economic prosperity through growing the City’s tax and employment base and become THE BEST PLACE TO LIVE & WORK. Portland has great quality of life assets including access to health care, parks and recreational amenities, educational opportunities and a low crime rate. These assets help 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.

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 of the City, the Portland Community Chamber, and the Creative Portland Corporation, with significant engagement by 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 engage into the future. This vision and plan is not meant to be the sole

document related to economic and community development. It is meant to be a piece with a specific focus on economic development 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 plan is not meant to cover these issues in detail.

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 calls out for the City to start considering “what next” in terms of how we can grow wealth. Additionally, Portland along with other partner communities in South Portland, Scarborough, Falmouth, Cape Elizabeth, and Westbrook is about to engage in increased efforts for regional economic development planning. This vision and plan for Portland will help ensure the regional efforts reflect the City’s needs and strategies for economic development.

Note: among the Strategies **GREEN** means to be considered a priority over the next 6-12 months. This is for draft consideration only.

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**
 - 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.
 - Develop non-visitation methods to have regular communication and feedback from business by utilizing social media, surveys, and events
 - Maintain and expand commercial loan and other business financial incentive programs through marketing and communication to leverage and support business retention, expansion, and attraction
- Increase awareness among businesses, workers, and residents regarding the advantages and benefits to the local economy of supporting Portland businesses
 - Market, communicate, and network Portland businesses and residents to increase sales of Portland businesses
- Support industry sectors that are innovative and have high growth, high value potential to provide future opportunities for economic development
 - This shall be accomplished through business retention and expansion efforts as well as through a coordinated regional attraction effort 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
 - 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.
 - Produce additional analysis to further prioritize and develop sector/cluster strategies based on opportunity and analysis
- Sustain economically vibrant neighborhoods
 - Work with City’s neighborhood liaison to regularly engage businesses and residents in Portland’s neighborhoods
 - Support the growth of local neighborhood business and the benefits they provide to the neighborhood’s residents
- Support efforts for a vibrant downtown
 - Recognize the Portland Downtown District as the entity to lead Downtown efforts
- Support a working waterfront
 - Add more bullets here
- Provide for and market distinct commercial and industrial areas targeted for growth, which includes Bayside, Portland’s East End, and Riverside Street area.
 - Develop a Capital Improvement Plan (CIP) for commercial growth areas to address physical infrastructure needs
 - Include information about business and growth opportunities of 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
 - Coordinate entrepreneurship services to be sure Portland entrepreneurs are being supported for start-up, retention, and growth
 - Support efforts to increase minority entrepreneurship to increase entry of minority population into business and 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.
- Coordinate business and higher education needs to support regional workforce development
 - Advocate for workforce training and education needs of Portland businesses to service providers and regional higher education coalition
 - Participate through the Great Portland Alliance of Colleges and Universities to strengthen alliances and opportunities for workforce education, training and development with the regional institutes of higher education
- Recognize that infrastructure is the underpinning of economic growth and development. It must be maintained and improved support the goals and strategies contained in this plan.

- Portland will plan for future transportation and infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe that supports 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 of the Portland community
- Portland will support a network of air, rail, sea, and highway infrastructure to compete in a global economy
- Portland will encourage the development and maintenance of telecommunications infrastructure 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 support further growth

Advancement and Measurement of Priority Areas

To be developed once Guiding Principles and Vision; Goals; and Implementation Strategies are completed. An example related to the development of a visitation program is as follows:

Input measures:

A business visitation pilot program will be established by July 1, 2011 and completed by July 2012

Output measures:

Feedback from the pilot visitation program will be used to adjust economic strategies and activities by July 2012 and results of the visitation program will be communicated to the business community in the City

The results of the pilot program will be used to refine and implement an on-going effort

Outcome measures:

Business will be better informed of economic development resources and opportunities in the city and feel that their concerns are being considered and acted upon

CORE ECONOMIC DEVELOPMENT FOCUS

ENRICH THE CREATIVE ECONOMY

A great growth potential for Portland's creative economy lies within the creative enterprise cluster. Elusive to define, the creative enterprise cluster includes all trades and professions that are built upon the translation of creative expression and talent along with application of innovation and intellectual capital into profitable products and services. Examples of the creative enterprise cluster include the design arts (architecture, landscape architecture, graphic, interior, and industrial design), the culinary arts, textiles and furnishings, media (digital, broadcast, print), fashion, writing and publishing, advertising, music (composition, production, and mastering), innovation and knowledge based enterprises (high technology products and services, product development, bioscience, and research and development), 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.

Excerpted from *Creative Economy Steering Committee Report to City Council*, October, 2008

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, culture, creative and innovative sectors
 - Recognize and utilize the Creative Portland Corporation as the lead organization to drive strategies and implementation for Portland's creative economy efforts
 - Convene a meeting of all entities involved in marketing and branding Portland to collaborate on message and strategy implementation – and determine roles and responsibilities; adopt a common brand and related sub-messages; and adopt a process for going forward and implementing

- Market Portland and increase recognition nationally and internationally that Portland is a City where arts, culture and entertainment, innovation, and creativity thrive
 - Take Creative Portland's web platform, *LiveWork Portland*, and develop web and social media plan on a national level; make sure related organizations' (City, Chamber, Portland Downtown District, Convention and Visitors Bureau, and Creative Portland Corporation) marketing and messaging align
 - Include within business attraction efforts a targeted strategy to attract creative and entrepreneurial individuals and businesses
 - Include in attraction efforts targeting visitors to Portland
- Support individuals, workers, and businesses that are innovative, creative and entrepreneurial as a means of growing and diversifying the local economy
 - Research best practices to support arts, entertainment, creativity, entrepreneurship, and innovation among national Cities 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 and talking with recent in-migrants
 - Survey creative economy businesses and ask what they need to grow their businesses and develop action steps
- Create incentives to establish and grow Portland's creative enterprises
 - Provide assistance to organizations to secure funding 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
 - Propose revisions to the City's creative economy revolving loan fund program to meet market demand
 - Create incentives to attract and retain artists and entrepreneurs for development of live/work residences or common workspace and housing
- Recognize and support individual artists, and arts and cultural related venues, and organizations
 - Develop a 'how to' on-line city resource to get events approved by the city
 - Feature one creative economy business per month on city's eco development web platform
 - Coordinate entrepreneurship services to be sure Portland entrepreneurs are being supported for start-up, retention, and growth

Advancement and Measurement of Priority Areas

To be developed once Guiding Principles and Vision; Goals; and Implementation Strategies are completed. Two examples related to the increasing collaboration, coordination, and communication among those involved in the arts, culture and creative sectors are as follows:

Input measures:

The City 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 by April 1 2011

Output measures:

A marketing strategy with a common brand and related sub-messages and a process for going forward and implementing will be developed by July 1, 2011

Outcome measures:

Citizens, business, and those involved in economic development services will easily recognize and utilize a united brand and messaging to promote business and economic development

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

Input Measures: Survey of all creative enterprises, their type, employment, sales, and throughput metrics in aggregate.

Output Measures: Creation of growth targets for the creative enterprise sector. Periodic inventory and analysis updates to determine if the creative enterprise cluster is growing, stable, or shrinking.

Outcome measures: Validation or revision of growth targets and of strategic initiatives to achieve growth targets.

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, and delivered in a timely manner with superior “customer service”.

Goals & Implementation Strategies

- The business community, either directly or through membership based organizations, will nurture the growth of Portland businesses with the result being improved profitability. Specific assistance 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 – 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 financial incentives to help Portland businesses grow, add employment, generate net new tax revenue and use incentives to attract specified high value firms.
 - The City will review and revise its Tax Increment Financing Policy, as needed, to support this goal to expand jobs and municipal tax base associated with specified high value firms.
 - 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 about those programs with Portland businesses and advocate for programs changes as needed.
- Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a customer service attitude.
 - The City will publish an updated “Doing Business Guide” to assist businesses with obtaining services, including, for example, when licenses and permits are needed, a timeline describing the process for approval and associated fees.
 - The City will maintain a “Hotline” for business assistance to connect businesses with needed services.
 - Implement use of computer software to improve communication among City departments and planning, development, licensing, codes, and permitting customers

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

Advancement and Measurement of Priority Areas

To be developed once Guiding Principles and Vision; Goals; and Implementation Strategies are completed

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
Fred Forsley, Shipyard Brewery
Brenda Garrand, Garrand Marketing
Gary Goodrich, BioProcessing, Inc.
Andrew Graham, Portland Color and Creative Portland President
Joseph Gray, City of Portland
Chip Harris, Kilbride & Harris Insurance
Gerard Kiladjiian, Portland Harbor Hotel
Gary Koocher, Applicator Sales
Jack Lufkin, Gorham Savings Bank and Portland Community Chamber Representative
Gregory Mitchell, City of Portland
Paul Peck, Drummond & Drummond
Brian Petrovek, Portland Pirates and Portland's Downtown District President
Charles Poole, Proprietors of Union Warf
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 Director
Jack Lufkin - Portland Community Chamber
Project Consultant - PolicyOne Research

APPENDIX B: LISTING OF PAST REPORTS REVIEWED

- Report of the MIT Master's Class on Urban Planning -
- The Arts District Plan
- The 2010 Economic Scorecard
- Looking Out for Portland
- Vision 2000
- Report from the Portland Community Chamber Task Force to advance recommendations from
- Looking Out for Portland and the Region 2007
- Memorandum of the Greater Portland Economic Development Corporation Formation, June 22, 2010
- Portland's Creative Economy Summit – 2006
- Portland's Creative Economy Summit – 2008
- A New Vision for Bayside
- Development of a Regional Economic Development Organization for the Greater Portland Region
- Downtown Vision
- City of Portland Comprehensive Plan
- Portland "Thinking Region" White Paper
- Portland Downtown District Strategic Plan

Note – need to edit to include full name, author/sponsor, and date completed

APPENDIX C: OUTREACH MEETINGS AND 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 (scheduled) Creative Portland Corporation Board public meeting - Reviewed January 10, 2011 Draft Portland Economic Development Plan for input with emphasis on the Creative Economy Chapter.

APPENDIX D: DESCRIPTION OF ECONOMIC DEVELOPMENT PLAN COMPONENTS

Guiding Principles

These are high level statements designed to guide policy, ordinances, and activity, by the City and stakeholders.

Vision Statements

These are high-level statements of what Portland wants to achieve and/or become over the long term. They relate to guiding principles in that they are visions that will be realized if the guiding principles are adhered to.

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 which will be undertaken to achieve goals including who has primary responsibility, timeframe, estimated costs, and how will progress be evaluated.

ECONOMIC DEVELOPMENT PLAN COMPONENTS

