

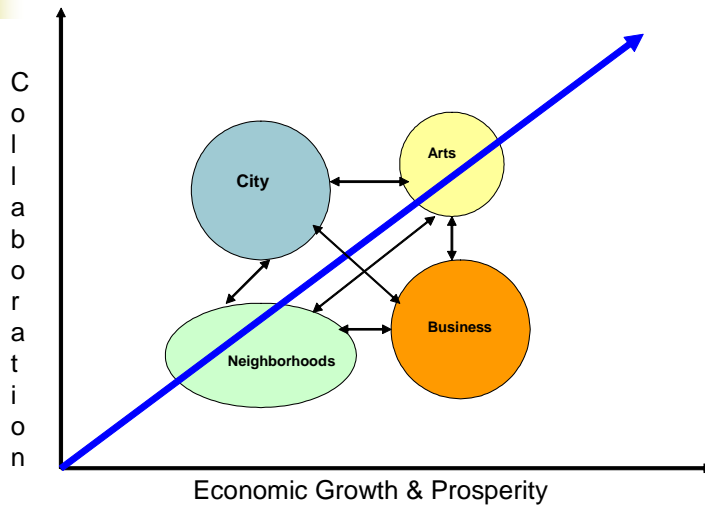


# STRATEGIC ECONOMIC DEVELOPMENT PLAN & PROCESS

## FINAL REPORT

March 9, 2007

A New Model: Working Together to Drive Economic Development



Prepared by:



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## **I. INTRODUCTION & OVERVIEW OF PROCESS**

The City of Westbrook continually seeks to strengthen its economic development efforts and impacts. The City recognizes that economic development strategies are only as effective as the business and citizen advocates that are fostered through the process. Like any other community, Westbrook faces the challenge of how best to engage the community and create advocates for implementation while facing disparate opinions among the community and a limited budget.

In 2006, the City held its first Economic Summit, the purpose of which was to update citizens and business on the City's economic development efforts and progress. In January 2007, with the help of Biscaye Consultants and PolicyOne Research, the City planned and held its second Economic Summit, again with the purpose of updating citizens and business on progress, but also with a focus on determining how best to engage stakeholders in the process of economic development and foster a community-wide partnership to plan for and implement economic and community development.

As primary conclusions to the Summit project, PolicyOne and Biscaye updated the City's Economic Development Model, Vision and Goals, and presented a set of suggested next steps in the continuing process of realizing a long-term strategic economic development plan. These are presented in the pages immediately following this introduction.

The remainder of the report presents; 1) a summary of the process of preparing for and conducting the summit; 2) findings by economic development content area; and 3) the materials that were used in the summit and the pre-summit interviews and survey.

### Summary of the Process

Our summary of the approach utilized to accomplish the City's goals followed a four-step approach.

In the first thrust of our approach we worked with the City's Economic Development Director (Erik Carson) to obtain grounding in the major economic development issues and economic environment within the City and surrounding region. We accomplished this through a review of the City's recent economic development and comprehensive plans, related local, regional, and state plans, and an early discussion session with the Erik. This step enabled our consulting team to craft a process and protocols for effective interviewing and facilitation.

Second, using information obtained through the first component, we worked with Erik to refine and finalize the list of interviewees to a list of approximately 40 individuals who are members of one or more of the following groups: residents of Westbrook, employees of organizations based in Westbrook, business owners, and elected and appointed officials. We then designed an appropriate interview protocol, list of questions, and schedule, and then conducted interviews that included 32 people. A list of the interview

questions and format, as well as a list of the actual interviewees, is included in Appendices C and D.

We were also able to supplement the interviews with a written survey that was completed and submitted to the consultants. A copy of the written survey, as well as discussion and summary of the results is shown in Appendices E and F. The Survey was available on the City's web site for completion and information. The purpose of the written survey was to gather information about various perspectives in relation to the City's activities in Community and Economic Development. Combined with the interviews, this information provided not only relevant data and information, but can also help the City better understand how to create advocacy and involvement for economic development implementation.

Third, using the information from the interviews and Written Surveys, along with the team's professional expertise, we designed and facilitated a half day Summit workshop to further probe the major issues for supporting future economic and community development in Westbrook. The Summit was repeated a second day to accommodate the varying schedules of business owners, elected and appointed officials, as well as the Community at-large and other interested parties. A copy of the Summit Agenda is included in Appendix G.

Lastly, we are concluding our approach with this reporting to the City summarizing the major issues and recommendations for inclusion within the City's economic development strategy. This includes outlining a series of action steps to be considered by the City.

## **II. 2007 ECONOMIC DEVELOPMENT MODEL, VISION & GOALS**

The following is a working draft-rewrite of the 2006 Westbrook Economic Development Vision based on the 2007 summit and pre-summit work.

### **A New Vision**

*Embracing our past and envisioning our future, by creating an economically vibrant and affordable City*

Our vision is that Westbrook continues to be an increasingly significant leader of community and economic development in Southern Maine, where businesses and families flourish in a vibrant and unified community guided by an effective and responsive government.

### **A New Model**

The City of Westbrook will incorporate a new model for economic, business and community development based on collaboration with citizens, businesses, and stakeholders. This model will be characterized by ownership of the process among all parties involved, sharing of information, and networking. The City will also develop processes and systems for adopting, monitoring and planning economic development over the long-term so that the City can be consistent with long-term goals and visions and increase the likelihood for significant success over time.

### **New Goals**

**To move the City forward in reaching our vision, the following primary goals are being used:**

#### ***Community Marketing, Communications and Networking***

Westbrook will develop and implement strategies to communicate the positive changes that are taking place both internally (to citizens, businesses, and workers) as well as externally (businesses and persons seeking to move to and invest in Westbrook). These strategies will highlight the City's positive assets including: the river and all that it has to offer; Westbrook as a great place to conduct business; the diversity of the local economy including service, retail, technology, manufacturing, and the arts; the City's traditional neighborhoods; access to and recreation and open space; proximity to the center of the Greater Portland Metropolitan area; and a rich history, including its roots in being a mill community, as an economic driver of the region.

Furthermore, Westbrook will foster information sharing and networking among the economic and community development stakeholders so that its marketing and communications efforts can be bolstered by widespread support and participation.

***Economic and Business Development - Land Use, Planning, and Zoning***

Maintain an atmosphere that attracts business to locate and expand in the City of Westbrook by continuing to implement a comprehensive plan through a proactive zoning ordinance.

Develop and implement strategies and recommendations for targeted economic and business development sectors. In particular and based on the City's economic assets the City will develop strategies for the following targeted sectors: Bioscience/biotech; Precision manufacturing; Information Technology; Finance and Business Services, Office, service economy; Arts and Cultural Economy; Energy and Environmental Related industry; Retail – around exit 48, Route 302, and the Downtown

Continue to develop and integrate plans for specific areas of concern/focus making sure that the efforts are integrated into an overall economic development plan and vision including Westbrook Industrial park, Sappi Properties, Rte 302, The Downtown, Larrabee Road, Saccarappa Park, Exit 47, and Exit 48

In developing and implementing economic development policies and practices Westbrook will take into consideration the diverse need of small businesses and larger businesses.

***Future Land Use and Quality of Life***

The City, once known as a paper manufacturing giant, is moving into its future as an environmentally friendly, economically sound, and progressively active community looking towards continued excellence.

***Dedication to High Quality Customer Service to Citizens and Business and Respect for Customers***

Westbrook officials and staff will continue to deliver economic development and planning services to citizens and business in a manner that is efficient, respectful, caring, timely, predictable, and consistent.

***Support and Promote a Vibrant Downtown as the “Heart of the Community”***

Westbrook's Downtown will continue to be re-vitalized to serve as the “Heart of the Community. It will serve as the focus point for the development of the arts and cultural community in Westbrook, retail, services and amenities to support residents and area workers, include new residential units, and maintain significant ties to the river. Furthermore, Westbrook's Downtown will be accentuated by visual gateways, be pedestrian friendly, and include a variety of parking opportunities.

***Maintain And Promote Traditional Neighborhoods And Affordable Housing*** - The City

of Westbrook will adopt and implement strategies that recognize the importance of its traditional, established neighborhoods, and balance this with commercial and industrial development needs. It will also seek to continue to provide affordable options for residents and newcomers. Westbrook's success with maintaining neighborhoods and providing affordable housing options will also be incorporated into its marketing efforts.

***Support an Education and Workforce Development System and Environment that Enables Life-long Learning***

Westbrook will support an education and workforce development system and environment that enable life-long learning from K-12, college, vocational learning, and adult education, and post-college learning. Westbrook will collaborate with educational and workforce partners to link education to workforce development consistent with its business and industry needs.

***Continue to Increase Public Safety***

Continue to implement a citywide strategy that enhances safety. The major goal of the Public Safety Department is prevention by better coordination with business, citizens and other city departments to cooperatively address the safety concerns and improve emergency preparedness of the community.

***Plan for, Maintain, and Expand Infrastructure and Technology***

The City of Westbrook will continue to plan for, maintain, and expand public infrastructure to support the goals of its economic development vision – this includes roads, parking, transportation alternatives, sewer and water, gateways, and telecommunications.

### III. NEXT STEPS

The City has many of the components in place for planning and implemented economic development strategies. The following conclusions and suggested next steps are based on the work completed leading up to the Summit as well as finding from the Summit. They are meant to lead to the full development and implementation of medium and long-term economic development strategies and processes for the City of Westbrook:

1. Finalize economic development goals and vision – bring all recent efforts together under a long-term vision and goals for economic development. A vision and goals were completed in 2006. The 2007 Summit has resulted in an update and ideas for further consideration. Participants indicated the need to refine a visions and goals and share them throughout the City with the public, business, and stakeholders.
2. Develop strategies and recommendations for economic and business development not covered by existing efforts. Most of the recent planning efforts in Westbrook are “geography based”, applying to specific areas of the City. The Downtown, Riverfront, Sappi, and Brownfield area have recent plans that are in the process of being updated and/or implemented. The City lacks analysis and strategies for growing targeted sectors/industries of the local/regional economy. In particular and based on the City’s economic assets the City is in need of strategies related to the following targeted sectors:
  - a. Bioscience/biotech – the City is home to several companies in this sector most notably IDEX and Artel and has a real opportunity to leverage this success given its proximity to the state’s other bioscience/biotech resources including other similar companies in the Greater Portland Region, USM, Maine Medical Center Research Institute, Gulf of Maine Research Institute, University of New England, and the Foundation for Blood Research.
  - b. Precision manufacturing – home to the Manufacturers Association of Maine (formerly the Maine Metal Products Association)
  - c. IT - home to and partner with MESDA in the software testing lab
  - d. Finance, office, service economy – build on recent success of DRMS
  - e. Creative economy – recent influx of art community
  - f. Energy and environmental related industry
  - g. Retail – around exit 48, Route 302, the Downtown, and Exit 48
3. Develop a structure for the ongoing development and implementation of City economic development policies, practices, and activities
  - a. Develop system for consistent medium and long-term decision making and implementation – currently City-based economic development is carried forth in the City through an integration of the Economic Development Committee of the Council, the Mayor’s Economic Development Committee, the City’s Economic Development Director, and various add hoc efforts such as the Downtown Development Committee or

Rte 302 planning charette. While these have led to short term success, these processes are somewhat disparate and when considered with the City's political structure characterized by elections every two years in which all councilors and the Mayor are up for reelection, the City lacks long-term structure for carrying fourth initiatives, consistently engaging the community and stakeholders, and monitoring results.

- b. Develop process and methods for actively engaging the community and stakeholders in City economic development efforts - moving forward, the City will continually be involved in and in many cases develop and lead the implementation of economic development efforts. As technology and community culture has changed, so has the effectiveness of traditional models of citizen and stakeholder engagement. To succeed at economic development, the City must develop and implement new ways to engage and communicate with citizens and stakeholders.
  - c. Foster and support community and stakeholder driven initiatives or entities to guide, advocate for, and monitor economic, business, and community development – the City cannot nor should not lead every and all economic development effort. The new model of economic development is based on citizens, business and stakeholders collaborative together to drive economic and community development. Each stakeholder has a unique leadership role to play, and this needs to be fostered and supported by the City. Done effectively this process goes beyond creating “consumers” of economic and community development and progresses to the creation of advocates.
4. Develop practices and products to improve and support marketing, communications, and networking related to economic and community development - the Summit and the interviews and survey leading up to it, resulted in a clear message by participants that more need to be done to market Westbrook effectively internally, within the region and state, nationally and globally. Additionally, citizens and stakeholders are demanding more regular information sharing, communications and networking opportunities related to economic and community development. There has definitely been recent change in Westbrook's economy and many recent successes. However many of the local residents, business and stakeholders have yet to become fully aware of the recent efforts and future potential, and few outside of Westbrook are aware at all. The time has come for an integrated economic and community development marketing and communications effort.
  5. Develop a process for assessing progress, communicating results, and making adjustments as needed – Economic and community development is a long-term on going process. As strategies are implemented, the external environment is constantly changing, dictating the need for continual assessment and re-adjustments. Furthermore, to keep interest and excitement among stakeholders, efforts are needed to measure and communicate progress regularly.

Tasks needed:

- Facilitation, interviewing, and process management particularly for:
  - Task 1- finalization of the vision supported by the Community at-large
  - Task 2 – to present and refine strategies supported by the Community at-large
  - Task 3 – to initiate and support input and Community-wide organizing
  - Task 4 – to refine a communications strategy and process
  - Task 5 – process to support assessment and making adjustments
- Research and Analysis
  - Re: Task 2 above - Analysis and development of strategies for retaining, expanding, and attracting business within targeted economic sectors/industries
  - Research to identify best practices for Task 3 - the development and implementation of City economic development policies, practices, and activities
  - Re: Task 5 above – development of an economic development assessment/evaluation system
- Marketing & Communications
  - Marketing plans
  - Marketing and communication products and activities

## IV. Findings by Economic Development Content Area

Findings have been grouped into nine broad themes. For each theme, summaries are presented based on the findings from (1) the pre-summit interviews, (2) the written surveys, and (3) the summit itself. The vision(s) statement(s) for 2006 related to that theme is also presented, and a re-write of the vision statement(s) for 2007 is included as an update. The themes include:

- Marketing, Communications, and Networking
- Economic Development – Business Development, Land Use, Planning, and Zoning
- Economic Development-Customer Service
- Downtown
- Education and Workforce
- Infrastructure, Transportation, and Technology
- Residential Development, Affordable Housing, and Neighborhoods
- Public Safety
- Economic Development Planning Process

### **A. Marketing, Communications, and Networking**

The need for marketing, communications, networking, and providing information came through conclusively throughout the entire process leading up to the summit as well as during the actual summit sessions.

This broad theme includes three categories:

1. External Marketing - marketing Westbrook to the outside (businesses, consumers, potential residences)
  - a. In Southern Maine and the rest of Maine
  - b. Outside of Maine
2. Internal marketing – sharing information with and among residents, business, and workers – promoting the good work that is being done and what the goals and vision are
3. Networking –developing links and relationships, collaborating to continually grow and improve Westbrook

#### **Findings:**

In the pre-summit survey, marketing, communications and networking emerged as an area of importance and concern:

- Level of satisfaction of respondents with economic development related services provided by the City, marketing, providing information, and promoting the downtown ranked in the bottom four of seven items. While their individual numeric ratings were around average, this is an area of concern that was confirmed in interviews and during the summit.

- Respondents rated “Promoting Westbrook as a place of business to out of state companies” as the number 3 item of 19 total items in terms of importance to successful economic and business development in Westbrook.
- On average, respondents felt strongly that “Westbrook is a better place to do business than most other communities in the Greater Portland area”.

Westbrook has gotten some recent positive press in the southern Maine Media.

“Westbrook is the new Portland. More to the point, Westbrook is what Portland was not all that long ago -- an affordable small city, a mecca for artists offering plenty of cheap studio space in old mills and warehouses, a city friendly to new development, a city attracting biotech and insurance firms, a happening place with a surprising number of interesting restaurants and bistros; in short, a city about to flower”. From: *Westbrook's New Groove, How a plucky little mill town stole Portland's mojo*, Edgar Allen Beem, *Down East Magazine*, November 2006

“Outside of a small circle of local creative-types, Biddeford has never been known as a creative Mecca. Neither has Sanford, or Westbrook, or any of the other former mill towns around the state that are lately finding that artists and craftspeople — the building blocks of that now omnipresent political pet term “the creative economy” — are moving to them from Portland, Portsmouth, and other costly locations out of state.” From: *Where have all the artists gone? Portland's creative exodus gives Southern Maine's mill towns a new lease on life*, Sara Donnelly, *The Phoenix*, 8/9/2006

Many general as well as specific observations, ideas and recommendations emerged from the pre-summit work as well as during the summit. They included the following:

- The biggest short-term challenge for Westbrook is to tell people the positive things that are happening in Westbrook.
- We need to market Westbrook as to where we are today. We are no longer the “smelly blue collar armpit”. We have: available/affordable land for development; a great location in Southern Maine/Greater Portland with proximity to natural amenities.
- Westbrook is a great place to live as a family. It has parks, the river, trails, good schools and is conveniently located.
- Westbrook has a great base to build on – both commercial and industrial. Need to market Westbrook and beat the drum about why this is a great community to live and work in. Bolster the image.
- The river is a natural asset that needs to be promoted.

- Branding for the City is needed and the brand should emphasize proximity to Portland and the river.
- Once the odor of the mill was gone, property values in the City went up – we now need to get rid of the smell of the old mill image.
- Residential neighborhoods are “under-touted”. More marketing to real estate community needs to be done. The message needs to clarify “where Westbrook is today.
- We need to market Westbrook to young people.
- Westbrook has affordable space for person in arts-related businesses, particularly when compared to Portland; however they need to overcome the stigma of not being known for arts.
- City needs to tell the positive story – for example, more should have been done to tout the Disability RMS development downtown. They won an award from the state but the City didn’t properly celebrate this occurrence.
- Too many negative comments are aired by City Councilors in public and this has an impact on the City’s image.
- Internal marketing must precede external marketing.
- The City’s denial of the Wal-Mart plans for the Saunders property sends a symbolic message to the business community that the City is anti-business.
- In developing a new image City shouldn’t lose sight of its history as a mill town that benefited/built the City and community for many years.
- Identify growing companies that need to relocate or have leases coming up. We have a good thing here – get behind planning our City.
- Westbrook should light the falls – provide lighting that emphasizes and celebrate the river and falls. This is a unique asset and should be highlighted.
- Westbrook should leverage its location which is halfway between Portland and Gorham particularly to commuters and the students on the two campus of the University of Southern Maine.
- Westbrook should consider a Tradeshow that highlights the opportunities in the City
- Target Portland area companies to attract to Westbrook

- Work with tech and biotech companies to target marketing in those sectors.
- Everybody in the City reads the American Journal so we need to do more to tell the success stories in this medium.
- How do we welcome newcomers? We need an effort to market/welcome newcomers.
- There needs to be a concerted effort to market Westbrook's arts community. This should include more opportunities for social networking among the arts community, professionals, artisans, and crafts people. These elements of the community are new so it will take time to develop but it needs to get started.
- Have the making of the economic development plan be out there and exciting so people can see it, attend a meeting, and get involved.

The City of Westbrook has many efforts that fall under the umbrella of economic development that have been recently completed and/or are ongoing including the Comprehensive Plan update, Riverwalk Plan, Downtown Revitalization Plan, Downtown Parking Plan, Saccarappa Falls Riverfront Project and while Westbrook has gotten some good press recently, we were somewhat surprised throughout this process how little key stakeholders and citizens were aware of these efforts. This suggests that the City should make marketing, communications and networking a higher priority and develop and implement strategies to support all three.

#### **2006 Vision Goal:**

One goal of the 2006 Economic Development Vision specifically pertained to marketing.

*Community Marketing* – Continue developing marketing strategies that enhance and reflect the growth and positive change that is occurring in Westbrook. Westbrook has many attractive elements: school system, central location, low crime rate, sense of tradition, heritage and natural beauty. Oh and then there is the river. “Westbrook continues to be a great place to live, work, play, and raise a family.”

#### **Revised Goals for 2007:**

*Community Marketing, Communications and Networking* – Westbrook will develop and implement strategies to communicate the positive changes that are taking place both internally (to citizens, businesses, and workers) as well as externally (businesses and persons seeking to move to and invest in Westbrook). These strategies will highlight the City's positive assets including: the river and all that it has to offer; Westbrook as a great place to conduct business; the diversity of the local economy including service, retail, technology, manufacturing, and the arts; the City's traditional neighborhoods; access to and recreation and open space; proximity to the center of the Greater Portland

Metropolitan area; and a rich history, including its roots in being a mill community, as an economic driver of the region.

Furthermore, Westbrook will foster information sharing and networking among the economic and community development stakeholders so that its marketing and communications efforts can be bolstered by widespread support and participation.

## **B. Economic Development – Business Development, Land Use, Planning, and Zoning**

This broad theme includes several categories including:

1. Business development – efforts to grow and support businesses
2. Development of specific geographic areas or properties within the City or specific projects requiring City support
3. Land use planning and zoning to support economic and community development

It should be noted that this is a very broad economic development theme and several of the findings below contradict each other. This reflects diverse opinions around this theme that were evident through the pre-summit and summit work. Such diverse opinions are expected and common in communities around specific economic development projects and land-use activities. We have not made an effort in this report to reconcile these differences in the findings and are simply presenting them as diverse opinions.

### **Findings:**

The pre-summit survey respondents:

- Rated “Increasing building and facility space ready for occupancy” as the number 2 item of 19 total items in terms of importance to successful economic and business development in Westbrook.
- Indicated that “Increasing access to loan financing for business”, “Stabilizing or lowering local property taxes”, and “Improving environmental quality were important for successful economic and business development in Westbrook. All were within the top 10 of 19 items.
- Placed ‘Increasing availability of land for development, increasing energy efficiency opportunities for businesses, providing technical support & information to existing Westbrook companies, and reducing planning & zoning restrictions’ all in the bottom 9 of 19 items; but all received mean scores greater than 4.00, indicating above average importance to successful economic and business development in Westbrook.

General and specific observations, ideas and recommendations that emerged from the pre-summit work as well as during the summit include the following:

- The City has made improvements with regard to its zoning and land use ordinances.

- Westbrook needs a “big idea”. The city should pursue efforts for the development of a new Civic Center to serve the entire region that includes retail, office, and services and is served by regional transportation. This should be a public private partnership. Exit 47 area would be a great location for this as it is near the highway, near Portland, near the jetport, near the transportation center for the Down-easter and bus service. This would need to be a public-private partnership like what was done in Manchester New Hampshire. Obstacles for this would be financing the public expenditures and opposition by other Cumberland County/Greater Portland communities.
- Support major civic center/conference center
- Exit 47 should not be retail but should be commercial office (large and small).
- City seems to be putting block up with regard to allowing/fostering retail development in the Exit 47 area. The City seems to be promoting the area as corporate headquarter uses, not retail.
- A vision is needed for mixed use retail focus at Exit 47: Bloomingdales, P.F. Chang, Barnes and Noble, Crate and Barrel, and a civic convention center
- Continue to work with Sappi Paper over the long run – they will always make paper there because it would be too costly for environmental reasons to shut down. Work with them to convert unused land and buildings and Brownfield’s to business condos and other land and buildings usable for economic development. The City is running out of taxable and buildable commercial/industrial property and if something isn’t done it will become a constraint on economic development. Government involvement is needed to work with Sappi because of the environmental costs/risks.
- Redevelop the Sappi properties with industrial clients
- The area where the Rotary is and Rite Aid needs to be redeveloped and made appropriate for development.
- Westbrook should consider designating Warren Avenue as a Pine Tree Zone.
- Rte. 302 needs to be widened, have the sewer extended, and have a mix of commercial and residential, with services for the residential areas.
- We don’t want Rte 302 in Westbrook to look like Rte 302 in Windham
- Getting going on the Saccarappa development is key to Westbrook’s future.

- Saccarappa Park needs to be developed as mixed use allowing for both commercial/office and residential and include open space.
- A Riverpark that has open space and shops and restaurants. The river is key. Use the river more for recreation.
- We need a 5-7 story building at Sac Park
- The City is badly in need of large meeting facilities to host meetings and conferences. Nothing in the City can handle several hundred people.
- The City lacks a conference center and hotels
- We need to focus on getting the business park filled
- Large business with many employees has very different needs than small businesses and the City needs to recognize these differences. Most large business issues with the City center around their large employment base: the need to attract and retain quality employees, traffic and service amenities, and support services as opposed to large businesses development issues of remaining and growing their competitiveness.
- Focus on long term growth of small businesses and arts-related organizations.
- Provide help to businesses as it relates to zoning
- The city's revolving loan fund is important to businesses.
- Support the software testing lab and usability design center; encourage testing as a "home-based" business
- Work with USM to create field house or stadium tying together Portland and Gorham
- Residential development needs to be balanced with commercial development and the neighborhoods allowed to grow and not be encroached upon. Neighborhoods represent future cultural, civic and financial investment in the City. Community character must be maintained.
- There needs to be a mix within commercial growth regarding that which serves residents and that which serves the region. Don't want to become only a destination point.
- The scale of retail in Westbrook should be small to medium sized, with more of a village feel like Falmouth on Rte 1. It is important that community character be maintained and characterized by trees, open-space, and connection to local land-

use and environment. Also, small local business should be mixed in with larger retail (maximum 80,000 sqf) as opposed to having all “big-box lined up. The new Biddeford “big box” retail is not a good model.

- Westbrook needs retail development that serves the community as opposed to “regional big box”.
- To the extent that larger retail development is allowed and occurs, it should not encroach on or conflict with the traditional residential neighborhoods.
- Want more local business rather than chain stores. Create Stevens Ave (in Portland) like neighborhood feeling. It is mixed use and everyone in the community can appreciate it and live, work, and walk. Sidewalks! Aesthetically pleasing.
- Maintaining and increasing trails in Westbrook for connections between neighborhoods, open space, and recreation are important to residents and workers.
- Westbrook needs to protect its rural areas and neighborhoods from commercial development encroachment.
- We want green grass, trees, landscaping, and a horizon so we have a feeling of connection to the environment.
- Make open space preservation an integral part of all development.
- Provide evening concerts in the Park during the summer

### **2006 Vision Goals:**

Two goals that related directly to business development, land use, planning, and zoning were included in the 2006 Economic Development Vision

***Economic Development*** – Maintain an atmosphere that attracts business to locate and expand in the City of Westbrook by implementing a comprehensive plan through a proactive zoning ordinance. The approval processes are in place that make business expansion in Westbrook predictable and cost efficient.

***Future Land Use and Quality of Life*** – The City, once known as a paper manufacturing giant, is moving into its future as an environmentally friendly, economically sound, and progressively active community looking towards continued excellence.

### **Revised Goals for 2007:**

***Economic and Business Development - Land Use, Planning, and Zoning*** - Maintain an atmosphere that attracts business to locate and expand in the City of Westbrook by continuing to implement a comprehensive plan through a proactive zoning ordinance.

Develop and implement strategies and recommendations for targeted economic and business development sectors. In particular and based on the City's economic assets the City will develop strategies for the following targeted sectors:

- Bioscience/biotech
- Precision manufacturing
- Information Technology
- Finance and Business Services, Office, service economy
- Arts and Cultural Economy
- Energy and Environmental Related industry
- Retail – around exit 48, Route 302, and the Downtown

Continue to develop and integrate plans for specific areas of concern/focus making sure that the efforts are integrated into an overall economic development plan and vision including

- Westbrook Industrial park
- Sappi Properties
- Rte 302
- The Downtown
- Larrabee Road
- Saccarappa Park
- Exit 47
- Exit 48

In developing and implementing economic development polices and practices, Westbrook will take into consideration the diverse need of small businesses and larger businesses.

***Future Land Use and Quality of Life*** – The City, once known as a paper manufacturing giant, is moving into its future as an environmentally friendly, economically sound, and progressively active community looking towards continued excellence.

## **C. Economic Development-Customer Service**

### **Findings:**

Pre-summit survey respondents were generally satisfied with the City in providing economic development related services overall. On a scale of 1-7 with 1 being extremely dissatisfied to 7 being extremely satisfied the mean scores were:

- Overall performance (4.76)
- Enforcement of planning and zoning ordinances (4.94)
- Processing licenses, permits, registrations, or development approvals (4.63)

Most of the comments and recommendations in this theme found City staff to be helpful and hard-working, and the comments for improvement pertained to the process as opposed to the personnel. General and specific ideas for the pre-summit and summit work included the following:

- We are now working in a “need it right away society” and City doesn’t work that way. For example, the City Council process of needing to read everything twice results in all decisions/action requiring at least one month. This is not conducive to business needs.
- There is too much involvement of the Council in small details. The Westbrook admin, planning, and economic development staff are very competent and should be allowed to do their jobs. Everything that goes to the Council takes too long. Another example is getting paid as a contractor. It takes too long. The Council must read and approve payment/ requisitions even though a contract has been approved.
- The City Council process is slow, making it hard to get anything done. We need to improve/streamline the process of council approval
- The City needs to attract more planning board members who understand and respect the business community needs in Westbrook.
- Speed and reliability of the planning process are the biggest factors beyond quality of locations for developers.
- While some feel that Westbrook’s Planning Board is anti-business, they have become more pro-business or at least understanding of business. They also have an obligation to apply the laws to protect the citizens and taxpayers of the community.
- Politics and the political environment have made it difficult to get anything done with the downtown committee. The process has been very slow.
- Run the City more like a business
- The problem in this area “not being business friendly” is with the process, not the people.
- The Westbrook admin, planning, and economic development staff is very competent and should be allowed to do their jobs. Economic development staff were particularly helpful in with locating my business in Westbrook.
- All towns and cities can improve with regard to customer service to the development community and improvements that need to be made.

- Westbrook can be intimidating to clients wanting to build.
- The city needs to uphold ordinances, but, in doing so, be more customer friendly and understanding. This is a cultural personality problem, not a law problem. The image/message conveyed needs to be one of caring, understanding, respect. More training of staff is needed in this area to make sure the culture of customer service is extended throughout the City staff, including first-line staff.
- The political structure of Westbrook in which the entire council and mayor potentially turn over every two years creates an “unpredictable/risky” environment for developers.
- Even with all of the problems that Westbrook has with regard to process, it is a delight to work with Westbrook compared to the City of Portland. Westbrook is also better than many of the surrounding/nearby communities to work with in terms of economic development.
- From a developer perspective Westbrook is better to work with than neighboring/nearby Greater Portland communities in that they are generally pro-business, they are committed to growing their commercial tax base, and they have been reliable in the past.
- While Westbrook is better to do economic development work in for developers compared to other surrounding Greater Portland communities, it is not as accommodating/easy to work with as Lewiston and Auburn which have 30 day pre-approval process.

#### **2006 Vision Goals:**

There was no specific goal in the 2006 Economic Development Vision that directly pertained to customer service.

#### **Revised/New Goals for 2007:**

***Dedication to High Quality Customer Service to Citizens and Business and Respect for Customers*** – Westbrook officials and staff will continue to deliver economic development and planning services to citizens and business in a manner that is efficient, respectful, caring, timely, predictable, and consistent.

## **D. Downtown**

### **Findings:**

In terms of how satisfied respondents to the pre-summit survey were with the City’s marketing and promoting, the downtown ranked in the bottom two of seven items. While

its numeric ratings were around average, this is a specific area of concern that was confirmed in interviews and the summit.

General and specific observations, ideas and recommendations that emerged from the pre-summit work as well as during the summit include the following:

- Urban renewal of the 1960's destroyed the downtown and now it is difficult to build back up.
- Rte 25 development/road has slit the city in half and now prevents people from getting to and using downtown. City is working on some island improvements to make it more pedestrian and local traffic friendly.
- Take back Rte 25 from the State, slow down the traffic downtown, and foster 'Main Street'.
- The City needs to develop a gateway into the downtown area at the west end of Main Street where Rte 25 feeds into Westbrook coming from Gorham.
- Consider 1-way traffic in the downtown area; investigate options for forcing traffic onto William Clarke Drive, especially commuter traffic.
- Traffic in the downtown needs to be managed to make it more pedestrian friendly. However, there seems to be room for parking already.
- City needs to get more residential development downtown.
- Downtown needs to generate development on 2<sup>nd</sup> and 3<sup>rd</sup> floors to support retail/service on first floors.
- Improvements in downtown Gardiner Maine provide an example of how Westbrook should develop downtown.
- The downtown needs a good coffee shop and places for people to meet and hang out.
- Having affordable apartments so that artists can live and work downtown are important to the success of the downtown arts community.
- Can't separate the downtown from the Exit 47 area. Must be connected. Continue to bring the community together in the downtown.
- More amenities and services are needed in the downtown to support workers needs.

- The River walk is a huge asset for the community. It provides access to the river in the downtown area.
- Properly scaled mixed use retail – Falmouth-like. Don't want to lose the look and feel of that cuddly downtown feeling. Don't lose focus on the people who live here.
- Face-lift and reface downtown buildings.
- More coffee shops downtown and places that are reason for people to hang out.
- Create downtown Business Improvement District. Façade improvement grants to downtown businesses.
- We need coffee shop/sandwich shop/ bookstore in Dana Warp Mill.
- Use holidays as opportunities for business days: i.e. Halloween on Main St.
- We need to focus on getting some major downtown retail anchors in addition to small retail.
- We need to attract more restaurants downtown.

#### **2006 Vision Goals:**

There was no specific goal in the 2006 Economic Development Vision that directly pertained to the downtown.

#### **Revised/New Goals for 2007:**

*Support and Promote a Vibrant Downtown as the “Heart of the Community”* – Westbrook's Downtown will continue to be re-vitalized to serve as the “Heart of the Community. It will serve as the focus point for the development of the arts and cultural community in Westbrook, retail, services, and amenities to support residents and area workers. It will also include new residential units, and maintain significant ties to the river. Furthermore, Westbrook's Downtown will be accentuated by visual gateways, be pedestrian friendly, and include a variety of parking opportunities.

#### **E. Education and Workforce**

Westbrook has begun to take an active role in the area of education and workforce development. The City helped MESDA obtain a grant for the development of a software testing lab which is a collaborative effort involving MESDA, USM, York County Community College, Westbrook, and the Westbrook Vocational Technical School. Westbrook businesses including Idexx and Disability RMS are also part of the collaborative.

## **Findings:**

Pre-summit survey respondents, indicated support for current and future City efforts to continue support for education and workforce development. Respondents:

- On average felt strongly that “Westbrook should participate in efforts to increase access of its high school students to science and technology careers and work opportunities”.
- Rated “Increasing the skills and education of the existing workforce” as the number 1 item of 19 total items in terms of importance to successful economic and business development in Westbrook.
- Indicated that: “increasing access to higher education” was important to successful economic and business development in Westbrook.

General and specific observations, ideas and recommendations that emerged from the pre-summit work as well as during the summit include the following:

- Westbrook needs to engage businesses and organizations such as MESDA, Idexx, Artel, Disability RMS, and manufacturers to determine what can be done to help meet their workforce training and education needs.
- Westbrook should continue to support and be part of the MESDA effort and work to connect Westbrook Vocational technical students with the program, as well as connect Westbrook businesses to the program.
- Software testing lab and usability design center; encourage testing as a "home-based" business
- Westbrook has class A core academics. We could operate 24 hours a day. WRVC (Westbrook Regional Vocational Center) has become the Voc Tech Center, or Career and Tech Ed. It has become a center for kids that are good with their hands and sharp with their minds. We need to develop the opportunity that comes from our being in the center of SMCC, USM in Portland and Gorham, and MESDA. Educate the younger voc tech workers.
- Link business and vocational school for skilled workers

## **2006 Vision Goals:**

There was no specific goal in the 2006 Economic Development Vision that directly pertained to education and workforce development.

## **Revised/New Goals for 2007:**

***Support an Education and Workforce Development System and Environment that Enables Life-long Learning*** – Westbrook will support an education and workforce

development system and environment that enable life-long learning from K-12, college, vocational learning, adult education, and post-college learning. Westbrook will collaborate with educational and workforce partners to link education to workforce development consistent with its business and industry needs.

## **F. Infrastructure, Transportation, and Technology**

### **Findings:**

Pre-summit survey respondents:

- Indicated that: “Reducing traffic congestion” was important to successful economic and business development in Westbrook by ranking it 7 out of 19 items.
- Ranked other infrastructure, transportation, and technology items in the bottom half of the 19 items listed, but these items still received mean scores indicating greater than average importance on a scale of 1-7:
  - Reducing traffic congestion (5.10)
  - Increasing the availability of high speed Internet access (4.83)
  - Improving telecommunications (4.59)
  - Improving road quality (4.52)
  - Improving availability of public transportation (4.26)
- Indicated a mean score of 4.95 on a scale from 1 to 7 (with 1 being completely disagree to 7 being completely agree) that they would “support the development of an increased public transit system that would serve the City of Westbrook”

General and specific observations, ideas and recommendations that emerged from the pre-summit work, as well as during the summit, include the following:

- Sewer should be extended down Warren Avenue. Currently parts are not serviced by sewer, and if they were it would open up more land for commercial development. This area should also be rezoned to serve as a commercial gateway from Portland.
- Provide sanitary sewers to areas not currently covered
- Residents are tired of paying for more facilities and schools.
- The City needs to pass a public bond of several million dollars for needed infrastructure improvements
- Some of the bond money should be used for the creation of a revolving loan fund to support businesses.
- Westbrook should invest in transportation services including a shuttle service that would provide transportation up and down Main Street to Warren Avenue area and even possibly to the industrial park.

- Parking is a huge issue for tenants of Dana Warp Mill. There are not enough spaces in front of the facility or very close by to support businesses there.
- Traffic is a major issue for larger employers – they are concerned about the ability to get workers in and out of the City easily during the workday.
- Public transportation to and from the industrial park and downtown are needed
- Western Main St. – gateway
- Pedestrian connections – Cross WCD & over river
- Connect residential to the downtown
- Focus on the gateways into the City.
- Create gateways tied to how we present ourselves
- Create transportation hub building on air, rail, and bus
- Improve traffic flow and safety to protect neighborhood areas
- Provide shuttle bus service along Main Street to Warren Ave. and the Industrial Park
- The industrial park needs to go to the next phase and have the amenities that were initially envisioned including trails, sidewalks, transportation, and day care. It needs to develop more of a campus feel. The City should develop an identity for that park.
- Provide City-wide WiFi access

### **2006 Vision Goals:**

***Expand Technology*** – Continue to expand the use of technology to improve efficiency and better serve the community. Continue establishing redundant power and Internet services to better serve our business and industrial parks, and emerging high tech and biotech industries.

***Expand City Infrastructure*** – Future business and residential growth is accompanied by increased demand on the municipality’s facilities. The City’s infrastructure continues to be expanded, and facilities upgraded to meet the current and future needs of our businesses and citizens.

There was no specific goal in the 2006 Economic Development Vision that directly pertained to transportation.

## **Revised Goals for 2007:**

*Plan for, Maintain, and Expand Infrastructure and Technology* - The City of Westbrook will continue to plan for, maintain, and expand public infrastructure to support the goals of its economic development vision – this includes roads, parking, transportation alternatives, sewer and water, gateways, and telecommunications.

## **G. Residential Development, Affordable Housing, and Neighborhoods**

Residential development, affordable housing, and the importance of neighborhoods are seldom components of economic and business development. In Westbrook, however, the desire of residents to protect traditional neighborhoods and provide an affordable, livable City is strong. If properly incorporated into planning, economic and community development can become a significant economic asset that, like the river, distinguishes Westbrook from other communities.

### **Findings:**

General and specific observations, ideas and recommendations that emerged from the pre-summit work as well as during the summit include the following:

- Residential development needs to be balanced with commercial development and the neighborhoods allowed to grow and not be encroached upon. Neighborhoods represent future cultural, civic, and financial investment in the City. Community character must be maintained.
- Residential neighborhoods are “under-touted”. More marketing to the real estate community needs to be done. The message needs to clarify “where Westbrook is today.
- Some of Westbrook’s traditional neighborhoods have recently gone through major renovations and improvements – example the Brown Street neighborhood. There was a neighborhood association that was involved in this process and worked with the city in a public/private partnership. This was a huge success.
- Residential development is an asset to the City as Westbrook is a great place to live. It also offers something many communities don’t have – traditional neighborhoods.
- The closing of much of the mill was key to the City’s residential development revival.
- Westbrook Housing Authority has been good for the City because it has created much needed housing. This goes hand and hand with economic and community development.

**2006 Vision Goals:**

There was no specific goal in the 2006 Economic Development Vision that directly pertained to residential development, affordable housing, and neighborhoods.

**Revised/New Goals for 2007:**

*Maintain And Promote Traditional Neighborhoods And Affordable Housing* - The City of Westbrook will adopt and implement strategies that recognize the importance of its traditional, established neighborhoods, and balance this with commercial and industrial development needs. It will also seek to continue to provide affordable options for residents and newcomers. Westbrook’s success with maintaining neighborhoods and providing affordable housing options will also be incorporated into its marketing efforts.

**H. Public Safety**

**Findings:**

Public safety was a major concern that was expressed through the community survey that was part of the City’s Comprehensive Plan Update.

Reducing crime ranked lowest among the 19 items in terms of importance to successful economic and business development, but still received a mean score of 4.05 indicating more than average level of importance.

**2006 Vision Goals:**

*Public Safety* – Continue to implement a citywide strategy that enhances safety. The major goal of the Public Safety Department is prevention by better coordination with business, citizens and other city departments to cooperatively address the safety concerns and improve emergency preparedness of the community.

**Revised Goals for 2007:**

The goal appears sufficient for continuation as written in 2006.

*Public Safety* – Continue to implement a citywide strategy that enhances safety. The major goal of the Public Safety Department is prevention by better coordination with business, citizens and other city departments to cooperatively address the safety concerns and improve emergency preparedness of the community.

**I. Economic Development Planning Process**

The mill mentality of the past still lingers over how citizens and business “engage” in Westbrook. In the past, economically, “mother mill” was expected to take care of

everything. This carried over to peoples' views towards their city government. They expected the City to take care of everything. This has created somewhat of a reactive and passive culture in Westbrook with regard to economic and community development.

### **Findings:**

General and specific observations, ideas and recommendations that emerged from the pre-summit work, as well as during the summit, include the following:

- Westbrook needs to bring new blood, new interested people out to become involved in the City's future. To do this the City needs to reach out the citizens and help get people involved.
- Have to work with the community to know where they are coming from and have to reach out to the rest of the community
- The City has been too reactive in its approach to planning and economic development – dealing with issues and projects on a case by case basis – it lacks a consistent long-range plan.
- The economic development strategy/plan has a problem in that it is only as long lasting as the mayor/council term – or two years. This makes long-term visions difficult to implement.
- The City needs an overall Economic Development Plan. The City has started by addressing the zoning, but an overall plan is needed that provides direction.
- The City has a good comprehensive plan and zoning ordinance, but now needs a long-term economic strategy.
- Extract the best practices from other areas
- The City needs in-town business leaders organization
- Regional economic development directors need to continue attempting to work together towards local and regional goals.
- Work with other communities and share ideas & costs

### **2006 Vision Goals:**

There was no specific goal in the 2006 Economic Development Vision that directly pertained to the economic development planning process.

### **Revised/New Goals for 2007:**

***A New Model for Economic Development Collaboration and Planning*** - The City of Westbrook will incorporate on new model for economic, business and community development based on collaboration with citizens, businesses, and stakeholders. This model will be characterized by ownership of the process among all parties involved, sharing of information, and networking. The City will also develop processes and systems for adopting, monitoring and planning economic development over the long-term so that the City can be consistent with long-term goals and visions and increase the likelihood for significant success over time.

## **IV. APENDICES**

- a. The 2006 Economic Development Vision
- b. Overview of Recent City Economic Development Efforts
- c. Pre-Summit Interviewees
- d. Pre-Summit Interview Questions
- e. Written Pre-Summit Survey
- f. Written Pre-Summit Survey Results
- g. Summit Agenda
- h. A Westbrook Timeline

## APPENDIX A - THE 2006 ECONOMIC DEVELOPMENT VISION

The existing vision for economic development was formulated as results of the City's 2006 Economic Summit. The vision is as follows:

*Our vision is that Westbrook continues to be a beacon of leadership in southern Maine, where businesses and families flourish in a vibrant community guided by an effective, efficient, and responsive government.*

**To move the City forward in reaching our vision, the following primary goals are being used:**

***Expand Technology*** – Continue to expand the use of technology to improve efficiency and better serve the community. Continue establishing redundant power and Internet services to better serve our business and industrial parks, and emerging high tech and biotech industries.

***Community Marketing*** – Continue developing marketing strategies that enhance and reflect the growth and positive change that is occurring in Westbrook. Westbrook has many attractive elements: school system, central location, low crime rate, sense of tradition, heritage and natural beauty. Oh and then there is the river. “Westbrook continues to be a great place to live, work, play, and raise a family.”

***Economic Development*** – Maintain an atmosphere that attracts business to locate and expand in the City of Westbrook by implementing a comprehensive plan through a proactive zoning ordinance. The approval processes are in place that make business expansion in Westbrook predictable and cost efficient.

***Public Safety*** – Implement a citywide strategy that enhances safety. The major goal of the Public Safety Department is prevention by better coordination with business, citizens and other city departments to cooperatively address the safety concerns and improve emergency preparedness of the community.

***Expand City Infrastructure*** – Future business and residential growth is accompanied by increased demand on the municipality's facilities. The City's infrastructure continues to be expanded, and facilities upgraded to meet the current and future needs of our businesses and citizens.

***Future Land Use and Quality of Life*** – The City, once known as a paper manufacturing giant, is moving into its future as an environmentally friendly, economically sound, and progressively active community looking towards continued excellence.

***Locate your business in Westbrook and join us in shaping the vision.***

## APPENDIX B: OVERVIEW OF RECENT CITY ECONOMIC DEVELOPMENT EFFORTS

Westbrook has several economic development related resources. Each is briefly outlined below. Items in quotation are taken directly for the City documents.

### Comprehensive Plan

Westbrook last updated its Comprehensive Plan in 2000. That plan included an inventory and overview of Westbrook's economic base as well as policies to guide future land-use and infrastructure decisions. The plan is the primary document that influences land use planning, zoning, and capital planning policies in Westbrook.

“The Future Land Use Plan is intended to synthesize all of these factors and competing needs into one overall plan that will guide the future allocation of land and fiscal resources in the City. The Future Land Use Plan is a blueprint of how Westbrook should grow into the next century.”

The plan also incorporated a community attitudes survey that was administered in 1996. Although the results are more than 10 years old, the survey was scientifically administered to reasonably represent citywide attitudes and opinions and sheds light on many of the issues still related to economic and business development.

A copy of each section of the City's 2000 Comprehensive Plan is available on the City's Website at:

[http://www.westbrookmaine.com/index.asp?Type=B\\_BASIC&SEC={2AFB11A0-724E-45F9-82B0-C5258793FCF5}&DE=](http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC={2AFB11A0-724E-45F9-82B0-C5258793FCF5}&DE=)

### Downtown Development Planning Committee

The City adopted a plan in 1999:

“The Plan, completed in fall of 1998, is carefully crafted to promote a revitalization of the downtown area. This project created the need for implementation of the Riverfront project now in the Master Planning level. The plan calls for improved traffic flows, pedestrian uses and services / retail development and recovery of a thriving urban center.”

Recently, the City created the Downtown Development Planning Committee and to update a strategic plan for the Downtown.

“This update is envisioned by the City of Westbrook as a framework for current and future redevelopment activities in the downtown area, and not a comprehensive implementation plan. As such, this update focuses on setting a new vision for downtown Westbrook and on broad initiatives for achieving the vision.”

A copy of the most recent draft update is available on the City's Website at:  
[http://www.westbrookmaine.com/index.asp?Type=B\\_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F}](http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F})

### Downtown Parking Study Committee

As part of its Downtown planning and development efforts, the Mayor created the Downtown Parking Study Committee. The purpose of the study is as follows:

“Parking is often cited as one of the most significant barriers to the revitalization of downtown Westbrook. In particular, it is critical to make sure that an adequate supply of spaces is provided to accommodate future growth of both buildings and new and expanded businesses. Some of the questions that must be answered to ensure that enough parking spaces are provided include, how many spaces are needed, where will they be located, can we provide them with surface lots or do we need to plan for a garage, and perhaps most importantly, who should pay for them?”

Draft study reports and supporting documentation are available in the City's Website at:  
[http://www.westbrookmaine.com/index.asp?Type=B\\_BASIC&SEC=%7BAAF73B2E-F8D8-4558-87B6-2C37219C1AC0%7D](http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC=%7BAAF73B2E-F8D8-4558-87B6-2C37219C1AC0%7D)

### Riverfront Master Plan

“The Westbrook Riverfront Master Plan is the product of a diverse community effort aimed at bringing new life and activity to the downtown and the Presumpscot River. An expansion of an idea first described in the Downtown Revitalization Plan, the Master Plan envisions a fully linked walking system along the banks of the Presumpscot River. With a series of 5 loops, boardwalks, new commercial space, and river crossings, the riverwalk will provide the business community and Westbrook citizens with a flexible recreational amenity that varies in experience and theme. With public and private sector activity developing along the riverwalk, Westbrook's downtown will once again serve as a local and regional destination point.”

The mission of this effort is stated:

“Community leaders are interested in defining a future vision for the development of Westbrook that highlights Westbrook's unique riverfront, pays homage to its riverfront industrial heritage, and preserves the environmental integrity of the river for the enjoyment of future generations.”

These goals and objectives guided the Riverfront Master Planning process includes:

1. Improve the quality of pedestrian access
2. Reconnect the neighborhood communities to their downtown
3. Create opportunities for economic development

4. Preserve and maintain the natural settings along the river
5. Expose the beauty of Saccarappa Falls and the Island
6. Upgrade existing Parks and fields
7. Improve safety for all
8. Repair existing erosion on the River's edge
9. Affordable changes and maintenance

“On October 1, 2000 the city of Westbrook, ME was awarded \$250,000 in an EPA Brownfields Assessment Demonstration Grant. The city has used the funding to assess several properties for environmental contamination as part of their downtown comprehensive plan for a “Riverwalk” redevelopment.”

A copy of the plan is available on the City's Website at:

[http://www.westbrookmaine.com/index.asp?Type=B\\_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F}](http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F})

#### Business Revolving Loan Fund

“Created by the City Council in February 1998 to promote high-tech economic development in the City, this \$1,000,000 program is the only one of its kind in the state. The fund has provided gap financing on a number of successful projects that have provided new jobs to citizens of the City in the high-tech industry.”

#### Westbrook Regional Vocational Center

“In November of 1997, the voter's approved the \$7 million upgrade to the vocational center. Completed in the fall of 1999, this project is the part of the economic development strategy for the community. It created a manufacturing training facility for skill development of area students.”

#### Gateway Study

“Completed in the fall of 1999, this study identified the critical gateways into the City. Implementation of the recommendations will address visual impact and traffic issues. It will further complement the new image being created by the City.”

#### Saccarappa Falls Riverfront Project

“The City, in 1999, hired nationally known consultants to develop a riverfront project to recapture the “life blood” of the community. The project, funded primarily by WEIC, will serve as the catalyst to improve many aspects of the community. The project is expected to be in design and bidding phase by Fall of 2000. A boardwalk and recreational pathway project linking both sides of the river to the City's parks and downtown will begin construction within the year.”

### Brownfield Redevelopment Plan

The City has initiated and implemented several Brownfield redevelopment efforts.

“Initiated during the winter of 1999, the City has submitted an application for federal funding which is intended to assist in the redevelopment of the vacant lands on the Sappi property because of the downsizing of the mill. The grant was received in April of 2000.”

A copy of excerpts from the City’s 2000 Brownfield Application is available at:  
[http://www.westbrookmaine.com/index.asp?Type=B\\_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F}](http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F})

### Brown Street Rehabilitation Loan Program

In 2002 the City of Westbrook created the Brown Street Rehabilitation Loan Program. The purpose was to:

“To assist Westbrook citizens in the rehabilitation of their homes and apartments in the Brown Street Neighborhood. These loans are 0%, deferred loans forgiven at the end of ten years, provided that the borrower remains in the home. The use of loan funds will be dependent on the needs of the structure, where code violations will be first priority, the income range of the owner or tenants, and their capacity to utilize other funds, including private sector supporting loans. In the case of multiple family units, at least 51% of the units in each structure shall remain affordable for up to 15 years. Affordability is defined as units that have rents consistent with the HUD Fair Market Rent for the Westbrook region and have residents that are at least 80% of median income or less.”

A copy of the loan program details is on the City’s Website at:  
[http://www.westbrookmaine.com/index.asp?Type=B\\_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F}](http://www.westbrookmaine.com/index.asp?Type=B_BASIC&SEC={06B60DFB-1AAA-47DD-A203-DF4384D4AA6F})

### **Economic Planning Progress – What’s It Look Like Today?**

Provided by Erik Carson, Director of Economic Development, City of Westbrook for the Summit

Economic development and planning relies initially on the 2000 Comprehensive Plan, but many of the strategies are both ongoing, and thus essentially timeless:

- *Continue to employ the WEIC Wetland Banking Program to recover industrial lots*
- *Create strong pedestrian linkages between the Riverfront Park corridor and the Main St. structures. Wherever possible, encourage Main St. orientation of new buildings.*
- *Promote the creation of new office infill on vacant lots with surplus parking areas to generate retail and service enterprises*
- *Encourage rehabilitation of surrounding neighborhoods that will create a demand for improved retail/commercial services in the Downtown*

completed:

- *Encourage traffic improvements around the new Turnpike Exits 48 & 48*
- *Implement flexible zoning regulations that encourage redevelopment and construction of second floor office and commercial; retail, service on first floors (ZO)*
- *Support DWM redevelopment through created parking in area (Parking Study); re-establish parking along Main St. (Parking Study)*

or recently begun:

- *Encourage coord. mixed-use development rather than incremental resid. development incursion into industrial/comm'l. lands.*
- *Reestablish the Downtown as a vibrant economic & cultural center*
- *Implement the Downtown Revitalization Plan for the entire Downtown District (see updated DR Study)*
- *Continue the shift from reliance on the “old growth” manufacturing sector to one that reflects emerging technologies, and enhances regional clusters in the IT and biotech sectors.*

Changes to Economic Development Planning Process –

#### Business Attraction

There has been little change to the department’s planning process since the last summit. The Director, in his sole capacity, responds to requests for information from area realtors, representatives from Maine & Co., the State DECD, and individual business owners. Very often, requests for information regarding the MRLF are part of those conversations, along with questions regarding other possible municipal and/or State incentives.

### Business Retention

Business retention visits are most often carried out either as requested by this office, or by the business itself. The most typical situation is the need for additional lease area for expansion, or the desire to purchase property rather than continued lease. Working with area realtors and developers is common, thus effective and timely relationship building is important. More frequent site visits could occur, but given the current workload, reactive assistance is frequently the response.

### Business Development

The Director routinely meets with existing business owners or those interested in opening or starting a business, providing business counseling to ensure success. Often, these are impromptu meetings, lasting approximately an hour. Additionally, referrals to lending institutions or grant agencies or the SCORE program are given. Informational meetings, however, are often difficult to arrange, given the frequent Council and committee meetings. Plans for a business disaster preparedness workshop have yet to be finalized, to be held in the Dana Warp Mill, is one such example.

### Regional Coordination

The City has a seat on the Southern Me. Economic Development District (SMEDD), through which projects such as the proposed Software Testing Lab can be financed by the U.S. Dept. of Commerce's Economic Development Administration (EDA). The SMEDD Board discusses regional economic development issues and strategies. The EDA is currently reviewing a plan to split SMEDD into two districts, one each covering Cumberland and York Counties. The City is currently working with SMEDD on drafting a \$500,000 grant application for the STL.

The City also will likely become a member of the Cumberland County Community Development Block Grant entitlement program. The addition of the City to this group would ensure that Home Repair Network funds would be accessed by the County through the CDBG program. By participating, the City's level of those below the low- and moderate-income thresholds would provide additional grant money to the County program. In return, the City will receive upwards of a \$250,000 yearly set aside, thus allowing the department to establish a sustainable community CDBG program.

### Interlocal Coordination

The City, through this department, is coordinating with Portland in the grant application to the EDA, as noted above, to enhance the biotechnical and information technology clusters through the linkage with Portland's proposed biotech park on Rand Road, the proposed School of Pharmacology at Westbrook College, and the development of the Software Testing Lab in Westbrook. The STL is collaboration between the City, the Westbrook Regional Vocational Center, the Me. Software and Information Technology

Development Association (MESDA), the University of Southern Maine, and York County Community College. The goal of the STL is to provide the first testing lab in the State, together with the creation of a usability lab that will enable software developers to identify consumer responses to their efforts. The linkage with the WRVC and the area colleges is to provide a seamless training program, beginning as early as the 7<sup>th</sup> grade, and on through college, to develop and train software programmers through the use of game software development industry.

In addition, the City is also working with Portland, Scarborough, and South Portland to develop a regional presence at the upcoming Biotech 2007 conference in Boston. The purpose is to acknowledge that individually, each community has its strengths in this sector, but very little visibility. The team is meeting with an advertising firm to develop the display, and will share in the costs of its development.

#### Businesses Moved

- Katahdin Analytical Lab – moved to Scarborough – Unable to find suitable space in Westbrook
- Rookies – business closure – property sold to Fajita Grill
- Aubuchon Hardware – business closure – National chain business decision
- Oleson Saw Shop – business closure – downsizing of operations due to lack of machinists
- Suburban Title Co. – moved to Gorham

#### Businesses Gained/Expanded

- Idexx - \$128 Million on-site expansion – TIF, public improvements
- Disability RMS – expansion into all of One Riverfront Plaza
- Artel – purchase of former Anthem medical storage building in Five Star Industrial Park
- Corey Electric – Downtown – Oleson Saw Shop redevelopment – commercial, retail
- Burrito's Restaurant – Downtown - business expansion
- Fidelity Marketing Group – Downtown - telemarketing/call center – Warren Block
- Portland Pie Co. – Downtown - regional restaurant – Warren Block
- Portland Marketing Group – Downtown - telemarketing/call center – Stockhouse Five
- Maine Medical Partners – Downtown - former PS property – new development
- Maine Dovetail – Downtown - moved from DWM to 39 Rochester St. – MRLF
- Bakery Photographic Collective – Downtown - moved to DWM – MRLF
- Acorn Productions – Downtown - moved to DWM – MRLF
- Blue Rock Industries – purchased by Pike Industries
- Napa Auto Parts – Larrabee Rd. – Approved 40K S.F. expansion
- Cintas – WHBP – 50K S.F., 35 new FTEs

Business Interest

There have been a number of businesses that have expressed interest in locating here, but chose not to move forward for several reasons: lack of suitable lease or purchase space, inability to establish project financing, poor timing between build-out requirements and available space or land in which to do so.

**Major Economic Development Milestones in City of Westbrook 1998 – 2007**

<b>YEAR</b>	<b>PROJECT</b>	<b>SECTOR</b>	<b>COST</b>	<b>FUNDING</b>	<b>FTEs</b>	<b>S.F.</b>
1998	D & G MACHINE	Manufacturing	\$8.9 M	TIF/Private	100	50,000
1998	DANA WARP MILL	Mill Redev./Bus. Incubator	\$3.7 M	\$200 K MRLF	150	250,000
1998	OLYMPIA – JE GOULD	Manufacturing/Office	\$6.8 M	TIF/private	165	Expans.
2000	CALPINE	Utility/Power Gen.	\$78.7 M	TIF/Private	Jobs	N/A
2000	HMW, INC (FOX 51)	Media	\$2.8 M	TIF/Private	75	20,000
2001 units	PRESUMPCOT CMNS	Housing	N/A	Private/State	100 (const.)	100
2002	SPRING HBR HOSP.	Medical	\$7.2 M	Private	150	85,835
2002	ONE RVRFRNT PLAZA.	Office	\$16.3 M	TIF/Private	400	58,000
			\$900 K BRWNFLDS			
2002	MUNICIPAL PARKING	Public	\$7.3 M	TIF	50 (const.)	N/A
2003 – 4	HANNAFORD	Food	\$3 M	Private	50 (est.)	171,000
2003 - 4	RIVERFRONT	Public	\$2.3 M	Public	30 (const.)	N/A
2003 - 4	REDUNDANT PWR	Public Utility	\$550 K	Public	10	N/A
2003 – 4	PUBLIC SAFETY	Police/Fire/Rescue	\$8.5 M	Public	100	23,800

**Major Economic Development Milestones in City of Westbrook 1998 – 2007 con't**

<b>YEAR</b>	<b>PROJECT</b>	<b>SECTOR</b>	<b>COST</b>	<b>FUNDING</b>	<b>FTEs</b>	<b>S.F.</b>
2004	IDEXX	Biotech	\$2.3 M	Private	20	10,000
2004	WESTBROOK CROSSING	Retail		Private	150 (est.)	161,000
2004	SEBAGO SHOE	Business Office	\$436 K	Private	30	30,000
2004	STOCKHOUSE FIVE	Business Office	\$500 K	Private	35	25,509
2005	FOREST ST. SCHOOL	Housing	\$1.08	Private	25 (const.)	12 units
2005	CINEMAGIC	Movie Theater	\$3 M	Private	35 (est.)	56,780
2005	BURITTO'S	Restaurant	\$15K	Private	5	7,500
2005 – 6	GOULDER COMMONS	Housing	\$2.9 M	Private	30 (const.)	26 units
2005 – 6	HAYS PROPERTIES	Housing	\$390 K	Private.	15 (const.)	6 units
2006 – 7	CINTAS	Service	\$13 M \$900 K CDBG	Private	35 (est.)	58,000
2006 – 7	SIGCO	Manufacturing	\$5.6 M	IRB/Private	25 (est.)	66,000
2006	IDEXX	Biotech	\$128 M (est.)	TIF/Private	450 (est.)	120,000
2005 – 6	WARREN BLOCK	Retail/Office	\$11 M	Private	60	21,726
2006	BAKERY PHOTO	Arts/Creativity	\$30 K	MRLF	27	5,000

**Major Economic Development Milestones in City of Westbrook 1998 – 2007 con't**

<b>YEAR</b>	<b>PROJECT</b>	<b>SECTOR</b>	<b>COST</b>	<b>FUNDING</b>	<b>FTEs</b>	<b>S.F.</b>
2006	ETHOS MARKETING	Adv./Marketing	N/A	Private	25 – 30	5,000
2006	Maine Dovetail	Manufacturing	\$125 K	\$80 K (MRLF) 5		5,000
2006	OLESON SAW BLDG.	Contractor/Retail	\$ 30 k	Private	6	20,000
2006	FIDELITY MARKETING	Call Center	\$100 K	MRLF	25 (est.)	N/A
2006 – 7	ME. MED. PARTNERS	Medical Office	\$2.3 M	Private	50	11,250

**Notes:** This list represents the majority of commercial and economic development projects that occurred in the City of Westbrook, beginning in 1998. That date was chosen given the linkage with the cessation of the pulping functions at the S.D. Warren/Sappi Paper mill. The projects are listed chronologically. The listing represents three major areas of development: Downtown, Exit 47/48, and the Five Star Industrial and Westbrook Heights Business Parks cluster.

- The “Cost” reflects construction cost, where known.
- The “Funding” for projects comes from a number of sources: private, Tax Increment Financing (municipal), Municipal Revolving Loan Funds (municipal), Community Development Block Grant (federal - HUD) and Brownfields Cleanup Revolving Loan Funds (federal – EPA).
- The jobs listed (FTEs) reflect either construction or full time equivalents.
- The “Square Footage” reflects either the size or number of housing units, where applicable.

## APPENDIX C: PRE-SUMMIT INTERVIEWEES

Erik Carson Economic Development Director	Todd Fields Director of Voc Tech Center	Eric Dudley City Engineer
Jason Snyder Land Owner and Developer	John Gallagher Executive Director, Westbrook Housing Authority	Brooks Moore City Planner
Michael White White Bros Inc.	Ann Bureau Westbrook resident	Brendan Rielly City Councilor
Stevan Morrow Owner, Sterling Builders Inc.	Ed Symbol City Councilor	Geoffrey Baur Tax Director, Idexx Laboratories
Pat Poulin	Suzanne Joyce City Councilor	Dick Daigle Director of Facilities Management, Idexx Laboratories
Dotty Aube City Councilor	Matt Hofner Dana Warp Mill	Debbie Richards Director of Communications, Idexx Laboratories
Mike Foley City Councilor	Guy Cote Westbrook resident	Bruce Chuluda Mayor, City of Westbrook
Tom Dunham The Dunham Group	John Roberts CEO, Disability RMS	
John Martis Managing Director, SAPPI	Joe Kumiszczka Executive Director, MESDA	
John O'Hara City Councilor	Tanya Hollander Bakery Photographic Collective	
Eileen Shutts Resident of Westbrook	Kirby Pilcher President – ARTEL	
Mike Shutts Resident of Westbrook	Drew Gattine Westbrook City Councilor	
Ed Riedman Planning Board Chairman		

## APPENDIX D: PRE-SUMMIT INTERVIEW QUESTIONS

As part of the introductory conversation that will constitute preparation for responding to actual interview questions, Nancy will offer a short reminder to create a common context for thinking about the City's Economic Development. This will include mentioning the following:

- Downtown growth since 1998
- Westbrook Crossing
- Rte 302 status quo
- Business Professional Office potential for redevelopment
- Residential development and growth

### Interview Questions

1. If you owned an Economic Development Planning Company that contracted with municipalities to “do” (design, implement, etc) their economic development direction/strategy – you were the CEO - what would you do shorter and longer term in the City of Westbrook? Exactly *what* would you do in the 1-3 year timeframe and in the 5-10 year timeframe, and *how* would you do it?
2. What do you like about the growth and direction/strategy that the City has seen in the last number of years?
3. What do you not like about that growth and direction/strategy?
4. What suggestions do you have for improving and changing that direction?

Notes: Questions 2, 3, and 4 will *only* be asked if the response to Question 1 does not address these aspects. If there is sufficient time in the 45 minute interview, Nancy will also ask about the Community Development piece from the aspect of direction/strategy for making the City more livable (this would include thinking about parks, more housing, more affordable housing, etc.)

## APPENDIX E: WRITTEN PRE-SUMMIT SURVEY

The City of Westbrook is conducting this brief survey to obtain input from economic development stakeholders. The results will be used by the City for the development of an Economic Summit to be held in the winter of 2007. Information from the summit and the survey will be used to help the City refine and implement its economic development strategic plan. This survey is being conducted for the City by PolicyOne Research and Biscaye Consultants. All individual responses will be kept anonymous and reported in the aggregate only. Please complete the survey and return it to the address indicated at the end no later than December 22

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**Q1.** Indicate any roles/positions/functions you have served currently or in the past, with the City of Westbrook pertaining to economic and business development. Check (X) for all that apply:

- Resident of Westbrook
  - Owner of a business in Westbrook
  - Owner of a business outside of Westbrook
  - Employee of a business located in Westbrook
  - Employee of a business located outside of Westbrook
  - Public Employee, City Council or Board Member
  - Developer of commercial properties in Westbrook
  - Developer of residential properties in Westbrook
  - Employee or owner of a contracting/engineering/real estate business involved in residential or commercial development
  - Active member of a Westbrook neighborhood association
  - Active member of the Portland Regional Chamber of Commerce
  - Other, please describe: \_\_\_\_\_
- 

**Q2.** Within the past two years, as a resident or business, have you conducted any direct activities with the City of Westbrook Economic Development or Planning Departments, or City Clerk's Office including but not limited to requesting a business or development related license, permit, registration, or development approval; requesting information or technical assistance. Check (X) one.

- Yes
- No
- Not sure

**Q3.** For each of the following items that Westbrook might do, indicate by circling how important you feel it is to successful economic and business development in Westbrook, using a scale from 1 to 7 with 1 being not important at all to 7 being extremely important. Indicate “0” for no opinion.

Item	Importance to successful economic & business development 1= not important at all - 7 = extremely important 0=no opinion							
Reducing traffic congestion	1	2	3	4	5	6	7	0
Reducing crime	1	2	3	4	5	6	7	0
Improving availability of public transportation	1	2	3	4	5	6	7	0
Improving road quality	1	2	3	4	5	6	7	0
Increasing the availability of high speed Internet access	1	2	3	4	5	6	7	0
Improving telecommunications	1	2	3	4	5	6	7	0
Increasing availability of land for development	1	2	3	4	5	6	7	0
Increasing building and facility space ready for occupancy	1	2	3	4	5	6	7	0
Increasing the skills and education of the existing workforce	1	2	3	4	5	6	7	0
Improving K-12 education	1	2	3	4	5	6	7	0
Increasing access to higher education	1	2	3	4	5	6	7	0
Stabilizing or lowering local property taxes	1	2	3	4	5	6	7	0
Increasing energy efficiency opportunities for businesses	1	2	3	4	5	6	7	0
Providing technical support and information to existing Westbrook companies	1	2	3	4	5	6	7	0
Promoting Westbrook as a place of business to out of state companies	1	2	3	4	5	6	7	0
Increasing the availability for affordable housing	1	2	3	4	5	6	7	0
Improving environmental quality	1	2	3	4	5	6	7	0
Increasing access to loan financing for business	1	2	3	4	5	6	7	0
Reducing planning and zoning restrictions	1	2	3	4	5	6	7	0

**Q4.** Indicate any other ideas that Westbrook might implement for improving economic and business development in Westbrook:

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**Q5.** For each of the following statements related to economic and business development in Westbrook indicate the level to which you agree or disagree by circling a number on a scale from 1 to 7 with 1 being completely disagree to 7 being completely agree. Indicate “0” for no opinion.

Statement	Level of agreement 1=completely disagree - 7 =completely agree 0=no opinion
The current Zoning Ordinance strikes an appropriate balance between community protection and business development	1 2 3 4 5 6 7 0
The Zoning Ordinance is enforced consistently by City officials	1 2 3 4 5 6 7 0
Westbrook is a better place to do business than most other communities in the Greater Portland area	1 2 3 4 5 6 7 0
I would support the development of an increased public transit system that would serve the City of Westbrook	1 2 3 4 5 6 7 0
Westbrook should participate in efforts to increase access of its high school students to science and technology careers and work opportunities	1 2 3 4 5 6 7 0

**Q6.** For each of the following economic and business development related services provided by the City of Westbrook, please indicate your level of satisfaction by circling a number on a scale from 1 to 7 with 1 being extremely dissatisfied to 7 being extremely satisfied. Indicate “0” for no opinion.

Service Area	Level of Satisfaction 1=extremely dissatisfied - 7=extremely satisfied 0=no opinion
Enforcement of planning and zoning ordinances	1 2 3 4 5 6 7 0
Marketing and promoting citywide economic and business development opportunities	1 2 3 4 5 6 7 0
Marketing and promoting Westbrook’s Downtown	1 2 3 4 5 6 7 0
Processing licenses, permits, registrations, or development approvals	1 2 3 4 5 6 7 0
Disseminating information about economic and business development to citizens and local businesses	1 2 3 4 5 6 7 0
Providing information or technical assistance upon request	1 2 3 4 5 6 7 0
Overall service performance	1 2 3 4 5 6 7 0

**Q7.** If you would like to be kept informed about the results of this survey and the economic summit, please provide the following information about yourself. All individual responses will be kept anonymous.

First & Last Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

**Q8.** Provide any additional comments you would like regarding economic and business development in Westbrook. Use as much space as you would like and attach additional pages if needed:

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**Please complete and return the survey no later than December 22 to:**

PolicyOne Research

201 US Route 1, #222

Scarborough, ME 04074

For questions call Jim Damicis at 207-831-1061 or email [jim@policyoneresearch.com](mailto:jim@policyoneresearch.com)

**Thank you!**

## APPENDIX F: WRITTEN PRE-SUMMIT SURVEY RESULTS

The following three tables summarize the results of the Written Survey. Although the survey does not a scientific study, it does provide a perspective of opinion from a sample of size 23 taken from the group of 31 interviewees who completed the survey. The results can provide information and serve as a guide for future discussion and direction.

The first table summarizes responses to survey questions which inquired about the importance of various elements of successful Economic and Business Development. On the basis of the 23 completed surveys, the top three items of importance to successful economic development included increasing both skills and education of the existing workforce (receiving a mean score of 5.8 out of maximum score of 7.0, which indicated extremely important), increasing building and facility space ready for occupancy (receiving a mean score of 5.7 out of a maximum of 7.0), and promoting Westbrook as a place of business to out-of-state companies (receiving a mean score of 5.7 out of a maximum of 7.0). Lowest on the list, were improving the availability of public transportation and reducing crime (receiving mean scores of 4.3 and 4.0, respectively, each out of a maximum of 7.0.)

The second table summarizes the level of agreement with Economic and Business Development-related statements. Among other things, the data would suggest that the survey participants are in fairly strong agreement (a mean score of 5.9 out of a maximum of 7.0, indicating complete agreement) that Westbrook is generally more business friendly than most other communities in the greater Portland region, and that Westbrook should participate in efforts to increase access for high school students to science and technology careers (a mean score of 5.8 out of a maximum of 7.0).

The third table shows the level of satisfaction with Economic and Business Development-Related Services in Westbrook. The data suggest that the 23 survey participants feel there is room for improvement in each of the questions presented on the survey. They are least satisfied with the dissemination of information about economic development and most satisfied with enforcement of planning and zoning ordinances, although in both areas there is room for improvement. The mean scores for the two questions was 3.7 and 4.9, respectively (out of a maximum of 7.0, indicating extremely satisfied).

<b>City of Westbrook Economic Summit Survey - 2007</b>	
<p><b>Q3.</b> For each of the following items that Westbrook might do, indicate by circling how important you feel it is to successful economic and business development in Westbrook, using a scale from 1 to 7 with 1 being not important at all to 7 being extremely important. Indicate "0" for no opinion.</p>	
<b>Important for Successful Economic and Business Development Item</b>	<b>Mean Score</b>
Increasing the skills & education of the existing workforce	5.78
Increasing building & facility space ready for occupancy	5.65
Promoting Westbrook as a place of business to out of state companies	5.65
Increasing access to loan financing for business	5.36
Stabilizing or lowering local property taxes	5.30
Increasing access to higher education	5.17
Reducing traffic congestion	5.10
Improving environmental quality	5.00
Increasing availability of land for development	4.91
Increasing the availability of high speed Internet access	4.83
Improving K-12 education	4.83
Increasing energy efficiency opportunities for businesses	4.65
Increasing the availability for affordable housing	4.61
Improving telecommunications	4.59
Providing technical support & information to existing Westbrook companies	4.57
Improving road quality	4.52
Reducing planning & zoning restrictions	4.33
Improving availability of public transportation	4.26
Reducing crime	4.05
Source: PolicyOne Research, 2006	
Survey is non-scientific based on responses from 23 persons interviewed for pre-summit project planning and for discussion purposes only	

<b>City of Westbrook Economic Summit Survey - 2007</b>	
<p><b>Q5.</b> For each of the following statements related to economic and business development in Westbrook indicate the level to which you agree or disagree by circling a number on a scale from 1 to 7 with 1 being completely disagree to 7 being completely agree. Indicate "0" for no opinion.</p>	
<b>Economic and Business Development Statement</b>	<b>Mean Score</b>
Westbrook is a better place to do business than most other communities in the Greater Portland area	5.87
Westbrook should participate in efforts to increase access of its high school students to science and technology careers and work opportunities	5.82
I would support the development of an increased public transit system that would serve the City of Westbrook	4.95
The Zoning Ordinance is enforced consistently by City officials	4.88
The current Zoning Ordinance strikes an appropriate balance between community protection and business development	4.68
Source: PolicyOne Research, 2006	
Survey is non-scientific based on responses from 23 persons interviewed for pre-summit project planning and for discussion purposes only	

<b>City of Westbrook Economic Summit Survey - 2007</b>	
<p><b>Q6.</b> For each of the following economic and business development related services provided by the City of Westbrook, please indicate your level of satisfaction by circling a number on a scale from 1 to 7 with 1 being extremely dissatisfied to 7 being extremely satisfied. Indicate "0" for no opinion.</p>	
<b>Satisfaction Regarding Economic and Business Development Services</b>	<b>Mean Score</b>
Enforcement of planning and zoning ordinances	4.94
Overall service performance	4.76
Processing licenses, permits, registrations, or development approvals	4.63
Providing information or technical assistance upon request	4.31
Marketing and promoting citywide economic and business development opportunities	4.14
Marketing and promoting Westbrook's Downtown	4.05
Disseminating information about economic and business development to citizens and local businesses	3.67
Source: PolicyOne Research, 2006	
Survey is non-scientific based on responses from 23 persons interviewed for pre-summit project planning and for discussion purposes only	

### **Ideas that Westbrook might Implement from Pre-summit Surveys**

The following ideas were provided by survey respondent as suggestions for Westbrook to consider implementing for economic and business development:

Create transportation hub building on air, rail, and bus

Improve traffic flow and safety to protect neighborhood areas and

Run the City more like a business

Link business and vocational school for skilled workers

Provide help to businesses as it relates to zoning

Target Portland area companies to attract to Westbrook

Provide City-wide WiFi

Provide sanitary sewers to areas not currently covered

Support major civic center/conference center

Use holidays as opportunities for business days: i.e. Halloween on Main St.

Create downtown Business Improvement District. Façade improvement grants to downtown businesses.

Software testing lab and usability design center; encourage testing as a "home-based" business

Make open space preservation an integral part of all development.

Work with tech and biotech companies to target marketing in those areas

Provide evening concerts in the Park during the summer

Consider 1-way traffic in the downtown area; investigate options for forcing traffic onto William Clarke Drive, especially commuter traffic

Work with other communities and share ideas & costs

Focus on long term growth of small businesses and arts related organizations.

Work with USM to create field house or stadium tying together Portland and Gorham

Balance between economic development and residential interests.

Promote Westbrook's natural resources

Provide shuttle bus service along Main Street to Warren Ave and the Industrial Park

## APPENDIX G: SUMMIT AGENDA

### City of Westbrook Economic Development Summit

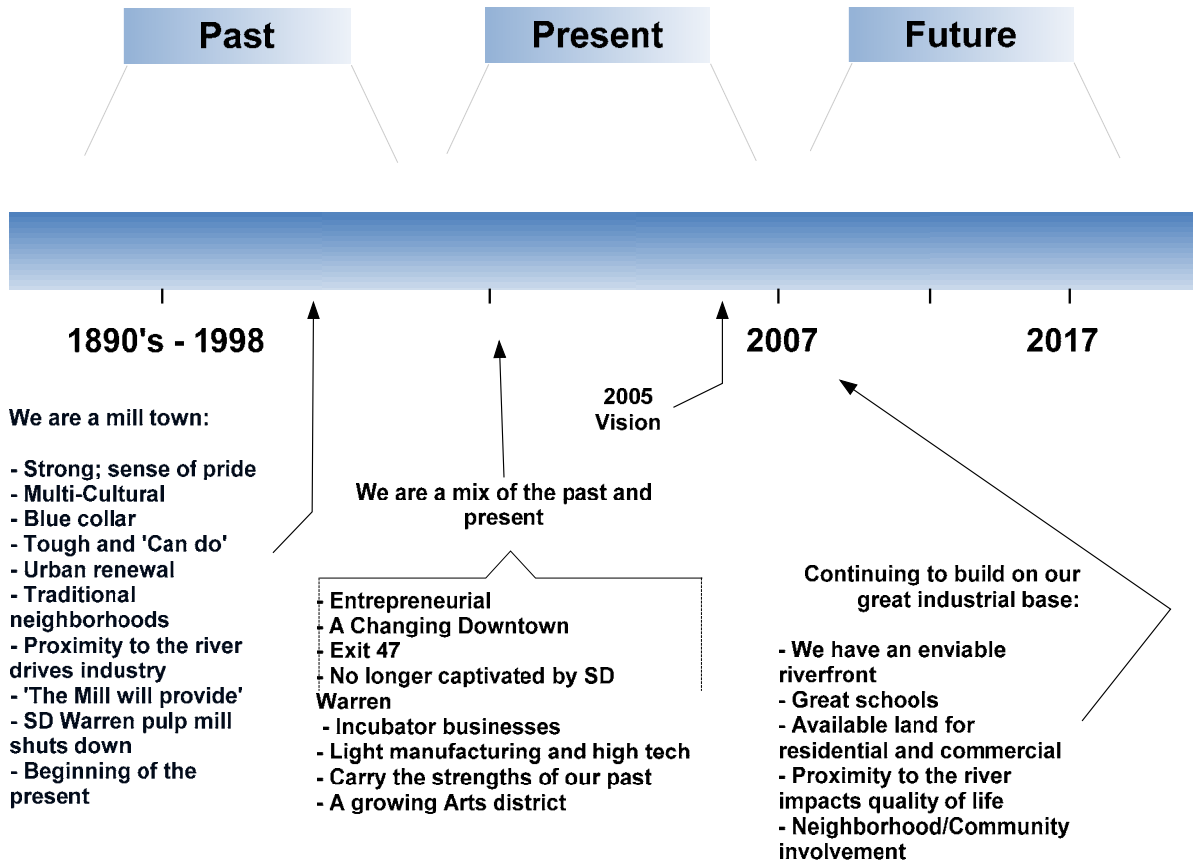
January 26, 2007 8:00 am – noon

January 27, 2007 8:30 am – 12:30 pm

- |                  |  |
|------------------|--|
| 8:00 am – 8:20   | <ol style="list-style-type: none"><li>1. Coffee, welcome, and introductions about Summit purpose (including remarks from Commissioner Richardson)</li><li>2. What do you want from the Summit?</li></ol>   |
| 8:20 – 10:20     | <ol style="list-style-type: none"><li>3. Locating ourselves in our Westbrook history and culture: the past, present, and future [30 min]</li><li>4. Paradigms that influence our belief systems [20 min]</li><li>5. Economic planning progress in relation to our last Summit: the details [25 min]</li><li>6. Establishing the framework for continuing to determine where we want to be in 5 years, 5 – 10 years:<ol style="list-style-type: none"><li>1. Who makes the plan?</li><li>2. How do we make the plan?</li><li>3. Who oversees its implementation and progress?</li><li>4. How do we pull together in one direction to create what our Community wants?</li><li>5. Incorporating the political energy of both elected and appointed officials and the Community at-large [45 min]</li></ol></li></ol> |
| 10:20 am – 10:35 | Break  |
| 10:35 – noon     | <ol style="list-style-type: none"><li>7. Current thinking: Pulling in the good work we already have [10 min]</li><li>8. Beginning to work together to create and refine the economic development plan: Describing the ‘look and feel’ of our economic development – Scenario... You’re sitting on a plane and someone says, “Where are you from?” What would you like to be able to say? How would you like to be able to describe where you’re from? [35 min – small group discussion]</li><li>9. Beginning to talk more about the specifics (e.g., infrastructure, trails, software lab, retail, high tech, local option tax, etc.) [20 min]</li><li>10. Concluding the Summit: What should be our next steps? [20 min]</li></ol>  |

APPENDIX H:

# City of Westbrook: History Timeline



## **ABOUT BISCAYE CONSULTANTS & POLICYONE RESEARCH**

### **Biscaye Consultants, LTD**

Biscaye Consultants is lead by Nancy E. Forrester, President and Managing Consultant. Nancy mentored with W. Edwards Deming (the primary founder of the field of quality control), over a period of 6 years and is trained as a statistician (M.S. degree; Ph.D. requirements fulfilled). She has actively worked in the field of improvement for 29 years. Her expertise includes organizational review and operational improvement; strategic and long term planning; business process improvement approaches, such as activity-based costing, lean manufacturing, and other statistically based approaches; facilitation; team and individual leadership development; improvement of morale, communications, and relationships; and mediation and collective bargaining in the labor relations arena. Nancy serves as President and Managing Consultant of the organization, which was started in 1989. Additional information about Biscaye Consultants, LTD can be found at [www.BiscayeConsultants.com](http://www.BiscayeConsultants.com).

### **PolicyOne Research**

PolicyOne Research of Portland, Maine is owned by Jim Damicis. PolicyOne leverages the principals' broad experience in core research and analysis techniques to provide clients with a full range of services within the areas of economic and community development, science and technology based economic development, program and service evaluation, state and local government fiscal analysis, and survey design and analysis (including PolicyOne's own online survey system). Additional information about PolicyOne Research can be found at: [www.policyoneresearch.com](http://www.policyoneresearch.com).