

City of Biddeford
City Council - Workshop
January 11, 2018 7:00 PM UNE - President's Board Room, 2nd floor of Bush Center

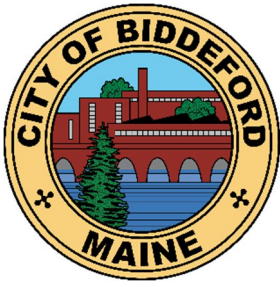
1. Workshop Discussion Items

- 1.1. 2018/2019 Goals/Workplan
[2018-2019.GoalsWorkplan.draft.3.0.docx](#)

City of Biddeford, Maine 2018-2019 Goals



Adopted by City Council on xxx



INTRODUCTION

The City of Biddeford has conducted an annual goal setting process with the City Council for the past two years. Following the workshop, the Council has formally adopted a work plan during one of their regular Council meetings. The work plan has contained specific actions/goals with targeted completion dates.

Goal setting in municipalities is often limited. Historically, when communities do embark on a formal process, the goals are almost always very limited in number and scope. The adopted goals are reasonably obtainable.

Biddeford's goal has been quite the opposite. A review of the adopted goals for the past two years shows an appetite to achieve more than other communities would. The goals are both bold and many. The attitude is that the City will achieve more by taking this route than the other. There is no expectation that the goals will be completed in their entirety. In fact, completing 85% of the goals would be an amazing achievement, especially if the higher priority items have the greatest success. The results for the past two years have supported the approach. Much has been accomplished.

While the results have been impressive, in the spirit of continuous improvement, the goal setting process was critically reviewed this past year. From the review, changes were made to seek even greater results.

Those changes are briefly described below:

1. The goals were classified in two main categories and then further broken down into four primary categories for each. Taken together, it establishes the eight major areas for the 2018-2019 goals. These are described below:
 - a. Internally controlled and city government has significant influence on the outcome: these are represented by the blue squares in the graphic representation of the goals. The city government can achieve these goals by simply making the decision(s) to proceed. In other words, outside influences have little to no impact on the outcome of the goals.
 - i. City services: items in this category are the day to day services that the City provides to the citizens and visitors in the community;
 - ii. Staffing: items in this category involve employment issues within City government
 - iii. Financial: items in this category involve the financial health of the City and the impact those decisions have on the taxpayers
 - iv. Community Connections: items in this category include how citizens communicate with the City as well as how they relate to their community.
 - b. Externally influenced goals where the City has a role but cannot with certainty control the outcome: these goals are represented by the yellow ovals. Goals that fall under

these categories have external forces that will have a significant impact on the degree of success that the City has in achieving the results.

- i. Changing Demographics: items in this category captures the changing faces of the community.
 - ii. Downtown: this category includes changes that are desired in the downtown and strategies to achieve those changes
 - iii. General Economic Development: this category outlines desired outcomes for economic development for the rest of the community besides the downtown
 - iv. Sense of Belonging: this category captures desired outcomes for establishing meaningful connections with residents of the community.
2. The timeframes for the goals are established in quarters instead of specific months.
 3. The goals are not assigned to a specific person or department. Instead, they are assigned generally to city staff as a whole.

The goals remain aggressive. Staff will work with the elected officials to achieve as many as possible in the coming year. As in previous years, the progress on the goals will be reported out in a dashboard format that will be available on the City's web site.

For more information, please feel free to contact Mayor Casavant, any member of the City Council or the City Manager Bennett.

Staffing

The City is blessed with many long term employees that have been committed to delivering quality services for the Citizens of Biddeford. Working within an organization that has been geared towards finding solutions for residents, departments easily cooperate to achieve specific tasks. To achieve innovation in local government, decision-makers, from the elected officials to the employees need to think systematically instead of departmentally. In a rapidly changing world, status quo behavior (normal within governmental entities that is criticism adverse) will guarantee less productivity and greater costs in the future.

To achieve a more innovated team, the City will need to take deliberative actions, especially taking advantage of the expected turn over in staffing at all levels. At the end of 2017, 25.99% of all employees are 55 or older. Recruiting and hiring qualified personnel will become increasingly important given the expected turnover in an employment market facing shortages. Direct investment in employees at all levels will be necessary.

To achieve an organization that is more innovative, more productive, promotes continuous learning and is results oriented while protecting democratic processes, the City's priorities will include:

2018-SB1 *Right Sizing Revisited*: the staffing levels in the City have been going in one direction (reductions) at the same time, the City is growing and providing increased in services. In 2011, the City had 240 FTE; currently we have 224 authorized positions. There are some operations/functions that have legitimate needs for additional assistance. At the same time, there may be some services (both internal and external) that are being provided that might need to be adjusted to accommodate other priorities. High; 1st quarter

2018-SB2 *Succession planning*: the City is expecting (or has recently seen) a significant turn over in many of the management and mid-management level positions. Developing a formal process to identify and train qualified internal replacements (both short and long term). *Medium; 3rd quarter

- a. *Identify possible replacements for all key positions* High, 1st quarter
- b. *Identify training requirements for possible replacements* Medium, 2nd quarter
- c. *Develop leadership training generally within an organization* High, 2nd quarter

2018-SB3 *Development & Training*: an inventory of development and training needs will be created and used to create a system wide training budget. This will be a multi-year approach. *High; 3rd quarter

- a. *Identify mandatory training requirements and costs*: Medium, 1st
- b. *Identify skills and goals desired in the organization*: High, 2nd quarter
- c. *Develop leadership training within the organization*: High, 2nd quarter
- d. *Identify sources/costs to meet training needs*: High, 2nd quarter

2018-SB4 *Achieving Greater Diversity*: a more diverse workforce creates more innovation. To achieve greater diversity in the workplace, the City needs to not only critically exam barriers and inherit biases that exists with the organization but it also must work with existing employees to understand the benefits of diversity: Medium; 4th quarter

- a. *Analyze EE reporting to determine shortfalls by department*: Low, 1st quarter

- b. *Develop annual diversity report for employees:* Medium, 3rd quarter
- c. *Develop annual internal diversity report for all Board and Committees for appointing authority(s):* Low, 3rd quarter

2018-SB5 *Labor relations:* with all labor contracts expiring on June 30, 2018, the City will prepare to enter into the processes to achieve several goals, including: High, 1st quarter

- a. *Aligning compensation with the stated compensation goals of the City*
- b. *Treat employees with respect and dignity in the process*
- c. *Listen to non-monetary workplace concerns of the employees to achieve workplace of choice preference for those seeking employment*
- d. *Understand the changing municipal job environment*

Draft

Financial

Financial stability is critical to Biddeford taxpayers. Stability is viewed both from the perspective of the financial condition of the City but also from the amount of the check paid to the City by the taxpayers. The first view is often considered a longer perspective. The second view can become very short term.

For the past two years, the Council has established a goal of providing tax rate stability as one of its highest priorities. While the tax rate has gone up slightly the last two years, the vast majority of residential tax bills have gone down because of the increase in the homestead exemption (which also reduced the total taxable property in the community causing part of the increase in the tax rate).

The Council did not achieve this goal at the expense of long term city financial stability; in fact it was quite the opposite. The Council not only significantly increased the annual spending for capital items 604% in two years (\$200,416 in FY16 vs. \$1,210,747 in FY18) but it also reversed the trend of drawing down fund balance to keep the tax rate lower. In 2010, the unassigned municipal fund balance was \$4,711,260. By 2015, it was reduced to \$1,723,143. The last two years, we have increased it to \$2,310,409 and \$2,983,230 respectively.

To continue to improve the financial stability of Biddeford, it will:

- 2018-SB6 *Revised Current Fund Balance Policy:* the current fund balance policy is inconsistent with current rating agencies recommendations. Adopting reasonable multiyear targets to come into compliance with the new policy will be part of the adoption process. *High, 1st quarter
- 2018-SB7 *Establish a Formal Policy to Continue the Stable Tax Rate Objectives:* Adopt a formal policy that formalizes the goal of providing a stable tax rate from one year to the next as has been achieved the last couple of years. *High, 1st quarter
- 2018-SB8 *Set Target Date to Secure Bond Upgrade:* The City's bond rating is strong. On May 16, 2017, Moody's gave the City of Biddeford a rating of Aa3 with a negative outlook. Standard and Poor's gave the City of Biddeford a rating of Aa- with a stable outlook. After a better understanding of the factors that contribute to the bond ratings, the City will adopt a plan to achieve a bond rating upgrade. *High, 2nd quarter
- WWTP Fund and General Fund Payables/Receivables:* The City's financials have both payables and receivables between the two funds to each other. A large concern on source of the negative outlook by Moody's are these funds. Taking action to address the concerns of Moody's will be a significant step in removing the negative outlook and making progress on the goal of a bond rating upgrade. Medium, 1st quarter
 - Multiyear forecast of financial impact on tax rate of airport:* *Low, 2nd quarter-2019
- 2018-SB9 *Long-Term Planning for Tax Incremental Funds (TIFs):* There are several different TIF accounts that are separate stand alone accounts. Most are credit enhancements (direct payments back to the developers). There is one large TIF account that is used for downtown improvements and other economic development activities. Prior to two years ago, only specific expenditures out of the fund was approved by the Council if so required by the purchasing policy. Today, the

entire account activity is included as part of the annual budget process. The next step is to include a multi-year review and projections of the fund on an annual basis. High, 2nd quarter

2018-SB10 *Improve the purchasing process*: The City's purchasing process is essentially the same as it was when the City operated as a strong Mayor form of government. Lacking administrative oversight, City Councils often created purchasing process to hold the elected Mayors accountable; processes that are overly administratively burdensome compared to other forms of local government where the Council does have administrative oversight. Medium, 3rd quarter

2018-SB11 *Long term planning for capital assets (buildings, infrastructure)*: With the reintroduction of a formal Capital Improvement Planning (CIP) process two years ago, the City is better position to understand the long term costs associated with maintaining over \$200 million in capital assets (including schools). Improving the process to be more focused in the near future on the buildings of the City is needed. *Low, 4th quarter

a. *Repair City Hall Tower*: Medium, 2nd quarter

b. *Improve review of non-building assets*: *Low, 1st quarter-2019

City Services

The core of any municipal government is the services that it provides for the benefit of the community. Pressures to solve problems that voters have often increases services. The current trend is for both the federal and state governments to cease services and/or funding that also impact citizens. Those services and/or costs are also putting pressure on local communities to pick up the slack. At the same time, for a variety of reasons, including overall state policy, property taxes (the only major revenue source of Maine communities) are becoming a greater burden for individual citizens.

The annual budget process is the ultimate policy expression of the City Council. It determines the funding for specific city departments and operations. It determines service levels, albeit sometimes less explicitly than transparent government advocates would suggest.

The following activities will occur in evaluating the various levels of city services:

- 2018-SB12 *Determination of services for downtown:* In the FY18 budget, the City established a 'pilot' program to fund additional and/or expanded services in the downtown. These services (beautification, promotions, events and cleaning) are not traditional services paid for by general taxation. Other communities create special districts to allow those that benefit from the services to contribute to the costs. There seems to be wide acceptance that the program (notwithstanding the funding) was well received. However, there has been no strong support from the downtown to embrace paying for the services by creating a special district. High, 1st quarter
- 2018-SB13 *Opium Program:* The City, jointly with the City of Saco, received a grant in 2017 to provide a dedicated employee to assist victims and their families impacted by the Opium crises. The program is run out of the Police Departments and primarily managed by BPD. The funding for the grant runs out in June 2018. The state has indicated that there is no funding for continuation of the program. The City will have to decide if it wants to continue the program and is so, how to fund it. *High, 1st quarter
- 2018-SB14 *Community Center:* The failure of the heating system this year has triggered a larger discussion of what to do with this building that is 130 years old (main building was built in 1888 and the addition was built in 1927). The former school was a convenient and inexpensive way to provide recreation services. Facing upwards of \$500,000 investment into the heating system in a building that will require additional significant investments, a committee is being formed to examine the choices. High, 3rd quarter
- 2018-SB15 *CALEA (The Commission on Accreditation for Law Enforcement Agencies):* Obtaining and maintaining CALEA accreditation is a tremendous honor. Normally it takes at least three years to obtain the initial approval. With just two years into the process, the department is on track to receive their approval the first half of 2018. *Medium, 2nd quarter
- 2018-SB16 *Relocating departments within City Hall:* to correspond with the reorganization in the spring of 2016, the offices will be relocated to reduce the amount of space that is used by the City. *Medium, 1st quarter
- 2018-SB17 *Conversion of street lights to LED:* Wrapping up the project that started in the previous year, replacing the street lights to LED in order to reduce cost and save energy. *Low, 4th quarter

- 2018-SB18 *Complete Comprehensive Plan*: As required by state law, the rewrite of the comprehensive plan will be ready for Council consideration. *Low, 1st quarter
- 2018-SB19 *Evaluation of fire/ems services*: the calls for services, primarily driven by emergency medical services (EMS), have increased 57.7% in 12 years (3,278 calls for service in 2017 vs. 2,078 calls for service in 2005). Staffing has remained the same. This created impacts that have not been fully debated by policy. A review of the fire department operations as it relates to this growth in service will make the outcomes deliberative. *Medium, 2nd quarter
- a. *Review of response times*: High, 1st quarter
 - b. *EMS training and leadership*: Low, 3rd quarter
- 2018-SB20 *Threat analysis and preparation*: It is unfortunate but the reality is that the City is not immune from the very real threats from various forms of violence and potential terrorist activities. The City is not as prepared as it should be for a number of reasons, including financial challenges. After completing a self-analysis of the likely exposes, staff will present the financial needs to eliminate them. Low, 4th quarter
- 2018-SB21 *High profile criminal enforcement*: The interagency, interdepartmental task force created in 2016 called 'Operation Safe Streets' has been successful in not only impacting crime within the community but also sending a message that this activity is unwelcomed. The City will continue the approach, along with reporting on the outcomes. *Medium, 3rd quarter
- 2018-SB22 *Winter operations and parking*: Parking in an urban core is difficult for any community, especially during winter operations. Snow removal, parking bans and providing alternative parking can be a daily discussion in the community. With the growing shortage of parking (because of successful redevelopment) and the changing nature of the downtown, long standing practices need to be reviewed and evaluated against new realities. Until there is a significant increase in parking inventory, any action is likely to be temporary in nature. *Medium, 3rd quarter
- 2018-SB23 *Consolidate Harbor Master Operations*: The operations of the Harbor Master responsibilities are shared between two part time employees for the Biddeford waters, including our side of the Saco River. The City of Saco also has a part time employee to perform their responsibilities. The joint Biddeford-Saco Committee has recommended combining the operations and sharing resources. *High, 2nd quarter

Community Connection

Local government's ability to effectively communicate with its citizens and those that are interested in the activities of local government are more difficult today than anytime in recent history. With so many communication platforms available, especially social media, the challenge to effectively use all of the available resources is daunting. Different audiences have different preferred mediums. Often the preferences are elastic; today's preference is replaced seemingly overnight with another emerging alternative.

The challenges facing local governments are far more complex than ever before. Issues that were resolved in our federal and state branches of government have become victims of political breakdown at those levels. Driven by frustration and concern about the lack of action, citizens have turned to their local leaders. Often these issues are unresolvable at the local level. Financial support from both levels continues to decline.

Deliberative communication is critical to connecting with citizens. The voids caused by using the old systems are filled by others. The values, motives and purpose are usually quite different than the agents of the City. To improve in making connections with the community and its stakeholders, the City will:

- 2018-SB24 *Evaluate social media opportunities and develop new strategy*: The City does not have a social media strategy. In fact, it has minimal presence; exclusively use twitter. There is limited use by some departments on Facebook. High, 2nd quarter
- 2018-SB25 *Communication strategy*: At the core of any private sector marketing strategy is communicating with their customers about the value of the product to the user. Local government faces the same challenge; connecting with constituents so that they may see the value of what the government is doing and why. With the dramatic changes occurring within the community, effective communication has even a higher value and return. High, 3rd quarter
- 2018-SB26 *Strategic Plan*: Initiated in 2016, the committees work on the plan stalled about six months ago. Completion of the plan is still a high priority to effectively communicate the priorities (and rationale of those priorities) of the City; the strategies to achieve the priorities and recommended time frames to achieve the priorities. *High, 4th quarter
- a. *Complete the writing of the draft of the plan*. High, 2nd quarter
 - b. *Complete outreach*. High, 3rd quarter
 - c. *Submit plan to City Council*. High, 4th quarter
- 2018-SB27 *Improve relationship with UNE*: A new President took office at UNE in September. With change in leadership, there are changes in priorities for the institution. Unbound by the past perceptions of the community, a new opportunity exists. *High, 2nd quarter
- 2018-SB28 *Evaluate the success of 'Biddeford Beat'*: The weekly electronic newsletter began in 2016 as a vehicle to provide timely and factual information to those that desire. It is labor intensive. The work of producing the 'Beat' was added to already growing workload of the administration. A complete review of program is appropriate to determine if it is meeting expected goals; if not, how should it be adjusted or is there another more effective way. Low, 4th quarter

2018-SB29 *Strengthen the relationship with Southern Maine Health Care (SMHC):* SMHC remains and continues to grow as a major employer and institution in the City. The City does not currently have any form of relationship with them, except for those departments that interact with them. Medium, 1st quarter 2019

Draft

Changing Demographics

The faces of our community is changing; and rapidly. According to the 2014 census update, for every five residents one of them moved in the previous year. . The community is younger than our neighbors; our medium age is 35.4 compared to 42.7 for the greater Portland area and 43.5 for the entire state. It has been argued that we are the fastest growing community in Maine for the under 35 age bracket. At a time when communities are seeking deliberate ways to encourage younger people to stay in their communities, Biddeford is seeing the positive trend occurring without deliberate government action.

There is a 'buzz' in the area, as people from outside the community see downtown improvements creating an enhanced quality of living. The attractiveness of the community is driven in part by its ideal geographic location between Portsmouth and Portland. Recent large scale conversions of mill space into residential redevelopments have attracted new tenants from outside of the community. The city investments into the downtown when combined with the economic investment by the private sector has created positive energy dubbed the 'Biddosance'. Communities strive to have the positive impacts that Biddeford is experiencing but it does come with some other impacts. Diversity in the community is also accelerating; in four years the students within the school system that do not speak English as their primary language has doubled (199 compared to 94). That trend is expected to continue.

In 2017, for the first time that city staff could remember, they started to see a trend of residents who desired to live in the community were unable to find affordable housing. Rents have been climbing in the community which has created economic challenges. While there is no formal documentation to support the belief, there are indications that homelessness within Biddeford is on the increase. We are also hearing that the demand at all the three private food pantries have increased.

To meet the opportunities and challenges of the changing demographics of the City, it will:

- 2018-SB30 *Examine the homelessness issue in order to better understand the changes:* The City participates in a national survey of homelessness in January. It is the goal to determine if the formal survey is capturing all that are homeless, especially the teens at risk in the community: Low, 4th quarter
- 2018-SB31 *ESL (English as second language) growing population:* The City, primarily through the school department, is actively addressing the students' needs. The City will continue to monitor the changes in the population and make adjustments to service levels to accommodate the needs. Low, 3rd quarter
- 2018-SB32 *Culture awareness:* Understanding how different cultures view the same events in much different ways is critical. Through this knowledge, the benefits of diversity is realized and misunderstandings are minimized. The City will monitor the changing face of the community and report on recommendations on how it can be involved with assisting others in obtaining better understandings. Low, 4th quarter
- 2018-SB33 *Under 35 age population growth:* The City will seek to understand the reasons for the increase in the younger population and how to best incorporate those changes into the development of the community. Medium, 2nd quarter

2018-SB34 *Continue to support Senior Citizens:* The City has a long history of supporting seniors within the community. To continue a high level, it will:

- a. *Continue with aging in place initiative:* Medium, 2nd quarter
- b. *Continue to invest in the 50+ Club via the recreation department:* High, 2nd quarter
- c. *Evaluate the opportunities for life long seniors to continue to live in the community:* Low, 4th quarter

2018-SB35 *Review the challenges facing today's teens and determine if current services meet those challenges:* The challenges facing all citizens greater today than in the past. Those changes are even more difficult for today's teenagers everywhere. Biddeford, much like most communities, continue to provide successful programs based on the original design. An internal review of the specific programs that are offered for teens to determine the effectiveness of reaching and assisting teens today will be conducted: Low, 1st quarter 2019

Downtown

Like many urban/service centers, economic development efforts have been and continued to be focused on the downtown. The efforts in the past, especially the bold decision to buy and shut down the former trash incinerator in the community is paying significant dividends. Commercial properties are being redeveloped. Residential units are being developed. The latest large scale residential conversions in the downtown are being completely sold/rented out prior to opening. Every commercial property sold privately in the downtown is selling at a price significantly higher than the City's assessed value. These sales translate into greater percentage of the property tax burden being paid for by the commercial properties in the downtown in comparison to the single family homes.

There is a 'buzz' in the area, as people from outside the community have determined that the improvements in the downtown are creating a desired location to live. The attractiveness of the community is driven in part by the ideal location of the community, nearly equally located between Portsmouth and Portland. Recent large scale conversions of mill space into residential redevelopments have attracted primarily tenants from outside of the community. The city investments into the downtown when combined with the economic investment by the private sector has created positive energy dubbed the 'Biddosance'. Communities strive to have the positive impacts that Biddeford is experiencing.

Parking remains the greatest challenge to the further redevelopment in the downtown area. At the height of the mills as a source of employment, a great percentage of the employees walked to work. While the trend is moving slowly in the opposite direction, it is rare that employees arrive to work in anything but a privately owned automobile. The private sector is very aware of the plans that the City has to construct a parking structure.

Exposing the falls and vistas that exist along the Saco River has been an important aspect of the 'buzz' that is being felt in the development sector. The views, hidden for generations by the operating mill complexes, are unmatched in their beauty and wonder. The continuation of the River Walk, including integrating into the other downtown improvements, is an important step that the private sector anxiously awaits.

To continue the momentum and positive transition in the downtown, the City will:

2018-SB36 *Construct a parking structure*: The construction of a parking structure that will service the downtown business growth, the marketability of the city owned property at 3 Lincoln St and access to the Riverwalk system is critical to the next big steps for the downtown. To achieve the construction of the structure without any general fund and/or property taxes being used to pay for the structure, a parking program must be implemented prior to the project receiving final authorization to construct. *Critical, 4th quarter

- a. *Select location*: Critical, 1st quarter
- b. *Determine design features of structure*: Critical, 1st quarter
- c. *Implement parking program to generate user revenues to guarantee residents don't pay for the structure*: Critical, 2nd quarter
- d. *Award contract to construct*: Critical, 3rd quarter

2018-SB37 *Integrate 3 Lincoln St master planning with other plans to redevelop site:* The City has one opportunity to get 3 Lincoln St redevelopment done correctly. To achieve it, the City needs to integrate solutions for parking, access to the construction of the river walk and pedestrian connections, improvements to traffic flow that encourage pedestrian activities and the phased approach to the other City improvements in the downtown. To achieve the eventual redevelopment of the site, the City will: *Critical, 1st quarter 2019

- a. *Authorize the construction of the parking structure:* Critical, 3rd quarter
- b. *Determine the final plans for the next phase of the Riverwalk (from Rt 1 to Laconia Plaza) and pedestrian connections (to include funding, phasing and schedule) and authorize the first section(s) to be constructed:* Critical, 4th quarter
- c. *Determine the project schedule for other important improvements planned in the downtown:* High, 3rd quarter
- d. *Critical review traffic impacts on the pedestrian vision for downtown and develop master plan to make changes:* High, 4th quarter

2018-SB38 *Riverwalk and pedestrian connections:* The City will cause the design of the next critical park of the Riverwalk (from Laconia Plaza to Route 1) along with the pedestrian connections necessary to connect the facility to downtown and community. To achieve this, the City will: Critical, 4th quarter

- a. *Determine the design elements:* High, 1st quarter
- b. *Determine funding requirements, sources of funding and proper phasing:* Critical, 3rd quarter
- c. *Authorize bidding for the next phase to be constructed:* Critical, 3rd quarter

2018-SB39 *Encourage private sector redevelopment of all Main St properties and those along critical corridor:* The City will examine the reasons that some properties are being redeveloped while others remain unchanged. There is clear evidence that the City's façade grants have been successful and popular. Additional government design and performance standards have had some limited success. The City will present the results of the analysis and provide a plan to act as a catalyst to encourage more private sector investment and at a faster pace. High, 2nd quarter

2018-SB40 *Identify critical gateways and develop plan to improve them:* As identified in the Downtown Task Forces report, gateways are important to achieve the desired results of the task force. High, 3rd quarter

2018-SB41 *Implement Downtown Task Force Recommendations:* The task force recommendations were widely accepted as well done. A critical review of the recommendations and determining an implementation strategy will be done. High, 4th quarter

2018-SB42 *Critical review of the services provided by Heart of Biddeford (HOB) and determine if changes are needed to improve them:* HOB provides some services that are normally provided in other communities by the formal government. Reviewing those services to determine if there is a more effective (including costs) way to achieve the same or better results in proper. Medium, 4th quarter

2018-SB43 *Continue to be involved with MDOT redesign of Main, Water and Hill intersection:* *High, 3rd quarter

2018-SB44 *Continue to monitor MDOT plans for South and Elm St:* This intersection is on the long term planning for MDOT to consider redesign. Continue to advocate and monitor MDOT plans.
*Medium. 2nd quarter 2019

2018-SB45 *Creative economy strategy:* Continue to evaluate the potential role of the creative economy strategy to assist in the redevelopment of the downtown. Low, 3rd quarter

2018-SB46 *Determination of Downtown Improvement District (DID) future:* Please see goal 2018-D12.

Draft

General Economic Development

Economic development as a general goal seeks to improve the financial condition of the municipality while improving the social well-being of the community members. Good economic development primarily focuses on diversifying the tax base of the community to decrease the tax burden on the residential properties. It also includes being a partner with existing and future businesses to assist in retaining quality jobs and attracting new ones.

While there is an intense focus on the downtown for all of the obvious reasons, there remains a strong commitment to the balance of our non-residential tax base. To assist in this process, the City will:

- 2018-SB47 *Continue to advocate for a new turnpike exit between exists 32 and 36:* Studies have indicated that a significant reduction (upwards of 20%) of the traffic going through the downtown of Biddeford (and Saco) is traveling to get to the turnpike exit in the other community. *High, 4th quarter
- 2018-SB48 *Analyze the current zoning on Route 1 from five points to Arundel town line:* The selection of the former Pate property to be the new courthouse for York County is and will create further economic development activity in the corridor. Exploring the impact of current zoning and suggesting any changes to take advantage of the new activity. Medium, 3rd quarter
- 2018-SB49 *Maintain the current industrial parks:* The parks are essentially full. There is some aging in the parks; including some of the buildings. Generally considered a cash producer for the general fund budgets, there is a need for some capital investment into the park to keep them from becoming less attractive. Determining the capital needs and a plan to make the investments. Low, 1st quarter 2019
- 2018-SB50 *Attract more job training for private sector employers:* The availability of qualified employees remains a high concern and priority for all employers. Communities (regions) that have available labor force or easy resources to assist in job training will be more successful than those that don't. Determine the needs and possible solutions. Low, 4th quarter
- 2018-SB51 *Complete street approach to design requirements:* Complete street approach implies that redesign of roadways includes all forms of transportation, especially given the expected changes in the use of personal autos. PACTS has recently changed their funding formulas to place more priority on complete street designs. Hence, the ability to secure additional federal and state funding may necessitate such change. Determining the impact of such change and evaluating the options of the change. Medium, 3rd quarter
- 2018-SB52 *Evaluate traffic patterns:* Traditional traffic counts are readily available. However, most transportation planning for the community has been based on the old views of the community and thoughts regarding the purpose of traffic management. Using new expectations, it is appropriate to revisit the plans to understand if they contribute, distract or have no impacts on the goals. Medium, 2nd quarter
- 2018-SB53 *Waste water treatment plant (WWTP) capacity study:* The last capacity analysis was based on the old view of the City and the potential development. A fresh view should be done with the new reality of the activities in the community. Low, 1st quarter 2019

Sense of
Belonging:
Loving Biddeford

When you love something, you take pride in it. You invest in it. You protect it. You believe in it. You treat it better than other things. The basic premise is that residents either are love with their community or their not.

A person's home town is something that they are generally proud of. Whether it is their real home town or the one they have decided to adopt, they have a special bond with it. Longtime residents are proud of their community. We also have new residents that are discovering Biddeford and its charm for the first time as well.

City governments actions either contribute to that source of pride or can become examples of embarrassment. The City will take definitive actions to encourage citizen pride and reinforce their strong positive relationship with Biddeford by:

2018-SB54 *Find ways to bring the government to the Citizens:* Meaningful connections between local government and citizens is seldom achievable via the old systems i.e. public hearings. Finding ways to bring local government in a less formal more conversational way to the citizens will improve connections. Determine different ways that formal government can connect with citizens to consider. Medium, 2nd quarter

2018-SB55 *Community celebrations are important:* Celebrating is one of the ways that people feel great about themselves and the event(s) that they are a part of. Assisting the community and/or neighborhoods in holding regular celebrations is part of the bigger goal of creating a love relationship with our citizens and them with us. Evaluate the current celebrations to enhance them and develop other opportunities. Low, 3rd quarter

2018-SB56 *Formalize a process to include youth in local government:* Many communities have created formal process to include students in the process of governing. Explore those opportunities and evaluate the potential for use in Biddeford. Low, 4th quarter

2018-SB57 *Encourage more neighborhoods to adopt the neighborhood planning process:* Efforts to assist the Bacon St area has been successful in a large part because of the neighborhood association and planning process. Using and improving on that process for other neighborhoods will be explored. *Low, 4th quarter