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Sustainability Initiatives in East Bayside Neighborhood Portland, Maine

Garvan Donegan

Henry Heyburn

Caitlyn Horose

Matt Klebes

Jennifer Riley

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Authors

Garvan Donegan, Henry Heyburn, Caitlyn Horose, Matt Klebes, Jennifer Riley, Damon Yakovleff, and New England Environmental Finance Center

Sustainability Initiatives in East Bayside Neighborhood Portland, Maine

Compiled by Community Planning and Development Sustainable Communities Class at the
Muskie School of Public Service, University of Southern Maine

Authored by:

Garvan Donegan
Henry Heyburn
Caitlyn Horose
Matt Klebes
Jennifer Riley
Damon Yakovleff

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Editor: Damon Yakovleff

New England Environmental Finance Center, University of Southern Maine

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Introduction

This is a bundle containing research on sustainability initiatives that could be implemented in the East Bayside neighborhood of Portland, ME. These six essays were prepared by the Spring, 2010 Sustainable Communities Class known as CPD 602 at the University of Southern Maine. The class is part of the core curriculum of the Community Planning and Development program of the Muskie School of Public Service at the university. The instructor for the class was Samuel Merrill, Ph. D. who is also director of the New England Environmental Finance Center at the University. These papers were prepared in conjunction with Alan Holt, an architect and instructor at USM who coordinated work being done in the East Bayside neighborhood by a Sustainable Design Assessment Team (SDAT) funded by the American Institute of Architects (AIA). This work is an academic exercise, and while some aspects of these recommendations may be implemented please note that this is not an official planning document. Rather, these ideas merit public scrutiny and the full democratic public participation process before they can proceed further.

A note on formatting: Each of these papers conforms to a general rubric however differs stylistically. They all contain an introduction, description of the problem they address, include at least one case study, a “to-do” list guide for stakeholders and planning officials, and some kind of conclusion. Each paper is followed by a list of references, and many include appendices with additional information. The papers differ according to citation styles, general tone, and their incorporation of graphics and data tables. These differences reflect the diverse background of the authors, who bring to the table a variety of skill sets and points of view. - *DY*

East Bayside's Pathways of Exposure - Open Space & Urban Agriculture

Garvan Donegan

Abstract

Portland's East Bayside area is the gateway into the City of Portland. Unfortunately, due to an amalgam of mixed land-use planning, ranging from light industrial to open space, East Bayside is home not only to bad transit schemes and poor development, but a community that embodies fragmentation, dead-end streets, broken pedestrian connects, and soil contamination. The lack of pedestrian connectivity and sense of community within East Bayside is a characteristic that sheds light on the unsustainable side of Portland. Reconnecting key components of the neighborhood, energizing urban agriculture, streetscaping, and generating high performance recreational spaces will be the key dynamics in establishing a sense of "place" within this tired region of Portland, Maine. While cultivating the community by means of urban agriculture, there will be an increasingly practical obligation to procure fundamental scientific technologies for the constituents within East Bayside to create a budding *beta community* for sustainability. Phytoremediation, soil remediation by planting *Brassica oleracea*, may be one lesson plan in establishing a community driven effort to enhance urban agriculture while mitigating the presence of soil containment. A more community oriented neighborhood within the East Bayside area must incorporate stewardship and stakeholder involvement. This will play a pivotal role in yielding budding connectivity while eliminating pathways of exposure to both biological and socioeconomic dangers that persist within East Bayside.

Introduction

The heterogeneity of Portland's East Bayside area can be viewed via several physiological and socioeconomic factors. Currently ranking as the most diversely populated census tract in the state of Maine, East Bayside is often categorized by the major thoroughways that confine it. Historically, East Bayside was built upon dredged fill from Casco Bay's waterways, as well as rubble from *The Great Fire of 1866*. The rubble from the fire consisted of lead based paint debris, which has been considered the major contributing factor to traces of lead found within East Bayside. It has since been home to mixed land use planning, including commercial, residential, light industrial, open space, and parks. The diversity of the mixed planning is only surpassed by the uniqueness in its proximity to the center of the City of Portland, as East Bayside's physical parameters are essentially a gateway into the rest of the city. Formerly part of the downtown district, poor transit schemes and development have created a community that embodies fragmentation, dead-end streets, broken pedestrian and vehicle connects, and an overall lack of connectivity that deters a greater sense of community. Emphasis needs to be continually placed on implementing initiatives surrounding urban gardens, renewal of open space, and the creation of pedestrian walkways. Community advocates attempting to create a healthy community should focus both above and below the soil. This means mitigating possible areas of soil contamination, while involving stewardship and stakeholder involvement.

Current initiatives and studies of pedestrian crossings, sidewalks, and ramps within and around East Bayside's parks and garden areas exhibit a lack of past planning, and the need for physical improvements in multiple areas. In a study produced by the Greater Portland Council of Governments and the Portland Area Comprehensive Transportation Committee, there is

conclusive agreement that within East Bayside there are a number of areas that demonstrate “extremely deficient” sidewalks and pedestrian amenities (view East Bayside maps in GPCOG Study Sidewalks/Ramps). The surrounding Fox Park region is exposed to arguably the highest foot and recreational patterns, despite demonstrating an extremely high level of “failed ramps”. “The Fox Field area and adjacent streets do have quite a few locations that lack ramps. Chestnut Street from Somerset Street to Oxford Street is extremely ramp deficient. The North side of Fox Street from Franklin Arterial to Greenleaf Street is also ramp deficient. Additionally, Marginal Way (East of Franklin Arterial) and Anderson Street lack ramps in all possible locations.”¹ Issues and recommendations within this area are diverse. The highest priority should be given to reconnecting the historic street grid along Lancaster Street and Oxford Street. Creating full intersections and establishing pedestrian crossings would immediately improve the connectivity of the neighborhood. Physical improvement recommendations shall also include attempting to recapture the terrain on the western edge of East Bayside with the redesign of Franklin Arterial. For the areas and neighborhoods surrounding Fox Field and Cumberland Avenue, development and implementation of a green buffer would develop a sense of “place” and allow for recreational land usage.

Other recommendations should consist of providing streetscaping amenities wherever possible, with particular concentration around the commercial district of Congress Street and Washington Avenue, and Fox Field and Boyd Street Urban Garden. Distinguishing streetscaping characteristics should consist of, but not be limited to: trash receptacles, transit points, seating, bicycle paths, and bike racks. Physical issues surrounding Fox Park continue to be a lack of streetscaping amenities, particularly lighting. Fox Park and the adjacent streets need to be

¹ The Greater Portland Council of Governments & Portland Area Comprehensive Transportation Committee. *Portland Peninsula Sidewalk and Ramp Inventory*, 2009 (Portland: GPCOG), 10.

scrupulously lit, as the dark areas have often invited criminal activity due to the lack of illumination on the street and park areas. This in turn destabilizes the neighborhood's potential as a doorway and nexus point for East Bayside. Fox Field, Peppermint Park, Boyd Street Urban Garden, as well as the commercial district encompassing Congress Street and Washington Avenue are also flagship locations in need of increased streetscaping amenities and urban agriculture techniques.

The three parks with the East Bayside area have a high quantity of community foot traffic patterns making them very suitable and deserving candidates for efforts in soil remediation. Boyd Street Urban Garden should be given highest priority in soil remediation methods, for this would be effective in eliminating pathways of exposure to lead in this high traffic area. Due to the ecological challenges stemming from its proximity to Franklin Arterial, Boyd Street Urban Garden's geographical location isn't ideal; however the infrastructure of an urban garden is in place. Located between Franklin Arterial and Boyd Street, this area lacks a basic pedestrian crossing through Franklin Arterial and should also be the source of large scale streetscaping. Further recommendations should also include plans for evaluating the large unused open space connected to Anderson Street, as it could also serve to create a gateway towards Fox Field, giving the area high performance value.

Design recommendations should also reflect the current status of the retrofit of Peppermint Park that includes a number of principle features such as a picnic lawn, water element / natural play area, performance space, and entrances from Cumberland Avenue and Smith Street. In light of the current progress of Peppermint Park, future recreational amenities also include linking the Bayside Trail, for biking and pedestrian use, into the infrastructure of East Bayside. Suggestions for surrounding open space and urban gardens comprise composting

techniques to recycle used biomass for cultivation of top soil, construction of more efficient water catch structures, raised garden beds, and a healthy abundance of *Brassica oleracea* (cabbage) as the apparatus for soil remediation throughout East Bayside. Raised bed gardens are a common keystone in urban agriculture literature, as they give citizens in the neighborhood the ability to escape exposure to soil pollution, while yielding healthy and edible crops. This urban gardening technique is also a superlative for densely populated urban areas, as it can be adopted to almost any vacant lot.

Due to the apparent anthropogenic lead contamination within East Bayside's parks, raised bed gardens will be crucial. "Raised bed gardens are easy and relatively inexpensive to build, gardens are planted in boxes made of wood or other materials, and these raised beds are built with composted leaves and grass which provide a plant rooting space with minimal risk to children and adults."² Implantation of such raised gardens would not only be inexpensive, but safe and easy to maintain. The areas of the Boyd Street Community Garden, Fox field, and Peppermint Park have been tested, and are known to have high levels of Lead (Pb) that are above the EPA standard guidelines. Opportunities and limitations of East Bayside's ecology must be realistically examined. "Though the presences of several heavy metals have appeared in preliminary testing, Lead (Pb) is the primary concern, with approximately 98 percent of gardens, open space, and residential properties being above the EPA level of expectable lead standards."³ When identifying appropriate soil remediation strategies, one is also evaluating the human health risk associated with the contaminated soil.

² U.S. Department of Agriculture, *Urban Soil Primer: For Homeowners and Renters, Local Planning Boards, Property Managers, Students, and Educators*, Natural Resource Council; 2005.
52.[http://soils.usda.gov/use/urban/downloads/primer\(screen\).pdf](http://soils.usda.gov/use/urban/downloads/primer(screen).pdf).

³ Samantha Langley-Turnbaugh, Associate Vice President for Academic Affairs Research, Southern Maine Portland, March 19, 2010.

Currently, pathways of exposure are relatively high to those living and enjoying open space areas within East Bayside. “In general there are three ways in which people are exposed to contaminants in soil: ingestion (eating and drinking) dermal exposure (skin contact), and inhalation (breathing).”⁴ All have significant ramifications for the progress and success of urban gardens and green space within the East Bayside area. Remediation options and processes must be the next logical step in the analysis of the area, but a broad spectrum of efficient techniques must be employed if the vision of high performance urban agriculture is to occur. Factors to determine before implementing physical or biological remediation (or a delicate combination of both) include accessibility of remediation techniques to non-experts, cost, timeframe of success, effectiveness for urban agriculture (ability for technique to bring soil to agriculture standards), and environmental effects of the technology in-situ. Physical soil remediation techniques include, but are not limited to, excavation, geo-textiles (synthetic blankets), soil washing, and soil vapor. With the exception of geo-textiles (which must be combined with excavation), physical soil remediation is both high in cost and impact.

Conversely, the latent potential for East Bayside’s soil remediation appears to be in the low cost *Phytoremediation* technique.

“This direct use of a living plants for in situ remediation of contaminated soil, is an approach where growing, and even in some cases harvesting plants on a contaminate site is a method of remediation that is not only cost efficient but pleasing, solar-energy driven, and passive. It also requires no heavy machinery or major assistance by experts.”⁵

⁴ Allison Houlihan Turner, “Urban Agriculture & Soil Contamination: An Introduction to Urban Gardening,” *Environmental Finance Center*. Center for Environmental Policy & Management, (2009), 3, http://cepm.louisville.edu/Pubs_WPapers/practiceguides/PG25.pdf.

⁵U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response, *Phytoremediation Resource Guide*, (2009), <http://www.clu-in.info/download/remed/phytoresgude.pdf>

Phytoremediation is essentially a method in which plants are used to remove pollutants from soil or water, as they operate like a catch or filter (see EPA Resource Guide). Discrepancies with phytoremediation are that large scale application has not yet been developed and studied, the time frame in which phytoremediation occurs can be in excess of months, and the effectiveness of remediation becomes weaker, depending on how deep or severe the contamination is.

Phytoremediation should be viewed as having the highest potential for increasing ecosystem health around all current and future urban agriculture venues, and should not be limited to urban gardens alone. Green spaces of Fox Field, Peppermint Park, as well as surrounding areas testing positive for heavy metal soil contamination may also be appropriate places for biological soil remediation techniques. Eliminating pathways of exposure to heavy metals will go hand in hand with the construction of proper pedestrian crossings and throughways, as foot paths and traffic patterns kick up dust and are ingested on a daily bases. Implementation of soil remediation may be a major contributing factor to promoting both environmental and human health. Improvement of East Bayside's urban gardens and streetscaping will be a determining factor in community connectivity and eliminating pathways of exposure to both biological and socioeconomic dangerous that persist within East Bayside.

Remediation techniques via planting *Brassica oleracea* (cabbage) and *Brassica Juncea* (Indian mustard) appear to have a track record worthy of further scholarly research and application. The U.S. Environment Protection Agency in 2000 came out with significant findings of reductions in lead contamination from phytoremediation. In 1996-1997 a full scale phytoremediation project took place for The Ensign-Bickford Company, in Simsbury Connecticut, with the goal of reducing total lead contractions in a 1.5- acre area, due to significant early success, both the treatment and test site were expanded to include approximately

2.35 acres, with the goal of not only reducing the total lead concentration, but studying the ability of phytoremediation to stabilize leachable lead in the soil. This study is particularly relevant to the East Bayside area as the general characteristics of the climate and soil matrix around the Salisbury Connecticut and East Bayside have congruencies in climate, depth to water table, soil type, pH, and growth season.

Soil surveys were gathered both before and after the growing season (figure 1). The treatment approach of the Connecticut site should be recommended to that of the Portland East Bayside area, as there were a wide range of lead concentrations from area to area; an approach of combine remediation techniques is advisable.

“During phytoextraction total soil lead concentrations in the surface soils in Areas 1-4 decreased from an average of 635 mg/kg (April 1998) to 478 mg/kg (October 1998). The phytoextraction program has reduced the highest total lead concentrations so that no samples in excess of 4000 mg/kg were found. Before phytoremediation, 7% of the total

treatment area had soil lead concentrations above 2000 mg/kg. After treatment, only 2% of the area had concentrations above 2000 mg/kg. The percentage of the total treatment area having concentrations greater than 1000 mg/kg was reduced from 17% to 16%.⁶

The profile of contamination with *Figure 1* illustrates the allotment of surface lead contamination before and after remediation. This style of four to five grids of focused remediation

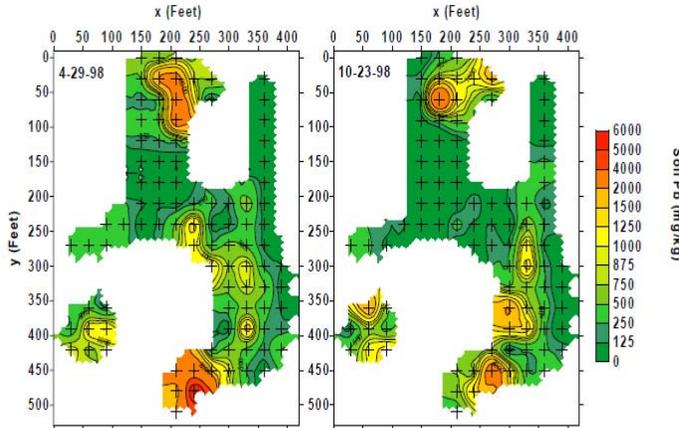


Figure 2. Distribution of Surface Soil Lead Concentrations Before (4-29-98) and After (10-23-98) Phytoremediation (modified from Phytotech, Inc., 1999)

Figure 1 Before & After Phytoremediation: U.S. Environmental Protection Agency. Office of Solid Waste and Emergency Response, Technology Innovation Office

⁶ U.S. Environmental Protection Agency. Office of Solid Waste and Emergency Response, Technology Innovation Office. *Cost and Performance Report: Phytoremediation at the Open Burn and Open Detonating Area Ensign-Bickford Company, Simsbury Connecticut*. March 2000.

techniques is advisable for future phytoremediation techniques. Advisable for usage within East Bayside would be the dissection with five grids, A, B, C, D, E, going to Boyd Park, Fox Field, Peppermint Park, Anderson Street Scrap Field/Brownfield, and Greenleaf Street dead end, respectively. Priority should be given in this order due to the imminent need to mitigate soil contamination in the current highest areas of neighborhood congestion and activity.

Recommendation for creating a course pamphlet on “citizen scientists” to help integrate phytoremediation and phytoextraction techniques into the East Bayside area should be given high priority. This would entail informal workshops on basic techniques in soil remediation, presented with a simple but logical step-by-step guide or standard operating procedure for planting techniques and disposal of the used biomass. Becoming cognizant of the problems and solutions will be the first step in activating engaged civic relationships in the community and creating a neighborhood of citizen scientists. A simple yet comprehensive document would be circulated, and have the ability to create an East Bayside ecological manifesto that would speak to environmental issues at hand. Urban Agriculture techniques would be a primary topic, however not excluded from the text would be methods of best practices in recycling, water and energy usage, and various other social and ecological issues with their respective solutions. Such a document would be easily circulated by existing nonprofits such as the *East Bayside Neighborhood Organization* (EBNO) or the *Boyd Street Community Garden Organization*. Technical assistance of normalizing the text for simple step-by-step rules could be prepared by the University of Southern Maine, and its respected Edmund S. Muskie School of Public Service, as these institutions have both the professional means and the motivation to create such a practical citizen scientist document.

Implementing sustainable urban agriculture into East Bayside will be the greatest driving force in creating autonomy within the neighborhood, while reflecting a sustainable and ecologically conscience *beta community*. In the future, this can be used as survey site for implementing similar growth towards sustainable practices throughout towns and cities in the United States. Models from cities such as Seattle, Washington, though still in their infancy of becoming a success, highlight unique, unconventional, and most importantly successful methods of the physical, social and political remedies for creating a civic culture and rich community gardens as the axis of these neighborhoods. With Seattle as a primary focus, cities such as Portland, Oregon, and St. Paul, Minnesota, also continue to be research cities that demonstrate their leadership in the fields of sustainable ecological management, reuse of industrial open space, and fostering partnerships across institutional and social boundaries. As Portland Maine's East Bayside looks to move forward it can learn from Seattle's model of greening and growing its communities.

Seattle is one of the first cities within the United States to take an approach to sustainability by the means of insuring a ground up approach to organizing ecological concepts and demanding to enhance long-term decision making in regards to the overall socio-economical and environmental health of its communities. This process began and achieved success through implementing as many democratic processes as possible, consistently relying on volunteers, and encouraging civic engagement from all demographics of the community, from the impoverished and elderly, to leveraging funding and support from local professional and nonprofit organizations.

In this collaborative process, the city has thrived on civic engagement from almost every level of the city's society. The local government has made a commitment to having strong

sustainable platforms, and the development of “sustainable indicators” such as a *quality of life meter*, that reflects social, economic, and environmental litmus tests in and around the city. Seattle’s substantial collaborative process amongst private leaders and government has had the desired consequences of incentivizing and implementing sustainable projects and ecological and socioeconomically goals. This is not to say that Seattle’s progress towards optimizing open space, implanting urban agriculture, and growing sustainability has gone without difficulty and political opposition. Just like any other city on the path to sustainability development, issues of mandating a change in the citizen’s behavior can become a hot button issue. Issues such as reorganization of land for the development of public or private parks and gardens, decreasing single occupancy driving, and minimizing urban sprawl, all have grabbed both positive and negative attention. Any one of these categories in itself would be of vast difficulty to regulate and implement in policy. Is Seattle simply unique in its ability to overcome the complexity when dealing with social, economic, and environmental challenges or are there key lessons a city can take to becoming a hybrid community for sustainability?

Opposition towards behavioral change will always prove complicated to counter, both politically and socially. However, Seattle has taken a combined bottom up and top down style to approach governance in bringing sustainable growth to its communities, in a duality of both decentralized and centralized programs. The City of Seattle has shaped all of its redevelopment projects and policies to incorporate the three stools of sustainability: economics, social, and environment, and have never hesitated to use clever rhetoric to conceptualize this movement. Seattle’s Comprehensive Plan towards sustainability calls for an “*Urban Village Element*” where the city outlines its commitment to grow wisely.

“Urban villages are community resources that enable the City to: deliver services more equitably, pursue a development pattern that is environmentally and economically sound, and provide a

better means of managing growth and change through collaboration with the community in planning for the future of these areas. The urban village strategy is a comprehensive approach to planning for a sustainable future.”⁷

The Urban Village strategy, the top down approach, is then met by the decentralized efforts that are the backbone of many of Seattle’s most successful sustainable progress projects. Organizations built through volunteers such as “Master Gardeners,” “Friends of Recycling,” and of course the “Master Composters,” all share a similar ethos of stewardship, and meet the top down approach in the middle to harbor a civic democracy that produces a sustainable culture throughout Seattle, Washington. The City of Portland, Maine and its City officials, as well as Cities throughout the United States, would benefit from taking a lesson from Seattle, in implanting Urban Village Elements within their Comprehensive plans.

There are significant lessons that can be derived from Seattle’s communities when attempting to shape the progress and revitalize the East Bayside neighborhood. The greatest success factor in the initial process should be viewed as the implementation of higher-functioning open space areas and growing community gardens and agriculture. These efforts will be the driving force, by both public and private partnerships and will eventually be the deciding role in East Bayside’s success. “Such partnerships and community involvement can come through the government entering partnerships with public organizations and firms. For example, the *Adopt-a-Park* programs have evolved in Seattle and other US cities, in which private companies take responsibilities for the maintenance of public parks.”⁸ A greater quantity

⁷ Seattle, Washington’s Comprehensive Plan: Towards a Sustainable Community, “Urban Village Element.” (January 2005-2007). Pg 1.3
http://www3.cityofseattle.net/DPD/static/Urban%20Village%20element_LatestReleased_DPDP016169.pdf

⁸ Roseland, Mark. *Toward Sustainable Communities: Resources for Citizens & Their Governments*. Canada: New Society Publishers, 2005. 37.

of Urban Gardens and green open space will be the ultimate goal, as attract lively green space, will bring in joggers, gardeners, and an assortment of citizens that will begin to have an emotional connection with the area, as gardens and parks such as Peppermint Park and Boyd Street Community Garden develop the kind of “*stroll garden*” that would be attractive to a high variety of Portland, Maine residents.

Several recommendations exist within the East Bayside urban renewal efforts that should be addressed within a five year plan including: sea level rise assessment, implanting berms to mitigate storm surges and increase resiliency of the coastal community, storm runoff reduction, city investment of solar photovoltaic panels, rain water “catches,” and attention to the lead-safe housing program. Specific recommendations consist of an immediate To-Do list of Five Steps towards creating the beginnings of an urban agriculture orientated *beta community*. First, expand urban agriculture and green space. Fox Field, Boyd Street Community Garden, and Peppermint Park are immediate sites that require attention. Maximizing both the value of growth space and utility, and instilling a commitment to a diverse, multistep process in soil remediation and urban gardening techniques. This includes extensive soil remediation, via phytoremediation (using a combination of Indian mustard and cabbage) throughout the three parks noted; particular emphasis beginning with Boyd Street Community Garden. Fox field and Peppermint Park are also areas of concern in soil contamination and therefore immediate candidates for soil remediation. The second method of minimizing pathways of exposure to lead is the building and implantation of raised bed and box gardens throughout Boyd Street Community Garden, Peppermint Park, along the circumference of Fox Field. Ideally any remaining construction materials should be donated to the EBS community for raised bed gardens for the use on private lots (i.e. backyards, decks, rooftops etc.). “Market sales for organic foods shot up 250 percent

between 1996 and 2001, according to an international organic food organization. Organic food is the fastest growing segment of food sales in the North America.”⁹ Minimizing pathways of exposure from soil contamination within East Bayside will not only keep the community healthier but will provide with a rich urban agriculture stock for local sale and consumption, bring a vital socio-economical tool to the community.

Secondly, it is imperative to maximize existing open space areas, create usable space, and convert unused space into *green enclaves* with the desired effect of “a street experience” within East Bayside’s own “urban village.” This is to be achieved through a series of recommendation stages including, but not limited to, the design and retrofit of the dead end of North Greenleaf Street. This has been deemed high priority for having streetscaping amenities. Turning the dead end into a green enclave for picnics, and recreation will achieve the overall goal of constructing open space that reveals high performance value. Similar amenities redesign, and retrofit should be deemed necessary at the intersection of Anderson Street and Fox Street. This area should serve as a focal point when entering the adjacent Fox Field Recreational Field. Streetscaping amenities and notions of green enclaves should be given high priority for adoption in order to inculcate a sense of “place making” as one arrives into the park area.

Thirdly, the East Bayside citizens, particularly the youth, must be galvanized through the utilization of existing nonprofit organizations such as the East Bayside Neighborhood Organization. Immediate efforts in connection with the University of Southern Maine, and the University of Southern Maine’s Muskie School of Public Service, to create and implement an operating procedure pamphlet for becoming a “citizen scientist” will more effectively contribute

⁹ Sarah James & Torbjorn Lahti, *The Natural Step for Communities: How Cities and Towns can Change to Sustainable Practices*, Canada: New Society Publishers, 2004, 129.

to increasing EBS's urban agriculture movement, and aid in implementing soil remediation techniques. Various other community growth activities to galvanize the neighborhood and youth shall be employed, including local congregation, sporting events, and monthly festivities throughout the parks and gardens. The fourth item is to implement adaptive management strategy issues in the East Bayside area, as a cyclical process of decision making will need to be constantly on the mind of city planners, local experts, and neighborhood leaders. Immediate, permanent, and valuable research and development should also continually spotlight issues such as reconnecting the grid, particularly across the busy and congested Franklin Arterial, and monitoring and assessing soil remediation techniques, as well as the overall presences of lead within East Bayside.

Finally, procurement of resources that will allow the implantation of the above To-Do list will be the defining success factor. Cost-effective techniques in achieving goals must be given priority in any project, as exhibited in the methods of soil remediation (phytoremediation v. excavation). City planners, local students, community leaders, and neighborhood stakeholders will all have to play the important role in leveraging funding and support. The East Bayside community must codify organizations and participation around it in order to establish strong partnerships. Partnerships with identities such as EBNO and The University of Southern Maine will be crucial in their success as a hybrid community of sustainability. Partnering with other current urban garden organizations in the area, the EBS community would be well served to have a main gardening body, calling it the "Friends of East Bayside Garden Parks." However, it is necessary to realize that additional funding will still be in need, as arranging fiscal relations through married grants and private foundations are keys to further success. Maine's Department of Natural Resources and Maine's Parks and Recreation would also be candidates for matching

contributions, government identities such as these would be pragmatic candidates to match raised funds, or leverage with a *Neighborhood Matching Fund*, where organizers count the work conducted by volunteers and the University of Southern Maine's faculty and students. These efforts would be maximized when combined with other such public and private partnerships such as "Adopt-a Park" programs.

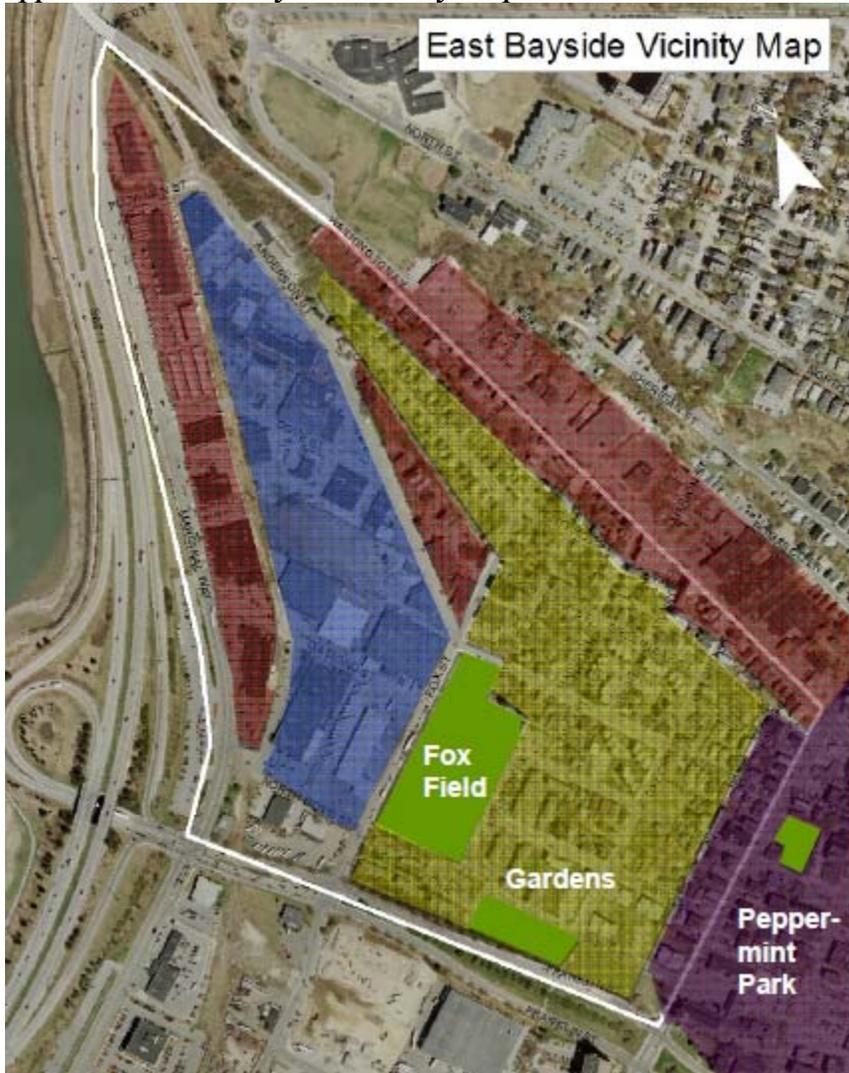
Mixed land use planning has plagued Portland's East Bayside area for far too long, it's a community that embodies fragmentation, soil contamination, and poor use of open space, shedding light on needed retrofit and urban renewal in the direction of sustainable development. As Portland assesses the future of its East Bayside area, wide spread urban agriculture and green space community techniques should be employed, urban parks and gardens characterize a form of hybrid public space that embodies the contemporary urban environment. Implementation of soil remediation should be recognized as a wide spread tool for improving current low social, economical, and environmental health in the East Bayside community. Increasing existing parks and gardens, such as Boyd Street Community Garden, Fox Field, and Peppermint Park, as well as creating new green enclaves in areas such as N. Greenleaf Street will erode normative boundaries between "public" and "private" domains, which have destabilized East Bayside's sense of "place." A sustainable movement beginning with community engagement practices of improving its gardens and parks, both above and below the ground, will be a key element in eliminating the social, economical, and environmental calamities that currently persist in Portland's East Bayside area.

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Appendix A -East Bayside Vicinity Map



- Commercial districts
- Mixed use district
- Light industrial/arts
- Neighborhood

Appendix B – Peppermint Park Final Schematic Plan



Appendix C – North Greenleaf Street – Green Enclave / Creating High performance Value Open Space



*Building a Healthy Community:
Engaging East Bayside Youth in Outdoor and Athletic
Activities*

Henry R. Heyburn Jr.



Abstract

Engaging children in outdoor and athletic pursuits builds not only mental and physical health but also social and community capital; this in turn strengthens families, neighborhoods and communities. This essay examines efforts to provide outdoor recreation and athletic opportunities to children in Portland's East Bayside neighborhood. In doing so it explores efforts taking place in Portland and also in Missoula, Montana, a city similar to Portland in several ways. The focus though, is on Portland and the East Bayside neighborhood. The information has been gathered largely through conversations, interviews and interaction in the community. In the end, the essay presents five recommendations that were guided by these mandates:

- Link recreation opportunities with neighborhood jobs and work experience wherever possible.
- Provide opportunities for exploration beyond East Bayside.
- Seek collaboration whenever it makes sense.

The mandates evolved along with my knowledge and familiarity with East Bayside. Both Portland and Missoula strive to provide extensive recreation offerings to all ages, with after-school, summer camp and sports programs especially for children. The recommendations encourage actions that are straightforward. In some instances these are steps already undertaken by the city and a new or slightly different approach is recommended. Where it makes sense lessons from Missoula are incorporated in the recommendations. In the end it was clear that both cities have a vision for providing great services to citizens and both wrestle with discovering the best way to reach their goals while addressing social, environmental, economic and other changes.

The Critical Role of Community

The conversation with Portland Recreation Department's David Caldwell was telling even though the implications were not immediately apparent. During our conversation, he observed that kids from Portland's East Bayside neighborhood frequently take part in activities sponsored by the nearby Boys' and Girls' Club but are less likely to participate in those at more distant sites. This information got me thinking about "community". In his essay, *Does Community Have a Value?* Wendell Berry examines the question in the title and begins to forge an answer.

"But does community have a value that is practical or economic? Is community necessary? ... Can people be neighbors if they do not need each other or help each other? ...Such questions are being forced upon us now by the loss of community. We are discouraged from dealing with them by their difficulty in such a time as this, and yet these questions and others like them are indispensable to us for they describe the work we must do. We can only be encouraged to see that this work, though difficult, is fascinating and hopeful. It is homework, doable in some part by everybody and useful to everybody – as far as possible unlike the massive, expensive, elitist projects that now engross virtually every government of the world."¹⁰

This revelation strengthened the premise that the key ingredient in building sustainable communities is strong relationships or community capital. As Mark Roseland puts it, "The critical resource for strengthening community capital is not money – rather, the resources are trust, imagination, courage, commitment, the relationships between individuals

¹⁰ Berry, Wendell. *Home Economics*. New York: Farrar, Straus and Giroux, 1987.

and groups, and time, the literal currency of life.”¹¹ A great strength of the East Bayside neighborhood is its sense of community and place; it is hemmed in and well defined. This strong physical sense of place can also act as a barrier. The challenge for East Bayside is to integrate more thoroughly and consistently with the rest of the city while retaining its community identity.

The Importance of Exercise and Play

The public parks and recreation movement grew out of the late 19th century social welfare movement. Champions included Jane Addams and Joseph Lee. The first public recreation programs focused on poor and often immigrant children with limited access to safe and convenient play areas. Over time city “parks departments” have evolved into “parks and recreation departments”. As America has grown more affluent some have wondered if there is still a social welfare aspect of public recreation.¹² A strong argument can be made that there is.

What child, or grownup for that matter, doesn’t like to play games? While growing up we played kickball in the street and had neighborhood wide games of cops and robbers. These games were a lot of fun; they helped us get to know each other, figure out how to resolve conflict and burn off energy. Times change. My mother still lives in the house where I grew up but the neighborhood children, and there are fewer of them, do not play kickball in the street. Their physical activities tend to be more organized and less spontaneous and time for play competes with video entertainment and more time spent getting to and from school.

¹¹ Roseland, Mark. *Toward Sustainable Communities: Resources for Citizens and Their Governments*. Gabriola Island, BC, Canada, 2009.

¹² www.andromeda.rutgers.edu/~natalieb/sociwelfare May 4, 2010

Technology has influenced many aspects of childhood but the essentials of healthy and rewarding childhoods really have not changed. Participation in formal and informal outdoor and athletic programs can provide focus and confidence, broaden participant’s views, teach important skills and contribute to neighborhood stability. It can be a critical component of a well-rounded childhood.

U.S Census 2006-08 Community Survey Data: Profile Highlights¹³

	Portland, ME	Missoula, MT	United States
	43°N	46°N	
Population	63,591	64,650	309,256,586 ¹⁴
% White	87%	92%	74.3%
% Black	5.6%	1%	12.3%
% Asian	3.5%	1.2%	4.4%
% Hispanic	2.8%	2.4%	15.1%
% Native American	.4%	2.3%	.8%
% Foreign born	9.7%	2.9%	12.5%
Median Household Income	\$44,906	\$36,521	\$52,175
Per Capita Income	\$27,716	\$22,180	\$27,466
% Over Age 25 Who Are HS Grads	91.5%	92%	84.5%
	Portland, ME	Missoula, MT	USA
Families Living Below Poverty Level	10.6%	10.6%	9.6%
Individuals Living Below Poverty Level	16.2%	23.7%	13.2%

¹³ www.factfinder.census.gov May 1, 2010

¹⁴ www.census.gov May 1, 2010

Portland and Missoula

Portland and Missoula are 2113 miles apart but demographically surprisingly similar. Looking at the U.S. Census Bureau's Community Survey one can identify similarities and differences. Both are overwhelmingly white but Portland has more than three times as many foreign born residents as Missoula. Despite their similarities, certain features of history and geography set them apart and present challenges and opportunities.

Settled in 1633, Portland is an old city compared to Missoula, which was founded in 1866. Although it is in a sparsely settled state Portland has the look and feel of an east coast city with narrow streets and more densely settled neighborhoods while Missoula has wider streets and a more well defined grid layout. Missoula is home to the University of Montana and the University of Southern Maine is in Portland. Both cities are in states renowned for their stunning natural assets but in Missoula these resources are highly accessible; 34.86% of Montana's land is state and federal land open to the public versus 5.36% of Maine lands.¹⁵ And, much of this land is minutes from downtown Missoula.

Shirley Kinsey, a Recreation Specialist with the Missoula Parks and Recreation Department, said that while the department's biggest challenge is budgeting, "citizens here get (understand and appreciate) recreation and our budget is largely intact."¹⁶ Besides 400 acres of city parkland, 3,300 acres of conservation land and 22 miles of trails the proximity of the Clark Fork and U.S. Forest Service and BLM land allow for nearby skiing and whitewater kayaking facilities. Missoula benefits tremendously from its location amidst accessible federal lands. Within the city the department has a goal that each citizen should be within ½ mile of a neighborhood park and within 1.5 miles of a community park.

¹⁵ www.nrcm.org/documents/publiclandownership.pdf May 9, 2010

¹⁶ Interview with Shirley Kinsey: Missoula Parks and Recreation Department

Neighborhood parks are described as the backbone of the community.¹⁷ The city spends approximately \$4.1 million annually on its parks and recreation budget.¹⁸

Portland had a parks and recreation budget of approximately \$4.9 million in 2008.¹⁹ The department strives to reach out to all Portland residents and has an active fee waiver program. The city of Portland is experiencing a budget deficit and the Parks and Recreation Department has had to make cuts.²⁰ Portland has been quite actively building relationships with outside organizations and these have allowed the department to leverage its reach.

An East Bayside Overview

Portland's East Bayside neighborhood is one of the most ethnically diverse enclaves in Maine, a state where 98% of residents identify themselves as white.²¹ Of East Bayside's 2203 residents 37% are non-white, 35.1% live below the federal poverty level, versus 14.1% for Portland as a whole, and 15.7% are foreign born.²² The neighborhood's diversity is the source of its greatest strength, potential and challenge. The community has much to offer the city at large but to fully realize this potential contribution it must first address the extent to which it is culturally and physically cut off. East Bayside is a constrained and defined place. Franklin Arterial and I-295, imposing barriers that cut it off from its neighbors, border it on two sides.

At first glance one could say that young people in Portland's East Bayside neighborhood, like young people anywhere in the country, face many of the same challenges

¹⁷ www.ci.missoula.mt.us May 6, 2010

¹⁸ www.co.missoula.mt.us/accounting/FY09Budget/Items/Parks/Exp_Parks

¹⁹ www.ci.portland.me.us/comparativefy08

²⁰ Conversation with Karen Seymour, Portland Parks and Recreation Dept. May 10, 2010

²¹ www.city-data.com/neighborhood/eastbayside-portland-maine March 12, 2010

²² www.city-data.com/neighborhood/eastbayside-portland-maine March 12, 2010

as their counterparts just over the city limits in Falmouth. Both are under pressure to make good choices that will help them lead healthy and satisfying lives. But, the graduation rate at Falmouth High School is around 97% while at Portland High School, which many East Bayside residents attend, the graduation rate is just over 78%.²³ What accounts for the 21% difference between these two neighboring communities whose respective high schools are nine miles apart?

Personal Perspectives on East Bayside

Alfred Jacobs came to Portland from Sudan in 1999 following his brother who arrived in 1992. He is energetic and optimistic but his assessment of one trend in East Bayside is discouraging. “One of the worst things to happen to Kennedy Park is that it has been stripped of lots of things.”²⁴ As examples of once active programs that used to provide outlets for youth he described the Maine Children’s Theatre, the “Friday Thing” afternoon activity period and the neighborhood buy and maintain your own bike project. Referring to the neighborhood he asked the question, “What do you expect to come out of it when you don’t invest in it? What you get is never a pretty thing.”²⁵

Alfred was involved in developing the Portland United Soccer League. This adult group competes from May through August on Saturdays and Sundays and uses Fox Field near Kennedy Park and other city owned fields. The purpose of this organization is to provide an active soccer league but also to provide leadership training to team captains and

²³ <http://www.maine.gov/education/enroll/grads/comprate/comprate.htm> March 12, 2010

²⁴ Interview with Alfred Jacobs at the University of Southern Maine on March 8, 2010.

²⁵ Ibid

members so they can be models in the community. Games are almost always followed by a meal together and a chance to have “honest conversation” as Alfred described it.

From Alfred Jacob’s perspective there is a pressing need for activities for young people. He described a neighborhood with considerable community cohesion, but also many potentially vulnerable young people in need of help. The community needs a long-term vision, which it can trust and rely upon.

I spoke with Molly Casto, senior planner for Portland, about Fox Field and its role in the neighborhood. Fox Field adjacent to the City of Portland’s Kennedy Park apartments is a focal point for neighborhood sports and other social activities. The field is owned and administered by Portland’s Department of Recreation and Facilities Management. The field along with the adjacent basketball courts is the most significant outdoor recreation facility in East Bayside.

There is a lot of demand for playing time on Fox Field and it is showing signs of overuse and neglect. The field is largely surrounded by chain link fence, which has been torn in many places to allow easier access. Several initiatives in the immediate area are planned or underway which could have important impacts on the field and its surroundings. A block away to the northwest, work on the new Bayside Trail, connecting the East End Trail with Deering Oaks Park, is in progress. This trail will provide safe and convenient access to other parts of the city including other recreation areas. Along with the Bayside Trail, two improvements are planned for the north and south ends of Fox Field. At the north end the East Bayside Neighborhood Organization has received a Community Development Block Grant to fund part of the cost of turning the current street hockey and half court basketball

area into two full basketball courts. In addition to the courts there are plans to add lighting, benches, bicycle racks, trees and signs outlining park rules.²⁶

At Fox Field's south end there are plans to widen the narrow walkway between the houses and the field and continue this walkway through the nearby commercial area until it links with the Bayside Trail. This walkway is visually unappealing and its narrow width and fencing can create a feeling of confinement and vulnerability. According to Molly Casto, "The plan is to retake the area from both ends, similar to the Eastern Prom Trail."²⁷ The improvements at this end of the field are being undertaken by the City of Portland through its *Targeted Neighborhood Based Program*. Portland's Planning Department has considered seeking grants to help refurbish Fox Field but dropped those efforts pending completion of the work of the Athletic Facilities Task Force. This city-organized task force was formed in response to what was seen as a haphazard approach to athletic facility improvement.²⁸ Fox Field is the cornerstone of many East Bayside sports activities but is in need of care and a plan to insure its long-term utility.

Ethan Owens is responsible for maintenance and scheduling for all of Portland's athletic facilities. He describes Fox Field with a sense of vision of how it could function in the neighborhood and frustration with how it actually works. According to Owens the field suffers from several problems. When it was rebuilt six years ago an inferior loam was used. The loam's thickness and the pressure of heavy use have resulted in a compacted surface that prevents water from penetrating the soil and getting to the underlying drainage layers. Although the city owns and schedules use of the field he describes a situation where

²⁶ Conversation and email with Belinda Ray of the East bayside Neighborhood Organization in March 8, 2010.

²⁷ Interview with Molly Casto at Portland City Hall on March 8, 2010.

²⁸ Ibid

scheduled groups arrive at the field only to find others using the facility informally and then being forced to share the field. Ethan described going to Fox Field and welding broken soccer goals only to have them broken a short time later.²⁹ In the past seasonal park rangers would address unpermitted use of city playing fields but both the number of rangers and the amount of time they work have been reduced so they are rarely available to mediate disputes or squatting.

For the past several years Ethan has requested that the city purchase a deep tine machine to properly aerate the fields, thereby improving drainage and turf condition. These machines cost approximately \$22,000.00 and he was pessimistic about the possibility of getting this machine.

Peggy Hinman's husband was a minister at a nearby Portland church. Following his death she worked at a variety of jobs until she found something she really loved, working as a Ministry Coordinator at The Root Cellar, a Christian based, clearinghouse for social and spiritual services located on Portland's Washington Avenue. Peggy describes The Root Cellar as "a huge part of what happens here in East Bayside."³⁰ During several visits to the Root Cellar one can see why it might be described that way. There always seems to be a steady stream of people coming and going and although the facility itself is straightforward and simple it has enough light and airiness to make it open and inviting.

The organization focuses on a wide range of social services for all ages, everything from arranging dental care, food deliveries and organizing crime watches to providing a teen recreation center that is open every weekend until ten o'clock. Like almost everyone with whom I spoke Peggy immediately described East Bayside's ethnic diversity as its greatest

²⁹ Conversation with Ethan Owens on March 3, 2010.

³⁰ Interview with Peggy Hinman at The Root Cellar on March 24, 2010.

strength while identifying the need for jobs along with providing residents with the skills needed to apply for and perform a variety of jobs as its biggest challenge. “Last year we got thirty-two kids jobs. They needed our services initially but now they need jobs.”³¹ Without a trace of bragging she describes how one resident told her, “Everyone promises us things but the Root Cellar follows through on promises.”³² Peggy Hinman seems to recognize the valuable role that athletics and outdoor activities can play in our lives. The Root Cellar organizes daily activities for kids throughout the summer. These include games, arts and crafts and weekly field trips to the beach and other destinations. According to Peggy, “There is plenty of that (athletics) in this neighborhood.”³³ Her organization plans cookouts at Fox Field and Peppermint Park to bring people together and create a feeling of neighborliness. Many of the Root Cellar’s summer activities are carried out by mission teams that come to Portland from around the country. Peggy described how it has taken time and patience to become a trusted community presence and at one point described the organization’s relationship with children this way. “We have to redirect them quite often because they get misinformation. We help them to stop and think. The more we get them jobs the more they listen to us.”³⁴

Early in December, just by coincidence, I was in a business on Anderson Street in East Bayside. As I finished up what I was doing and was leaving I mentioned to the owner that I planned to walk from there to Congress Street. I received a somewhat surprised look and a gentle warning to be careful if I really did walk through the neighborhood. I have never perceived of Portland as a particularly violent or crime prone city but I know that

³¹ Ibid

³² Ibid

³³ Ibid

³⁴ Ibid

Portland, like all localities, has its underside. When describing my project to friends, both in and out of Portland, a common response was that East Bayside seemed to be a mysterious part of Portland that many had ideas about, few of which were based on first hand knowledge.

Gayle Petty has been a member of the Portland Police Department for sixteen years and is the Senior Lead Officer for two districts, or beats, one of which includes East Bayside. She is part of a program designed to push a stronger police presence into Portland neighborhoods while optimizing the resources of a strained department. In fact, my time with Officer Petty highlighted a central issue that has repeatedly surfaced, namely the constant pressure to do more with less in all areas of city government. I met Gayle Petty, for the first time, as she was completing an introduction to American law for recent immigrants at the Catholic Charities of Maine office. She had to pack a tremendous amount of information into a short time and while walking outside she wondered out loud how well she had conveyed her message.

As we drove through East Bayside she stated that she felt the perception of crime in the area is much worse than what actually happens.³⁵ We drove down the incomplete Bayside Trail identifying potential trouble areas and eventually ended up just opposite Fox Field. In Officer Petty's words, "The kids don't really use the fields for activities but they are on the basketball courts constantly."³⁶ One significant transformation she believes is taking place is the distancing of neighborhood Somali and Sudanese youth from their elders. In light of the outside influences brought on by a new culture one would believe that family

³⁵ Conversation with Portland Police Officer Gayle Petty on March 23, 2010

³⁶ Ibid

change would be inevitable. The question is where these young people are now turning for guidance.

While engaged with this project I have spent time in East Bayside and spoken with people both formally and informally. My views about greater integration of athletics and outdoor opportunities have evolved from these interactions. Three mandates or principles have evolved:

- Link recreation opportunities with neighborhood jobs and work experience.
- Provide opportunities for exploration beyond East Bayside.
- Seek collaboration whenever it makes sense.

The recommendations flow from these principles.

Ideas and Recommendations

Fox Field is a valued neighborhood property in need of help. For some of the issues such as inadequate drainage there is no quick fix. Proposals for improvements in the area are eagerly anticipated but it makes little sense to make improvements without first tackling underlying maintenance and vandalism issues.

- Engage local kids in identifying and resolving maintenance issues surrounding Fox Field. Through Portland Parks, the East Bayside Neighborhood Association and possibly local lawn care companies identify jobs that can be performed by neighborhood residents. Possible sources of funding include field use fees and grants. Ethan Owens might be a strong point person for such an effort. It would make sense to coordinate upkeep of

Fox Field and its environs and other facilities such as the Bayside Trail so there are no overlapping maintenance issues.

- The message, “We need and desire your help and we’ll teach you what you need to know,” is powerful.

Every summer cities, towns and other organizations scramble to find lifeguards. Providing opportunities to learn these skills could address a host of problems.

- The city of Portland offers lifeguard and Water Safety Instructor classes but they are expensive, ineligible for fee waivers and do not always fill, resulting in cancellation. Like states that offer to pay the medical school costs of students who promise to practice in state the city could subsidize the cost of lifeguard training for those who agree to work for the city or another public organization. Besides being a useful skill lifeguard training teaches responsibility and is transferable. The East Bayside Neighborhood Organization, the Root Cellar and the guidance offices at Portland and Deering High Schools could help steer good candidates to the Park Department’s lifeguard training. Colleen Lepage is Portland’ Recreation Aquatics Leader.

Experiment and create methods for activity sign-up that that are convenient and also educate parents about recreation opportunities. Consider ways for representatives from many activities such as sailing, kayaking, hiking and others to publicize their activities together.

- There seem to be plenty of recreational opportunities offered throughout Portland but they are not always easy to find. In the instance of East Bayside it appears that sign-up sessions where parents can learn details of the activities might be beneficial. Portland Parks has worked with neighborhood organizations to host activity sign-up periods. Doing this consistently and in a way that includes parents might encourage more East Bayside residents to participate.

Organize a cross-country running program for 6-12 year old boys and girls. Cross-country running is a great sport that requires little equipment and is lots of fun. Kids naturally like to run.

- Many surrounding towns including Falmouth, Yarmouth, Freeport, Pownal, Brunswick and Scarborough have teams for 6-12 year olds and they all compete every Wednesday. Meets usually include several teams so there is a competitive but friendly aspect to the events.
- Use the new Bayside Trail to connect with Back Cove.
- Potential partners for a cross-country program the USM cross-country running program with men's and women's head coaches Scott Hutchinson and George Towle and John Rogers, owner of the Maine Running Company on Forest Avenue.

Seek out specific opportunities for collaboration with organizations offering instruction in outdoor activities and education in outdoor skills.

- Portland Parks has already pioneered these types of programs through its partnership with Maine Audubon. Investigate collaboration with L.L. Bean's Outdoor Discovery Program and the potential for a Portland Schools Outing Club similar to the Portland Schools Nordic Ski Team. In this instance the Portland high schools joined forces to form a single Nordic ski team. Craig Whiton has coached this team and would be a good source of information.

I have never seen a study that advised against exercise and being outside. These recommendations suggest ways to increase the chances for children in Portland, including those in East Bayside, to get outside and have fun. While juxtaposing how Portland, Maine, and Missoula, Montana, seek to offer healthy recreational opportunities to residents I was struck by the clear dedication to this goal in both cities. If there is one thing that Portland might learn from what is happening out west it could be the extent to which Missoula's Parks Department has integrated itself into the lives of residents. This is purely intuitive and anecdotal but could provide some useful direction. *Changing Maine: 1960-2010* describes the need for a different kind of leadership based on shared values and interests.³⁷ This can cleanly connect to the efforts of cities and towns as they address sustainability. While one of the foremost goals of recreation organizations is to provide healthy and inviting opportunities for children and youth to get outside and open themselves up to the possibility of new experiences, these experiences can also help create a greater awareness of sustainability in the next generation.

³⁷ Barringer, Richard, ed. *Changing Maine: 1960-2010*. Gardiner, Maine: Tilbury House, 2004.

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Interviews and Conversations

David Caldwell: Portland Parks, Recreation Supervisor.

Molly Casto: Senior Planner, Portland Planning Department.

Peggy Hinman: The Root Cellar, Adult Ministry Coordinator.

Alfred Jacobs: Neighborhood Organizer and University of Southern Maine student.

Shirley Kinsey: Missoula Parks and Recreation Department, Recreation Specialist.

Christene Ming: The Root Cellar, Children's Ministry Coordinator.

Ethan Owens: Portland Parks, Recreation and Athletic Facilities Manager.

Gayle Petty: Portland Police Department, Senior Lead Officer.

Belinda Ray: East Bayside Neighborhood Organization.

Karen Seymour: Portland Parks, Recreation Supervisor.

“The wilderness gave them their first taste of those rewards and penalties for wise and foolish acts which everyone in the outdoors faces daily, but against which civilization has built a thousand buffers.”

Aldo Leopold

*Recommendations for Sustainable Economic Development in East
Bayside*

Caitlyn Horose

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Appendix E: Businesses Located in East Bayside

Abstract: Recent interest in the East Bayside neighborhood of Portland, Maine has generated discussion on the topic of economic development for this 130-acre area characterized by a high number of immigrants and refugees. The immediate needs of residents for job opportunities and housing revitalization suggest that a sustainable approach to development will create long-term benefits for the community. This paper focuses on the topic of sustainable economic development in East Bayside, arguing that the creation of a weatherization program tied to job skills training and employment is the best feasible option for neighborhood revitalization. Recommendations to the City of Portland for spearheading a project are made based on an analysis of the new Green Impact Zone program in Kansas City, Missouri. The Green Impact Zone model and supporting documentation provide the primary basis for research on the topic, though additional scholarly resources and program websites were used to develop a contextual framework.

Summary of Key Issues, Opportunities, and Concerns Related to Economic Development with Influence or Potential Influence on East Bayside

History of Industry in East Bayside

Historically, the industry of East Bayside was influenced primarily by its proximity to Back Cove. In 1872, the River and Harbor Act (Secretary of War, 1901) created a channel under Tukey's Bridge to commercially available parts of Back Cove. From the late 1800's to the 1920's, Marginal Way served as a connecting line for the three key railroad companies: Grand Trunk Railway, B&M Railway, and Maine Central Railway (United States. Bureau of Foreign and Domestic Commerce, 1916). Portland was used primarily as the winter port for Canadian exports until the early 1920's when technology allowed for ice-break up in Canada's ports. Through the height of the railroad industry, improvements were made in East Bayside. In 1900, B&M Railroad was given use of Marginal Way in exchange for building Tukey Street and extending Anderson Street to Gould Street (Department of Public Works, 1896). Examples of other industry in the area include the Thomas McEwan Company, a fish curing establishment and wholesale fish depot located on Anderson Street in the 1890's (Bacon, 1891) and Pio Beverage Company, a distributor operating during the 1960's (Donham, 1914).

Initiatives of East End Shops

East End Shops is a local initiative aimed at promoting business located in Portland's East End. The group is primarily visible through their online presence (<http://eastendshops.com/>) and a directory, which was first published in 2009. East End Shops has organized a few events to raise the profile of businesses in the area including a Summer-time

Sidewalk Sale and Holiday Stroll. It may be possibilities to expand the scope of East End Shops and/or supplement the organization's efforts through the creation of a Business Improvement District. A BID would help generate revenue for capital improvements, marketing, security, etc. Benefits of creating a BID are the opportunity for revitalization and economic development in Bayside. Difficulties in creating a BID include obtaining legislative approval, generating revenue, and ensuring effective and inclusive management practices. City Councilor Kevin Donoghue is actively campaigning for the creation of a BID in Bayside (Donoghue, 2010).

Parking Issues

According to the Muskie School's 2009 report on East Bayside, parking was not a concern for the majority of business owners, though some unease was expressed around safety concerns related to overnight parking. Although parking is not a central issue at this time, a parking revenue district might be a way to generate income for improvements in the area - potentially in conjunction with the Business Improvement District.

Immigrant Entrepreneurs

As the most diversely populated census tract in the state, East Bayside has the opportunity to capitalize on the skills and interests of its immigrant population. There are already a few immigrant-owned businesses in the neighborhood – The Discount Halal Market, Tu Casa Restaurant, and The Hamdi Restaurant & Grocery. By providing services for immigrant entrepreneurs, East Bayside could create significant economic growth and development while establishing a unique and vital “ethnic enclave” in Portland. Tools for developing immigrant businesses involve utilizing programs such as Coastal Enterprises' (CEI) Individual

Development Account matching savings program, which matches funds for savings accounts up to \$4000 to be used for first-time home or business or a car.

Benefits

Other neighborhoods with similarly diverse populations have found that immigrant business-owners can be “dual-investors” in the community as they are likely to establish businesses and buy homes in the same neighborhood. Immigrant entrepreneurs also help revitalize neighborhoods, provide necessary services, provide employment opportunities, and improve the physical quality of the buildings where they live and work.

Barriers

One of the greatest barriers to employment for immigrants is English-language acquisition. Oftentimes, workers choose to find jobs without sufficient language skills, but don't have the time to work and take ESL classes at the same time. This is especially difficult for immigrants who are not literate in their native language. A second barrier is the lack of understanding about employment practices in the United States. An effective method for overcoming this in other similar communities is the creation of one-to-one mentorship programs where local business owners help aspiring businesses work through the system to obtain loans and develop business plans.

Opportunities

Industries in which immigrant entrepreneurs might flourish depend on the skills and interests of each individual as well as their cultural background. For example Somali women are

particularly skilled in housekeeping, child care, cooking/catering, and care giving. There might be opportunities in East Bayside in ethnic restaurants, dress shops, food manufacturing, beauty shops, travel, wedding and professional services, import/export, and businesses that cater to cruise ship tourists or local transportation needs. Once a substantial business district is developed, it would need to be marketed (Foodie Tours, Ethnic Restaurant Week, Cruise Ship Greeting Events, a rotating restaurant, etc). Another potential for economic growth is to create venues for refugees to learn skills that will help them make a difference in their birth countries through knowledge about public infrastructure and government.

Economic development in East Bayside cannot be totally dependent on the growth of employment opportunities within East Bayside itself. Rather, the whole systemic economy of the Portland commutershed should be considered. In order to maximize East Bayside resident's opportunity to be fully competitive in the greater Portland economic system East Bayside must be fully linked into this economic infrastructure. Without better regional public transportation, job training programs and sustainable development incentives any economic development effort in East Bayside will be incomplete.

Models from Away

One model from Boston identified the need to find secondary consumers of ethnic goods in a community. Immigrant entrepreneurs tend to focus on members of their own community, but successful businesses will draw in other consumers such as college students or young professionals. In the majority of case studies related to immigrant entrepreneurs, several themes were salient. For one, there is a tendency to rely on social networks rather than access social services. Another theme was the difficulty in creating effective programs for English-language

acquisition. A third commonality expressed was the barrier of acquiring knowledge about business practices in the United States, including the difficulty of filling out paperwork and limited financial literacy. Please see the brief literature review that follows for sources related to these issues.

Youth Employment

As with the business entrepreneurs, there are many difficulties for youth in East Bayside looking to obtain employment. Most of the youth in the neighborhood lack the knowledge or skills to find job applications and fill them out completely. For these young adults, job acquisition is difficult and often requires one-on-one counseling, often from a program manager at the Root Cellar. This one-on-one approach is very time-intensive, but it is necessary for success not only in the job search process, but also to ensure success in job retention. Although mentorship or job coaching is one of the best methods for helping youth through this process, one of the greatest difficulties is finding mentors and matching them appropriately with the neighborhood youth. Another consideration in working with kids to find employment is helping them to see the bigger picture and find jobs that will help them work toward their life goals (i.e. a job at McDonald's won't necessarily help them obtain skills to become an architect) (Hinman, 2010).

Immediate Needs

East Bayside is faced with creating community change in the near future and can do this by capitalizing on the momentum generated by recent interest in the area. To meet the immediate needs of residents, a program should be developed to create jobs, revitalize neighborhood

infrastructure, and create community connections while addressing issues of sustainability. The remainder of this paper is dedicated to opportunities for a new initiative in East Bayside that addresses the immediate needs of the community.

Green Impact Zone – A Model Program

In order to create specific recommendations for economic development in East Bayside that is grounded in sustainability, it is useful to look at models from other communities that have faced similar issues. To provide a greater focus within the topic of economic development, this paper looks at a model that addresses sustainability, job creation, and community development. Some examples that tie in closely with these topics include the EcoDistrict initiative in Portland, Oregon, the Climate Benefit Districts in Washington State, and the Green Impact Zone in Kansas City, Missouri. All three of these models have a few commonalities that make them relevant to a development plan for East Bayside. For one, they are all focused on a geographically compact area, working in neighborhoods and districts rather than entire towns or municipalities. A second commonality is that they were all created with the intention of developing a replicable model that can be adapted for other areas. And, these models all address issues of sustainability through economic development and the leveraging of local resources. Although particular aspects of the three models should be incorporated into considerations for East Bayside, the model that appears to be most useful is Missouri's Green Impact Zone. The remainder of this section will look at this program and assess what they have undertaken, by what means and with what effects it has been implemented, and what key lessons can be learned.

The Green Impact Zone is a community effort to focus federal stimulus funding on a 150 square block area of Kansas City, Missouri for sustainable development. Some of the activities

undertaken by the Green Impact Zone include the development and implementation of outreach programs, the establishment of a leadership training program in the zone, and the organization of neighborhood improvement crews. As of April 2010, the community crews, which are made up of young adults who receive hands-on and classroom training through the local neighborhood council, have completed work on six homes with more than twenty other projects scheduled.

Focusing on the weatherization program, the strategy of the zone is to assess the needs of residents on an individual basis and develop a personalized action plan for the home. Within the first year (still underway), the Zone plans to create a pilot program that will expedite the process and improve the quality of weatherization efforts. In addition to the creation of a new program, the weatherization effort also requires identifying current services provided for weatherization and ensuring that efforts within the Zone complement the activities of other organizations. One example of how the zone will create linkages with existing programs is by connecting Zone residents with training programs in weatherization.

Developing the Green Impact Zone and creating successful programs required the creation of a shared vision, cultivated through involvement of a wide variety of stakeholders. U.S. Representative Emanuel Cleaver, II of Missouri's 5th District was instrumental in advocating for funding the creation of the Green Impact Zone through The American Recovery and Reinvestment Act of 2009. Support for the project also came at the local level, as the Kansas City Council passed a resolution to focus efforts on a designated portion of the City. The Mid-America Regional Council convened stakeholder meetings to create an overarching goal for the zone. Ultimately, the project became a cooperative effort of the State of Missouri, the City of Kansas City, the Mid-America Regional Council, Kansas City Power and Light, Brush Creek Community Partners, the University of Missouri Kansas City Center for Economic Information,

Metropolitan Energy Center, the Kansas City Crime Commission, and five neighborhood associations in the area. The goal of the Green Impact Zone is to train and employ residents in the neighborhood to weatherize every eligible home in the zone. Some unique support for the project came from Kansas City Power and Light, the local utility company, which offered to invest and deploy a Smart Grid in the zone, which will increase energy efficiency and allow for renewable energy sources to feed into the energy grid (City of Kansas City, 2009).

Once funding was secured through the Recovery Act and an overriding goal was created, the next step was to develop a credible leadership structure. The Mid-America Regional Council acted as a convener and currently operates to provide administrative staff to the coordinating council. The coordinating council is comprised of representatives from ten neighborhood associations in the area as well as other partners and works to implement strategies for community transformation (Green Impact Zone, 2010).

After a leadership structure was established, the council worked to conduct a needs assessment survey and create a base map of current conditions within the community. The University of Missouri took on an important role by creating an interactive map of the zone that includes structure ratings for each residence in the zone. An outreach effort in the community informed residents about the program, surveyed them about conditions of their home, and helped them access appropriate programs and resources as needed (Green Impact Zone, 2010).

The programs established in the Green Impact Zone focus on five key initiatives: housing weatherization, employment and training, public safety and community services, energy and water conservation, and infrastructure. Two additional areas of interest were identified as possible linkages to the primary initiatives: business development and youth. Example strategies identified for year one of the project include continuing the current weatherization program and

job training programs in the community, generating funding through federal grants and private partnerships, encouraging businesses and institutions to improve energy efficiency, and investing in infrastructure such as a bus rapid transit line (Green Impact Zone, 2010).

In order to measure the effectiveness and impact of the Green Impact Zone, baseline data was collected and will be analyzed to track results over time and provide a real-time assessment of project progress. The Mid-America Regional Council contracted with the University of Missouri Kansas City Center for Economic Information to prepare a preliminary data report in partnership with the Green Impact Zone Data Committee. One essential component of the data report was the creation of an interactive data map with information about residences, landscaping, sidewalks, street lights, litter, and nuisance vehicles (University of Missouri Kansas City, 2010). An extensive written report accompanied the interactive map with census data, additional maps, and recommendations for using the data as the project moves forward (UMKC Center for Economic Information, February 2010).

The effect of the Green Impact Zone of Missouri is difficult to determine since the project is in its infancy. Bimonthly reports published on the project website indicate the following outcomes:

October 2009 – Hired three staff members, opened office to the public, organized a neighborhood leadership committee, outlined a communications plan and a plan for hiring and deploying neighborhood improvement crews (Green Impact Zone, October 2009).

December 2009 – 32 residents completed “Personal Strengths” coursework in the Community Leadership Program, two community crews established to work on

stormwater diversion projects, completed a resident survey, presented project information to community organizations (Green Impact Zone, December 2009).

January 2010 – Developed work plan for youth engagement, community crews completed work on two homes and have twenty projects scheduled, ombudsman helped residents with applications for weatherization services, collected residential data in preparation for full report, data produced from University historic resources survey (Green Impact Zone, January 2010).

March 2010 – Hosted community-wide event, published University of Missouri report on residential conditions, continued stakeholder meetings (Green Impact Zone, March 2010).

April 2010 – Electric utility company offered energy-efficient appliances to residents, windshield survey of businesses in zone, developing program for TIGER grant funding (Green Impact Zone, April 2010).

There are a number of key lessons to be learned from the Green Impact Zone program. One of the anticipated challenges of the program is the difficulty of creating new programs under old policies. The Green Impact Zone predicts that the issue of addressing how old programs and rules can be changed will necessitate the development of new public policies. Other expected challenges include the difficulty of acquiring funding over time, sustaining enthusiasm, controlling expectations, managing partnerships, and preserving the intended goals and direction of the project (Green Impact Zone, 2010). One key lesson of the project is that it is essential to involve stakeholders during the visioning process – Kansas City benefited from including the utility companies, as they offered incentives for residents that could not be provided by the City

or other organizations. A second key lesson is the need to be focused – although there are a number of interests and ideas for growing the project, the Green Impact Zone is concentrating on its one-year plan for weatherization of homes and creation of job and training opportunities. Taking advantage of timing is a third lesson to be learned, as the Green Impact Zone was able to generate over \$42,000,000 in federal funding by capitalizing on federal interest in “green” initiatives and jobs (Green Impact Zone, 2010).

Recommendations for Economic Development in East Bayside

A program for economic development in East Bayside could easily be created by modeling the Green Impact Zone program. The establishment of a sustainable program in East Bayside should be based on the following recommendations:

- 1) *Establish a clear policy that identifies East Bayside as an “ecodistrict”.* The City of Portland must be able to demonstrate why East Bayside has been chosen as the target neighborhood for a localized program. Although momentum from the American Institute of Architect’s Sustainable Design Assessment Team’s presence in the area is a significant contributor to the City’s interest in the neighborhood, there should be tangible evidence justifying this localized project. Census data is one way to demonstrate this need.
- 2) *Reconvene stakeholders.* The SDAT process in April of 2010 included roundtable discussions that brought together stakeholders with a wide variety of interests. The City of Portland should lead development of a project in the neighborhood by reconvening stakeholders. Organizations that need to be involved are The Root Cellar, Coastal Enterprises, the East Bayside Neighborhood Organization, and the City of Portland. It would also be beneficial to include representatives of Central Maine Power Company, the

University of Maine's New England Environmental Finance Center, and the Greater Portland Council of Governments (GPCOG). In addition, leaders in weatherization programs in Maine should be consulted – such agencies include Efficiency Maine, Maine State Energy Program, Hour Exchange Portland, and MaineHousing.

- 3) *Establish leadership.* A successful project will rely on a clear leadership structure. The City may want to encourage a nonprofit entity such as the Root Cellar to spearhead the project with administrative support from city staff. GPCOG could also manage the project, but it is essential to identify leaders from within the neighborhood to act as visible and accessible project representatives.
- 4) *Create a strategy for ecodistrict initiatives.* The City of Portland should facilitate discussions to develop a clear strategy for the ecodistrict program. Strategies should be based on an overarching mission and vision and needs to identify a timeframe. As with the Green Impact Zone model, it would be beneficial to focus on a one-year strategy that works toward long-term outcomes. Recommended strategies are to focus on community outreach, home weatherization, and job training/development.
- 5) *Identify specific program goals and measurable outcomes.* As with the Green Impact Zone, baseline data must be collected so that comparisons may be made with results overtime. Although door-to-door surveys are time-consuming and resource intensive, they can provide the most accurate picture of East Bayside's current situation while allowing face-time for outreach about the program. Some measurable outcomes to track as part of the project might include number of quality jobs created, number of homes weatherized, and number of low/moderate income residents served. Coastal Enterprises

has extensive experience in measuring outcomes and could be an invaluable partner during this step of the process.

- 6) *Analyze municipal policy and ensure that it is aligned with program goals.* The City of Portland would show great leadership by anticipating programmatic needs of the ecodistricting project in East Bayside and initiating any necessary policy changes to prevent roadblocks. Enhancing the zoning ordinances, permitting processes, and energy efficiency incentives are ways for the government to provide support at the municipal level. The City of Portland's newly hired Sustainability Coordinator, Ian Houseal, has notable experience in energy efficiency programs and could act as a liaison between the City and project leaders (City of Portland, 2010).
- 7) *Secure funding sources.* Success of a program in East Bayside relies on the accessibility of broad funding sources. The following section identifies potential funders for a weatherization and job creation program in the neighborhood.

Funding Opportunities

The Green Impact Zone in Missouri capitalized primarily on funding sources to develop its initial programs. The following budget provides a basic framework for funding needs to begin a weatherization program. Note that the cumulative total is only for September – December 2009.

Category	Total Amount Budgeted	Current (Nov. 1– Dec. 31, 2009)*	Cumulative (Since Sept. 1, 2009)
Personnel costs, including salaries, fringe benefits and other indirect costs	\$632,803.00	\$123,795.14	\$223,528.05
Consultants/contractual services	\$641,500.00	\$8,171.46	\$11,205.96
Office lease, equipment and other expenses (including furnishings, computers, phone, etc.)	\$120,800.00	\$6,671.05	\$55,451.84
Other costs (including meeting expenses, printing, postage, training, supplies, etc.)	\$104,897.00	\$10,889.69	\$17,465.29
Totals	\$1,500,000.00	\$149,527.34	\$307,651.14

* MARC's Fiscal Year 2009 ended on Dec. 31. Some additional charges for December may be added as the fiscal year closeout process is finalized. If so, changes will be noted in the next report.

Based on the budget from the Green Impact Zone project, which covers a 150-acre area, it is estimated that program costs for the 130-acre East Bayside neighborhood would be comparable – approximately 1.2 million per year. Potential sources of funding include:

Energy Efficiency and Conservation Block Grant Program (EECBG)

In 2009, the federal government introduced a new funding program modeled after the Community Development Block Grant (CDBG) program. A portion of EECBG funds in Maine will be appropriated toward block grants for local units of government. These funds can be used for activities such as the development of an energy efficiency strategy, building energy audits and retrofits (including weatherization) and building code development, implementation, and inspections. Cities of 35,000 or more can apply directly for grants or apply through the state program (U.S. Department of Energy, 2010).

Community Development Block Grants

Community Development Block Grants are available for eligible projects in Portland that help build “strong, self-sustaining neighborhoods”. The City of Portland focuses its funds on projects that work incorporate sustainability and serve low income residents (City of Portland, 2008). A weatherization program in East Bayside could easily be funded through CDBG.

Coastal Enterprises, Inc

Coastal Enterprises, Inc is a community development corporation that provides loans to a variety of projects. Business ventures of refugees and immigrants are one of the organization’s target areas (Coastal Enterprises, Inc., 2009), offering a potential source of funding for job training programs and business development related to weatherization and energy efficiency.

Private partnerships

Many businesses are looking to capitalize on the recent interest in “green” initiatives. Corporations looking to market their business may be interested in sponsoring an ecodistrict project in East Bayside.

Additional Opportunities

Grant opportunities for an ecodistrict program in East Bayside include: brownfields grants, Low Income Home Energy Assistance Program through MaineHousing, Low Income Weatherization Assistance Program, and the federal Weatherization Innovation Pilot Program.

Other sources of funding and incentives could come from congressional earmarks, homeowner’s tax credit for energy efficiency, and state tax credits for historic preservation.

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Appendix A: Organizations, Institutions, and Programs Related to Economic Development with Influence or Potential Influence on East Bayside

Catholic Charities Maine

Info@CCMaine.org

P.O. Box 10660

Portland, ME 04104-606

1-800-781-8550

<http://www.ccmaine.org>

Catholic Charities Maine Refugee and Immigration Services is the primary provider of resettlement services to refugees in Maine.

Category: Workforce Development

Coverage: Maine

Coastal Enterprises, Inc.

Ron Phillips, President

cei@ceimaine.org

2 Portland Fish Pier

Portland, ME 04101

(207) 772-5356

<http://www.ceimaine.org>

CEI is a private, nonprofit Community Development Corporation (CDC) and Community Development Financial Institution (CDFI) founded in 1977 to develop job-creating natural resources and small business ventures. CEI offers financing and technical support for a wide range of small business, community facility, affordable housing and mixed used real estate projects and ventures. Programs for Business Development include the Maine Small Business Development Center, Women's Business Center, and StartSmart.

Category: Business Advice and Training

Coverage: Maine

IDA program:

Contact Jill Lorme

<http://www.ceimaine.org/content/view/44/85/>

City of Portland, Maine – Economic Division

Gregory A. Mitchell, Division Director

389 Congress Street, Room 30

The Economic Development Division (EDD) is focused on cultivating a healthy and vibrant economic climate in the City of Portland. We strive to maintain and grow a diversified tax base that supports strong employment opportunities, while

Portland, Maine 04101

(207) 874-8683

<http://www.portlandmaine.gov/citymanagers/ecodev.asp>

positioning Portland to compete in the global marketplace.

Category: Economic Development

Coverage: Portland

Creative Work Systems

sferris@creativeworksystems.com

443 Congress Street

Portland, ME 04101

(207)879-1140

<http://www.creativeworksystems.com/employment.html>

Creative Work Systems seeks to enable persons with cognitive, physical and psychiatric handicaps to increase or regain self-sufficiency through employment, independent living support, and personal skills development and social/interpersonal opportunities.

Category: Workforce Development and Job Placement Services

Coverage: Greater Portland

East Bayside Neighborhood Organization

alex@eastbayside.org

Alex Endy, President

10 Mayo Street

Portland, ME 04101

<http://www.eastbayside.org>

EBNO works in East Bayside to create & maintain a safe neighborhood; help community members to thrive; ensure East Bayside is represented in city matters; and create a sense of community while preserving & respecting diversity.

Category: Economic Development

Coverage: East Bayside

East End Shops

sally@portcitystudios.com

<http://eastendshops.com/>

Informal network of businesses.

Category: Retail Development;

Networking

Coverage: Portland East of Franklin Art.

Economic Development Council of Maine

Chuck Morgan, President

P.O. Box 287

Augusta, ME 04332-0287

(207)582-5147

<http://www.edcm.org>

The Economic Development Council of Maine is committed to promoting an exchange of ideas, practices and ethics in the field of economic development, and to providing a program of continuing information and education for its membership.

Category: Networking and Advocacy

Coverage: Maine

Entreverge

Johann Sabbath, Director

jsabbath@entreverge.com

(207)807-7073

<http://www.entreverge.com>

Entreverge is a new model of business organizing that leverages the leadership of greater Portland's business community to build supportive relationships around local businesses—with a scalable vision and a long-term commitment to the people, place and prosperity of Maine.

Category: Networking

Coverage: Greater Portland

Financing Authority of Maine

business@famemaine.com

5 Community Drive

P.O. Box 949

Augusta, ME 04332-0949

The Finance Authority of Maine provides access to innovative financial solutions to help Maine citizens pursue business and higher educational opportunities.

Category: Finance

(207) 623-3263

<http://www.famemaine.com>

Greater Portland Council of Governments

Neal Allen, Executive Director

nallen@gpcog.org

68 Marginal Way, 4th Floor

Portland, ME 04101

(207)774-9891

<http://www.gpcog.org>

Institute for Family-Owned Business

Maureen Wedge, Chairperson

tomj@fambusiness.org

mwedge@sunjournal.com

Abromson Community Education Center

PO Box 9300

Portland, ME 04104

(207) 780-5935

<http://fambusiness.org/>

Maine & Company

Matthew C. Jacobson, President and CEO

Mjacobson@MaineCo.org

120 Exchange Street

Portland, ME 04101

(207)871-0234

Coverage: Maine

The Greater Portland Council of Governments (GPCOG) is a voluntary non-profit organization with a distinguished history of service to the municipalities and public service agencies of the Greater Portland (Maine) region.

Category: Economic Development

Coverage: Greater Portland

The Institute for Family-Owned Business provides programs and services including business succession planning, estate planning, conflict resolution, leadership development, compensation and performance measurement, strategic planning for family firms, taxes and the family business.

Category: Business Advice and Training

Coverage: Maine

Maine & Company is a private, non-profit corporation whose providing free and confidential services to companies locating to or growing in Maine. Services include real estate site searches, data collection and analysis, incentives identification and valuation, site visit coordination, and financing coordination.

<http://www.maineco.org>

Maine Association of Nonprofits

Elizabeth Banwell, Director of Program Development & Strategic Initiatives

assocdirector@nonprofitmaine.org

565 Congress Street, Suite 301 Portland, ME 04101
(207) 871-1885

<http://www.nonprofitmaine.org>

Category: Business Advice

Coverage: Maine

The Maine Association of Nonprofits (MANP) is committed to advancing and strengthening Maine's nonprofit sector. MANP is a membership organization offering professional skill development programs, affordable healthcare and benefits plans, discounts on related programs and services and advocacy resources, and is part of a national network of state associations.

Category: Nonprofit Development and Training

Coverage: Maine

Maine Business Works is a resource for people who drive Maine's economy: small business, employees, and the service providers who support them. The organization seeks to create secure intranets for principal participant organizations; form an extranet that would enable the sharing of data and other resources among economic development service providers throughout the state; and develop a comprehensive on-line resource of business development information for the small business community and the general public of Maine.

Maine Business Works

University of Southern Maine

96 Falmouth Street

P.O. Box 9300

Portland, Maine 04104-9300

(207) 780-4420

<http://www.mainebusinessworks.com>

Maine Businesses for Sustainability

info@mainebusinessesforsustainability.org

PO Box 6641

Portland, ME 04103

(207)338-8908

<http://www.mebsr.org/>

Maine Career Center

185 Lancaster Street

Portland, ME 04101-2453

(207) 771-5627

<http://www.mainecareercenter.com>

Maine Center for Creativity

info@mainecenterforcreativity.org

<http://www.mainecenterforcreativity.org/>

Category: Information Sharing

Coverage: Maine

Maine Businesses for Sustainability is a network of Maine businesses expanding their bottom line through sustainable business practices and triple bottom line values.

Category: Networking

Coverage: Maine

Maine CareerCenters provide a variety of employment and training services at no charge for Maine workers and businesses.

*Category: Business Advice and Training;
Job Training*

Coverage: Maine

The Maine Center for Creativity is a non-profit 501(c) 3 led by a volunteer Board of Directors dedicated to creating projects and programs that support the arts and promote the growth of the creative industries and professions in Maine that contribute to the vitality of Maine's economy.

Category: Business Development

Maine Center for Enterprise Development

Steven N Bazinet, President /Executive Director

SBazinet@mced.biz

Univ. of S. Maine

P.O. Box 9300

Portland, ME 04104-9300

(207)228-8524

<http://www.mced.biz/>

Coverage: Maine

The Maine Center for Enterprise Development provides an experiential learning environment to start-ups and early-stage entrepreneurs for the creation and growth of innovative companies. Its mission is to create high quality jobs for Maine through best practice incubation services that systematically assist new businesses with intellectual property and business plan needs, R&D activities, early-stage financing and product commercialization.

Category: Business Advice and Training

Coverage: Maine

Maine Centers for Women, Work, and Community

Gilda Nardone, Executive Director

Nardone@maine.edu

Campus Center, UMA

46 University Drive

Augusta, ME 04330-9410

1-800-442-2092

<http://womenworkandcommunity.org/>

Provides training, advocacy and assistance in career building, starting a business, managing money, and leadership. Services are offered for free, but participants must be a mid-life and/or older woman, a displaced worker, unemployed and underemployed, an individual facing a life transition such as divorce or widowhood, or a recent arrival to the area or the country.

Category: Business Advice and Training

Coverage: Maine

Maine Department of Economic and Community

DECD is the umbrella organization for business development, tourism,

Development

Thaxter Trafton, Commissioner

biz.growth@maine.gov

59 State House Station

Augusta, ME 04330-0059

(207)624-9800

<http://www.econdevmaine.com/>

Maine Merchants Association

Curtis Picard, Executive Director

Curtis@mainemerchants.org

P.O. Box 5060

Augusta, ME 04332-5060

(207)623-1149

<http://www.mainemerchants.org/index.php>

Maine Office of Innovation

Catherine Renault, Director, Office of Innovation

Catherine.S.Renault@maine.gov

59 State House Station

Augusta, ME 04333-0059

(207) 624-9801

community development, innovation, film and international trade for the State of Maine.

Category: Business Development

Coverage: Maine

The Maine Merchants Association is the leading advocate for a healthy business climate for Maine's merchants. The Maine Merchants Association's Guiding Principles: Open communication among Maine Merchants Association leadership and members; economic development and prosperity; trust and high ethical standards; and a commitment to delivering quality and value to members and a prosperous future for Maine's merchant community.

Category: Networking and Advocacy

Coverage: Maine

The Office of Innovation was established in 2004 by the Maine Legislature (5MRSA §13105) to "encourage and coordinate the State's research and development activities to foster collaboration among the State's higher education and nonprofit research institutes and the business community."

<http://www.maineinnovation.com>

Maine Patent Program

patent@usm.maine.edu

246 Deering Avenue

Portland, ME 04102

(207)228-8430

<http://mainepatent.org/>

Maine Small Business Development Centers

Brian Burwell , Maine SBDC Senior Certified Business Counselor

burwell@usm.maine.edu

University of Southern Maine (USM)

68 High Street

PO Box 9300

Portland, ME 04104-9300

(207) 780-4949

<http://www.mainesbdc.org>

Category: Measurement and Evaluation

Coverage: Maine

The Maine Patent Program's mission is to support economic development by helping Maine inventors and small businesses understand how to identify and protect their intellectual property.

Category: Business Advice

Coverage: Maine

The Maine SBDC works to assist small business operators and nascent entrepreneurs through business counseling, training services, information transfer, and resource linkages. Our objective is clear: create and save jobs throughout Maine. The Maine SBDC provides a variety of services for Maine's existing and prospective small business owners, covering such issues as business feasibility, business plan development, capital acquisition, financial management, marketing and sales, e-commerce, customer service, personnel management, and small business strategic planning. Our Maine SBDC covers similar issues, although with a concentration on companies commercializing technology to launch or grow their business.

Maine’s Choices CEO Project

Larry Glantz, Project Director

glantz@usm.maine.edu

University of Southern Maine

Muskie School of Public Service

PO Box 9300

Portland, ME 04104-9300

(207) 228-8031

<http://choices.muskie.usm.maine.edu/>

Maine Development Foundation

mdf@mdf.org

295 WATER STREET, SUITE 5

AUGUSTA, ME 04330

(207)622-6345

<http://www.mdf.org/>

Maine’s Disadvantaged Business Enterprise

Melody Weeks, Project Manager

mweeks@emdc.org

EMDC

40 Harlow Street

Bangor, Maine 04401

Category: Business Advice and Training

Coverage: Maine

The work of Maine’s Choices CEO is done within a coalition of businesses and organizations, from the public and private sectors, who are committed to the goal of maximizing employment opportunities for Maine's workers with disabilities.

Category: Workforce Development; Policy and Research

Coverage: Maine

The Maine Development Foundation (MDF) drives sustainable, long-term economic growth for Maine. MDF stimulates new ideas, develops leaders, and provides common ground for solving problems and advancing issues.

Category: Finance; Advocacy

Coverage: Maine

The DBE Program is primarily funded by the United States Department of Transportation and administered by the Maine Department of Transportation, MDOT, to ensure nondiscrimination in the award and administration of Federally assisted contracts; create a level playing field on which DBEs can compete for Federally assisted contracts;

(207) 942-6389

<http://www.mainedbe.org/>

Maine International Trade Center

Janine Bisailon-Cary, President and State Director of International Trade

info@mitc.com

511 Congress St., Suite 100

Portland, ME. 04101-3428

(207)541-7400

<http://www.mitc.com>

Maine Vocational and Rehabilitation Associates

Charles Galarraga

cgmeva@aol.com

237 Oxford Street, Suite 25A

Portland, Maine 04101

(207) 774-4248

<http://www.mainevocandrehab.com>

help remove barriers that affect participation of DBEs in Federally assisted contracts; and assist the development of firms that can compete successfully in the marketplace outside the DBE program.

Category: Business Advice and Training

Coverage: Maine

The Maine International Trade Center (MITC) is a public-private nonprofit funded through the state's Department of Economic & Community Development and the dues and sponsorships of its members. Their mission is to expand Maine's economy through increased international trade in goods and services and related activities.

Category: Business Advice; Networking

Coverage: Maine

MVRA works with individuals within a holistic program tailored to a client's specific needs in regards to an integrated overview of human life. The program is centered on the following aspects of life with focus on the client's choice: vocational skills and goals leading to direct integrated job placement, spirituality, social relationships, emotional and physical wellness, sexuality, and intellectual pursuits, all within the individual's community.

Multicultural Consulting Group

mcginfor@multiculturalconsultinggroup.com

14 Fern Avenue

Falmouth, ME 04105

(207)671-1164

<http://www.multiculturalconsultinggroup.com/>

Category: Workforce Development

Coverage: Maine

The Multicultural Consulting Group (MCG) provides translation, interpretation, and cultural training services to public, private, and non-profit organizations. MCG also offers training for individuals and organizations to increase cultural awareness and knowledge of immigrant and refugee groups to develop cultural competency and reduce barriers to serving new Americans.

National Association of Women Business Owners - Bangor

Kristy Kimball, President Kristy@linksadvantage.com

P.O. Box 853

Bangor, ME 04401

<http://www.nawbobangor.org>

Category: Business Advice

Coverage: Maine

NAWBO Bangor seeks to foster and promote the growth and success of women business owners in our region by providing education, networking opportunities, outreach and support.

Category: Business Advice and Training, Networking, Policy

Coverage: Maine/National

One Economy

Moustafa Mourad, Interim President

One Economy Corporation is a global nonprofit organization that uses innovative approaches to deliver the power of technology and information to

1220 19th Street NW
Suite 610
Washington, DC 20036
(202) 393-0051
<http://www.one-economy.com>

low-income people, giving them valuable tools for building better lives. Their mission is to maximize the potential of technology to help low-income people improve their lives and enter the economic mainstream.

Category: Workforce Development

Coverage: National

Portland Buy Local

info@portlandbuylocal.org
P.O. Box 584
Portland, ME 04112
<http://portlandbuylocal.org>

Focuses on informing citizens of the values provided by community-based businesses and their importance to the local economy, culture and social fabric; group branding, promotion and advertising to elevate the collective profile of our community-based businesses and bring to them some of the advantages chains enjoy; and creating strong relationships with local government and the media to inform local decision-making and give a voice to the locally owned independent business community.

*Category: Business Development;
Networking*

Coverage: Portland

Portland Chamber of Commerce

W. Godfrey Wood, CEO
gwood@portlandregion.com
60 Pearl Street

The Portland Regional Chamber and its Community Chambers build a vibrant economy and vital communities through economic development, advocacy and member services.

Portland, ME 04101

(207)772-2811

<http://www.portlandregion.com/>

Score Portland

info@scoremaine.com

100 Middle Street

East Tower, 2nd Floor

Portland, ME 04101

(207)772-1147

<http://www.scoremaine.com>

Category: Advocacy, Policy and Research

Coverage: Greater Portland

SCORE Portland fosters entrepreneurship and small business development in Maine. The organization has counseled and provided business training for thousands of Maine individuals who had a business idea, wanted to start a business, or had a business problem to solve.

Category: Business Advice and Training

Coverage: Portland

Small Business Administration - Maine

Maurice L. Dube, District Director

maurice.dube@sba.gov

100 Middle Street

Portland, ME 04101

(207) 592-5322

<http://www.sba.gov/localresources/district/me/>

The U.S. Small Business Administration (SBA) bottom line mission is to help Americans start, build and grow businesses.

Category: Business Advice and Training

Coverage: Maine/National

Society for East End Arts

Colleen Bedard, Director

colleen@seaportland.org

<http://seaportland.org>

SEA is a Munjoy Hill Based Organization of artists that seeks to promote awareness of East End Arts in Portland through networking & community.

Category: Networking

The Root Cellar

Peggy Hinman, Ministry Coordinator

94 Washington Avenue

Portland, ME 04101

(207) 774-3197

<http://www.therootcellar.org>

University of Southern Maine Center for Business and Economic Research

usmcber@usm.maine.edu

Univ. of Southern Maine

96 Falmouth Street

Portland, ME 04104-9300

(207) 780-4187

<http://usm.maine.edu/cber/>

USCRI Matching Grant Program

<http://www.refugees.org/article.aspx?id=1199#PA>

Coverage: Munjoy Hill

The Root Cellar is an interdenominational mission meeting the physical and spiritual needs of inner-city youth and their families by engaging the Christian community in volunteer ministries to build relationships that demonstrate the love and hope of the living Jesus Christ.

Category: Community and Economic Development; Basic Services

Coverage: Munjoy Hill

CBER's mission is to provide high-quality applied research and technical assistance services to Maine's private and public sector organizations through the combined expertise of faculty, staff, and students from the School of Business, the Muskie School of Public Service, and other colleges and schools at the University of Southern Maine.

Category: Advocacy, Policy and Research

Coverage: Maine

USCRI's Matching Grant Program prepares newcomers to the U.S. to seek and secure employment, connects Matching Grant clients with employers seeking a committed workforce, and offers on-going job counseling to help clients increase their skills and earning power.

Women Unlimited

Lib Jamison, Executive Director
ejamison@womenunlimited.org
103 Winthrop Street
Augusta, Maine 04330
(800) 281-5259
<http://www.womenunlimited.org>

Category: Financing

Coverage: National

Women Unlimited improves the financial independence of Maine women, minorities, and disadvantaged workers by providing

Training and access to jobs with livable wages for careers in trades, construction, technical, and transportation industries.

Working Together

Merritt Carey
merritt@expandingmainesworkforce.com
(207) 828-4882
<http://www.expandingmainesworkforce.com>

Category: Workforce Development, Networking

Coverage: Maine

Working Together is a group of Maine businesses and organizations helping Maine employers capitalize on an untapped source of employees: individuals with disabilities.

Category: Workforce Development

Coverage: Maine

Appendix B: Government Policies and Programs Related to Economic Development with Influence or Potential Influence on East Bayside

Ticket to Work Act

<http://www.yourtickettowork.com>

The Ticket to Work and Self-Sufficiency Program is an employment program for people with disabilities who are interested in going to work. The goal of the Ticket Program is to increase opportunities and choices for Social Security disability beneficiaries to obtain employment, vocational rehabilitation

(VR), and other support services from public and private providers, employers, and other organizations.

Coverage: National

LD 913

<http://www.mainelegislature.org/LawMakerWeb/summary.asp?ID=280031698>

The Maine Economic Development and Job Bonds Issue will appear on the June 8, 2010 ballot in Maine as an legislatively-referred state statute. The measure calls for providing an economic development and job creation bond for investments under the Communities for Maine's Future Program and in historic properties; research and development funds awarded on competitive basis; disbursements to small businesses; fishing, agricultural, dairy and lumbering business grants; provides for redevelopment at Brunswick Naval Air Station.

Coverage: Maine

Seed Capital Tax Credit

LD 1666

http://www.legislature.maine.gov/legis/bills/display_ps.asp?paper=SP0631&snum=124&PID=1456

Venture capital bill, which would increase the seed capital tax credit from 40 percent of an eligible investment to 60 percent. It would also make the credits available for investments throughout the state instead of just areas with the highest unemployment.

Coverage: Maine

Fund of Funds

LD 1

<http://www.mainelegislature.org/LawMakerWeb/summary.asp?ID=280030090>

Bill would create incentives for money in the Public Employee Retirement System that has already been targeted for equity investments to be placed in funds that are seeking to invest in innovative Maine businesses. The state would create a mechanism to guarantee up to 80 percent of money put at risk in those Maine businesses.

Coverage: Maine

Local Jobs for America Act

The act proposes \$75 billion over two years to local communities to hire vital staff and funding for 50,000 on-the-job private-sector

HR 4812

<http://edlabor.house.gov/blog/2010/03/local-jobs-for-america-act.shtml>

training positions. The bill also includes provisions already approved by the House including \$23 billion this year to help states support 250,000 education jobs, \$1.18 billion to put 5,500 law enforcement officers on the beat , and \$500 million to retain, rehire, and hire firefighters.

Coverage: National

Corporation for National and Community Service Social Innovation Fund

<http://www.nationalservice.gov/about/serveamerica/innovation.asp>

The Social Innovation Fund (SIF), a new public-private investment vehicle established by the 2009 Edward M. Kennedy Serve America Act, is designed to fund effective and potentially transformative portfolios of nonprofit community organizations to help them strengthen their evidence base, and replicate and expand to serve more low-income communities; identify more effective approaches to addressing critical social challenges and broadly share this knowledge; and develop the grantmaking infrastructure necessary to support the work of social innovation in communities across the country.

Coverage: National

Maine's Workforce Cabinet

http://www.maine.gov/labor/workforce_dev/workforce_cabinet.html

The Workforce Cabinet was formed by Governor Baldacci in November 2003. The Cabinet is comprised of seven major state departments and agencies to provide a forum in which to convene businesses, economic development agencies, educational institutions, workforce development service providers, and other community leaders to collaboratively address and improve the broad range of workforce issues facing Maine and its communities.

Coverage: Maine

Portland Real Estate Development Loan Fund

<http://www.portlandmaine.gov/city>

This loan fund is designed to provide gap financing to reduce the amount of equity required to finance a typical development project.

[managers/realestatedevloanfund.asp](http://www.portlandmaine.gov/citymanagers/realestatedevloanfund.asp)

Tax Increment Financing

www.mainebiz.org

Coverage: Portland

TIF can be utilized to assist larger development projects by capturing a portion of the project's projected tax revenue created by the new development and investing that resource into improvements associated with the project. TIF can be used to fund public infrastructure, building acquisition, new construction, building renovation, and equipment financing. TIF requires approval by the Portland City Council.

Portland Brownfields Cleanup Revolving Loan Fund

<http://www.portlandmaine.gov/citymanagers/brownfieldsloanfund.asp>

Coverage: Portland

This fund is designed to encourage the cleanup of eligible sites and activities associated with removing, mitigating, or preventing the release, or threat of a release, of a hazardous substance, pollutant, or contaminant from Brownfields sites. The property applying for assistance needs to be located within the Bayside area and, supports the principles, policies, and strategies of the City's long range plan for the area called "A New Vision for Bayside."

Comprehensive Economic Development Strategy (CEDS)

http://www.gpcog.org/Community_and_Economic_Development/CEDS.php

Coverage: Bayside

The CEDS is an economic growth and development strategy which allows communities in York and Cumberland Counties to become eligible for funding from the U.S. Department of Commerce's Economic Development Administration (EDA). EDA provides grants to support planning and infrastructure in rural and urban areas experiencing economic distress due to high unemployment, low income, mass layoffs, closure of federal facilities, natural disasters, depletion of natural resources, or changing trade patterns.

Regional Economic Development Loan Program (REDLP)

http://www.gpcog.org/Community_and_Economic_Development/Revolving_Loan_Fund_Programs.php

Coverage: York and Cumberland Counties

This program, established in 1996 as a result of a Finance Authority of Maine (FAME) grant that GPCOG received, provides financing to small businesses with fifty or fewer employees or annual sales of less than \$5,000,000 with an emphasis on technology-based enterprises. To be eligible for financing through this program, businesses need to be located in either York or Cumberland County and must obtain at least two-thirds of their financing needs through sources other than GPCOG.

Southern Maine Economic Development District (SMEDD)

http://www.gpcog.org/Community_and_Economic_Development/SMEDD.php

Coverage: York and Cumberland Counties

SMEDD's mission is to promote economic prosperity throughout the region via representation of regional interests in statewide and national economic development forums; assistance to communities with grant applications to support local and regional economic development; strategic assistance to targeted areas, including downtowns, special populations, and industry clusters.

Coordination with the region's institutional providers of education, workforce development, incubation and microenterprise assistance; data collection and analysis on the Southern Maine economy; regional liaison to Maine & Company and to the Department of Economic and Community Development for business leads, regional marketing programs and other statewide economic development projects; and access to capital for area businesses through the Regional Economic Development Loan Program and Revolving Loan Fund Program.

Community Development Block Grant Program (CDBG)

http://www.mainebiz.org/business_assistance/block_grant_program.asp

Coverage: Southern Maine

CDBG provides grants and loans to communities to assist businesses with funding and technical support for community projects that meet economic development objectives and lead to job creation or retention for Maine residents with low to moderate incomes.

Coverage: Maine (select areas)

Small Enterprise Growth Fund

<http://www.segfmaine.com/index.php>

The SEGF was created by an act of the Maine Legislature in 1995 to provide Maine companies and entrepreneurs access to patient sources of venture capital. The fund is a \$9 million dollar revolving, “evergreen” fund. The SEGF is a professionally managed venture capital fund that invests exclusively in Maine companies that demonstrate a potential for high growth and public benefit.

Coverage: Maine

Maine's Employment Tax Increment Financing (ETIF)

http://www.mainebiz.org/business_assistance/etif.asp

For for-profit, non-retail, non-utility businesses adding a minimum of five net new Maine jobs within a two-year period. Under the ETIF program, businesses are reimbursed up to 80% of their new employees' Maine income tax withholdings for up to 10 years. To qualify, new employees must receive an annual income greater the county's average per-capita income, and be provided access to group health insurance and an Employee Retirement Income Security Act (ERISA)-qualified retirement program.

Coverage: Maine

Creative Economy Loan Fund

<http://www.portlandmaine.gov/citymanagers/creativeeconomyloanfund.asp>

Portland has developed a new loan program to stimulate growth in the creative economy. These loans are intended for artists and other individuals starting or expanding creative economy businesses in Portland. The Creative Economy Loan Fund will offer loans of \$5,000 or less, filling a need for small financing that can be hard to come by through conventional bank financing. These loan funds can be used for capital improvements (for buildings or equipment), equipment purchases, leasehold improvements and permanent working capital (core inventory).

Coverage: Portland

Portland Micro Business Loan Fund

<http://www.portlandmaine.gov/citymanagers/microbusinessloanfund.asp>

The Portland Micro Business Loan Fund is a revolving loan fund designed to stimulate growth and development within the City of Portland. The fund can be used for Building Renovations, Machinery & Equipment Purchases, Leasehold Improvements, Façade Renovations, Permanent Working Capital, ADA Improvements and Employee Training.

Coverage: Portland

Portland Business Loan Fund

<http://www.portlandmaine.gov/citymanagers/businessloanfund.asp>

The Portland Business Loan Fund is a revolving loan fund designed to stimulate growth and development within the City of Portland. The fund is available to any new or existing Portland business for Building Renovation, Machinery and Equipment Purchase, Leasehold Improvements, Facade Renovation, Acquisition of Owner Occupied Commercial Real Estate, Acquisition of Fishing Vessels, Fishing Permits and Fishing Licenses, Related Architectural, Engineering and Other Professional Service Costs.

Coverage: Portland

Regional Development Loan Fund

<http://www.portlandmaine.gov/citymanagers/regionalfund.asp>

Building Renovation, Machinery & Equipment, Leasehold Improvements, Real Estate Acquisition.

Coverage: Portland

Public Infrastructure Grant

<http://www.portlandmaine.gov/citymanagers/publicgrants.asp>

The Portland Development Action Grant program is designed to encourage economic development by providing needed public infrastructure to projects meeting the program criteria. This fund is available to new or existing Portland businesses or property owners to promote new construction, encourage major rehabilitations, improve projects feasibility, and provide public infrastructure improvements or to construct or improve

sidewalks, street lighting and water lines.

Coverage: Portland

**An Act Regarding the Evaluation of
Economic Development Programs**

LD1468

<http://www.mainelegislature.org/LawMakerWeb/summary.asp?ID=280032932>

Eliminated the requirement for businesses receiving \$10,000 or more in tax incentives to file an annual Economic Development Incentive Report (EDIR) by August 1st. A comprehensive evaluation of all entities served by state economic development programs will be conducted instead.

Coverage: Maine

Appendix C: Studies and Reports Related to Economic Development with Influence or Potential Influence on East Bayside

<p>Maine Department of Labor Special Report: <i>Employment and Earnings Outcomes for Recently Arrived Refugees in Portland, Maine</i></p> <p>http://lehd.did.census.gov/led/datatools/casestudies/Employment%20and%20Earnings%20Outcomes%20for%20Refugees%20for%20web.pdf</p>	<p>This study is part of a longer term research strategy initiated by the Maine Department of Labor and Governor's Workforce Cabinet to learn more about labor market experiences of Maine workers including those looking for their first job. Specifically, this study focuses on how refugees and immigrants who come to Maine enter the world of work and make their place in it.</p>
<p>Portland, Maine Economic Division: <i>Guide to Doing Business in Portland</i></p> <p>http://www.ci.portland.me.us/citymanagers/guidetodoingbusiness.pdf</p>	<p>This Guide contains a wide variety of business relevant information such as how to obtain a business license from the City Clerk's office, to the permitting and approval process for renovation or new development projects, to business assistance if you're an entrepreneur starting or growing a business, to information about financial assistance programs from both the City and outside resources.</p>
<p><i>Pocket Guide to Maine's Business Resources</i></p> <p>http://www.mainebiz.org/publications/pdfs/pocket_guide_06.pdf</p>	<p>Brief descriptions of tax incentives, financing opportunities, workforce training programs, and technical assistance in Maine.</p>
<p><i>2007 Highlights Report for the Department of Economic and Community Development</i></p> <p>http://www.mainebiz.org/publications/pdfs/Highlights_2007.pdf</p>	<p>Report on progress and accomplishments of the Maine Department of Economic and Community Development</p>
<p><i>Charting Maine's Future: An Action Plan for Promoting Sustainable Prosperity and Quality Places</i></p> <p>http://www.brookings.edu/reports/2006/10/cities.aspx</p>	<p>The study assesses the economic and development circumstances of Maine and offers a fiscally defensible action plan for ushering in an era of sustainable, high-quality growth. Central to the plan is an argument that the state must invest in what matters—the state's outstanding quality of place and most promising industrial clusters—and do that by streamlining government in order to free up the necessary</p>

Refugee Reports

<http://www.refugees.org/article.aspx?id=1175&rid=1178>

Creative Economy Summit Report

<http://www.portlandmaine.gov/planning/creativeeconomysummitreport.pdf>

Creative Economy Steering Committee

Report of Recommendation to the Portland City Council, October 2008

<http://www.portlandmaine.gov/creativeeconomyreport.pdf>

A New Vision for Bayside

<http://portlandmaine.gov/planning/bayside.asp>

Sustainable Portland: Report to the Mayor's Sustainable Portland Taskforce

<http://portlandmaine.gov/planning/sustainableportlandreportdraft.pdf>

Maine Innovation Index, January 2010

http://www.maineinnovation.com/r&e/pdfs/2010_Maine_Innovation_Index.pdf

resources.

Reports on issues related to refugees from 1979-2003

A detailed report of the background leading up to the Creative Economy Summit, what took place at the Summit, and the task that lies ahead.

Report on recommendations to develop ideas and strategies to move Portland's creative economy forward to the next level and implement the primary recommendations contained in the Creative Economy Summit Report.

A New Vision For Bayside is a comprehensive development plan adopted by the City that sets a new direction for Bayside. Bayside is intended to be an attractive urban gateway featuring a mix of uses, compact and intensive development as an extension of the downtown. This district will create a new front face of the City with housing, workplaces, services, transportation, recreation, dining and shopping, all within comfortable walking distance of each other and the downtown.

Provides a framework and specific recommendations for applying concepts of sustainability to community activities and everyday life in Portland.

Compares Maine's performance with other states in order to show comparative position over time. Allows policy makers to see the impact of investment in innovation from 1996 to present.

East Bayside Neighborhood Study, 2009

http://www.eastbayside.org/images/Muskie_Report.pdf

Report by students at the Muskie School for Public Service on issues in East Baside.

Appendix D: Brief Literature Review

African Refugees: Their Impact on Economic Development in Countries of Asylum

By Mabel M. Smythe

<http://www.jstor.org/stable/1166529>

Immigrant Entrepreneurs and Neighborhood Revitalization

By Ramon Borges-Mendez, Michael Liu, and Paul Watanabe

http://www.issuelab.org/research/immigrant_entrepreneurs_and_neighborhood_revitalization

Creating Greater Opportunities for Immigrant Entrepreneurs

Testimony of Jonathan Bowles, Director, Center for an Urban Future

Today's Immigrant Woman Entrepreneur

By Dr. Pearce of the Immigration Policy Center

<http://www.welcomingcenter.org/immigrationPA/documents/immigrantwomenentrepreneurs.pdf>

A World of Opportunity

By Jonathan Bowles with Tara Colton for the Center for an Urban Future

http://www.nycfuture.org/images_pdfs/pdfs/IE-final.pdf

Three cases studies in Boston related to immigrants as economic drivers in neighborhood revitalization efforts.

Argues that immigrant entrepreneurs and immigrant homebuyers are often the same people, people who provide dual investments in their communities.

Discusses the role of immigrant women entrepreneurs in economic development and identifies industries in which these women are most successful and influential.

Makes recommendations for capitalizing on immigrant entrepreneurs as key engines for growth in New York City.

*The Business Improvement District Model: A
Balanced Review of Contemporary Debates*

By Lorlene Hoyt and Devika Gopal-Agge

http://web.mit.edu/dusp/dusp_extension_unsec/people/faculty/lhoyt/Hoyt_Gopal-Agge_GECO.pdf

This article presents an overview of the burgeoning literature on business improvement districts (BID) by highlighting its historical underpinnings, identifying the economic and political factors that explain its transnational proliferation, and demonstrating how the model varies within and across nations.

*Business Improvement Districts and Small
Business Advocacy: The Case of San Diego's
Citywide BID Program*

By Robert J. Stokes

<http://edq.sagepub.com/cgi/content/abstract/21/3/278>

Looks at how cities use BIDs to assist their small business base.

*Business Improvement Districts and
Innovative Service Delivery*

By Jerry Mitchell

<http://www.businessofgovernment.org/pdfs/Mitchell.pdf>

Looks at structure, function, and management of BIDs in the United States.

Appendix E: Businesses Located in East Bayside

This list adapted from a document developed by Laurie Leeder for East Bayside in April 2010

Business	Website	Business Type
3 G's Tire		Auto Repair
Aikido of Maine	www.aikidoofmaine.com	Marshall Art Studio
Alberts Jewelers		Jeweler

American Aerial Service, Inc		
Amvets	http://www.amvets.org/maine.html	Services
Angela Adams	www.angelaadams.com	Studio/gallery
Aris East End Market	www.ariseastendmarket.com	Market
Beach Glass Transitions LLC	www.beachglasstransitions.com	Services
BH Milliken	www.bhmilliken.com	Electrical Contractor
Big Apple Store		Quick Stop
BNS East	http://www.bouldernordicsport.com	Ski Shop
Buffalo Wings & Things	www.buffalowings-n-things.com	Restaurant
Carlson & Turner	http://www.carlsonturnerbooks.com/	Bookstore-Bought & Sold
Carquest	http://www.carquest.com/	Auto Parts
Catholic Charities of Maine	www.ccmaine.org	NFP
Cobwebs		Thrift/Antique Store
Compass Project	www.compassproject.org	Non-Profit
Cumberland Avenue Garage		Auto Repair
Dale Rand Printing	www.dalerandprinting.com	Printer
Davanti Hair Salon		Hair Salon
DiPietros Italian Sandwiches		Restaurant
Discount Halal Market	adulmali@yahoo.com	Ethnic Market
Earth and Soul	www.earthandsoulpottery.com	Studio/Gallery

East Side Screenprinting	http://www.eastsidescreenprinting.com/	Printer
Eli Phant	www.eli-phant.com	Fine art and handmade goods
Ember Grove	www.embergrove.com	Studio/gallery
Emilie Inc. Photography	www.emilieinc.com	Photographer
Empire Beauty School	www.empire.edu	Beauty School
Envy Hair Salon	http://www.myspace.com/envyhairsalonmaine	Hair Salon
Expressivie Arts & Play Therapy Studio		Services
Ferdinand Studio and Storefront	www.ferdinandhomestore.com	Studio/gallery
Figa	www.figarestaurant.com	Restaurant
Fogg Lighting	www.fogglighting.com	Lighting Fixture Supplier
Foggs Body Shop		Auto Repair
Freeman's Bicycle Service	http://www.mybikemechanic.com/	Bike Shop
Hamdi Restaurant & Grocery		Restaurant (African)
Hancock Lumber	http://www.hancocklumber.com/retail/WindowStore	Construction
Income Property Management		Property Manager
Independent Electric Supply	www.independentelectricsupply.com	Electrical Supplies
Jen Burrall Designs Studio	http://www.jenburralldesigns.com/	Jeweler
JS Ritter	www.jsritter.com	Jewelry Supply
Katie Made Bakery	www.katiemadebakery.com	Restaurant

Knit Wit Yarn Shop	www.yarnonthebrain.com	Yarn Store
Law Offices of William Maselli	http://www.williammasellilaw.com/	Law offices
Maine Divers Scuba Center	www.mainediversscubacenter.com	Sports Equipment
Maine Green Building Supply	www.mainegreenbuilding.com	Construction
Maine Mead Works	www.mainemeadworks.com	Winery
Marvin Design Gallery	www.marvinportland.com	Construction
Mayo Street Arts	http://www.mayostreetarts.org/	Studio/gallery
MB Mechanical Contractors	www.mbmechanical.com	Mechanical Contractor
MPBN	www.mpbn.net	NFP
North Star Music Café	http://www.northstarmusiccafe.com/	Restaurant
Northeast Time Trak Systems	www.netimetrak.com	Manufacturing
Northern Burner	lori-northernburner@verizon.net	Construction
Partners for World Health	http://www.facebook.com/pages/Partners-for-World-Health/151608718014	Not for Profit
Pine State Elevator Company	www.pinestatelevator.com	Elevator Contractor
Play It Again Sports	http://www.playitagainsports.com/	Sport Equipment Resale
Port City Flooring	http://portcityflooring.com/	Construction
Portland Boat Mattress	www.portlandboatmattress.com	Boat Dealer
Portland Fiber Gallery & Weaving Studio	-	Studio/gallery
Portland Pottery	http://www.portlandpottery.com/	Studio/gallery
Portland Power Yoga	www.portlandpoweryoga.com	Yoga Studio

Portland Pudgy Inc	www.portlandpudgy.com	Boat Dealer
Rockingham Electric Supply Co.	www.rockinghamelectric.com	Electrical Supplies
Saigon Sandwich & Variety	-	Restaurant
Silly's Restaurant	www.sillys.com	Restaurant
Squeaky Clean Laundromat		Laundromat
Stone's Throw Consulting	http://www.stonethrowconsulting.com/	Communications Consulting
Tanorama of Portland	http://www.tanoramame.com/	Tanning Salon
The Jade Trade's East West Rehab Clinic	www.thejadetrade.net	Acupuncture/Massage Therapy
The Snug	http://thesnugpub.com/	Bar
The Tuxedo Shop at Tanorama	http://www.tuxedosattanorama.com/	Tuxedo Rentals
Tiny Tims Moving	-	Moving Company
Tu Casa	www.tucasaportland.com	Restaurant
U-Haul	www.uhaul.com	Vehicle Rental
VIP Tour & Bus Charter Co.	www.vipchartercoaches.com	Charter Bus
Washington Avenue Redemption Center		Recycling Center
Wesco-Standard Electric	www.wescodist.com	Electrical Supplies
World Gym	www.worldgym.com	Recreation
Yoga Exchange	www.yogaexchange.com	Yoga Studio
Zero Station	www.zerostation.com	Studio/gallery

The East Bayside Neighborhood: Analysis and Recommendations for Addressing Ecological Issues

Jennifer Riley

Abstract

The East Bayside neighborhood is a unique and diverse member of the greater Portland community. The neighborhood represents a comprehensive sampling of ecological issues facing coastal New England regions today. As the American Institute of Architects Sustainable Design Team (AIA/SDAT) develops their recommendations for the neighborhood, some important ecological items for the area need to be considered. Land-related ecological concerns include lead paint in residential units and inefficient energy consumption due to old housing stock. Water-related concerns include coastal flooding and sea level rise, combined sewer overflows, and stormwater runoff and pollution. The greater Portland area has existing programs in place to address and support many of these concerns; although mitigating and effectively managing the water-based concerns specifically can be very expensive and involve complex political and development challenges. However, stormwater runoff and pollution can be managed through cost-effective low-impact development mechanisms. Implementing post-construction best management practices within the East Bayside neighborhood would create a significant reduction in the amount of stormwater runoff that reaches Back Cove and the Casco Bay Estuary. There are numerous funding opportunities available for East Bayside to take advantage of including federal grants, academic program support, existing local programs, as well as innovative practices such as accessing revenue from the development of a Maine Estuary license plate.

Part I: Existing Ecological Programs

The information and analysis below identifies organizations currently working in East Bayside to address ecological concerns, as well as ecologically focused federal, state and local government policies that impact the neighborhood. These programs are organized into two sections, land-related organizations and issues and water-related organizations and issues.

Land-related Organizations and Issues

- **City of Portland, lead paint in residential units:** If a residential building in Portland was constructed before 1978, it is assumed by the city that the building contains lead paint. Lead paint can lead to lead poisoning, and is dangerous for adults and particularly for youth. Many of the residential units in East Bayside were constructed prior to 1978, creating a significant risk for families residing there. The city of Portland, Cumberland County, and the state of Maine sponsor several programs that support families in the removal of lead paint from homes.
 - City of Portland/Cumberland County Lead Hazard Control Program offers forgivable loans for single family and multi unit property owners in Cumberland County (Department of Housing and Urban Development (HUD) income limits apply).
 - The Lead-Safe Housing Program addresses lead poisoning and the threat of lead poisoning in young children. Funding comes from a special 3-year grant from the HUD.
 - People's Regional Opportunity Program (PROP) administers a grant program to remove lead paint hazards from pre-1978 income eligible single-family homes and

multi-family home tenants with children under the age of 6 present. Grants are provided to remove the lead hazards as identified by the lead inspector. Additionally, there is an application on the city's website to apply for this grant, however the unit must be owner-occupied or investor managed (so renters could not apply on behalf of themselves).

- Maternal and Child Health Program provides lead testing on children residing within the City of Portland.
- MaineHousing Lead Hazard Program offers funding and deferred loan programs to eligible homeowners through local CAP agencies.

▪ **Maine Housing Authority, resident energy assistance:** The Maine Housing Authority offers several programs that support energy efficiency for low-income families. These are important opportunities for those East Bayside residents that may qualify for low or moderate-income programs, as they can greatly reduce heating and energy costs for families. Lower income households may qualify for heating assistance and energy improvements at no cost, and moderate-income households may qualify for low cost energy loans provided through MaineHousing.³⁸

- The Low Income Home Energy Assistance Program (commonly called LIHEAP or HEAP) provides money to low income homeowners and renters to help pay heating costs. The funds are distributed throughout Maine directly to the fuel vendors, by Community Action Programs. The program is not intended to pay for all heating costs, but to assist in paying the heating bills.
- Low Income Assistance Plans (LIAP) help low-income homeowners and renters

³⁸ The Portland Housing Authority does not currently offer energy efficiency programs, however it is not yet clear whether MaineHousing has jurisdiction inside the City of Portland's boundaries. For the sake of this report, the MaineHousing information is relevant and was included to identify all available opportunities.

with their electric utility bills. MaineHousing accepts customer applications for LIAP as part of the LIHEAP application process.

- MaineHousing’s Weatherization Program and Central Heating Improvement Program (CHIP) provides grants to low-income homeowners and renters to improve home energy efficiency and perform energy-related repairs.
- The Appliance Replacement Program is designed to help low-income households reduce their energy costs through replacement of older refrigerators and other home appliances that are inefficient and expensive to operate, and through consumer education.

Water-related Organizations and Issues

- **Casco Bay Estuary Partnership, coastal flooding:** According to a report released by the Casco Bay Estuary Partnership, coastal flooding is likely to occur in East Bayside as a result of both a 50-yr and 100-yr flood event (Casco Bay Estuary Partnership, 2009). The

report details the effects of climate change in the northeast US and the state of Maine, and discusses the impact for the Casco Bay specifically: “Winter



and spring precipitation is expected to rise, exacerbating the risk of flooding. Along the coast, fall precipitation may rise as well...[]]. Coastal flood elevations will continue to

increase due to sea level rise, leading to increasingly larger areas of flooding during coastal storms.”

The following image is taken directly from the report “Climate Change in the Casco Bay (December 2009), 36.” and depicts the coastal flooding that would occur during a 100-yr flood event in 2050. Currently, there are no programs in place that are actively working to prevent coastal flooding in East Bayside. However, the information contained in their report is useful and merits the Casco Bay Estuary Partnership a seat at that table when discussing ecological issues for the East Bayside neighborhood.

- **City of Portland Public Services Department, combined sewer overflow:** According to the Portland Water District, “When heavy rains overwhelm the capacity of water treatment plants or the conveyance system, a portion of the combined sewage and stormwater flow is diverted without treatment through relief points known as combined sewer overflows (CSOs). These overflows result in the introduction of millions of gallons of polluted water to rivers and the Bay annually, including bacteria and viruses from sewage. These pathogens can lead to human health threats, beach and shellfish bed closures and aesthetic impacts.”



Common sources of stormwater runoff in the Casco Bay watershed are urban development, residential development, construction activities, air deposition, roadways, industrial sites, and agriculture. The City of Portland contributes about 1.8

billion gallons of this combined runoff and raw sewage to Portland Harbor each year. Currently, the East Bayside neighborhood houses 2-3 combined sewer overflow ducts. These ducts carry excess wastewater, along with raw sewage and industrial wastewater, directly into the ocean. The city’s Public Services Department is rebuilding the sewage and stormwater transport system across Portland, but the process will take years and millions of dollars. These water main renewals involve replacing the existing water mains with new ones that will improve water flow characteristics and overall service.

- The Portland Water District is an independent quasi-municipality and a non-profit. It serves nearly 200,000 people – 50,000 customers – in 11 Greater Portland communities. They, in coordination with the City of Portland, are responsible for executing CSO replacements in the region. This table from the Portland Water District shows where two water main replacement projects in East Bayside will take place.

Other Water Main Replacement Projects			
Greenleaf Street	Portland	Under Construction	300'
Madison Street	Portland	Under Construction	700'

- **Friends of Casco Bay, stormwater runoff:** The Friends of Casco Bay non-profit organization also sponsors several programs that aim to reduce stormwater pollution.
 - The Monitoring Water Quality program collects stormwater samples to monitor the problem.
 - BayScaping to Reduce Toxics in Stormwater Program is spreading a grassroots ethic for ecological lawn care, teaching residents and businesses how to grow green lawns that will keep the Casco Bay clean.

- The Stenciling Storm Drains project is a hands-on way for volunteers to "take to the streets" and create greater awareness about the need to reduce stormwater pollution. By painting "DO NOT DUMP" messages near storm drains in their neighborhood, community members learn about their connection to Casco Bay and become local advocates for reducing stormwater pollution.
- Additionally, to prevent the spread of runoff agents they note that we should encourage developers and municipalities to plant vegetated median strips, surface parking lots with permeable pavement, increase green space, and incorporate green roofs into their designs.

Part II: Recommendations and Next Steps

Example: Prince George’s County, Maryland

In the early 1990’s, Prince George’s County, Maryland Department of Environmental Resources (DER) sought to develop a stormwater management solution that would concurrently manage flood control and provide water quality benefits. The DER was faced with managing stormwater pollution under the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Phase I Stormwater Rule. Conventional best management practices, which had been implemented throughout Prince George's County, had proven to be costly to maintain and inspect and fell short of the water quality goals the County sought to achieve (EPA Case Study: Incorporating Low Impact

<p>Additional Best Management Practices (BMPs) for post-construction stormwater management (non-structural) include:</p> <ul style="list-style-type: none"> ▪ Alum injection ▪ On-lot treatment ▪ Buffer zones ▪ Open space design ▪ Urban forestry ▪ Conservation easements ▪ Narrower residential streets ▪ Eliminating curbs and gutters ▪ Green parking
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Development into Stormwater Management, 1997). Similar to East Bayside, their challenge was to develop efficient stormwater management tools by retrofitting highly developed areas and using cost-effective measures.

The solution implemented by PG County was the use of bioretention, which uses small, low-lying landscaped areas to capture and infiltrate runoff on-site. At that time, these low-cost mechanisms were innovative within the field. Following the success of these bioretention areas, PG County experimented further with engineering additional lot-level landscapes that function similar to a natural landscape. This initially experimental approach later evolved into a comprehensive low-impact design (LID) strategy. These LID techniques function by directing runoff from impervious surfaces, such as rooftops, driveways, sidewalks, and streets, to grassed or landscaped areas. Directing runoff elsewhere slows the runoff and provides natural treatment through filtration, settling, and biological uptake of pollutants. PG County continued to refine their bioretention activities, and went on to develop local and national guidance on implementing LID measures for stormwater management.

The key lesson this case study poses is that the effective use of low-cost LID techniques for critical issues, such as stormwater management, can be successful in highly developed neighborhoods.

Recommendations for East Bayside

In general, there is a critical need for a comprehensive coastal management program to address the myriad of ecological issues facing the greater Portland area. A comprehensive coastal management program consists of mechanisms to: control emissions through energy efficiency programs; the use of revetments and/or sea walls to control erosion, sea level rise,

flooding; and the mitigation of municipal stormwater runoff and pollution. This is not to suggest that the Portland area is not working to manage each of these issues individually; there are organizations and programs (such as those identified previously) actively working towards these goals. However, without unified oversight or coordination these programs may not be reaching their full potential. Recently, Portland created and filled a new position for a Sustainability Coordinator. If empowered appropriately, this position could be a needed step in identifying existing program gaps and broadening current implementation goals.

While responsibility for a comprehensive coastal management program rests at the municipal or regional level, there are numerous techniques East Bayside can implement at the neighborhood level. In order to provide substantive recommendations for the East Bayside community, this research will focus on mitigation of stormwater runoff and pollution.

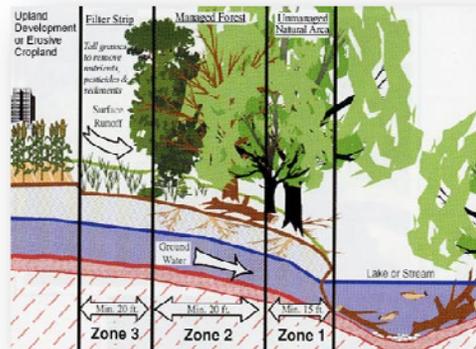
Below is a list of recommended post-construction Best Management Practices that East Bayside can implement to manage and prevent stormwater runoff:

- **Narrower Residential Streets:** Narrowing residential streets serve multiple purposes. With regard to stormwater runoff, extending curbs out reduces the impervious street cover thereby directly reducing the amount of runoff produced and directed into storm drains. In most communities, existing local road standards would need to be modified to permit the use of narrower streets. Communities that want to change their road standards to permit narrower streets need to involve all the stakeholders who influence street design in the revision process (Stormwater Authority Best Management Practice: Narrower Residential Streets). Narrowing streets provides other community benefits as well; they serve to slow traffic in residential areas and increase sidewalk space for

commercial retailers. (This recommendation has crossover into other topic areas such as transportation and youth involvement.)

- **Urban Forestry:** Trees absorb water, and planting trees and/or patches of trees can help reduce storm water management needs in urban areas. Specifically, trees absorb carbon dioxide; reduce temperatures; and filter water and particulates naturally. Additional community benefits include noise reduction, increased property values, and recreational use. Prior to planting new trees, a tree ordinance may need to be developed that includes specific measures to protect and manage local trees and forests.
- **Buffer Zones:** A buffer zone is a designated area along a shoreline where development is prohibited and/or restricted. If designated and managed in already developed areas, these zones would prevent future

encroachment. Vegetated buffer zones consist of trees and grassed filter strips, which naturally filter stormwater runoff and pollutants. Best management practices for the siting and design standards of effective buffer zones



recommend a three-zone design requiring 100 ft of coastal land. The three zones include a storm water depression area that leads to a grass filter strip that in turn leads to a forested buffer. The storm water depression is designed to capture and store storm water during smaller storm events and bypass larger storm flows directly into a channel. The captured runoff within the storm water depression can then be spread across a grass filter designed for sheet flow conditions for water quality enhancement.

The grass filter then discharges into a wider forest buffer designed to have zero discharge of surface runoff to the stream (Stormwater Authority, Best Management Practices: Buffer Zones).

Given the location of I-295 between Back Cove Bay and the EB neighborhood, this design would be difficult to implement. However, developing just one of the three zones along I-295 would help reduce stormwater runoff into Back Bay.

- **Bioretention Areas:** Bioretention areas are landscaping features that can be developed and placed in commercial and residential lots. These areas consist of select vegetation planted in shallow depressions that naturally filter runoff and pollutants. Bioretention areas are frequently placed in parking lots and on residential lots, which have shallow slopes. Sufficient slope is needed at the site to ensure that water that enters the bioretention area connects with the storm drain system (Stormwater Authority, Best Management Practices: Bioretention).

A commonly used example of an effective bioretention area is a rain garden. For the EB neighborhood, rain gardens could be placed in residential lots and along open space corridors. Portland Trails is extending the Back Cove trail through this neighborhood, and their design plans currently include up to ten rain gardens along the trail.

- **On-lot Treatment:** On-lot treatment serves to prevent and manage residential rooftop, driveway, or sidewalk runoff. The practice operates by disconnecting impervious surfaces, which reduces the amount of



impervious cover in a watershed. There are three general classifications of on-lot treatment: practices that infiltrate rooftop runoff; practices that divert runoff to a pervious area; and practices that store runoff for later use (Stormwater Authority, Best Management Practices: On-lot Treatment).

A benefit of using on-lot treatment, particularly in urban areas, is that some form of the mechanism can be applied to almost all sites regardless of size or landscaping.

Some simple mechanisms homeowners can use include placing cisterns or rain barrels beneath downspouts.

Funding

Example: Indian River Lagoon National Estuary Program, Florida

The Indian River Lagoon stretches for 156 miles and is located on the Atlantic coast of Florida (between the cities of Orlando and Vero Beach). Similar to the Casco Bay, the lagoon is part of the EPA's National Estuary Program and borders very populated and developed areas of the state. The Indian River lagoon was suffering from wastewater and stormwater drainage problems, as well as the biological issues that accompany them. To fund their rehabilitation and management efforts, the St. Johns River Water Management District and the Indian River Lagoon National Estuary Program developed an innovative approach to secure financing; they led the development of an Indian River Lagoon specialty license plate revenue program.

The Indian River Lagoon National Estuary Program is responsible for the promotion and management of the grant program supported by the license plate revenues. To initiate the process of developing the new license plate, the program developed petitions and collected the signatures of registered Florida vehicle owners agreeing to purchase the specialty plate when it became

available. Following this, they secured the support of a State Representative and a State Senator who agreed to sponsor Bills creating the specialty plate.

A critical component to the program's success was the identification of corporate partners to support the plate's promotional campaign. McDonald's franchises throughout the lagoon's watershed collected signatures at the start of the campaign, the Anheuser Busch Corporation donated \$15,000 to help pay for billboard advertisements, and the Florida Outdoor Advertising Association donated \$60,000 in billboard advertising space. In addition, a local car dealership provided all new car buyers with Indian River Lagoon license plates for several months following its release.

The Indian River Lagoon National Estuary Program receives fifteen dollars for each lagoon license plate sold or renewed. During the first seven years of the program, the license plate raised more than \$4 million. The program continues to receive about \$400,000 annually. Because vehicle owners pay an annual fee, this program provides a relatively stable source of continuing funding (EPA Case Study: Indian River Lagoon). Over eighty percent of the Indian River Lagoon's specialty license plate proceeds support habitat restoration projects (such as stormwater treatment retrofits and shoreline stabilization) and up to twenty percent support environmental education projects focusing on the lagoon.



The primary obstacle for the Indian River Lagoon specialty license plate program was competition from over 100 other specialty plate designs offered in Florida. To address this obstacle, the program developed a unique plate design and began a marketing campaign with the help of their

corporate sponsors. The marketing campaign included the use of direct mail and targeted marketing in relevant magazines (i.e. fishing). For the unique design the plate was the first to feature the snook fish, a direct appeal to anglers within the state.

To develop a specialty license plate in the state of Maine for the Casco Bay Estuary may not be as difficult as it was in Florida. First, there are only 23 specialty plate (or vanity plate, as they are called in this state) designs available in Maine and only two of those are specific to water –related conservation (i.e. Lobster and Conservation plates). Currently, the Maine Environment Trust Fund receives \$14 from each set of Conservation plates purchased or renewed, and this amount is tax deductible. The money supports state parks and the Endangered and Nongame Wildlife Fund. To support stormwater runoff and pollution management around the Casco Bay, an Estuary plate could be offered through the Maine Bureau of Motor Vehicles. The EB community could solicit support from the Casco Bay Estuary Partnership or the Friends of Casco Bay in the identification of corporate sponsors to help with up-front or marketing costs associated with the development of the plates. If successful, the revenue from the Estuary plates could immediately support the development of LID stormwater management techniques in East Bayside, as well as provide a steady stream of revenue for additional ecological protection purposes.

In addition to the case study suggestions highlighted above, there are numerous funding opportunities available to East Bayside and the City of Portland for financing the implementation of recommended stormwater runoff management mechanisms.

- **National Oceanic and Atmospheric Administration's (NOAA) Grants:** The NOAA Coastal and Estuarine Land Conservation Program (CELCP) and the NOAA Coastal

Services Center both have funding opportunities available through an application process.

- **EPA Grants:** The EPA Office of Water, Clean Water State Revolving Fund (CWSRF) provides loans to communities through an application process, as well as financing mechanisms through the National Estuary Program (NEP). The EPA also maintains a catalog of Federal funding sources for watershed protection, via a searchable database of financial assistance sources (grants, loans, cost-sharing) all of which are available to fund watershed protection projects. In addition, EPA operates a Wetlands Financial Assistance program that provides opportunities for states and tribes to protect and manage their wetlands.
- **Academic Grants:** The Rhode Island Sea Grant College Program is a federal-state-university partnership based at the University of Rhode Island that designs and supports research, education, extension, legal, and communications programs that foster stewardship of coastal and marine resources for the public good.
- **Local Programs:** The Friends of Casco Bay Bayscaping program that teaches residents and businesses how to grow green lawns.



Summary

“...ecosystem management is not a sudden revolution; thrust upon us by a single event, but a slow evolution, one that has built upon decades of experience of thousands of individuals in

natural resource management, on increasing understanding in the ecological sciences, as well as on changing societal priorities” (Meffe, 2002).

It is critical that the city of Portland and the East Bayside neighborhood work to enhance the priorities of the residents that live there. There are already substantive programs and opportunities in place that support this priority focus. The community should, and based on resident turnout at SDAT events will, leverage the opportunity provided by the AIA SDAT team. Implementing the changes recommended in this report will not be the easiest path forward, but all change starts with knowledge. Educating the East Bayside community about the impacts of runoff into the ecosystem around them is an important first step.

“The idea that change is natural has created problems in natural resource management. How do you manage something that is always changing?” (Botkin, 1990) Botkin’s rhetorical question is relevant not only to the land and water resources at stake, but also to the process of community involvement. To change the way things are done in East Bayside will require change to occur at the neighborhood and municipal level; two communities that are always changing. Understanding the issues at hand is the first step to changing the area’s priorities and managing the ecological impact on the places they live.

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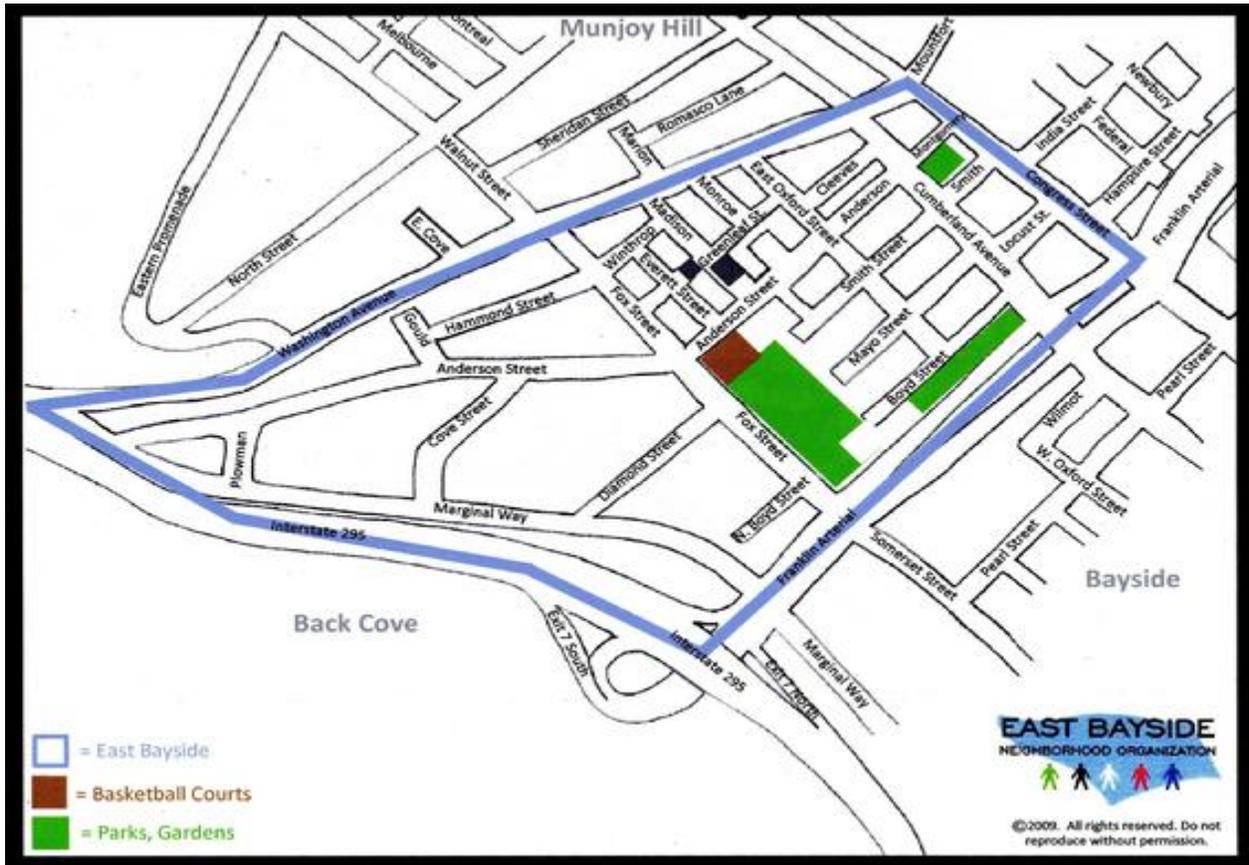
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East Bayside Neighborhood Study
The Arts

Matthew Klebes

Abstract

The East Bayside neighborhood in Portland, Maine has been awarded a grant from the American Institute of Architects to help build and revitalize the community. The arts have the potential to have a strong influence on this revitalization. The East Bayside already has a substantial art presence from local resident artists, galleries, and shops that sell a variety of art pieces and offer classes. However, one of the key issues that hamper's the ability of the arts to be a key economic and community builder is visibility. Increasing the visibility of the arts throughout the East Bayside area will achieve two central goals. First, it will assist in the development of cultural and community capital in the East Bayside itself. Second, it will draw people into the area and encourage economic activity. This paper will begin by discussing the East Bayside area and the current businesses and programs related to the arts in the East Bayside. It will then discuss what other communities have done to capitalize and encourage the arts. Finally, it will provide recommendations on what the East Bayside neighborhood could do to increase the visibility of the arts.



Introduction: Arts in East Bayside

The East Bayside neighborhood in Portland, Maine was awarded the 2010 Sustainable Design Assessment Team grant from the American Institute of Architects (AIA). The neighborhood was one of only seven communities in the entire United States to be given this award. This grant involved a team of professionals coming to the neighborhood to develop a plan to invigorate and improve East Bayside. These were individuals from many different community and economic organizations. In order to give this team current and valuable information several reports were delivered by numerous individuals from the Muskie School of Public Service on the East Bayside current state of affairs. This report will focus on the arts in East Bayside and how they can be developed and utilized to improve the neighborhood. In sum, there already is a

strong art presence in East Bayside. There are numerous shops, galleries, and other businesses that involve a variety of different art genres from pottery to knitting to jewelry making. Therefore, one of the key issues that the AIA team should focus on is increasing the *visibility* of the arts in East Bayside.

East Bayside is located in Portland, Maine and has several geographic and urban features that define it as a neighborhood. To begin, East Bayside is bordered by the Franklin Arterial roadway, Congress Street, Washington Street, and I-295. These features clearly define, as well as isolate, East Bayside from the rest of the Portland area. These roadways are heavily used and are difficult to cross, causing East Bayside to be isolated from the rest of Portland. This isolation has had a strong impact on the formation and development of the community as well as on the economies of the businesses that reside there. The businesses can have trouble attracting the tourists and tourist dollars that are more likely to be drawn to more accessible areas such as the Old Port. Not only is East Bayside located in a city and state whose economic success is strongly based on tourism, the isolation of East Bayside has a dramatic effect on the ability of the area to capitalize on this potential source of income.

The East Bayside community is culturally distinct from the majority of Maine. The area is comprised of a large variety of ethnicities according to a report by a previous East Bayside study which states that Maine is “96.9% white and 3.1% “other races.” East Bayside, on the other hand, is only, “71% white and 29% “other races.” (Holt, 2009) This diversity presents dynamic artistic opportunities that the community could capitalize on to benefit the neighborhood. The arts have the ability to create community or social capital that can play a key role in economic development, “Social capital is coming to be seen as a vital ingredient in economic development around the world.” (Putnam, 1993) Such a diverse neighborhood with

such a varied artist community gives the East Bayside the potential to create substantial social capital and, as a result, increase economic activity.

Despite the effects of isolation, the art presence in the East Bayside is strong. There are a variety of different art stores, galleries, and art related organizations throughout the area. A quick study of the region shows art related businesses such as, *Earth and Soul*, *Portland Pottery*, *Knit Wit Yarn Shop*, and *Eli Phant*. *Earth and Soul* is the pottery studio of Sarah Sorenson-Coppi and offers classes for anyone at any level. *Earth and Soul* hosts several classes each week and also has art gallery events featuring the work of local and international artisans. The *Knit Wit Yarn Shop* offers free classes on Friday for anyone from beginner to advanced with food and drink provided. The business holds classes throughout the year on a variety of knitting styles and topics. *Portland Pottery* offers not only pottery classes but metal working and jewelry making as well. They also have special child programs during school vacation weeks. *Eli Phant* sells a variety of hand crafted products from locations from around the world. The business most notably has products made from recyclable materials. Furthermore, there are many other business in the neighborhood and there are also several galleries in the neighborhood that have showings of local art pieces. These businesses create an extensive arts presence and community that could be a powerful force in revitalizing East Bayside.

In addition, there are several community organizations which support the arts in East Bayside. Organizations such as the Mayo Street Arts and the East Bayside Neighborhood Organization (EBNO), established in May 2007 have been able to assist in organizing and running, “First Friday Art Walks” as well as publicize local artists’ gallery showings. These are important programs to help the arts in East Bayside thrive and are examples of strong steps to raise the visibility of the arts. However, an individual travelling through East Bayside may not see

or be fully aware of the number and variety of different art styles despite these strong art presences and community organizations. There are many more opportunities and many more steps that these organizations and other community members could take to raise the visibility of the arts even higher. This will encourage tourists and residents of Portland to come to East Bayside to view and hopefully purchase local artwork pieces, eat at the local restaurants and create a stronger community.

The Arts in Other Communities

Many other communities have been able to develop strong and visible art communities that have become key characteristics of the local area. Looking at the tools, techniques, and experiences from other communities can provide East Bayside with useful insights into increasing the visibility of the strong art presence already in East Bayside.

In the City of Gaithersburg, Maryland the Department of Parks, Recreation and Culture has been able to create and organize several events held throughout the year that promote local arts and artisans. Several of these ideas and events have the potential to be used in the East Bayside area to make the arts more visible to Portland residents, tourists and others. One event revolves around establishing local pieces of art in the community that are incorporated into an Art Walk for local community members and others.

“It is the mission of the Art in Public Places Program (AIPP) to foster vitality through the arts in developing and redeveloping areas in the City of Gaithersburg. The Art in Public Places Program seeks to promote the arts and educate the public. By developing public works of art throughout the City, the Art in Public Places Program works to create a sense of place and pride for the Gaithersburg community.” (Kayser, 2010)

By establishing local pieces of art the AIPP is able to help create a stronger sense of community and connects residents with local artists. The projects of the Art in Public Places Program are

funded either by the “Capital Improvement Project” which are funds from the City’s own budget or are established by developers.

Gaithersburg also has an interesting program called the “Arts Barn” which is a building that has four studios or galleries that artist are allowed to rent to work on and display their art. This provides space where visitors can view the art process in action. The programs designed by the artist themselves help educate visitors on the techniques and styles used by varying artists. The artists are chosen based on, “their artistic merit and their proposed community outreach services.” (Kayser, 2010) This building also has an “Art Shop” where pieces of the art made in the studios can be purchased.

In Philadelphia, Pennsylvania there is an organization named the “North Philadelphia Arts and Culture Alliance. (NPACA)” This organization was formed by the Tyler School of Arts under the direction of the Interim Dean Shayna McConville. The organization was created to assist local artist and art related business by increasing their visibility to the community. The NPACA,

“is dedicated to promoting the diverse arts and culture organizations of North Philadelphia and establishing this district as a destination for cultural, visual and performing arts. We strive to inspire professional, organizational and cross-cultural collaboration and exchange, and to promote awareness of our resources to the surrounding community and beyond through accessible literature, programs and events.” (North Philadelphia Arts and Culture Alliance Newsletter, 2009.)

The organization was founded in a section of Philadelphia that has a rich diversity of arts similar to the diversity found in East Bayside. In addition, the area suffers from low foot traffic which is also similar to East Bayside. One statement made by Shayna McConville could just have easily been made about East Bayside,

“We want to highlight what has always existed here. There are pockets of amazing and beautiful arts and creative venues here that people drive by daily and

never take a second look. It's one of the most artistic neighborhoods in Philadelphia. There are so many little pockets of wonderful things happening here that people just don't know about." (Burton, 2010)

In a phone interview conducted in May 2010 Shayna McConville stated that one of the goals of the NPACA is to make the neighborhood arts, "a destination" and use the arts to draw people into the community. In order to overcome this problem the Alliance helps bring artists and business together from across the community to work together and become a cohesive force to attract people to the area. Each year the organization has the "Annual Treasures of North Philadelphia Open House" which showcases local artwork. Throughout the year the Alliance also organizes and promotes art walks, historic tours, and culture events that focus on the variety of art styles in the community. The organization is dependent on the Tyler Schools of Arts for support but also relies upon the local artists, business and also volunteers and donations.

A great local example of this type of community is the town of Kennebunkport. Kennebunkport is located in Southern Maine and is well known for the many local Maine art businesses. For example, Kennebunkport has local artists who sell pieces made from local sea glass such as, *Seaglass Jewelry Studio*. This business collects sea glass that washes up on the shore in Perkins Cove in Ogunquit and makes items such as necklaces with the pieces. Business and artists such as these have become a key point in the community and economy of the town of Kennebunkport.

One of the key things that the town of Kennebunkport does to promote the arts is to organize festivals and other promotions that center on local artists and their work. For example, Kennebunkport holds a "Fine Living Festival." The festival has previously been known as the, "Arts in the Inns" and has been thrown for the past five years. This festival is,

"an early summer fine food, art and wine festival in New England's quintessential Southern Maine Coast village by the sea, invites you to celebrate the spectacular

creativity and hospitality of Kennebunkport and Southern Maine's artists and art galleries, chefs and fine restaurants, and historic and romantic bed and breakfast inns and hotels." (Kennebunkport Fine Living Festival, 2010)

Festivals such as this allow artists to exhibit their art in a collective manner which draws many people to the area. In order to fund this festival the town of Kennebunkport organized many local businesses and hotels which contribute funding, food, and other resources. Furthermore, this festival is so popular they are able to charge tickets to attend certain demonstrations and tastings at the festival. Another example of supporting the arts in Kennebunkport is the "Walk the Port, Local Appreciation Night." This is an event that encourages local residents and others to come and visit local shops and businesses and "buy local." The town also has a "Christmas Prelude Craft Fair" to bring the community together through the arts to support the local Parent Teacher Association. Programs such as these serve as examples of methods that can be used to make the arts more visible in a certain location and have the arts create a strong community by benefiting groups such as the local PTA. These examples demonstrate that festivals and other celebrations are strong economic generators and community builders, "These community celebrations, however, go beyond the impact to the local economy...celebrations create public space and recognize a community's legacy, and they build social capital by increasing interaction and trust among residents."(Green, 2008) While many see festivals as simply something fun they play a strong role in community development.

Some of the potential issues or problems with organizing such a festival are finding suitable leaders to actually plan and setup the festival. In Philadelphia, the NPACA was primarily founded by Shayna McConville. In Kennebunkport, many of the business leaders themselves organized the "Fine Living Festival." Funding issues are also a clear problem that must be overcome in order to have a vibrant festival that is able to draw in a substantial amount of people.

In many of these situations the local community group or a group of business people will donate their time and support with the understanding that the town or city will provide logistical support such as traffic direction and guidance. The city or town itself may also present some obstacles. If the city does not give permission or permits that allow businesses to setup galleries in public spaces or even on the street may impact the visibility of the festival by forcing it to be held at an alternative location.

East Bayside needs to increase the visibility of the arts in their neighborhood. The neighborhood has the potential and ability to achieve this goal and bring more people into the community and improve the community itself. Currently businesses along Congress Street, which borders one edge of East Bayside, participate in local art walks and “buy local” campaigns. However, this is only one small aspect of East Bayside while the rest of the arts remain more unnoticed. In order to maximize the potential impact of the arts the rest of the East Bayside arts community needs to be made more visible and involved. To achieve this, the neighborhood can draw on these examples of other communities of Kennebunkport, Philadelphia and Gaithersburg.

To Do List

Pocket Parks

There are several parks that already exist in the East Bayside area. For example two of the primary parks in the East Bayside are Peppermint Park and Fox Park. (EBNO Home, 2010) Currently there are plans to redevelop Peppermint Park using Community Development Block Grant (CDBG) funding. The redevelopment of the park could include the addition of art pieces such as the pieces of modern art installed on the Eastern Promenade walkway. In addition, there is ample space and potential to develop additional parks throughout the neighborhood. In

particular there are the remains of a set of train tracks that stretches through the center of the East Bayside neighborhood that actually could serve as a potential connection walkway to the rest of the City of Portland. There is already an interest in utilizing this straight stretch of open space through organizations such as “Portland Trails” which has been developing a “Portland Bayside Promenade Project.” These green spaces could feature local art pieces and could serve as connecting pieces for an art walk throughout the neighborhood and areas outside East Bayside.

New Public Art Pieces

There are many possibilities for the establishment of local and outside pieces of art throughout the East Bayside. Already the Portland Public Art Commission has assisted the community with the establishment of the, “East Bayside Murals” which were organized by Andrew Schoultz and Bayside youth. With the possible development of additional pocket parks and trails there are many areas to visibly display the incredibly diversity of local art work from the neighborhood itself. These pieces of art would accomplish three major goals. First, it would provide viewing sites for locals and tourists to visit during an art walk or other event in the neighborhood. Second, the establishment of local art pieces would help increase the visibility of the art presence throughout East Bayside. Finally, and it would help build cultural and community capital by allowing local artists to prominently display their work and allow the community residents to connect with their own local artists.

Expand programs from Congress Street into East Bayside

An additional step that East Bayside should take is developing and expanding current art walks deeper into the community. Currently many of the art walks and local business events

focus mainly on Congress Street and do not focus on many of the shops and galleries in the center of the neighborhood. Community organizations such as the East Bayside Neighborhood Organization could work with other businesses, community members, and City of Portland officials to draw people down into the East Bayside area for similar art walks and buy local campaigns. If the neighborhood is able to revitalize existing parks, develop new ones, as well as establish unique pieces of arts throughout the neighborhood it will provide a strong incentive for people to visit and walk around East Bayside.

Art Festivals

The East Bayside area could develop art events or festivals similar to what Kennebunkport has to celebrate the variety of arts and artists throughout the community. This event or festival could be held on the largest green space in the neighborhood, Fox Field. This is a highly visible area that is on some of the more travelled roads in East Bayside which would provide the event with high visibility. These festivals would hopefully draw Portland residents and tourists into the area, “Community celebrations attract tourist dollars, which helps generate economic development.” (Green, 2008) Currently the East Bayside Neighborhood Organization has an annual, “Block Party” which is an event to celebrate, “all things East Bayside and a chance for members of our community to come together for food, music, and civic engagement.” (East Bayside Neighborhood Organization, 2010) Additional events such as this could be added to focus on the arts in East Bayside and create a more continuous art presence throughout the year.

Artist Markets/Bazaar

East Bayside could develop an artist market where artists from East Bayside as well as other areas could gather on a daily or weekly basis to form a market or bazaar. This bazaar could be organized in one of the previously unused spaces in the neighborhood. This bazaar would work well with major events or festivals to draw people in to see what East Bayside has to offer and then keep them coming back. This bazaar would have to be organized by community leaders through established organizations such as the EBNO.

Funding and Organization

East Bayside is one of the poorest communities in Portland and as a result the question on how to fund these possible projects is paramount. “East Bayside is the poorest Census tract in Portland. The median household income in 2000 was \$22,010 (compared to \$41,412 for Portland as a whole), with 19% of East Bayside households receiving public assistance.”(Wickenheiser, 2010) There are numerous funding and assistance opportunities that East Bayside could utilize to increase the visibility of the arts in East Bayside. To begin, there are the Community Development Block Grants (CDBG) that the City of Portland gets as an entitlement community. Being an “Entitlement community” means that the City of Portland gets a certain amount of funding directly from the federal government. This money is then distributed to financially distressed areas. The redevelopment of Peppermint Park is using CDBG funds and there is the possibility that other parks could be established using similar funding. This funding also has the potential to be applied to other projects throughout the East Bayside neighborhood.

New art pieces could be established throughout the community by requesting donations from local artist and art business. Local community organizations such as EBNO could also

contact the Portland Public Art Program, Portland Art Commission, Portland Museum of Art, and/or the Maine College of Art to get assistance with other art donations as well as funding and volunteers to accomplish the “to do” list suggestions. The Portland Public Art Program was established in April 2000 and has been charged with the goal to, “preserve, restore and enhance the City’s public art collection.” (Portland Art Committee, 2010).

The Maine Arts Commission has a list of changing grant opportunities that the East Bayside community could apply and compete for in order to help fund various art projects. An example of the possible grants East Bayside could apply for is the 2010 Arts in Maine Communities Grant,

“This program assists cultural organizations to develop collaborative projects with other community/civic groups to employ Maine artists and provide cultural programming for Maine citizens. Artists in Maine Communities may fund present projects that feature contemporary, community, public or traditional arts in all genres that evidence the vital role artists play in the enrichment of community.”

Another example of a grant the community could apply for is the 2010 Arts Visibility Grant,

“The Arts Visibility Grant supports Maine’s artists and arts organizations by providing the means with which to increase the visibility of specific artistic projects. An application that supports an individual artist or organization through increased visibility of specific artistic projects is eligible for the grant.”

Being awarded a grant such as these would be a key step in establishing these possible art initiatives.

Finally, local community organizing groups such as EBNO, the Mayo Arts Street Organization, and the Root Cellar all have a role to play in the support and development of these initiatives. They are key players in involving the public and connecting them to the redevelopment and revitalization of their own community. In addition, the local art businesses, restaurants, and other general businesses all have a vital role to play in participating in art walks

and festivals. Their participation is a key part of attracting local residents from throughout Portland as well as visiting tourists.

Conclusion

The grant awarded to the East Bayside community by the American Institute of Architects presents the neighborhood with a unique opportunity. The community and its leaders have to make complicated choices on what priorities and initiatives to pursue. One of these initiatives should be to focus on the visibility of the arts in the East Bayside area. Throughout East Bayside there are numerous art businesses, galleries, and resident artists that have been able to establish themselves in East Bayside. However, many of these businesses could benefit from the development of a stronger and more visible art presence. This visibility could be increased through the establishment of pocket parks, new art pieces, festivals, and expansion of already operating art walks into the heart of East Bayside. These possibilities have the potential to break the isolation of East Bayside and make the unique art sector of East Bayside known to Greater Portland and visiting tourists. In coordination with other initiatives, such as road improvement, East Bayside arts have a key role to play as an economic and community builder.

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*Transportation Initiatives in the East Bayside Neighborhood of
Portland, Maine*

Damon Yakovleff



Abstract

The East Bayside Neighborhood of Portland, ME stands to benefit from a variety of transportation initiatives. The goal of these initiatives is to promote environmental sustainability, smart economic growth, and social equity. This paper is intended to describe the best ideas to achieve these goals through physical improvements to the transportation infrastructure of the neighborhood. The paper will begin with a description of the transportation issues needing improvement in East Bayside. The two major transportation issues limiting the achievement of these goals are the major high-speed roadways in East Bayside: Franklin Arterial and Interstate 295. These issues were identified through research including stakeholder interviews, planning documents from various municipal planning agencies responsible for the neighborhood, and reports from the local media. Two case studies of other cities dealing with similar transportation issues will be discussed, as well as strategies for implementation of similar initiatives in East Bayside. The paper will conclude with possible funding opportunities for these initiatives identified through government websites and research done by other students working to improve East Bayside. This paper includes several appendices including information identifying key stakeholders and a summary of relevant planning documents.

The Rational for a Sustainable Change

East Bayside used to be an example of the proverbial “Great American Neighborhood” (Richert, 2004). It’s not anymore, largely thanks to ill advised planning decisions, particularly 1950s-1970s era transportation planning. Transportation planning in the East Bayside neighborhood of Portland, Maine is now a case study for unsustainable, inappropriate auto-centric planning in an urban area. Anecdotal evidence from residents as well as a more thorough historical study bears out the idea that East Bayside has experienced especially poor results from what at the time were considered to be the most advanced, technically correct transit planning initiatives (“Reclaiming Franklin St.”, 2009). The two most scarring projects both occurred during the “megaproject” era of transit planning in the 1950s - 1970s. These projects have left

East Bayside isolated and economically disadvantaged relative to other areas in Portland. However, today an opportunity has opened up to repair some of the damage and restore East Bayside to its historical, pedestrian friendly and public transit compatible configuration.

The most socially and economically significant transportation initiative currently in development in East Bayside is the Franklin Arterial Reclamation movement. Franklin Arterial was known as Franklin St. until the late 1960s, when a slum clearance project involved the destruction of approximately 300 housing units in a predominately Armenian ethnic area along the former “Franklin St.” and the construction of “Franklin Arterial” (“Reclaiming...”, 2009). Franklin Arterial is a suburban style collector road utterly out of place with the urban landscape it traverses for a number of reasons documented in the literature and elaborated on by stakeholders. In summary, it has too few connections with the former street grid it severed. At the same time Franklin Art. was constructed, a 197 unit super-block cluster of public housing including what is now known as Kennedy Park and Bayside Terrace was built adjacent to the new Franklin Arterial on its northeastern side.

A movement to redevelop Franklin Arterial along New Urbanist lines has been building in recent years led by citizen activists organized into the group now known as the Franklin Reclamation Authority (FRA). This group, working in collaboration with greater Portland’s municipal transit planning authority, the Portland Area Comprehensive Transportation System (PACTS), and other stakeholders has produced a number of documents describing the rationale for change as well as detailed steps for implementation. This is an ongoing process, the most recent document “Reclaiming Franklin St.”, made available Nov. 30th, 2009 is crucial to understanding the complexities of the ongoing redevelopment effort, although given the rapid pace of change it is somewhat out of date as of this writing in May, 2010. Still, this 48 page

document is a relevant and comprehensive summary of the planned redevelopment as it stands at the time of this writing. This document and others are described in more detail in Appendix 2.

The second major historic transportation initiative with significant negative consequences for East Bayside was the construction of Interstate 295 along its northern border, cutting off the historic access the neighborhood had enjoyed to the Back Cove. At this point in time there is no physical way to get to the Back Cove from East Bayside without going well outside the neighborhood, or illegally crossing I-295. Formerly, East Bayside was the site of a beach and a cargo terminal serving as an alternative to Portland Harbor during Portland's busy maritime trading era (East Bayside Neighborhood Study, 2009).

A potential solution to mitigating the effects of this unnatural barrier would be the development of a Bicycle / Pedestrian connection under interstate 295 at exit 7 in the northwestern corner of East Bayside neighborhood. The Maine Department of Transportation is currently exploring a plan to widen the off ramps from I-295 at exit 7 ("Reclaiming...", 2009) and is exploring if and in what form it could accommodate a bike / pedestrian connection under the interstate to the Back Cove. MDOT officials and PACTS are in the process of addressing this complex issue at this time. As of May 2010, the issue is still proving to be highly contentious. The latest development, as reported in the local media (Hoey "Exit 7...", 2010) suggests that MDOT does not intend to construct the path contrary to the expressed wishes of the Portland City Council. **It is likely that the recommendations of the Sustainable Design Assessment Team will be an important factor in the resolution of this issue.**

I would be remiss in not noting that a more radical proposal for addressing the negative effects of the unnatural barrier created by Interstate 295. This solution involves the boulevardization of I-295 on its alignment through peninsular Portland. This solution is not

without precedent in the academic literature on the subject, which suggests that our long-term dependence on automobiles, especially for interstate travel, is unsustainable (Roseland, 2005). An application of this theoretical idea to Portland has been best described by an influential transportation blogger in the greater Portland area. Blogger Christian McNeil, who was recently described as one of Portland's most influential persons by a local paper (Inglis, 2010), attracted a flurry of media attention with this radical proposal in 2008 when it was also described on Maine Public Radio. Mr. McNeil (2008) argues that it does not make sense to route regional transportation through Portland, but instead that it should be routed around via the Falmouth Spur and I-95. McNeil suggests instead that a several mile section of I-295 should be replaced by an at-grade multi-modal roadway more compatible with urban land uses incorporating a rapid transit system such as a bus way. This idea is developed further in the section discussing a case study of highway removal in Portland, OR.

Summary of Sustainable Transportation Initiatives in the Greater Portland Area

Transportation planning is incomplete if it does not consider the entire land use / regional transportation problem (Foreman, 2003). In East Bayside, this means that one must investigate land uses in nearby neighborhoods, regional multi-modal transportation systems, and regional economic development. Land uses in nearby neighborhoods can be understood through an analysis of Portland's zoning map, a link to which is found in Appendix 2. An important resource for regional multi-modal transportation system initiatives can be found at MDOT's Portland North project (see appendix 2). The most relevant study done to date involves the reintroduction of passenger train service to the areas north of Portland, in this case Brunswick, Yarmouth, and Auburn, Maine. Since this study was made, Amtrak passenger rail service has been expanded to Brunswick, however it is important to remember that the MDOT study

concerns commuter rail, not passenger rail. The MDOT study is particularly interesting because one proposal calls for regional train service and a new passenger rail station to be located in East Bayside, or nearby in West Bayside.

Portland has also historically been well integrated into worldwide maritime transportation systems. For much of its history, Portland's major shipping center was located adjacent to East Bayside on its south in the Eastern Waterfront / India St. neighborhood ("Neighborhood Report...", 2009). This area is now home to the city's ferry terminal for service to Casco Bay islands as well as seasonal international ferry service to Yarmouth, Nova Scotia on the high speed CAT ferry. Incorporation of this larger regional and international transportation system would no doubt be an important consideration for transportation planning in East Bayside neighborhood.

Finally, transportation planning as part of a larger system in East Bayside will no doubt be affected by changes in federally administered programs that have come about recently. First of all, the American Recovery and Reinvestment Act has provided access to large amounts of funding for transportation initiatives. While at this time most of the money is exhausted, it is possible that more will be available through congressional expansion of this program. In addition, the recently announced partnership between the Environmental Protection Agency, Housing and Urban Development, and the Department of Transportation reflect the federal government's acknowledgement of the need for a comprehensive connection between land use, transportation planning, and the long term sustainability of our society (Environmental Protection Agency, 2010). Transportation Secretary Ray LaHood's recent announcement that the federal DOT will no longer encourage automobile centric planning bodes well for East Bayside's transition back to its roots as a Great American Neighborhood (LaHood, 2010).

Case Study #1: New Haven, CT

“It is a small, approachable city, filled with livable neighborhoods, enclaves of ethnic vitality, a small but lively arts community, and the cultural resources that a world-class university such as Yale can bring. But New Haven continues to struggle with the legacy of the [Urban Renewal] years”. (Gurwitt, 2000)

New Haven Connecticut was selected as case study #1 because it is currently engaged in the redevelopment of a high-speed roadway much like Franklin Arterial in Portland, ME. New Haven and Portland, ME have other similarities that make it a good case study. Both are coastal New England towns with histories of European settlement dating back to the colonial era. New Haven is roughly twice the size in terms of population as Portland, ME with approximately half the land area, so it has a significantly higher population density with less green space. However, it is comparable in this regard to peninsular Portland including the East Bayside neighborhood.

New Haven does have significantly more high speed roadways than Portland, ME. Downtown New Haven is adjacent to the alignment of Interstate 95, the main north-south interstate highway for the eastern seaboard of the United States which also passes through Portland’s western suburbs. New Haven sits on the terminus of Interstate 91, the main route to the major cities of Hartford and Springfield as well as points north to Quebec, Canada. At the intersection of I-91 and I-95 in New Haven a spur road extends to the northwest known by several different names: as the “Richard C. Lee Memorial Highway”, the “Oak Street Connector”, or as the “Route 34 Connector”.

The Route 34 Connector (as I will refer to it) is a 1.1 mile route many stakeholders refer to as a “highway to nowhere” (Lynch, 2008). It is 8 lanes wide where it leaves the Mixmaster interchange between itself, I-91, and I-95 decreasing to 6 lanes after the first onramp / off ramp.

It has 3 off ramps in the westbound direction and three on ramps in the eastbound direction. The Route 34 Connector was built at roughly the same time as Franklin Arterial and for similar purposes. It was planned in 1957 and constructed in 1959 with funding from the federal government's Urban Renewal program (Montagna, 2010). This project's twin goals were to:

- 1) Facilitate rapid movement of automobile traffic to various large new mega-projects in the New Haven downtown area, including the now demolished New Haven Coliseum, a new telephone company building, the Knights of Columbus national headquarters, and an expansion of the Yale University campus.
- 2) Clear "blighted" areas in the Oak St. neighborhood, an area that new immigrants to New Haven called home. This neighborhood, while containing what is today regarded as the "Great American Neighborhood" (Richert, 2004) configuration of mixed land usage, also contained many substandard buildings, some of which didn't have electricity or indoor plumbing as recently as the 1950s and 1960s. The destruction of the Oak St. Neighborhood by the project involved the removal of 600 units of housing and businesses affecting 3000 residents of New Haven (Gurwitt, 2000).

The Route 34 connector was originally meant to be a 2 phase project. It was part of a massive rebuilding effort in New Haven that took place from 1955-1972 utilizing federal Urban Renewal program dollars. By the late 1960s New Haven was the largest recipient of Urban Renewal funds per capital in the United States (Montagna, 2010). The first phase of the Route 34 project was completed in 1959. The second phase was to include an extension with a 480 foot right-of-way to the New Haven town line and onward to the western suburbs through well-integrated neighborhoods and wetlands. This was thwarted due to opposition from various

stakeholders and increasing environmental regulation by the early 1970s. However, before the project was thwarted a 1.6 mile long 1 city block wide area was condemned and demolished (Gurwitt, 2000). Along the alignment of the never-constructed extension the predominate land use has been for surface parking lots for nearly 40 years while the project was being debated and ultimately, rejected.

This is remarkably similar to the situation Portland, ME faced with the construction of Franklin Arterial in the late 1960s. Franklin Art. occupies a much wider right-of-way than it requires for its present traffic flows. In both cases, a large amount of land hangs in limbo while conflict exists between stakeholders over whether the planned road expansion will ultimately be completed or not. And in both cases, large coalitions of stakeholders in each place have advocated redevelopment but are in conflict about what kind should occur, where, by whom, and when.

Stakeholders in Portland, ME and New Haven, CT share the recognition that an interconnected street grid is desirable. In both cases the disruption to a once interconnected street grid has had severe consequences. In the case of Portland the entire East End has been disconnected; in New Haven, 3 neighborhoods have been cut off from each other and access to the city's major train station, Union Station, has been severely reduced (Mayorga, 2009). In addition, many of the people displaced in New Haven did not find success in their relocation: of the dozens of businesses relocated, only a few succeeded (Gurwitt, 2000). The same problem has resulted in the case of the former Franklin St. neighborhood of Portland, ME ("Reclaiming...", 2009).

Both New Haven and Portland, ME are seeking to redevelop these Urban Renewal disasters. In New Haven this redevelopment has proceeded at a remarkably faster rate than in

Portland. This is partly a result of slightly different initial circumstances: in New Haven much more land was condemned and in a geometrical configuration more easily redeveloped. Other differences are more illuminating to finding a solution to the situation in Portland, ME, however. In particular, the political system in New Haven is an important factor. New Haven, CT has a strong mayor system. Historically much of the Urban Renewal activity in New Haven was only possible with the strong support of the Mayor (Domoff, 2005). It may be the undoing the damage is also more feasible under a strong mayor system. The current New Haven mayor, John DeStefano, has been in office since 1993 and enjoys a broad base of popular and institutional support. DeStefano is strongly in favor of redevelopment of the Route 34 Connector Corridor (Mayorga, 2009). Portland's potential transition to this type of management system (Hoey "Elected Mayor...", 2010) could possibly play a role in impetus for redevelopment of Franklin St.

I have identified several reasons beyond structural and political differences for the relative success in New Haven as compared to Portland, ME. One reason is that the land condemned for the Route 34 connector has now been transferred to the City of New Haven, whereas in Portland the surplus land along Franklin Art. is part of the MDOT system. The second and most important difference is that there is significant interest in redevelopment from well-funded private stakeholders, mostly in the biomedical sector, in New Haven. According to the Office of the Mayor of New Haven: *"Abandoning the Route 34 East highway and creating an urban boulevard in its place, will enable New Haven to "create" ten new acres of land in a fully built out city. This will allow for the creation of 3,216 construction jobs and 1,195 permanent jobs"* The DeStefano administration goes on to argue: *"South of the highway is the natural expansion area for the Medical District – home to world renown Yale New Haven*

Hospital and Yale University Medical School. By designing a rational street grid and creating developable parcels under street smart principals will give this economic sector of our economy room to grow towards Union Station, the second largest transportation hub in New England. This will create another 2,663 construction jobs and 919 permanent jobs” (Mayorga, 2009).

New Haven’s mayor DeStefano clearly understands the issues involved with recovering from ill-conceived Urban Renewal projects, whose support is needed for their redevelopment, and finally how to acquire funding and approval from authorities in state government. New Haven received significant support from the Connecticut State Legislature, who voted in June 2009 to convey the land once condemned for construction of the state highway to the city of New Haven for economic development. DeStefano’s supporters also included support from Congresswoman Rosa Delaro, who represents the district in the U.S. Congress (Mayorga, 2009).

Portland, ME clearly has much to learn from investigation of the success enjoyed by New Haven, CT in Urban Renewal Reclamation. It is hoped that moving forward further investigation of the success in this other small coastal New England city can be emulated in Portland, ME. Strong support not only from citizens but from government at all levels is essential. Furthermore, securing support from developers to invest private capitol in the redeveloped corridor will help ensure a successful transition back to the “Great American Neighborhood” along Franklin St.

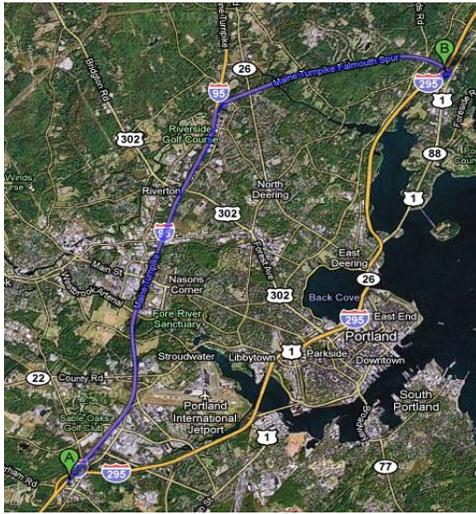
Case Study #2: The Other Portland (Oregon)

Case study #2 will be briefer than the New Haven example because the relevance to a planning action in Portland is both controversial and in any case a prospect for the distant future. It is, however, important to remember that a key aspect of sustainable design is to thoughtfully consider options now that will decrease deferred costs placed on future generations. Portland,

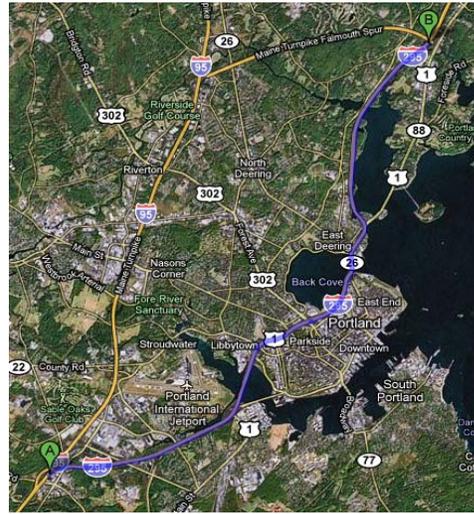
OR is included because it is a test case for urban redevelopment in the face of a high speed roadway placed along a waterfront and also because it is among the best examples of planners and citizen activists working together to boldly plan with regard to multigenerational prosperity. While the “other” Portland is far larger than Portland ME with approximately 5 times its population, in other ways it is similar enough to be a valid test case for more ambitious transportation planning proposals. In the case of Portland, ME the most comparable idea would be the redevelopment of the Interstate 295 corridor into a multi-modal transit boulevard between Tukey’s Bridge and exit 5 at Congress St.

At one point the banks of the Willamette River in Portland, OR were occupied by major high-speed roadways blocking access to the city’s waterfront. Harbor Drive, part of the alignment for U.S. Highway 99W, occupied the western bank starting in 1942 and was the sole north-south high speed roadway in the region. The east bank of the river was taken up by Interstate 5, the major North-South corridor for the entire west coast by 1964. The construction of Interstate 5 along with the Interstate 405 by-pass to the west of Portland’s downtown rendered Harbor Drive redundant (Congress of New Urbanism (2007); Preservation Institute (2007)).

Thanks to intense pressure from local citizens and a cooperative city government, Harbor Drive was closed in 1974 and replaced with a greenway. No significant adverse effects were seen on traffic flows or economic development in the area. In fact significant positive effects were seen and the waterfront of Portland, OR was revitalized (Preservation Institute (2007)).



MAP 1 (Googlemaps.com, 2010)



MAP 2 (Googlemaps.com, 2010)

I argue that Interstate 295 is also redundant to the provision of sustainable transportation to Portland, ME. The maps included above (googlemaps.com, 2010) help to demonstrate this idea. If one is traveling between any point to the south of “A” on the maps in South Portland to any point north of “B” in Falmouth, one is encouraged by transportation policy to use the route highlighted in map 2 because this route does not have a toll, whereas the other route shown in map 1 does. Whereas the tolled route actually saves 3 minutes according to Google maps, the majority of regional traffic continues to use the redundant route through peninsular Portland rather than that through the relatively unpopulated area on the ring road shown in map 2.

If Portland, ME were able to follow the example of Portland, OR perhaps this could be changed. The key lesson is ambition can sometimes pay off. The reason planners were able to bend their city away from automobile dependence in Portland, OR also had much to do with serendipity: they advocated the right ambitious solution at the right time: Harbor Drive was demolished just after the 1973 oil shock. Political opposition was overcome through persistence

on the part of citizen activists as well as through sound arguments based on the value of a waterfront unencumbered by a high-speed roadway.

This is how the lesson applies to Portland, ME: If instead of forming a through connection, I-295 terminated in a multimodal parkway from Congress St / exit 5 through Tukey's bridge in East Deering neighborhood much could be gained as far as redevelopable real estate along the back cove in east bayside. In addition, much of the hazard from pollution of routing regional thru traffic through a populated area could be avoided. It would essentially be a win-win situation without serious drawbacks other than significant political opposition. Of course, this could easily change as the effects of oil scarcity and global climate change continue to intensify. This idea is worth consideration when doing transit planning in East Bayside on the multi-generational time span.

Critical Action List

- 1) Engage MDOT, or if that is not possible explore "bypass" option by engaging the higher officials in both the executive and legislative branches of Maine State government. As of this writing a recent piece in the local newspaper (Hoey "Exit 7", 2010) states that "The League of Young Voters has sent out an action alert, asking members to call Governor Baldacci (287-3531) and hold his administration's highway planners accountable" This is in regard to the ongoing issue where city planners and stakeholders advocating for a bike / ped friendly connection under I-295 at exit 7 were ignored by MDOT who plan to build a narrow discontinuous sidewalk with chain link fences blocking access.
- 2) Pursue inexpensive incremental changes as suggested by SDAT preliminary presentation immediately. For more information about these incremental changes please note the document produced by Alan Holt's planning workshop class of spring, 2010 which

should be available toward the end of May. This document contains a matrix of ideas for improving the sustainable design of East Bayside. Approximately ½ of these ideas are small-scale transportation system improvements.

- 3) Support accelerated planning to redevelop Franklin Arterial. Portland's impending transition to a strong-mayor system could help this process. Another key element would be to engage private sector support for redevelopment of reclaimed real estate in the corridor.
- 4) Explore Long-term planning options for replacement of I-295 from Tukey's bridge to Exit 5. This could be done through a gradual process of retirement of components of the high-speed roadway at the end of their life-cycles.
- 5) Expand inter and intra city public transportation in East Bayside. Any redesign of Franklin Arterial or I-295 should include provision for integration with public transportation systems, including the preservation of the rail right-of-way through East Bayside as discussed in the Portland North document (see appendix 2).
- 6) Complete pedestrian crossing under 295 according to Portland City Council's specifications. MDOT should be pressured by high-level officials in state government to support the wishes of stakeholders in East Bayside and in the municipal government of the City of Portland.

Funding Sources

A wealth of information about funding opportunities for projects in East Bayside has been prepared by a student in Alan Holt's CPD 603 Planning workshop class. This student, D. Robin Beck, has developed a detailed matrix discussing where different funding sources could be

used in East Bayside and for what purpose. Another student, Caitlyn Horose, has produced another comprehensive list that can be found in the economic development paper in this bundle of documents. I will summarize some of this information as it pertains specifically to transportation issues in East Bayside, however encourage the reader to refer to those other documents for more information.

The funding matrix principally deals with funding from non-governmental private agencies. This funding could be used for small-scale transportation improvements enumerated by the SDAT team as well as other small non-SDAT initiated projects. These proposals are listed in the ideas matrix prepared by Alan Holt's CPD 603 Planning Workshop class. Some of these ideas are on the more expensive end of the funding scale. For these, funding sources from federal agencies would be essential. CDBG (Community Development Block Grants) would be useful for funding small to medium sized projects. ARRA (American Recovery and Reinvestment Act) "Tiger" funding (if renewed) could possibly be used for large scale projects, although given the current political climate in Washington this seems unlikely. State funding from MDOT's budget, especially with regard to exit 7, could be an important source. State funding could hurt, and not help, unless the automobile centric paradigm in Augusta can be pushed to a more pedestrian friendly point of view.

Private money through sale of land in developable areas along Franklin Art and in the far future along I-295 could prove to be a crucial piece to the redevelopment solution. In the short term this could prove to move the Franklin Art. Redevelopment Project forward through the sale of developable land in its enormously over-sized right of way as has been successful in New Haven, CT. Ultimately hundreds of acres of land could be made available through the

boulevardization of I-295 through the elimination of the complex and inefficient space-usage of its clover-leaf interchanges in the distant future.

Conclusion

After years of campaigning for the remediation of the ill effects 1960s urban renewal projects by concerned citizens, detailed solutions have been formulated and in several cases their implementation has begun. The questions that remain concern exactly what more can and will be done and how far it will go in once again changing the neighborhood through transportation / land use planning initiatives. It is important to understand that the East Bayside neighborhood as it exists today is as physically defined as it is challenged by its transportation infrastructure, and that it is likely that no solution can be found that will please all stakeholders. A fair evaluation of available options ought to at least consider that doing no further transportation planning in this neighborhood would be an acceptable choice for some stakeholders. These are legitimate concerns and should be addressed through a fair and democratic public process.

Although opposition to making any further changes to East Bayside is a reasonable position given the history of the neighborhood over the last 50 years, a longer perspective helps to clarify the issue. The crux of this argument is that until the auto-centric restructuring took place in the neighborhood in the 1960s, East Bayside was sustainably designed, walkable, public transit friendly, and was what today's planners would call a classically well-designed urban neighborhood. It formally incorporated an active light rail system as well as proximity to Portland's well-integrated regional passenger rail transportation system. That it had problems had little to do with its street design and land use than with the larger economic malaise of cities in the United States during the Great Depression and Post World War II era. A good

argument to make against a conservative position that the neighborhood needn't be changed can be based from an even more conservatively based and historically informed point of view. This should assist in securing broad based public and political support for the various sustainable transit proposals now under consideration.

There are many reasons to believe that transportation planning done today in East Bayside would be a better long term fit than that which was done in the middle of the 20th century. The essence of sustainability is the consideration of this long term perspective. Planning today is based not only on theoretical new ideas but time-tested urban design principles, a consideration largely absent from the transportation planning done in the 1960s in East Bayside. Transportation planners working on East Bayside's problems would be well advised to look behind as well as forward in time.

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The following appendices were prepared in collaboration with Ken Whitney, a student at the Muskie School in the Planning Workshop and Sustainable Communities classes.

Appendix 1: TRANSPORTATION STAKEHOLDERS

- Christian McNeil
 - Writer for Portland Area Transportation Blog “Rights of Way”
 - <http://www.rightsofway.blogspot.com/>
 - “Rights of Way” is an influential Portland, ME, based transit blog which often covers issues pertaining to East Bayside.

- Franklin Reclamation Authority
 - <http://franklinstreet.us/>
 - Markos Miller of the Franklin Reclamation Authority will be attending stakeholder meetings on March 30th.
 - The Franklin Reclamation Authority is a citizen action group advocating for the redevelopment of Franklin Arterial, an ill-conceived arterial highway which cuts off the east end of Portland from the rest of the peninsula.

- Greater Portland Transit District
 - <http://www.gpmetrobus.com/index.php/>
 - This inter-governmental board is charged with the oversight of the METRO Bus system in Portland. This system provides services to a wide array of neighborhoods and towns within the Greater Portland area, including East Bayside.

- Maine DOT
 - <http://www.maine.gov/mdot/>
 - Representatives of MDOT have been invited to the SDAT stake holder’s meetings.
 - The Maine Department of Transportation is the state level government agency responsible for the maintenance of state highways in Maine. It also does state level transportation planning and works with municipalities to coordinate state and local transportation plans.

- Maine Rail Transit Coalition
 - <http://mainerailtransit.blogspot.com>
 - The Maine Rail Transit Coalition is a citizen advocacy group which aims to steer public transportation policy toward more funding for passenger rail. The various expansions of passenger rail advocated affect locations within or near to the East Bayside neighborhood. It is a loosely-connected citizen action group.

- Portland Area Comprehensive Transportation System
 - PACTS Representatives will be attending the SDAT Stake holder's meetings.
 - <http://www.pactsplan.org/> - Main agency site
 - <http://pactsblog.org/blog/> - Weblog produced by PACTS containing news updates.
 - Portland Area Comprehensive Transportation System (PACTS) is the Metropolitan Planning Organization for the Portland, ME, region. It was established to improve the coordination of transportation planning and investment decisions by state, municipal, and public transportation organizations.

- Portland Bicycle/Pedestrian Advisory Committee
 - The Portland Bicycle / Pedestrian Advisory Committee has been invited to the SDAT meeting
 - <http://portlandbikeped.org>
 - The purpose of the Portland Bike / Ped Advisory Committee is to make Portland a better place to walk, bicycle, and wheel chair. Its mission is to advocate and educate the public on bicycle, transit, and pedestrian issues, including disabled accessibility. It meets the second Monday of every month in Portland City Hall at 5:30pm.

- Northern New England Passenger Rail Authority
 - <http://amtrakdowneaster.com>
 - The Authority is responsible for developing and sustaining passenger rail transportation in the state. Currently, it provides oversight for the Amtrak Downeaster, a rail line connecting Boston's North Station with the Portland Transportation Center located on outer Congress St. The Downeaster was recently approved for a 30-mile expansion northeast to Brunswick, ME, with a station stop in Freeport, ME.

Appendix 2: TRANSPORTATION – REFERENCE DOCUMENTS

- Bicycle Approaches to Tukey's Bridge. December, 2009.
<http://pactsblog.org/blog/2009/12/05/2009/12/03/pacts-regional-bike-and-pedestrian-plan-update-final/>
 - This report outlines potential solutions to improve the connection between East Bayside neighborhood and East Deering neighborhood to the Northeast, which are separated by the inlet to the back cove. The bridge connecting the two neighborhoods is shared by Washington Ave, I-295 and a narrow pedestrian walkway. This report suggests various plans to improve safety for vehicles, bikes, and pedestrians using this bridge.

- City of Portland Zoning Map. Accessed March, 2010.
<http://www.ci.portland.me.us/planning/zoneall.pdf>

- The city of Portland’s Zoning Map will assist transportation planners in making the connection between transportation and land use in East Bayside.
- “East Bayside Neighborhood Study”. (Spring, 2009). Muskie School of Public Service. (http://www.eastbayside.org/images/Muskie_Report.pdf). (11/03/09). Prepared for CPD 603 Class
 - This report concerns a large amount of general information including surveys, transportation land use background, and pedestrian / open space initiatives. It was cataloged by the Spring, 2009 planning workshop class at the University of Southern Maine’s Muskie School of Public Service under the direction of Alan Holt.
- Franklin Street Phase 1 Report. November, 2009. <http://www.trails.org/articles/09/AAA%20Franklin%20Street%20Report%20FINAL.pdf>.
 - Contains an overview of the Franklin Arterial issue. Starts with a summary of Franklin Arterial's evolution over time into its current configuration as well as an overview of the evolution of surrounding land uses. Concludes with a description of three different proposals for redevelopment of Franklin Arterial along New Urbanist lines.
- Maine DOT's I-295 Corridor Study, including Exit 7 Interchange <http://www.maine.gov/mdot/major-planning-studies/i295corridorstudy/>
 - This study includes recommendations concerning Interstate 295 which runs through East Bayside. It outlines the likely outcome of no action versus highway expansion projects. It also includes a list of alternatives to expansion of I-295 including alternative transit projects.
- Maine DOT’s Highlights from Maine’s Long Term Transportation Plan. December, 2007.
 - This is an executive summary of state wide transportation planning initiatives in Maine.
- Maine DOT's Portland North Corridor Studies
 - <http://www.state.me.us/mdot/portlandnorth/index.htm>
 - This comprehensive series of studies by the MDOT investigates the transportation needs of communities and regions north of Portland, and includes potential impacts on the East Bayside neighborhood. Most notably, the documents included on this project page include possible development of rail infrastructure in East Bayside and the construction of a new train station in the adjacent Bayside neighborhood.
 - Relevant Portland North documents include:
 - “Cost Feasibility Study for Commuter Rail from Portland to Brunswick and

Auburn Maine” December, 2005.

<http://www.state.me.us/mdot/portlandnorth/pdf/20090601155657.pdf>

- This outlines a detailed feasibility study for installing commuter rail from Portland to Yarmouth, Auburn, and Brunswick. A number of options are considered, one of which would involve construction of tracks through a right of way along Marginal Way in East Bayside and possibly a station near Franklin Ave. and Marginal Way. Other proposals are relevant to East Bayside even though not directly in the neighborhood because they would expand the overall inter-modal transportation system in greater Portland
- “Portland North Expansion Review 1b” November, 2006.
<http://www.state.me.us/mdot/portlandnorth/pdf/Portland%20North%20Expansion%20Review1b.pdf>
 - This review explores two alternative ways to expand rail service north of Portland. One alternative would be to route the service inland from the current Portland Transportation Center along existing freight routes. The second would be to build a new track along an existing right of way through East Bayside neighborhood along Interstate 295. The second proposal would have been more expensive but allowed for future commuter rail. Ultimately the first option was selected for passenger rail service to Brunswick, ME.
- PACTS Annual Report 2009
http://www.pactsplan.org/documents/PACTS_Annual_Rprt_2009FINAL.pdf
 - This report provides an overview of the various projects in the Greater Portland area being pursued by PACTS, the Portland Area Comprehensive Transportation System. The report includes both recently completed projects, those currently underway, as well as proposed future projects.
- Portland Peninsula Transit Study
http://www.portlandmaine.gov/peninsulatransit.htm#Final_Peninsula_Transit_Study_Report_June_9,_2009
 - This report contains information concerning Portland's peninsular downtown core. It focuses on non-automobile dependent transportation initiatives. These include public transportation improvements, bicycle and pedestrian facilities improvements, transportation demand management strategies, transportation pricing strategies, and changes to land use and development requirements.