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ETHAN K. STRIMLING (MAYOR)
BELINDA S. RAY (1)
SPENCER R. THIBODEAU (2)
BRIAN E. BATSON (3)
JUSTIN COSTA (4)

CITY OF PORTLAND
IN THE CITY COUNCIL

KIMBERLY COOK (5)
JILL C. DUSON (A/L)
PIOUS ALI (A/L)
NICHOLAS M. MAVODONES, JR (A/L)

**ORDER ADOPTING DEVELOPMENT PROGRAM FOR
PORTLAND DOWNTOWN
FOR FISCAL YEAR 2018-2019**

ORDERED, pursuant to 30-A M.R.S. Section 5224, after public hearing, the City Council of the City of Portland hereby adopts the Development Program submitted by the City Manager, a copy of which is attached hereto, for the Downtown Improvement District, Inc. doing business as Portland Downtown for fiscal year 2018-2019.



May 23, 2018

To City Manager Jennings, City Councilors, and Mayor Strimling:

On behalf of the Portland Downtown Board of Directors, we are pleased to present to you our development letter for fiscal year 2019. Each year, we enter into a partnership with the City of Portland that is bound by two agreements: a Master Contract and Supplemental Services Agreement. Since these enhanced services are in addition to what the City provides for Baseline Services, downtown property owners collectively leverage a supplemental tax, which provides funding for the additional public works operations, programs, and services of Portland Downtown, a 501(c)4 nonprofit organization. The mission of Portland Downtown is to ensure that downtown is clean, safe, and vibrant. This is a mighty task, which cannot be achieved by one organization, but requires the cooperation and collaboration with not only the City of Portland, but with other partner organizations, which include the Portland Police Department, Learning Works, the Milestone Foundation, Amistad, and Visit Portland - to name a few.

Portland Downtown was established in 1992 and has spent the past 25 years working towards establishing programs and services that are in line with our mission and provide value to our stakeholders. Over the past three years, we have focused on executing initiatives in our five-year strategic plan, which include four focus areas: Vitality, Experience, Growth, and Advocacy. We have also increased our staff to add a full-time Marketing and Communications Coordinator and a Downtown Experience Liaison. Our Marketing & Communications Coordinator, Adam MacDonald, helped to see us through our rebranding - from Portland's Downtown District, to Portland Downtown - and to amplify our mission and impact. Our Downtown Experience Liaison, Amy Geren, has brought a data-savvy approach to our programs - establishing data collection tools and metrics for success to evaluate the Supplemental Services that are provided over and above what the City would traditionally provide. For example, because of Amy's Supplemental Services Agreement tracker, we know that our Downtown Public Works crew spent 2,848 hours on litter patrol, collection, and disposal, while our Downtown Police Cadets had 649 business visits and 275 Special Attention (SA) checks in 2017. Our small but mighty staff is working 24/7 to ensure that all who live, work, visit, and own property in the downtown district receive value from our programs and see Portland Downtown as their advocate.

Advocacy was an area that our Board found most rewarding - delivering three letters in two years to the City of Portland on the following issues: Sound, Parking & Transportation, and Panhandling. Our advocacy issues were vetted through our organizational Advocacy Policy, to ensure that they met the criteria for further

exploration. Once approved by the Board, Ad-Hoc Committees were established to convene public forums, research best practices, and to find feasible recommendations and solutions that we could get behind and work with the City on together. As a result, the Sound Oversight Committee was reinvigorated and meets monthly with public comment, the sound ordinance is under review by city staff, and recommendations for changes will be brought to the Health & Human Services Committee. With regard to parking and transportation, Portland Downtown partnered financially with the City of Portland on both a Parking Study and a Multi-Modal Transportation Marketing Campaign. The Panhandling Ad-Hoc Committee compassionately focused on addressing the greatest needs in downtown, which are issues around safety, homelessness, poverty, and social service need. As a result of the findings of the committee, combined with data collected through the Downtown Police Cadet program, Portland Downtown developed a Peer Outreach Worker (POW) Program in partnership with Amistad and was awarded a Community Development Block Grant for FY19. We also hosted, in partnership with Preble Street and Homeless Voices for Justice a two-part workshop, called "Cultivating Compassion: A Workshop on Homelessness". The workshop was promoted as "A workshop for the business community to explore the causes & impacts of homelessness and how we can work together to effect change through advocacy in action." Portland Public Library graciously hosted the workshop and Portland Buy Local, the Portland Community Chamber of Commerce, and Visit Portland were event partners. Finally, Portland Downtown created a "Helpful Community Resources" rack card, to help identify local organizations that provide food, shelter, and other resources, as well as quick links to the Police Non-Emergency number, the HOME Team, and the POW Program. Our Board of Directors takes their role in advocacy seriously, understands fully that we must be part of the solution, and is willing to continually work towards better outcomes for all - in order to support a thriving, economically healthy downtown.

With 25 years of history and three intense years of strategic advocacy and partnerships behind us, we now turn to the final two years of our current 5-year strategic plan. Realizing that the definition of downtown is changing and expanding and that the demands on our organization are also growing, our Board established a Growth Ad-Hoc Committee to explore the possibilities of district expansion and to evaluate our organizational capacity. What the committee discovered, was a demand for our supplemental services in an area adjacent to downtown, which was also experiencing new commercial development and where Baseline Services have not been enough. Through a data driven process, which included weekly meetings, walking the District and adjacent areas, public outreach, and numerous meetings with our property owners,

adjacent property owners, city staff and councilors, the committee put forth a recommendation for a conservative expansion of the district. The recommendation was approved by our Board of Directors and received unanimous support from the Economic Development Committee. Members of the Economic Development Committee encouraged Portland Downtown to consider further geographic expansions in future, and our Board will make that a priority for consideration as we embark on our next strategic planning process in the next 12-18 months. Council will be asked to vote on the proposed expansion in June, in addition to renewing our Master and Supplemental Services contracts, with a budget to support implementation of programs and services to a level of quality that our stakeholders have come to expect.

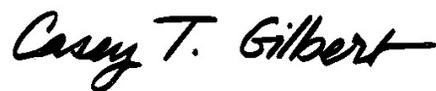
In the coming years, our organization wants to further improve upon the implementation of our Supplemental Services, our internal operations, and on our communication and outreach to stakeholders. In FY19, the Board will establish a Finance Committee and will work closely with the Marketing & Events Committee to find ways that we can improve communications about the implementation of our vital programs and Supplemental Services, in addition to our beloved community events, such as the Tree Lighting in Monument Square, Merry Madness, Downtown Worker Appreciation Day and Summer Kick-Off Weekend.

Portland Downtown, which is self-governed by the very individuals and organizations that provide its annual operating budget, takes its mission seriously and aims every year to develop a fiscally-conservative budget, which will provide the greatest return on investment to its stakeholders and the broader community. Continuous improvement, with a mission-driven approach is how our Board of Directors sees their role in the management and oversight of Portland Downtown. The volunteer Board, full-time staff, program staff, and organizational volunteers all believe that a vibrant downtown translates to a sustainable, successful, livable city. We look forward to continuing our well-established, mutually beneficial partnership with the City of Portland and eagerly embark on our next fiscal year, ready to provide a continued, enhanced value to a clean, safe, and vibrant downtown.

All the best,



Kim Volk
Chair, Board of Directors



Casey Gilbert
Executive Director