

Goal 1: Improve Falmouth's Economic Development Climate									
# 1	Strategy	Description	Reference	Actions	Priority Level (Low, Medium, High)	Timeframe (Short, Mid, Long)	Relative Cost	Performance Metrics	Status
1.A	Charge FEIC with implementation of the economic development strategy	Set the FEIC as the oversight body for the implementation of economic development strategy.	1	1.A.i - Charge the FEIC with the task of monitoring and implementing the economic development strategy through specific projects, collaborations, and network building as well as evaluating progress and recommending adjustments over time.	High	Short and Ongoing	Committee time	Renewed charge by Council for FEIC and steady implementation of the plan.	
1.B	Review the existing site plan permit review process	Increase certainty in process for businesses by streamlining the process and reducing wait times.	2	1.B.i - Survey businesses who have been through the process site plan review process within the last 3 years and ask for their feedback. Implement feedback from the survey to improve the process and codes to make it easier for applicants to understand and comply.	High	Short	Town staff time (medium)	Number of businesses surveyed; response rate	
			3	1.B.ii - Work with neighboring communities to hear about their site plan review processes, what works and what doesn't. Using information from the survey and data gathering establish improved processes that include goals around the amount of time required from start to finish and communications with applicants/customers. Develop a roadmap that can be provided to the applicants in the beginning that outlines the process, required documents, timeframes, approving bodies, etc.	High	Short	Town staff time (medium)	Improved roadmap of the site plan review process for applicants	
			4	1.B.iii - Create a feedback system to allow for improvements in the site plan review process. This may take the form of a survey that is provided to all businesses that go through the application process. Implement suggestions as feasible. Specific improvements may include improving staff customer service skills and project tracking systems.	High	Short	Low cost for survey and then staff time to implement	Improved results of the applicant survey related to customer satisfaction	

1.C	Align zoning ordinances with Town economic development goals	Ensure that the zoning ordinances are properly aligned with economic development goals of the town in a cost effective way, while not being too prohibitive for businesses.	5	1.C.i - Conduct a thorough review of the zoning ordinances to identify any areas in need of additional consideration.	High	Mid	Town staff time (significant)	Review zoning regulations	
			6	1.C.ii - Consider the cost-benefit of the ordinances to developers and the business community and how they fit into the larger picture of the economic development goals of the community.	High	Mid	Town staff time (medium)	Review of impact	
			7	1.C.iii - Revise the ordinances as applicable and work with the business community to both educate on why the ordinances are important and also see if they have suggestions.	High	Mid	Town staff time (significant)	Review and revision of zoning regulations; business views of new zoning based on business visitations and surveys	
1.D	Improve engagement and dialogue to promote the future of economic development in Falmouth	Encourage open communication and collaboration among the business and resident communities through different outlets.	8	1.D.i - Implement a regular business engagement effort including business visitation meetings to discuss issues, opportunities and listen to any concerns. Document, summarize, and communicate findings and trends on an annual basis. Follow-up with all specific concerns/issues raised.	Medium	Mid	Town staff time (regular and ongoing time required)	20 meetings per year; satisfaction with follow-up	
			9	1.D.ii - Establish regular gatherings of the resident and business community to discuss the economic future of Falmouth, a "Falmouth Future Forum".	Medium	Ongoing	Staff time (minimal)	4 discussions per year; attendance, satisfaction and value to participants	
1.E	Work regionally to attract businesses to Falmouth	Actively market Falmouth to the Maine business and real estate community as a viable option within the Greater Portland region.	10	1.E.i - Create promotional material and a website that highlights the assets of Falmouth including the schools, recreation, transportation, accessibility, and quality of local workforce. Focus on digital and web mediums as opposed to brochures and hard copy material.	Medium	Long	Cost to develop website and materials (can be significant)	Updated website and digital material; web analytics on website visits	
			11	1.E.ii - Work within networks to develop connections with commercial real estate agents, business site selectors, and other economic development organizations to work together to grow Falmouth and the Greater Portland economy.	Medium	Ongoing	Staff time (medium)	Attend 2 meetings a month	
			12	1.E.iii - Highlight business attraction and retention success stories to measure impact of the efforts.	Medium	Ongoing	Staff time (medium)	6 press releases and other media distributions a year and included on Town Website	

Goal 2: Enhance Falmouth's Recruitment, Creation, Retention, and Expansion Efforts of Commercial Businesses

# 2	Strategy	Description	Reference	Actions	Priority Level (Low, Medium, High)	Timeframe (Short, Mid, Long)	Relative Cost	Performance Metrics	Status
2.A	Market Route 1 and Route 100 to state and regional businesses	Focus on attracting targeted industries of Professional, Scientific and Technical Services; Finance and Insurance; and Health Care.	13	2.A.i - Prepare digital marketing material outlining the assets of Falmouth related to those industries including workforce, education, space, etc.	High	Short	Cost to develop materials (can be significant)	Updated marketing material; revise and renew at least annually	
			14	2.A.ii - Create an inventory of available land and building space to be able to quickly react and respond to inquiries. Put inventory on the internet for ease of access by site selectors.	High	Ongoing	Town staff time (minimal but ongoing)	Updated inventory; revise and renew every quarter	
			15	2.A.iii - Work with existing property owners to identify what improvements need to be made to further enhance the area and make it attractive to new development.	High	Short	Town staff time (medium)	Meet with 10 property owners each year	
2.B	Improve existing infrastructure and transportation networks	Identify areas for improvement to these networks to better serve the business community.	16	2.B.i - Connect the economic development plan with the Capital Improvement Plan and Tax Increment Financing for funding of projects, programs, and initiatives to support through these avenues.	High	Short	Town staff time (minimal but ongoing)	Quarterly review of CIP and TIF information with ED Strategy	
			17	2.B.ii - Meet with businesses and residents to hear about what types of pedestrian amenities, bike lanes, and lighting they would like to see to ease movement throughout the Town.	High	Medium	Town staff time (minimal)	Host 1 event per year to discuss	
			18	2.B.iii - Meet with public transit providers to find ways to expand public transit options linking Portland and other residential areas with Falmouth's office and employment locations.	High	Medium	Town staff time (medium)	Facilitate 1 meeting	
			19	2.B.iv - Continue to strongly support the commuter bus alternative from Portland to Brunswick linking the Route 1 retail area and commercial areas.	High	Ongoing	Town staff time (minimal)	Progress towards alternative	
			20	2.B.v - Study potential options for the reconfiguration of existing Turnpike-Route 1 interchange to increase economic activity at this location.	High	Medium	Engineering cost	Options outlined	
			21	2.B.vi - Explore how the Town can support and/or partner in the expansion of broadband throughout Falmouth.	High	Short	Town staff time (minimal)	Host 1 meeting with partners; update to economic plan with details specifically on broadband expansion	
			22	2.B.vii - Support ongoing investments in water quality and storm water management.	High	Ongoing	Town staff time (medium)	Include necessary investments in CIP	

2.C	Re-envision large vacant spaces, e.g., the Falmouth Shopping Center	Work closely with the property owners to envision and implement redevelopment.	23	2.C.i - Work closely with the property owners and developers in the community to envision an outcome that is benefit for all parties.	High	Mid	Committee staff time	Initiate at least two meetings to discuss	
			24	2.C.ii - Revise zoning, ordinances, and other requirements that may be hindering redevelopment.	High	Mid	Town staff time (minimal)	Review of zoning regulations, make recommendations to Planning Committee; Town Council	
2.D	Encourage development of smaller residential spaces in the designated growth areas	Increase the supply of smaller, less expensive units, that are suitable for young workers and older adults who may want less maintenance.	25	2.D.i - Review zoning to ensure there is adequate space to accommodate small residential development within the designated growth areas.	High	Mid	Town staff time (minimal)	Review of zoning regulations, make recommendations to Planning Committee; Town Council	
			26	2.D.ii - Inventory available space to make it easy to respond to inquiries from developers.	High	Ongoing	Town staff time (medium)	Create online inventory of space; keep current	
			27	2.D.iii - Reach out to developers completing similar smaller residential projects in the Greater Portland region and invite them to Falmouth for a tour of available space.	High	Mid	Town staff time (medium)	Host 1 tour event per year	
2.E	Review zoning requirements related to mixed-use buildings in growth areas	Updating zoning ordinances as necessary will ensure that the zoning ordinances allow the inclusions of cafes, gyms, and other mixed-use type amenities. Note that this is linked with actions listed in Strategy 1B.	28	2.E.i - Meet with existing business and property owners to hear about what type of amenities and mixed-uses they would like to be able to develop to be more attractive to employees and businesses.	Medium	Short	Committee and Town staff time	Host 2 discussions during FEIC meeting	
			29	2.E.ii - Conduct research into the latest trends in office/campus-style development to identify what types of uses should be allowable.	Medium	Mid	Committee staff time	Complete memo review and internal discussion	
			30	2.E.iii - Review zoning and make changes as necessary to accommodate mixed-uses that are attractive to employees and businesses.	Medium	Short	Town staff time (minimal)	Review zoning regulations and make recommendations	

2.F	Focus on development of Class A office space.	Encourage the development of Class A office space to increase supply throughout the town.	31	2.F.i - Review zoning regulations to ensure they coordinate with needs of a typical Class A development.	Medium	Mid	Town staff time (minimal)	Review zoning regulations and make recommendations	
			32	2.F.ii - Market existing vacant space for development of Class A campus style development in targeted growth zones and as appropriate with zoning.	Medium	Mid	Chamber staff time (medium)	Increased Class A development	
			33	2.F.iii - Enhance existing amenities and assets to make the town more attractive to tenants of Class A office space and therefore increase demand for that type of space.	Medium	Ongoing	Town staff time (medium)	Increased amount of Class A office space	
2.G	Create and promote energy efficiency and conservation, electric car charging stations, solar power usage, and business recycling.	Create and promote electric car charging stations, solar power usage, and business recycling.	34	2.G.i - Conduct research into available funding and grants for implementation of sustainability projects for municipalities.	Medium	Long	Committee time	Identification of grants and funding sources	
			35	2.G.ii - Support businesses or organizations that are undergoing efforts to increase sustainability, while improving their bottom line.	Medium	Long	Town staff time (minimal)	Number of sustainability measures implemented	
			36	2.G.iii - Highlight success stories and cost savings that are incurred as a result of the projects.	Medium	Ongoing	Town staff time (medium)	Number of press releases and digital postings	

Goal 3: Enhance Falmouth's Recruitment, Creation, Retention, and Expansion Efforts of Retail Businesses

#3	Strategy	Description	Reference	Actions	Priority Level (Low, Medium, High)	Timeframe (Short, Mid, Long)	Relative Cost	Performance Metrics	Status
3.A	Increase patronage of local businesses and community organizations	Support programs and events that increase activity in the town, bring in new visitors, and create a more vibrant commercial environment.	37	3.A.i - Create an expanded calendar of events that will bring people into Falmouth including festivals, fairs, races, celebrations, and other events. Encourage participation from local retailers.	High	Ongoing	Staff time (minimal)	Create updated online calendar and add 5 new events	
			38	3.A.ii - Support local retailers in their efforts to expand business, work together to create packages, and increase their businesses.	High	Ongoing	Committee time	Help create 4 new partnership packages	
			39	3.A.iii - Expand and market the town's farmer's market to both increase demand and include more vendors for a year round market that showcases local goods and products.	High	Short	Committee time	Create year round market; number of vendors and number of customers	
3.B	Market Falmouth to local and regional retailers	Work to attract new retailers to Falmouth that will act as destinations and provide unique options to the existing retail market	40	3.B.i - Engage with regional retail associations and attend their meetings.	High	Mid	Town staff time (minimal)	Attend 4 meetings per year	
			41	3.B.ii - Prepare marketing material that highlights the assets of Falmouth that might be attractive to unique retailers.	High	Ongoing	Cost to develop materials (can be significant)	Creation of material, renew regularly	
3.C	Support and enhance the expansion of culinary establishments and events	Work with local and regional partners to build up Falmouth as a "food" destination including the attraction of restaurants	42	3.C.i - Work with local restaurants to understand their needs, how they may want to be involved in the effort to expand Falmouth's reputation as a food destination and what support they need in order to participate.	Medium	Mid	Committee time	Meet with 10 restaurants in first year	
			43	3.C.ii - Support collaborations and partnerships between local/regional agribusinesses and restaurants to encourage the use of local products as restaurants.	Medium	Mid	Committee time	Help two farmers get products into local restaurants/stores	
			44	3.C.iii - Work regionally to see if there are opportunities to expand existing restaurants or processors into Falmouth as an additional location.	Medium	Mid	Committee time	New restaurants and processors	

3.D	Support existing and establish new cultural and recreation options throughout Falmouth	Maintain and enhance the quality of life and healthy living culture of Falmouth by attracting cultural and recreational options such as health clubs, racquet clubs, indoor swimming, and multi-purpose performance spaces.	45	3.D.i - Reach out to developers completing similar cultural and recreation projects in the Greater Portland region and invite them to Falmouth for a tour of available space.	Medium	Long	Committee time	Host 5 developers on tour per year	
			46	3.D.ii - Meet with community groups to find out what types of cultural and recreational amenities they would be interested in.	Medium	Long	Committee time	Hold 4 meetings per year	
			47	3.D.iii - Ensure zoning regulations allow for such cultural and recreational development to occur in the appropriate areas.	Medium	Long	Town staff time (medium)	Review of zoning and make recommendations.	
			48	3.D.iv - Support and market existing cultural and recreational resources.	Medium	Ongoing	Town staff time (minimal)	Highlight assets in press and on website regularly	
3.E	Research feasibility of a hotel and conference center	Consider the development of a hotel and conference space that could serve the Greater Portland region.	49	3.E.i - Consider multi-use functions for the space including incorporating co-working space for home professionals to use.	Low	Long	Committee time	Case study research memo	
			50	3.E.ii - Conduct a financial feasibility analysis and pro-forma analysis to test whether a hotel and conference center project could work and issue a Request for Proposals from developers.	Low	Long	\$10,000 -\$20,000	Completed analysis	

Goal 4: Cultivate Falmouth's Innovation and Entrepreneurial Community									
#4	Strategy	Description	Reference	Actions	Priority Level (Low, Medium, High)	Timeframe (Short, Mid, Long)	Relative Cost	Performance Metrics	Status
4.A	Engage with the entrepreneurial and start-up community.	Support and participate in regular meet-ups, networking events, training programs and communication with existing entrepreneurial community and start-up companies.	51	4.A.i - Continue to engage with the existing entrepreneurial and small business networks and attend their functions.	High	Ongoing	Town/committee staff time (minimal)	Attend 6 events per year	
			52	4.A.ii - Support, facilitate, and partner with existing training programs that serve local entrepreneurs and small businesses.	High	Ongoing	Town staff time (medium)	Host 2 training programs per year	
4.B	Build on the town's healthy living culture.	Build the town's formal and informal brand as a healthy and active community by leveraging the many assets and continuing to build on the recreation, arts and culture.	53	4.B.i - Host a community calendar to be able to list all the events in the community and continue to build this.	Medium	Mid	Town staff time (medium)	Create, promote and update online calendar	
			54	4.B.ii - As new infrastructure projects are completed ensure they include sidewalks and bike lanes, where appropriate, and highlight what the Town is doing to promote healthy activities.	Medium	Ongoing	Town staff time (medium)	Publicize success stories as available	
4.C	Support STEM education throughout the system	Establish partnerships to support education efforts around STEM in the primary and secondary schools to encourage increased innovation, entrepreneurship and technology use throughout the community.	55	4.C.i - Establish a task force designed to bring together the employers in the region and teachers to establish a curriculum designed to encourage STEM.	High	Short	Town staff time to help create (minimal)	Development of a curriculum	
			56	4.C.ii - Create a "business" club at the school to teach the basics of starting a business.	High	Short	Town staff time (medium)	Creation and meeting of club	
			57	4.C.iii - Host a speaker series to have local business owners talk about how they started their own business and encourage young people to consider that path.	High	Ongoing	Committee time (medium)	Host 4 speaker series events	
4.D	Develop additional small co-working/conference space.	Support and encourage additional small co-working/conference space for start-ups and home professionals to build community.	58	4.D.i - Work to develop a list of home professionals, entrepreneurs, and small businesses who may be interested in working from a co-working location.	Medium	Mid	Committee time	Internal list created	
			59	4.D.ii - Research how other communities and organizations are doing similar projects.	Medium	Mid	Committee time	Case study research memo	
			60	4.D.iii - Use the list of potential co-working participants to ask them about what amenities they would want in terms of location, cost, features, membership models, etc.	Medium	Mid	Committee time	List of top features	
			61	4.D.iv - Look for potential locations for a co-working building and consider areas such as a community center or developed with an existing business in Falmouth that has excess space.	Medium	Mid	Committee time	List of potential sites	
			62	4.D.v - Conduct a financial feasibility analysis and pro-forma analysis to determine whether the project would be feasible.	Medium	Mid	\$10,000-\$20,000	Completed analysis	

4.E	Make Route 1 retail area "wireless"	Explore the potential to make the Route 1 retail area "wireless" enabled.	63	4.E.i - Meet with existing internet service providers to find out whether making Route 1 retail area "wireless" is possible and what type of infrastructure upgrades would be necessary.	Medium	Long	Town staff time (minimal)	Hold meeting	
			64	4.E.ii - Consider the increased cost associated with the Route 1 retail area going "wireless" and identify ways to raise money to cover these costs.	Medium	Long	Town staff time (medium)	Grants or other funds identified	
4.F	Work with developers to build smaller (1500-4500 sq ft) Class A office space.	Work with a local developer to establish Class A office space (1,500-4,500 sq ft)	65	4.F.i - Inventory available space to identify key locations for smaller Class A office space.	Low	Long	Town staff time (medium)	Updated online inventory	
			66	4.F.ii - Issue a request for proposal from developers to develop smaller Class A office space.	Low	Long	Town staff time (minimal)	RFP issued	

Priority:

- High: Major priority to be completed first
- Medium: To be completed following high priority tasks
- Low: Important but not an immediate issue

Timeframe:

- Short: Immediate to six months
- Mid: One to two years
- Long: Two to five years

*The majority of the actions listed above will require Town staff time to complete and therefore implementation may require additional staff capacity.

*The Town should also track macro-indicators on overall performance specifically comparing the Town to the County, Maine, and US for the following indicators (updating annually):

- Employment growth total and within targeted sectors
- Establishment growth total and within targeted sectors
- Median wage
- Median income
- Vacancy rates
- Growth of self-employed/1099 workers
- Educational attainment
- Home ownership affordability
- Rental affordability
- Mill rate
- Commercial property valuation growth