



The Vision:

An Economic Development Guide
for the Town of Scarborough, Maine

A Joint Project of the
Scarborough Economic Development Corporation
and the Scarborough Community Chamber

March 2011



www.scarboroughvision.com



The Vision is a joint project of the Scarborough Economic Development Corporations (SED CO) and the Scarborough Community Chamber (SCC)

The SED CO Board voted to accept the plan on March 3, 2011.

The SCC voted to accept the plan on ---.

The Scarborough Town Council will receive the plan on ---.

The Vision: An Economic Development Guide for the Town of Scarborough

The Scarborough Economic Development Corporation (SEDCO) and the Scarborough Community Chamber (SCC) present *The Vision: An Economic Development Guide for the Town of Scarborough*. Developed over a two-year period by a joint committee representing both organizations, *The Vision* expresses the aspirations for Scarborough's economic development future and the steps needed to move the community toward this vision.

The joint committee spent a year developing the economic goals contained in *The Vision*. The process included seeking feedback from businesses, key community stakeholders, and the public. The committee examined and incorporated findings from several important existing projects and documents, including the Town of Scarborough's *Update to the Comprehensive Plan, Growth & Services Report, Haigis Parkway Committee Report*, the SEDCO-SCC Business Visitation Survey Program, and the Portland Community Chamber's *Looking Out for Portland and the Region* report. These goals were submitted to the Town of Scarborough, the SEDCO Board and the SCC Board for review in 2009. The committee spent the last year developing implementation steps for these goals.

The Vision complements the Town of Scarborough's Comprehensive Plan by enhancing and augmenting the plan's economic development section. *The Vision* provides long-term continuity and aids the community in making future economic development decisions. Scarborough has a history of reaching out to the community for ideas and has always been proactive in these types of efforts; the committee developed *The Vision* in that same spirit

The Vision is a forward-thinking document, designed to provide a long-term view of economic development through its ten vision statements. Each vision statement includes goals and implementation steps. The vision statements are not arranged in order of priority. There are short and long-term actions listed in the each vision's implementation section intended as recommendations for achieving the goals.

The Vision is an ongoing collaboration between the community, the SCC, SEDCO and the Town of Scarborough. The collaboration extends past the production of the plan, with the Vision Committee continuing to monitor progress.

The Vision is a "living document", ready to adapt to new conditions and techniques while protecting the foundation tenet that the Town of Scarborough will be a vibrant community, providing opportunities for both residents and businesses to thrive. Scarborough will be a community known as a great place to live, work, do business, play, and vacation.

I. Vision: Marketing and Communications

Scarborough will aggressively market the community both internally and externally as a great place to live, work, and do business. The Town of Scarborough will support networking and communications among the economic and community development stakeholders and businesses.

Goals: Marketing and Communications

- A. SEDCO will continue to work with all existing and new businesses, regardless of size or type.
- B. SEDCO will increase awareness of its service within Town departments, businesses and the community.
- C. SEDCO and the SCC will conduct regular business visitations to gauge the needs and concerns of the business community.
- D. SEDCO and the SCC will work together to support and grow the Scarborough business community and advocate for local and regional policies that are conducive to business development.
- E. Scarborough will emphasize the economic benefits of doing business in town.
- F. Support communication and networking among Scarborough businesses and to Scarborough residents about the benefits of supporting Scarborough businesses.
- G. Leverage the latest technologies to communicate and market Scarborough both inside and outside the region including through a state-of-the-art website, e-newsletter, and use of social networking.
- H. Encourage and continue support of the SCC to develop local and regional tourism attraction efforts in Scarborough.
- I. When feasible, participate in regional and state marketing efforts at industry tradeshows and through external advertising.

Implementation Steps: Marketing and Communications

- 1. SEDCO and the SCC will continue to market the Scarborough as a great place to do business.
- 2. SEDCO will market itself as a business assistance organization that works with new and existing businesses of all sizes and types.

3. SEDCO and the SCC will market themselves through local newspapers, including regular columns, articles and press releases.
4. SEDCO and the SCC will develop a marketing tagline that brands Scarborough as a great place to live, work, play, and vacation.
5. SEDCO will explore the feasibility of an annual or bi-annual town-wide tradeshow that could include both business-to-business services and a business resources event.
6. SEDCO and the SCC will continue with their Business Visitation program with the goal of visiting 100 Scarborough businesses every two to three years and will include contacting out-of-town developers and builders that do business with the town.
7. SEDCO and the Town of Scarborough planning department should develop a “Customer Service Exit Survey” to provide feedback from applicants resulting in, when needed, recommendations for improvements in the planning and development process.
8. SEDCO and the SCC will continue to increase subscribership of their e-newsletters by making each one easy to subscribe, easy to forward and easy to read with relevant and interesting articles.
9. SEDCO and the SCC will increase social media followers through Facebook, LinkedIn and other relevant opportunities for free advertising, promotion, education, and more.
10. The Town of Scarborough, SEDCO and the SCC should obtain testimonials about Scarborough as a great place to do business and about each organization specifically to use as powerful marketing tools.
11. SEDCO will meet regularly with the Small Business Development Center (SBDC), Service Corp of Retired Executives (SCORE), Maine & Co., Maine Department of Economic and Community Development (DECD), Maine International Trade Commission (MITC), engineers, realtors, architects, etc. to publicize and coordinate new & existing services.
12. SEDCO and the SCC will continue to work and coordinate with like-minded organizations such as Buy Local and the Scarborough Farmers’ Market.
13. The SCC will continue to improve its website so that it is a place for member news, SCC events, community happenings, and Town information.
14. The SCC will develop a tourism focus that features Scarborough’s many quality natural resources.

15. The SCC will develop “Welcome Packets” for new residents/businesses.
16. SEDCO will supply information on businesses reaching significant milestones for inclusion in the Town of Scarborough’s annual report.
17. To increase subscribers and to promote effective communication, SEDCO and the SCC will provide links to relevant e-newsletters for the Town of Scarborough to use on its websites.
18. SEDCO and the SCC will help the Town of Scarborough make its website more business-user friendly by providing content for a business section and by providing research on good examples of other business-friendly municipal website.
19. SEDCO and the SCC will encourage the Town of Scarborough to provide clear and welcoming signage, near the front door of the municipal building, to help visitors locate municipal and school and services.

II. Vision: Planning & Development Process

Scarborough will be known by the business and economic development community for being fair, consistent and timely in the review and approval processes for commercial development and business-related permits.

Goals: Planning & Development Process

- A. Provide clear information and communications from elected officials, non-elected officials and staff to the business and development community early in the process and throughout of the process, regarding planning and zoning ordinances and related policies and procedures.
- B. Conduct department reviews in a coordinated manner as early in the process as possible, and clearly communicate results and expectations to applicants.
- C. Treat all applicants appearing before municipal review boards, regardless of experience or size, with respect, provide thoughtful consideration to each submission and ensure that review boards adhere to their governing guidelines and standards, without exceeding requirements.
- D. Communicate findings on each item before a municipal review board (including the Planning Board and the Zoning Board of Appeals) clearly and in writing to the applicants.
- E. Refer town development applicants early on in the process to SEDCO staff or the SEDCO website, provide access to SEDCO's "Guide to Doing Business in Scarborough" for assistance and on-going guidance, and refer applicants to outside state and federal agencies and their policies.
- F. Assist businesses and individuals in preparing for a project by making applicable rules and regulations readily available and by explaining standards that may be substantially different than surrounding communities.

Implementation Steps: Planning & Development Process

- 1. The Town of Scarborough should institute a process to regularly look for opportunities to reduce applicant submission materials and plans for the Planning Board.
- 2. The Town of Scarborough should institute an earlier joint plan review process, involving relevant departments and SEDCO when appropriate, during the conceptual phase (prior to formal Planning Board submittal) in order to foster ideas in a less formal review, providing an applicant with early feedback on key issues prior to preparing documents for formal submission.

3. Town staff should refer applicants to SEDCO early in the development process.
4. SEDCO will be proactive during the planning review meetings in complicated or challenging projects where the applicants may not have sought their help previously.
5. SEDCO and town staff should continue to refine the town's permit packages, checklists, and resource materials to outline clearly the process and permits required, making sure those documents are available and distributed to applicants from the planning office.
6. The Town of Scarborough should continue the very effective, formal, multi-departmental plan review process, which is coordinated by the Assistant Town Planner following formal Planning Board submittal where all departments' (including Fire, Police, Planning, Codes, Clerk, SEDCO and others) comments are consolidated into one comprehensive document summarizing the findings of the review.
7. When applicable, municipal review boards, including the Planning Board and the Zoning Board of Appeals, should make findings on each item before them that will then be communicated in writing to the applicants, differentiating clearly between what is required and what is recommended.
8. The Town of Scarborough should establish a new Certificate of Occupancy (CO) form with multiple signature lines to assure all departments have reviewed and signed off on the final inspection and testing prior to the issuance of a CO.
9. The Town of Scarborough should support the Zoning Board of Appeals (ZBA) by providing staff reports regarding various applications and aiding the ZBA in crafting written decisions and findings of fact.
10. The Town of Scarborough and SEDCO should monitor and fine-tune the permitting processes and permit-tracking software in order to efficiently process permits, track permits through the development process, and maintain and improve multi-department coordination.
11. The Town of Scarborough should consider providing additional training for town employees or adjusting the job description when the next hiring opportunity presents itself, to attract a dual certified code enforcement officer and certified fire inspector who would be primarily responsible for the plan reviews and inspections of commercial and multi-tenant residential occupancies.
12. The Town of Scarborough should provide development applicants an opportunity to comment on the process by completing a quick and simple exit survey (via on-line, comment card, or similar means).

13. SEDCO will contact all business applicants going through the approval process to offer assistance and assess how the process is working.
14. The Planning Department and Planning Board should communicate, in writing, to business applicants the results of any preliminary review meeting with appropriate departments and provide copies to SEDCO.
15. SEDCO will regularly update *The Guide to Doing Business in Scarborough* and continue its efforts to market *The Guide* as a tool to be used by all applicants.
16. SEDCO and the SCC will continue their Business Visitation program with the goal of visiting 100 Scarborough businesses every two to three years and will include contacting out-of-town developers and builders that do business with the town.
17. SEDCO will seek testimonials from the developers/owners of approved projects, using the testimonials as a means to promote economic development in Scarborough. The testimonials will be posted on the SEDCO, SCC and the Town's website and communicated through other appropriate marketing channels.

III. Vision: Energy & Green Development

Scarborough will strive to be a leader in environmentally friendly policies and practices. Scarborough will encourage and actively recruit businesses that are in the green development and alternative energy sectors.

Goals: Energy & Green Development

- A. Develop economically sound policies and ordinances that enable green development and encourage environmentally friendly practices.
- B. Educate businesses, residents, town staff, town council members, etc. on the benefits of going green, the long-term cost-savings potential, and the benefits to the environment and our carbon footprint.
- C. Examine the use of incentives and grants to directly support green development and alternative energy sectors and to retrofit existing buildings to make them more energy efficient.
- D. Increase opportunities for pedestrian, bicycle and public transportation throughout the Town of Scarborough.
- E. Support the current Town Energy Committee and adopt an energy plan and strategy to increase alternative energy options for Scarborough businesses and the community.
- F. Continue to examine the potential for an eco park development combined with energy production, to support further development within the Town of Scarborough.
- G. When feasible, implement eco-friendly policies and procedures in town facilities to serve as a role model.

Implementation Steps: Energy & Green Development

- 1. SEDCO and the SCC will meet with the Scarborough Energy Committee on a regular basis to assess opportunities to support energy efficiency as well as other “green” activities within the community on a regular basis.
- 2. SEDCO will research public funds, such as PACE funds, to support green projects.
- 3. The SCC will market the Efficiency Maine program to support green practices and cost savings in the business community.

4. SEDCO will work with the Scarborough Energy Committee to explore the feasibility of an eco business park with the capability of providing energy distribution services.
5. SEDCO will work with and encourage the Energy Committee to continue exploring ways to reduce energy costs for businesses in Scarborough.
6. The SCC will support tourism efforts to promote, coordinate and document bicycle and pedestrian trails.
7. SEDCO, the Town and the SCC will document and encourage public transportation resources in Scarborough, which connect workers to businesses.

IV. Vision: Land Use and Zoning

Scarborough will continue implementation of the “Update to the Comprehensive Plan” to be conducive to sustainable, mixed-use, diversified, business development while retaining its residential neighborhoods and open space.

Goals: Land Use and Zoning

- A. Monitor and support the Comprehensive Plan Implementation Committee (CPIC)’s efforts to implement the *Update to the Comprehensive Plan*.
- B. Recognize the value of diversified economic development with regard to size, use, and location.
- C. Continue to encourage clustering of services to support nearby residents and employees and encourage smart growth.
- D. Implement zoning and land use policies that allow a diversity of businesses and jobs to exist so that people can afford to both live and work in Scarborough.
- E. Recognize that natural resource protection and conservation are important to economic development planning by involving groups such as the Scarborough Land Conservation Trust, the Parks & Recreation Board and the Conservation Commission in the planning process.

Implementation Steps: Land Use and Zoning

- 1. SEDCO and the SCC will support CPIC’s recommendation for rezoning the west side of the Maine Turnpike to provide more industrial space in the community.
- 2. SEDCO will continue pursuing and implementing land use policies that support further development of office and small business along the US Route 1 corridor.
- 3. SEDCO will continue to be involved in any discussions regarding the rezoning or redevelopment of large parcels of land such as the Scarborough Downs property.
- 4. The Vision Plan Implementation Committee will meet annually with the Long Range Planning Committee and the Planning Board to share the status of land use and zoning items relevant to this Vision Plan.
- 5. The Town of Scarborough should pursue zoning and land-use policies that enable further development of workforce housing.
- 6. SEDCO will offer support to commercial and industrial rezoning efforts outlined in the Town of Scarborough’s Comprehensive Plan.

V. Vision: Regional Cooperation

Scarborough will work with other Greater Portland communities to promote and support regional economic development and marketing.

Goals: Regional Cooperation

- A. Continue to explore Scarborough's participation in the creation of a Greater Portland Economic Development Corporation (GPEDC).
- B. Continue to participate in and market biotech regionally via the Greater Portland Biotech group and explore the inclusion of other industries in the future.
- C. Continue to participate in transportation planning, infrastructure planning, watershed/storm water planning, affordable housing planning, and communications planning (among others) on a regional basis to support economic development.

Implementation Steps: Regional Cooperation

- 1. The Town should commit to join GPEDC and, in the future, develop a plan for committing appropriate resources to the group.
- 2. SEDCO with the assistance of the SCC, if needed, will continue committing staff resources to the GPEDC to ensure Scarborough interests are represented.
- 3. SEDCO and the Vision Plan Implementation Committee will monitor and participate in regional and state discussions on streamlining the development process.
- 4. Scarborough, through its town manager, town planner or other appropriate municipal representative, shall continue to actively participate in all appropriate regional entities addressing regional issues.
- 5. The Vision Plan Implementation Committee will work with the Scarborough Workforce Housing Alliance to assess the status of workforce housing in Scarborough.

VI. Vision: Education

Because of its importance to quality of life and economic development, Scarborough will continue to endorse quality education at all levels – early childhood, K-12 and beyond.

Goals: Education

- A. Work to ensure multiple, affordable early childhood development options exist in the community.
- B. Recognize the importance of and continue to improve the quality of public K-12 education to ensure that it is responsive and relevant to future business needs (including broad-based education offerings and diversity in extracurricular activities).
- C. Support regional efforts to strengthen Southern Maine Community College (SMCC), University of Southern Maine (USM), and other regional post-secondary education institutions' importance to the business community and workforce development.
- D. Ensure life-long learning opportunities to support and attract the adult, aging, and senior populations (including re-training opportunities).
- E. Look into private sector partnerships for education (including financial but also via internships, mentoring programs, etc.).

Implementation Steps: Education

- 1. The SCC and SEDCO will meet at least every two years with Scarborough School administrators, including curriculum developers, to articulate the needs of the business community and opportunities for student oriented career programs.
- 2. The SCC will maintain a partnership with the high school guidance department, to develop opportunities such as mentoring programs, career fairs and classroom speakers.
- 3. The SCC will continue to provide “career day” events.
- 4. The SCC will facilitate a business visitation program for Scarborough educators to build awareness of future business needs.
- 5. SEDCO and the SCC will look for funding opportunities such as grants to support teacher training in career development curriculums.

6. The Vision Plan Implementation Committee will meet with Child Care Connections to determine what factors affect the provision of affordable day care.
7. SEDCO, with the help of the Vision Plan Implementation Committee, will identify any regulations or other conditions that affect the provision of affordable day care.
8. The Scarborough Public Library will work with Community Services to maintain a list of educational opportunities for life long learning within the region and will explore ways of providing transportation to these opportunities.
9. The SCC will explore opportunities for developing additional scholarship programs to assist educators in onsite job shadowing.

VII. Vision: Quality of Life

In Scarborough, quality of life and economic development go hand in hand. Scarborough will strive to maintain and improve upon its high quality of life. In Scarborough that includes quality economic development, mixed-use development, a safe community, transportation options, parks, recreation and open spaces, education for all, access to health care services and facilities, and culture, services and amenities that are enjoyed by both residents and workers.

Goals: Quality of Life

- A. Maintain standards for quality economic development set forth by planning and the Zoning Ordinance to support mixed-use, diversity of development and quality of place, through adherence to the *Update to the Comprehensive Plan*.
- B. Foster mixed-use development that includes large and small businesses, support of locally owned businesses, a variety of uses (including residential, commercial and industrial), and business and workforce opportunities at all levels.
- C. Maintain a safe community by having adequate public safety services and by having pedestrian and transportation thoroughfares that allow for safe travel.
- D. Support traffic calming and traffic slowing measures to help promote safe pedestrian and bicycling opportunities.
- E. Support active, healthy lifestyles and a sense of community by protecting access to natural resources, parks, recreation and open space areas.
- F. Recognize and understand that education is an important aspect of quality of life in Scarborough that retains existing residents and businesses and attracts new residents and businesses.
- G. Value and increase opportunities for learning, enrichment, volunteer work, and community interaction for all ages.
- H. Support and encourage growth of our numerous amenities, community events, civic and business organizations, and treasures such as the Public Library, Buy Local Scarborough, the Farmers' Market, Summerfest, etc.
- I. Identify areas where we lack facilities or infrastructure, such as available meeting space, community center, swimming pool, senior center, etc.

Implementation Steps: Quality of Life

- I. SEDCO and the SCC will meet regularly with CPIC and/or the new Long Range Planning Committee to coordinate and support the implementation of the Scarborough Comprehensive Plan.

2. The SCC will support the purchase of appropriate land for open space in cooperation with the Scarborough Land Conservation Trust.
3. The Vision Plan Implementation Committee will encourage the Community Services and Recreation Advisory Committee to perform a needs assessment for recreational and cultural programs and facilities in conjunction with the release of the 2010 Census.
4. The SCC will assess the adequacy of meeting spaces and services in Town.
5. SEDCO will use its e-newsletter to request information on available meeting spaces in Town and maintain a list of such meeting areas on the SEDCO website.
6. The SCC will work with the Town of Scarborough, the School Department and Community Services to explore regional approaches to community education programs in order to offer a larger assortment of adult programs.
7. The Town should support curriculum and facilities that maintain excellence in educational standards and objectives.
8. SEDCO will maintain information on the quality of life in Scarborough as it relates to business recruitment.
9. SEDCO will distribute business-friendly articles that demonstrate the quality of education in Scarborough.
10. The Public Library, SEDCO and SCC will build awareness of the organization, Volunteer Maine, as a place to find volunteer opportunities and as a place to submit such opportunities.

VIII. Vision: Cost of Doing Business and Financial Assistance

Scarborough recognizes that the costs of doing business impact the ability of businesses to grow and succeed. Therefore Scarborough will do its best to keep the cost of doing business reasonable.

Goals: Cost of Doing Business and Financial Assistance

- A. Promote SEDCO services, letting businesses know the corporation is available to help with planning, permitting and zoning processes, which often saves businesses money.
- B. Promote Scarborough's relatively low property tax rate compared to other communities in the region and work to maintain this competitive advantage by providing services that can be balanced by its growing tax base.
- C. Recognize that small businesses often have limited resources and, when possible, consider their lack of resources when providing services and when developing policies and practices that surround the planning and development process.
- D. Assist businesses in gaining access to financing opportunities and consider developing appropriate local incentives and programs such as low-interest loan program, façade improvement program, and incentives for green development improvements.
- E. Actively engage in discussions that impact the regulatory cost of doing business at the local, county, state and federal levels.
- F. Explore ways to achieve energy efficiencies and cost savings for Scarborough businesses.

Implementation Steps: Cost of Doing Business and Financial Assistance

- 1. SEDCO will monitor the Town of Scarborough's business climate competitiveness on an annual basis, including comparing tax rates, energy costs and other quantitative factors that affect the cost of doing business in Scarborough.
- 2. SEDCO will explore the feasibility of creating a local micro loan program, including the identification of funding sources.
- 3. SEDCO and the Town of Scarborough will continue to work with the Greater Portland Economic Development Corporation on regional and state issues that affect the cost of doing business in Scarborough.

4. The Town of Scarborough should continue to refine construction packages, checklists, and resource materials to clearly outline the process and permits required and to ensure those documents are available and distributed to applicants.
5. The Town of Scarborough should institute a process to regularly look for opportunities to reduce submission materials and plans for the Planning Board.
6. SEDCO will market itself as a business assistance organization that works with new and existing businesses of sizes and types.

IX. Vision: Type of Development

Scarborough will support the kinds of development that are mixed-use, are of all sizes, that are an appropriate fit with surrounding zoning and land-use policies, that create a diversified tax base, that increase its overall tax base, maintains its high quality of life, and improves job and wealth opportunities for individuals of all income levels.

Goals: Type of Development

- A. Support the diverse kinds of development that are consistent with the *Update to the Comprehensive Plan*.
- B. Plan for and offer affordable housing opportunities including senior housing and low-income/workforce housing so the likelihood is increased that individuals may both live and work in Scarborough.
- C. Support sectors with innovative, high growth, high value potential to provide new opportunities for economic development. This may include the creation of an industry-specific business incubator, targeted marketing and recruitment, etc.
- D. Create opportunities for the clustering of similar businesses and industries to advance their chances for success as well as the ability of the Town to attract additional comparable development.

Implementation Steps: Type of Development

- 1. SEDCO will support the implementation of the Town's Comprehensive Plan, monitor efforts, and annually meet with CPIC and/or the new Long Range Planning Committee to share updates and progress on allowing diverse kinds of development.
- 2. SEDCO and SCC will make the case to the community that additional housing options are needed to support workforce and ultimately economic development.
- 3. The Vision Plan Implementation Committee will determine the status of the Scarborough Affordable Housing Committee and support their plans to create/support housing options in Town.
- 4. SEDCO will develop additional information, data, and analysis to determine which employment sectors to target, making the case for targeting specific industries, and using the information for marketing.
- 5. SEDCO will develop, make available, and market workforce data to support targeted sector business expansion and attraction.

6. In conjunction with the energy committee, SEDCO will explore energy production options to support lower cost energy for businesses.
7. SEDCO will continue to collaborate with neighboring communities on regional marketing for targeted industry sectors (Westbrook, Portland, South Portland, Cape Elizabeth, and Falmouth).
8. SEDCO will work with the Planning Board and CPIC/Long Range Planning Committee to implement and monitor zoning and land-use that supports business clustering.

X. Vision: Transportation & Infrastructure

Scarborough will plan for future transportation and infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe that supports economic development and growth.

Goals: Transportation & Infrastructure

- A. Finalize and enact plans most agreeable to both residents and businesses on key road areas within the community, starting with Dunstan/Payne Road, Oak Hill, and Route 114.
- B. Prioritize and implement plans for pedestrian and bicycle access around Town for the benefit of both residents and businesses.
- C. Work to implement existing plans and recommendations to encourage interconnectedness among existing and future trails.
- D. Work with public transportation companies and neighboring communities on a regional basis to provide reliable and fully connected public transportation options to major residential and commercial development areas around the town.
- E. Include planning for state-of-the-art communications as part of infrastructure planning efforts including cell coverage, broadband and wireless.
- F. Plan for and facilitate public water and public sewer improvements that can enable future economic development and growth.

Implementation Steps: Transportation & Infrastructure

- 1. The Town, SEDCO and the SCC will work with businesses and residents to build support for infrastructure improvements along key roads including Dunstan/Payne Road, Oak Hill, and Route 114.
- 2. The Town, SEDCO and the SCC will coordinate with regional and or state agencies to articulate the importance of improving Scarborough's infrastructure and environment to promote regional economic development and quality of life.
- 3. SEDCO will identify infrastructure barriers to economic development.
- 4. SEDCO will identify opportunities to provide state-of-the-art communications as part of infrastructure planning to support existing and future businesses.

Appendix A: Process

This working group came together in the summer of 2008, from two existing public policy/economic affairs committees of SEDCO and the SCC. Members of the committee realized that an overarching, guiding economic development document was needed. The idea was presented to both organizations' boards, and both Boards supported the concept.

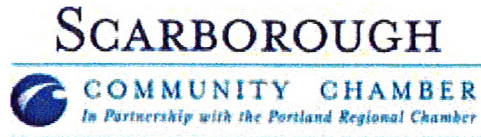
Next, the idea was presented to the Town Manager and members of the Town Council in December 2008. A working group was then put together, including Staff and Board representation from SEDCO and Board representation from the SCC, in addition to Town Council and Town Staff participation. Working group members who participated in various capacities over the past year included: Dan Bacon, Julie Bassett, Roger Beeley, Nancy Crowell, Jim Damicis, Karen D'Andrea, Art Dillon, Kevin Freeman, Mark Maroon, Bob Nadeau, Matt Paradis, Michelle Raber, Harvey Rosenfeld, Rick Snow, and Bob Vautin. The working group met approximately every two weeks thereafter.

In March 2009, the working group invited local businesspeople to participate in focus groups broken down by industry or service group. In ten sessions held over two days, more than 50 businesspeople provided their feedback, which served as the basis for the data used in this Vision.

Since March 2009, the working group has been studying that data and looking at past data from the *Update to the Comprehensive Plan*, the *Business Visitation Survey Program*, the *Growth & Services Report*, the *Haigis Parkway Committee Report*, and the *Looking Out for Portland and the Region* report. That data has been distilled into the themes, visions, and goals that make up this document.

The Vision draft was presented to key stakeholders, and the SEDCO and SCC Boards were asked to endorse the draft, which they did in October 2009. It then went to the Town Manager, the Town Council, Town Staff, all businesses, and all Town committees and boards, among others. Following that distribution, two public comment meetings were also held in November 2009. After taking into account all that valuable feedback, a final draft was presented to the Town Council on December 16, 2009.

The Vision Committee spent the next year developing the implementation steps for each vision statement. The implementation statements are now included in the full document and are in the process of being presented to both SEDCO and the SCC Boards.



October 20, 2009

The Board of the Scarborough Economic Development Corporation (SED CO) and the Board of the Scarborough Community Chamber (SCC) initiated a long-term Economic Development Vision & Plan in the fall of 2008. A working group, made up of members of both Boards, took part in a year-long process that involved business focus groups and over 30 multi-hour meetings and resulted in a draft Economic Development Vision & Plan for Scarborough.

Both Boards have now had a chance to provide input and review the draft and offer their support of the draft Vision & Plan.

Both Boards look forward to hearing feedback from additional key stakeholders and the public and to put forth the final version of this document by the end of 2009.

We hope you find the Vision & Plan a valuable economic development document in Scarborough for years to come and we are proud of the vision statements and specific goals that are presented in the document. Scarborough once again demonstrates its proactive, community-minded approach and we are proud that both of our Boards have joined together in support of this Vision & Plan.

Stuart Axelrod,
SED CO Board Chair
On behalf of the SED CO Board

Michelle Raber,
SCC Board President
On behalf of the SCC Board

Appendix B: Agencies, Organizations and Resource Documents

List of Agencies and Organizations

CPIC: Comprehensive Planning Implementation Committee

GPEDC: Greater Portland Economic Development Corporation

SCC: Scarborough Community Chamber

SEDCO: Scarborough Economic Development Corporation

SMCC: Southern Maine Community College

USM: University of Southern Maine

Vision Committee: A committee comprised of representatives from both the SCC and SEDCO boards who developed this vision plan and will continue to monitor implementation of the vision.

SBDC: Small Business Development Center

SCORE: Service Corps of Retired Executives, a group which provides business counseling services

Maine & Co.: a private, non-profit organization whose mission is to provide assistance to new and relocating businesses in Maine

DECD: Department of Economic and Community Development

MITC: Maine International Trade Commission

II. References

Update to the Comprehensive Plan (2006)

www.scarborough.me.us/planning/documents/2006_update_comp_plan.pdf

Business Visitation Survey Program (2008)

www.sedco.scarborough.me.us/profile/sedcopresentation61808.pdf

Growth & Services Report (2000)

www.scarborough.me.us/planning/documents/growth/index.html

Haigis Parkway Committee Report (2001)

www.scarborough.me.us/planning/documents/haigis_report.pdf

Looking Out for Portland and the Region (2007)

www.policyoneresearch.com/documents/Portland%20Chamber/PCC%20condensed%20report%20WEBversion%20v03.pdf