

PEDC

Strategic Planning Process

Status Report

September 21, 2009

2008 PEDC Report to the Town Council

- ***Outlined 2009 Economic Strategic Planning Focus to:***
 - **Develop a consensus on the top drivers of the Town's economy.**
 - **Identify actions that are needed to put the Town on the right economic path.**
 - **Identify obstacles that may impede success.**
 - **Help achieve our goal by leveraging:**
 - ***Principles of “smart growth” embodied in development plans (such as the West Side Master Plan)***
 - ***Regional resources***

Status of PEDC Strategic Planning Process

✓ **Phase 1 Report (May 2007)**

- **Developed the SWOT** (Strengths, Weaknesses, Opportunities, and Threats)
- **Outlined the project path ahead**

Ⓜ **Phase 2**

✓ **Public Workshops and Surveys validated Phase 1 work (Mar-Apr 09)**

- *Wide Community Stakeholder Participation*
- *Town Council, Town administration, Town Committees and Boards, Town citizens, and other subject matter experts*

Ⓜ – **Determine the “how” and “what” of the Phase 1 issues**

Ⓜ – **Develop Plans of Actions and Milestones that include implementation initiatives.**

Ⓜ – **Develop quantifiable measures of effectiveness.**

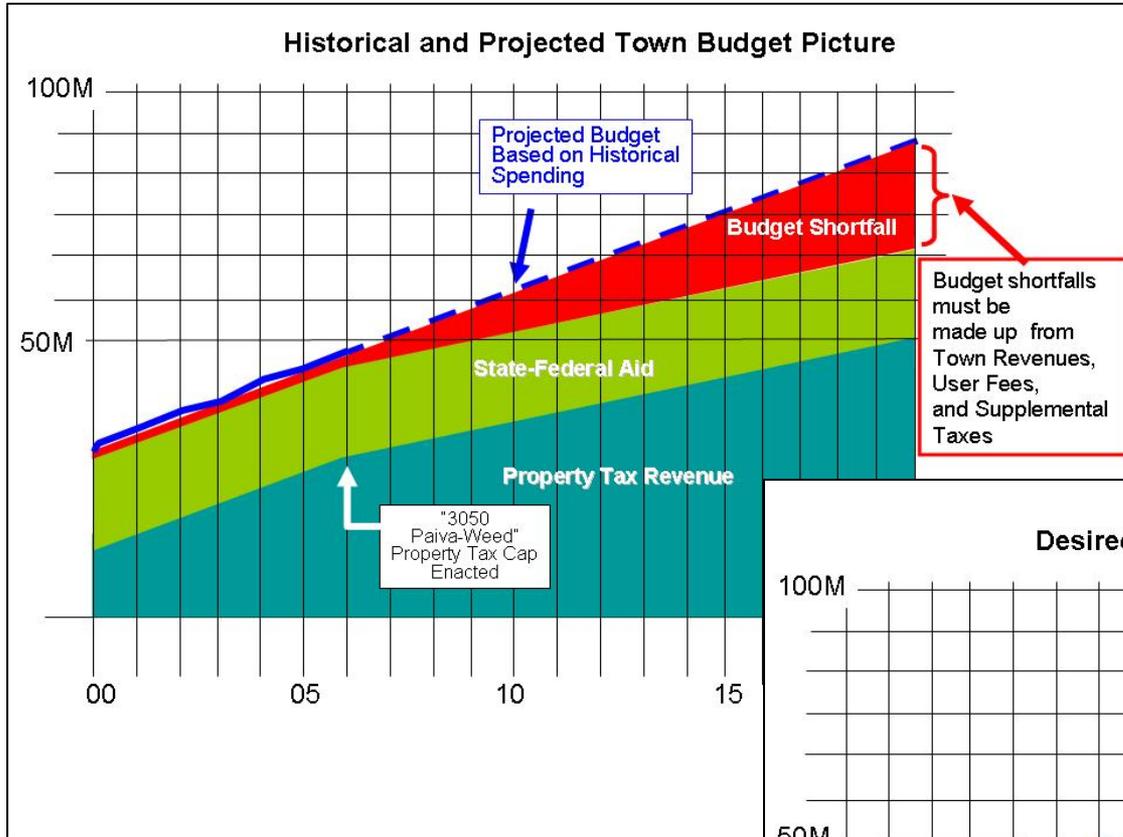
✓ = Completed Ⓜ = work in-progress

✓ Consensus from 2009 Workshops and Surveys

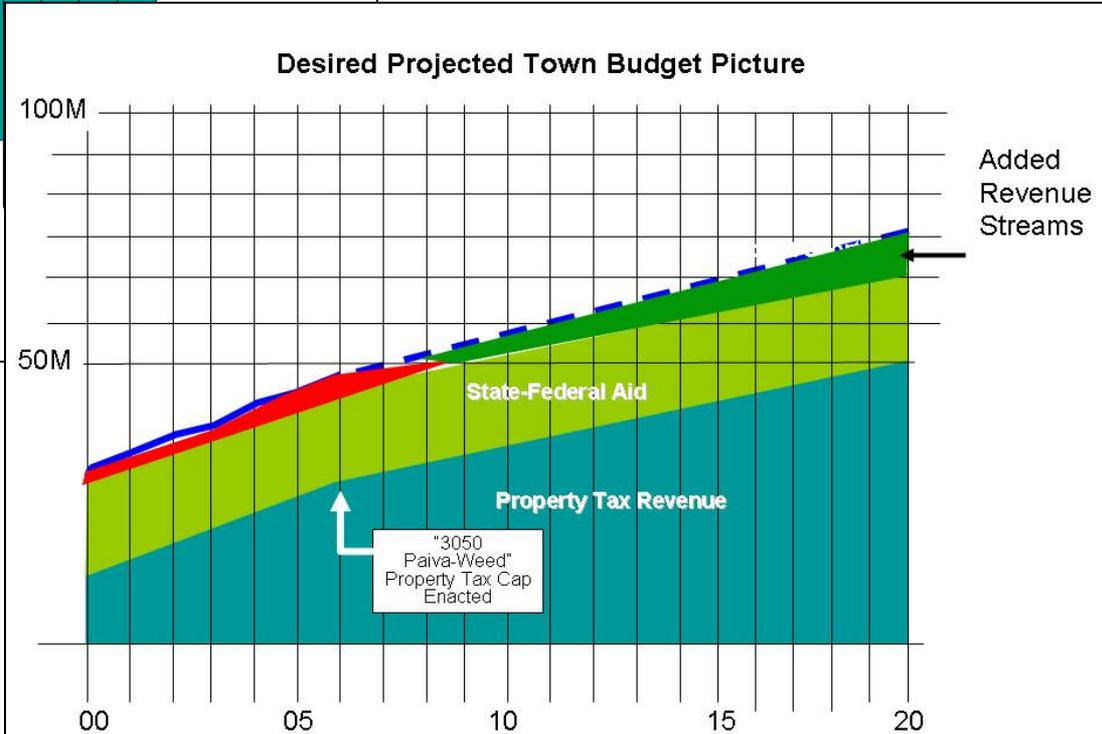
- *2007 SWOT was valid.*
- *Town economic conditions continue to weaken*
- *Town needs a healthy local business base*
- *Development opportunities on the West Side are essential to economic health*

***“Closing the Gap” is a
core and critical issue
for the Town’s economic recovery***

We Need to “Close the Gap”



A Balanced Budget
Revenues = Expenditures



- Based on constant 2007 dollars
- Future budgets are based on increase consistent with historical spending
- State/Federal aid projected to be constant in 2006 dollars for foreseeable future

W Key Issues to Town Economic Health

- ***Achieving maximum benefit from prime developable properties.***
 - *Increase attractiveness to developers*
 - *Maximize Jobs*
 - *Maximize Positive Revenue (property taxes, etc.)*
- ***Enhancing business incentives to locate and grow in Portsmouth***
 - *Business friendliness*
 - *Lower cost of doing business*
- ***Positioning Town to best capitalize on economic opportunities***
 - *Realize benefits of the Melville 'backyard' at earliest date*
 - *Development of Tank Farms 1 and 2*
 - *Make wise pre-economic recovery investments*
- ***Increasing potential value of Town-owned West Side recreational lands***
- ***Ensuring economic development does not degrade the quality of life of Portsmouth residents.***

W = work in progress

Near-Term Strategic Plan Focus

- ***The Next Phase of the Economic Strategic Plan will:***
 - **Identify and Implement Near Term Revenue Positive Initiatives (other than the West Side) within the next two years**
 - **Develop Near Term actions (West Side Master Plan-Related) to pre-position the town to best seize opportunities as they emerge. (e.g., Zoning/PUD/PMD)**

The PEDC will interface and team with Town staff, the Portsmouth Redevelopment Agency, Planning, Zoning, Design Review Boards, other Town bodies and the citizens in the development of action plans.

Next Economic Strategic Plan Steps

- ***November 2009 – Community Workshop to get input on the draft Near-Term Economic Strategic Action Plan***
- ***January 2010 – Present Next Phase of Economic Strategic Plan to the Town Council***
- ***2010 – Continue to work the next phase and develop follow-on phases of the economic strategy as the economy improves***

Backup

Summary of Community Input to the PEDC SWOT Analysis

21 March 2009 PEDC Workshop - SUMMARY

- 60 people, including the PEDC attended the 21 March 2009 workshop. The purpose of the workshop was to get validation on the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis that was conducted by the PEDC.
- Consensus was achieved through two methods: voting for 1st and 2nd priority of identified SWOTs; and allocating 5 green dots to top priorities, with no restricting on how they could be allocated, i.e. all could be allocated to one or multiple priorities. In addition there was brainstorming on other SWOTs that were not previously identified. This method of achieving validation was to obtain a consensus result vice a strictly statistical assessment.
- As a result of the workshop, the SWOT analysis prepared by the PEDC was validated.

Top 3 Strengths:

- Prime coastal location;
- Desirable community, NE character;
- Stable and growing business base

Top 3 Opportunities:

- Tank Farm development;
- Tourism (historic, agriculture, arts);
- Sustainable Energy Development

Top 3 Weaknesses:

- Lack of utility infrastructure;
- High cost of doing business;
- Town budget process

Top 3 Threats:

- Competing Town budget needs;
- Waste Water decisions for West Side;
- Lack of workforce housing

Summary of Community Input to the PEDC SWOT Analysis

30 April 2009 PEDC Workshop - SUMMARY

- 56 people attended the workshop including the PEDC. This workshop was focused on classifying expenditures of the town. A qualitative assessment criterion was established: Critical, Essential, Routine, and Unneeded. The only definitions established were the priority of importance, with critical being most important and unneeded being the least important.
- Top 3 critical expenditures:
 - Public Safety,
 - Education, and
 - Business Growth.
- Top 3 essential expenditures:
 - Smart Growth,
 - Police, and
 - Revenue Generation, Regionalization and Library (tied)
- Top 3 routine expenditures:
 - Road Maintenance,
 - Garbage Disposal and
 - Recycling.
- Top 3 unneeded expenditures were:
 - Duplicity of Services and ,
 - Open Space Management and More State Mandates (tied)

Summary of Community Input to the PEDC SWOT Analysis

Survey on PEDC SWOT - SUMMARY

- An on-line survey on the PEDC SWOT validation was prepared and a link was present on the Portsmouth, RI web site. This survey was a supplement to the March 09 PEDC workshop. There were 286 respondents as of 10 June 2009.

Summary of demographics of people taking the survey

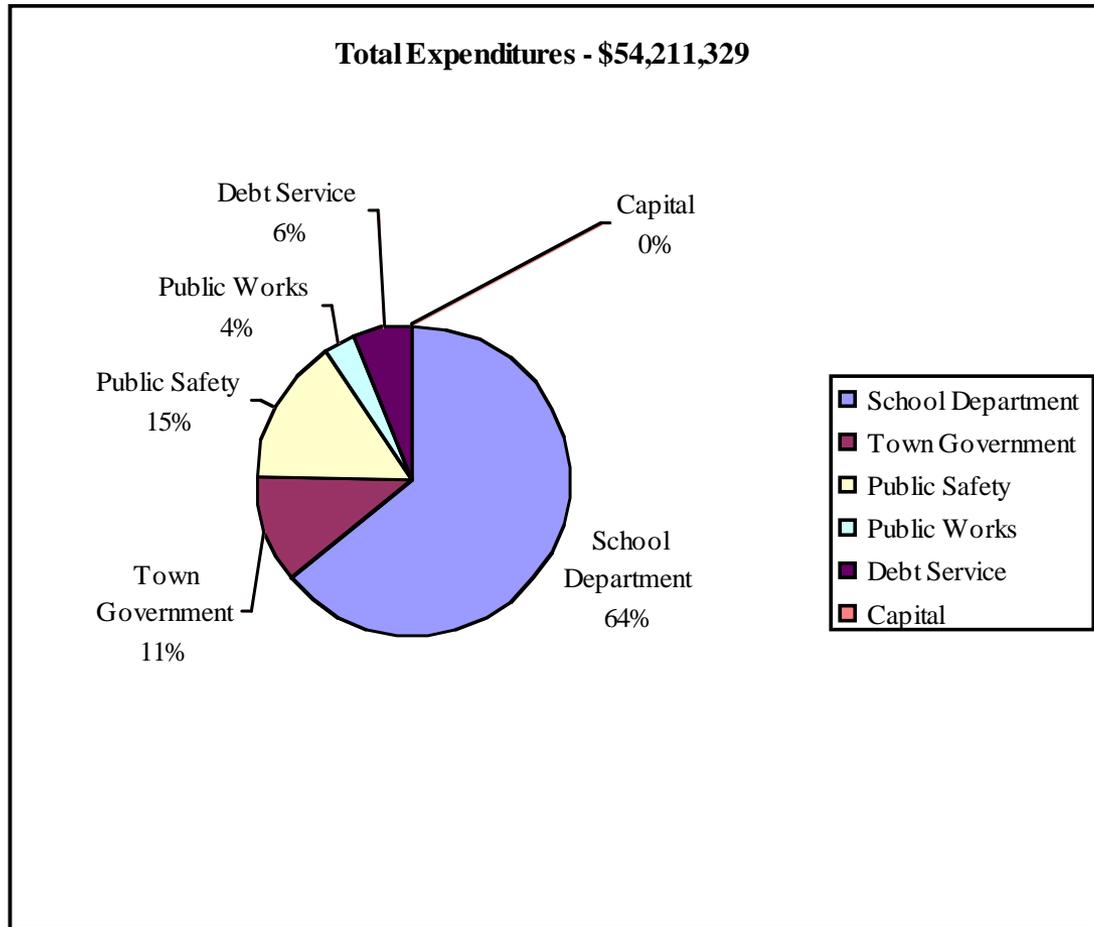
- 55.5% live south of Town Hall; 38.1% live North of Town Hall
- 81.1% are employed, 14.9% are retired.
- 95.7% own their residence
- 92.5% are Portsmouth Voters
- 15.7% are Portsmouth Business owners
- 85.1% live in Portsmouth for greater than 10 months per year
- 66% have a household income greater than \$50K
- 56.7% are between 30 and 55 years old. 42.4% are older than 55.
- Female and males taking the survey were evenly split.

Summary of Community Input to the PEDC SWOT Analysis

Apr-Jun Survey on PEDC SWOT - SUMMARY OF DATA

- A majority of the respondents identified that the weaknesses need to be addressed within the next 5 years. 52.3% identified that the issue of Sewers needs to be addressed within the next 5 years. Greater than 60% of respondents identified that the remaining weaknesses should be addressed within 5 years.
- The threats identified in the PEDC SWOT were validated. 59.3% of respondents saw the influx of development as a threat to the NE Character of the town. The remaining threats were validated with greater than 65%.
- A majority of respondents identified that the threats should be addressed within the next 5 years. 61.3% identified that the influx of development threatening the NE Character of the town and the Uncertain Navy long-term future should be addressed within 5 years.
- **Summary data includes:**
 - *62.6% of respondents believe the current economic condition of Portsmouth is weak, very weak, or critically weak. Only 4.9% believe that the economic condition of Portsmouth is strong or very strong.*
 - *72.1% of respondents believe the economic condition of Portsmouth has weakened or significantly weakened from 2008 to the present.*
 - *The strengths identified in the PEDC SWOT were validated by greater than 70% of respondents.*
 - *A significant majority (>75%) agrees that the identified strengths need to be capitalized on within the next 5 years.*
 - *The opportunities identified in the PEDC SWOT were validated. Island Park Development was validated with 65%; all others were validated by over 76%.*
 - *A significant majority (>70%) consensus agrees that the identified opportunities (except for Island Park Development) need to be addressed with the next 5 years. 56.7% agree that the opportunity to develop Island Park should be addressed within the next 5 years.*
 - *The weaknesses identified in the PEDC SWOT were validated. Lack of Sewers was validated with 59.6%; Lack of an Effective Transportation Infrastructure was validated with 68.2%. All other weaknesses were validated by greater than 74%.*

Town Expenditures 2008-09



Town Revenue Sources 2008-09

