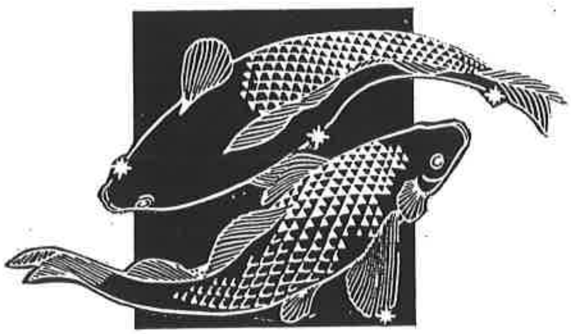
# PORTLAND HARBOR WATERFRONT BUSINESS SURVEY SUMMARY

# RESULTS 1991

Prepared for the City of Portland
Department of Transportation & Waterfront Facilities
*Thomas F. Valleau, Director*

PORTLAND HARBOR
WATERFRONT BUSINESS SURVEY
SUMMARY OF 1991

# Results



**Prepared for the City of Portland Department of Transportation and Waterfront Facilities**
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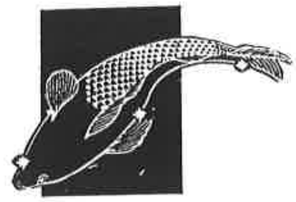
# Results



## *Executive Summary*

### HOW VIABLE IS THE WATERFRONT ECONOMY: A THREE YEAR EVALUATION OF THE PORTLAND HARBOR

After three years of monitoring the businesses in the Portland Harbor through a business survey, we have found that, while the regional economy is in the grips of a major reçession, the core waterfront industries are showing remarkable strength. The success of these businesses can be attributed to specific actions which show foresight and flexibility — the qualities which most economic analysts list as crucial for success in the 1990's. The demonstration of these qualities can be found in the fact that the successful waterfront businesses have been involved in aggressive marketing, international trade, and adapting product mixes. They were also blessed with some good weather and good harvesting conditions.

This assessment of the waterfront industries has been based on a survey of businesses located in the Portland Harbor, including businesses in both Portland and South Portland. The survey was strictly voluntary and confidential. The intent of the survey was to to ascertain changing attitudes about the business climate in Portland and to determine what actions the City could take to improve the "health" of waterfront businesses. This survey is part of an ongoing economic monitoring effort by the City of Portland in order to provide a comprehensive approach to Harbor policy development. This report summarizes the results of the past three years worth of surveys.

The survey covers a period of three years: 1989 to 1991. This three-year period provides a rather unique opportunity to look closely at a diverse set of businesses within a common geographical area during both "good" and "bad" economic times. In 1989, we were on the tail end of the economic boom of the Portland area. During 1989, the regional economy began to show the first signs of a down cycle. The region and the City of Portland still showed gains in employment (using a third quarter analysis), yet some key industries were weakening—specifically construction and finance. According to the surveys of waterfront businesses, most were extremely optimistic about the future and were still planning on adding employees, investing in equipment, and generally experiencing increases in their businesses.

In 1990, the region experienced a loss in employment. The losses were concentrated in construction and retail trade—two industries which were particularly strong during the 1980's. The recession was beginning to sink into the region and the nation. According to the surveys, the waterfront businesses were clearly worried about the regional economy and acknowledged their ties to national and international business cycles. However, they did not experience any significant losses in their businesses.

In 1991, almost every major industrial sector in the region lost employment. Particularly hard hit were the construction, retail and service industries. They lost a total of nearly 10,000 jobs. During the same period, the transportation and public utilities industrial sector actually gained 1,500 jobs. This category accounts for waterfront transportation jobs as well as other transportation related employment. According to the surveys, 1991 was a better year for the core waterfront dependent businesses than 1990. In the surveys, businesses that responded to the survey were extremely specific about why they were succeeding. As mentioned above, they were making changes in the way they do business.

The focus on international trade is a particularly good sign for the waterfront businesses. The international trade options are being looked at by both small and large businesses. The very visible aspect of the international trade options can be found in the Hapag-Lloyd American Inc. and their decision to invest in the Portland Harbor during 1991. As a major shipper with world headquarters in Germany, their decision to begin service in Portland was a major boost to the economy. The less visible aspects of the international trade investment is in some of the one and two person waterfront businesses that are finding their niche in the international market. International trade is becoming a factor in every size of business.

While the reports were generally good for 1991, decreases in defense spending are looming on the horizon and pose a significant threat to the major employer along the waterfront — Bath Iron Works. Since the survey is based on firms, not number of employees, it tends to mask this particular threat to the harbor economy.

Another aspect of the firm-based survey is that it can understate the situation with respect to underutilized land. Land owners are clearly a small number of the actual "firms" which are located on the waterfront, yet they have some specific concerns about the amount of underutilized space along the waterfront. There continues to be a strong call for reviewing the current zoning restrictions from such owners and from some of the renters. Some renters have suggested that the waterfront uses could be paying less in rent if the buildings were occupied more fully. In other words, nonmarine related uses could subsidize the marine related uses. The survey instrument does not indicate whether or not that type of subsidization would actually occur should the space be open to all uses.

Last but not least, the survey does indicate a strong relationship between the attitude of the local government and the success of the individual businesses. Public policy, the general approach to businesses and the relationship that the City establishes with business is critical to fostering this dynamic set of industries. And, in a time when the general backdrop of the economy is negative, fostering this hearty group of successful businesses should be a key aspect of the region's economic development policy.

# Results

## I. Purpose of the Study:

For the third year in a row, the Greater Portland Council of Governments has surveyed businesses along the waterfront in the Portland Harbor to ascertain their changing attitudes about the business climate in Portland and to determine what actions the City could take to improve the "health" of such businesses. This survey is part of an ongoing economic monitoring effort by the City of Portland in order to provide a comprehensive approach to Harbor policy development. This report summarizes the results of the past three years.

This summary is organized into four main sections:

a) an assessment of regional economic activity;
b) a description of the survey methodology;
c) an evaluation of private sector business activities; and
d) an evaluation of public sector activities in the harbor.

## II. The Regional Economic Context

The past three years provide an excellent period of contrast for examining both the regional economy and the waterfront economy. In 1989, the first year of the survey, we were on the tail end of a period of high growth and great economic expectations. Within Cumberland County, some 47,000 jobs were created between 1980 and 1989. While the creation of these 47,000 jobs masked some structural changes in the economy, most people clearly agreed that this was Portland's economic boom period. These structural changes refer to the manufacturing sector, where we were actually losing jobs rather than gaining jobs during this nine year period. The growth in jobs in this region was clearly due to a growing service and retail sector. Similar changes were occurring nationally as well as in this region.

In 1989, the County reached an employment high of 144,700 employees. The survey of the businesses along the waterfront indicated a robust view of the future. Firms indicated that they would be adding new employees over the next few years and showed increases in their business compared to the year before. Even though the County as a whole posted job increases, certain sectors of the economy were beginning to weaken. In fact, construction and wholesale trade transportation began to experience job loss, while manufacturing continued its decade long decrease. Even though the area actually added 3,400 jobs during 1989, the beginning of the recession was starting in Cumberland County.

# Results

By 1990, the economy of the region and the State began to fully experience the current recession. Employment in Cumberland County actually decreased for the first time in the decade posting a third quarter loss of approximately 4,500 jobs. The job losses occurred primarily in the construction and the retail trade sectors. These two sectors had been responsible for a substantial portion of the job growth over the last decade. ***Exhibit 1*** provides a long term look at the Cumberland County economy from 1980 through 1990 (third quarter averages).

While the County economy began to feel the grip of the recession, the waterfront businesses appeared to be doing somewhat better than the economy as a whole. There was still a great deal of optimism about the future. Firms were experimenting with new products, changing the mix of their products and dabbling in international trade. However, the surveys revealed that the waterfront businesses followed the national and regional trends in that they were worried about the economy in general and that they did

**Exhibit 1**

**ES 202 Employment Data Comparisons**
**Third Quarter Averages**
**July August and September**

| Cumberland County | 1980 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 |
|---|---|---|---|---|---|---|---|
| Agriculture | 604 | 783 | 887 | 993 | 1,174 | 1,136 | 1,067 |
| Mining | 35 | 38 | 38 | 47 | 97 | 55 | 43 |
| Construction | 5,113 | 7,747 | 9,234 | 10,489 | 10,896 | 10,189 | 8,147 |
| Manufacturing | 18,211 | 17,882 | 18,016 | 17,607 | 18,294 | 17,530 | 16,792 |
| Transportation | 6,612 | 7,790 | 8,089 | 8,029 | 8,121 | 7,955 | 8,644 |
| Wholesale | 6,877 | 8,857 | 9,284 | 9,853 | 10,327 | 10,164 | 9,485 |
| Retail | 20,412 | 27,320 | 29,734 | 30,951 | 32,624 | 34,658 | 32,776 |
| Finance | 7,479 | 10,146 | 11,804 | 12,930 | 12,710 | 12,504 | 12,503 |
| Service | 28,884 | 35,222 | 37,644 | 39,679 | 43,231 | 46,489 | 46,663 |
| Public Administration | 3,533 | 3,527 | 3,475 | 3,717 | 3,863 | 4,057 | 4,141 |
| **Total Employment** | 97,760 | 119,312 | 128,205 | 134,295 | 141,337 | 144,737 | 140,262 |

**Numeric Changes**

| Cumberland County | 80-85 | '85-'86 | '86-'87 | '87-'88 | '88-'89 | '89-'90 |
|---|---|---|---|---|---|---|
| Agriculture | 179 | 104 | 106 | 181 | -38 | -69 |
| Mining | 3 | 0 | 9 | 50 | -42 | -12 |
| Construction | 2,634 | 1,487 | 1,255 | 407 | -707 | -2,042 |
| Manufacturing | -329 | 134 | -409 | 687 | -764 | -738 |
| Transportation | 1,178 | 299 | -60 | 92 | -166 | 689 |
| Wholesale | 1,980 | 427 | 569 | 474 | -163 | -679 |
| Retail | 6,908 | 2,414 | 1,217 | 1,673 | 2,034 | -1,882 |
| Finance | 2,667 | 1,658 | 1,126 | -220 | -206 | -1 |
| Service | 6,338 | 2,422 | 2,035 | 3,552 | 3,258 | 174 |
| Public Administration | -6 | -52 | 242 | 146 | 194 | 84 |
| **Total Employment** | 21,552 | 8,893 | 6,090 | 7,042 | 3,400 | -4,476 |

*Source: Maine Department of Labor, ES 202 Data Series* not have as robust a year in 1990 as in 1989. But, in contrast to the rest of the economy, the waterfront businesses that have survived seem to have had a fairly good year in 1990.

As we close the books on 1991, we find that the recession is still in full swing in the Northeast, Maine and Cumberland County. Job loss has occurred on a massive scale in Cumberland County, resulting in a doubling of our unemployment rates. ***Exhibit 2*** indicates another look at the Cumberland County economy by focusing in on the past three years. Please note that Exhibit 2 displays the second quarter averages for the County for these years as opposed to the third quarter averages shown above. (Third quarter averages were not yet available for 1991.) From second quarter 1989 to second quarter 1990, we lost approximately 1,100 jobs. Between 1990 and 1991, the County lost 9,400. The total job loss for the two year period was nearly 10,500 jobs! Appendix A provides more detailed information on the local economy.

This economic picture of the region provides the backdrop for the analysis of the waterfront economy during 1991. The waterfront businesses must be viewed as a subset of the entire regional economy and, therefore, are not insulated from the economic forces affecting all businesses in this region and this country. Indeed, the surveys indicate that over 60% of the business owners identify national and

**Exhibit 2**

ES 202 Employment Data Comparisons
Second Quarter Averages
April May and June

| Cumberland County | 1989 | 1990 | 1991 | Actual Change '89-'90 | Actual Change '90-'91 | Actual Change '89-'91 | Percent Change '90-'91 |
|---|---|---|---|---|---|---|---|
| Agriculture | 1,049 | 981 | 1,091 | -68 | 110 | 42 | 11% |
| Mining | 53 | 51 | 35 | -2 | -17 | -19 | -32% |
| Construction | 9,978 | 7,921 | 6,421 | -2,057 | -1,501 | -3,557 | -19% |
| Manufacturing | 17,507 | 17,248 | 15,140 | -259 | -2,108 | -2,367 | -12% |
| Transportation | 8,222 | 8,397 | 8,171 | 175 | -226 | -51 | -3% |
| Wholesale | 10,047 | 9,573 | 9,074 | -473 | -500 | -973 | -5% |
| Retail | 33,439 | 32,359 | 29,055 | -1,080 | -3,304 | -4,384 | -10% |
| Finance | 12,568 | 12,469 | 12,355 | -99 | -114 | -213 | -1% |
| Service | 46,069 | 48,003 | 46,259 | 1,934 | -1,744 | 190 | -4% |
| Public Administration | 3,846 | 4,700 | 4,724 | 854 | 24 | 878 | 1% |
| Total Employment | 142,778 | 141,704 | 132,324 | -1,074 | -9,380 | -10,454 | -7% |

*Source: Maine Department of Labor, ES 202 Data Series* international economic forces as having a significant or very significant influence on their businesses. But as Section IV of this report will reveal, a unique set of circumstances has provided those businesses active along the waterfront with a fairly good 1991.

## III. Survey Methodology

This survey was designed as an alternative source of information for both qualitative and quantitative information about waterfront businesses. Detailed information on the types of businesses located along the waterfront does not exist in other sources. This survey was first administered in 1989. The 1990 and 1991 surveys were identical to the 1989 survey data so that the waterfront businesses could be monitored in a consistent fashion.

The survey instrument asked a series of questions about each business ranging from the very specific (how many employees do you have?) to the very general (how do you think the Waterfront should be improved to help your business). The survey instrument and year-by-year responses are included as Appendices B, C and D.

It is important to note that the focus of each question is on the individual business, not business in general. The intent of the survey is to describe the specific business experiences, not what owners think about business in general. This is a very important distinction since an individual business may be increasing, but the owner's perception may be that other businesses are declining.

In 1989, application of the survey was accomplished by both personal interviews and by owners mailing back the surveys. In 1990 and 1991, the majority of the responses were obtained from mail in surveys rather than from interviews. A mailing list for the survey was developed in 1989 by field checking a business list which was originally compiled by the University of Southern Maine in 1988. In 1990, the list was again field checked to obtain new businesses added since 1989 and to delete those who had moved away from the waterfront. For the 1991 assessment, surveys were also mailed to an updated inventory of the waterfront business list.

The results of this year's survey include 58 responses out of a mailing list of 148 businesses. These 58 firms employ at least 2,084 employees (some firms did not report employees) and occupy at least 250,000 square feet (some firms not reporting). The average age of the building that they occupy is 50 years old with a great concentration in space that is 5-6 years old and space that is 200 years old. A breakdown of these businesses by their relationship to the waterfront was made this year and in previous years. This breakdown consists of the following categories:

**water dependent:** those firms which must be located on the waterfront (fishing, cruise ships, ferry boats etc.)

**water related:** those firms which directly service the water dependent businesses (chandleries, fish processing, etc.)

**water related by client:** those businesses which are professional services not specific to the water dependent businesses, but who say the majority of their clients are involved in water dependent businesses. (CPA's, Attorneys, marine publications, etc.)

**non-related:** those uses which are on the water because they find it appealing. They may have water related clients, but they primarily serve other types of clients.

***Exhibit 3*** displays the percentage of firms falling into each category. The balance of the results are displayed by this same grouping. In 1989, 48% of the responding firms were classified as either water dependent or water related uses. In 1990, 50% of the firms fell into these two categories. In 1991, the percentage increased to 53% . Percent signs are always used by numbers expressed as percent of those responding.

Exhibit 3

Portland Harbor Business Survey
Respondents by Type of Use

| Uses | 1989 | 1990 | 1991 |
|---|---|---|---|
| Water Dependent Uses | 31% | 29% | 36% |
| Water Related Uses | 17% | 21% | 17% |
| Water Related/Clients | 1% | 9% | 11% |
| Nonrelated | 39% | 41% | 36% |
| *Total* | *100%* | *100%* | *100%* |

## IV. The Private Sector Business Climate

Since the primary purpose of the survey is to determine how businesses are doing along the waterfront, a majority of the questions focus on sales, employment and space issues. We were interested in how each was compared to previous years from the business owners' perspective. This section of the report compares growth in 1991 to previous years.

### Business Comparisons

The survey requested that firms rate this year's business compared to last year's business. Given the recession, we would anticipate that many of the businesses would have experienced a downturn in business. However, 52% of the responding firms indicated that their business either increased some or increased significantly during 1991. This percentage exceeds the responses from the 1990 survey when only 43% of the businesses increased. However, 1989 was still the best year of the three for businesses along the waterfront, when 63% of them experienced an increase. In 1991, 32% of all firms reported a decrease in business. During 1990, 41% decreased, while only 26% decreased in 1989.

# Results

When looking at firms by type of business, we see that those firms who are neither water dependent or related, but rely on such businesses for their clients, had their worst year. Approximately 50% of these businesses experienced a decrease in business activity. For water dependent uses, 28% experienced a significant increase in 1991—a higher percentage than in either 1989 or 1990. Approximately 61% of the water dependent uses experienced either some increase or a significant increase in business. This percentage has remained fairly constant over the three year period. In 1989, these 60% of the businesses increased; in 1990, 62% increased; and, in 1991, 61% increased. The most volatile of the businesses along the waterfront are those that are in the non-waterfront related use and related by client use categories. These businesses are generally service based professionals and are, perhaps, more easily affected by general swings in the economy. ***Exhibits 4, 5*** and ***6*** display the responses to this question for 1989, 1990 and 1991.

To evaluate the above responses, we have to look at another question on the survey which asks the businesses the reasons behind their increases and decreases for last year. For the increases, businesses responding to the survey were very articulate this year. The reasons given include:

- A particularly large volume of lobsters and fish for the harvesters
- Less competition
- Better prices for fish and lobsters
- Portland Fish Exchange attracting large scale buyers
- Aggressive marketing, better exposure, more consumer oriented
- Change in international business activities
- Better methods of obtaining scarce resources
- Change in Canadian crude oil supply and demand
- Price of fuel in general
- Availability of skilled labor
- Change in product mix

These types of activities indicate a responsive set of industries, flexible enough to respond to a changing market. The businesses along the waterfront are succeeding where many others in the Portland area and throughout the country are not succeeding. In particular, the number of firms moving into the international markets is an extremely good sign of businesses ready to take advantage of new opportunities. This ability to fully explain the increases also suggests that the businesses are actually experiencing increases rather than just reporting increases. In 1989, businesses were much less articulate about why they were increasing. Most businesses left the explanation portion blank or simply said that it was due to "good economic times."

Exhibit 4

| Business Evaluations in 1991 Percent of Total Responses by Use | Water Dependent | Water Related | Water Related by Clients | Non-Related | All Uses |
|---|---|---|---|---|---|
| No Change | 11% | 11% | 33% | 16% | 15% |
| Increased Some | 33% | 33% | 17% | 42% | 35% |
| Increased Significantly | 28% | 11% | 0% | 16% | 17% |
| Decreased Some | 17% | 33% | 17% | 16% | 19% |
| Decreased Significantly | 11% | 11% | 33% | 11% | 13% |
| Total | 100% | 100% | 100% | 100% | 100% |

Exhibit 5

| Business Evaluations in 1990 Percent of Total Responses by Use | Water Dependent | Water Related | Water Related by Clients | Non-Related | All Uses |
|---|---|---|---|---|---|
| No Change | 5% | 0% | 57% | 21% | 15% |
| Increased Some | 48% | 20% | 14% | 32% | 32% |
| Increased Significantly | 14% | 27% | 0% | 4% | 11% |
| Decreased Some | 29% | 33% | 29% | 32% | 31% |
| Decreased Significantly | 5% | 20% | 0% | 11% | 10% |
| Total | 100% | 100% | 100% | 100% | 100% |

Exhibit 6

| Business Evaluations in 1989 Percent of Total Responses by Use | Water Dependent | Water Related | Water Related by Clients | Non-Related | All Uses |
|---|---|---|---|---|---|
| No Change | 12% | 6% | 14% | 11% | 11% |
| Increased Some | 45% | 28% | 43% | 51% | 44% |
| Increased Significantly | 15% | 22% | 29% | 17% | 19% |
| Decreased Some | 15% | 28% | 7% | 9% | 14% |
| Decreased Significantly | 12% | 17% | 7% | 11% | 12% |
| Total | 100% | 100% | 100% | 100% | 100% |

In contrast, those businesses who decreased were much less articulate. The primary reason for the decline in business was listed as "a general economic slowdown". Other more specific reasons included:

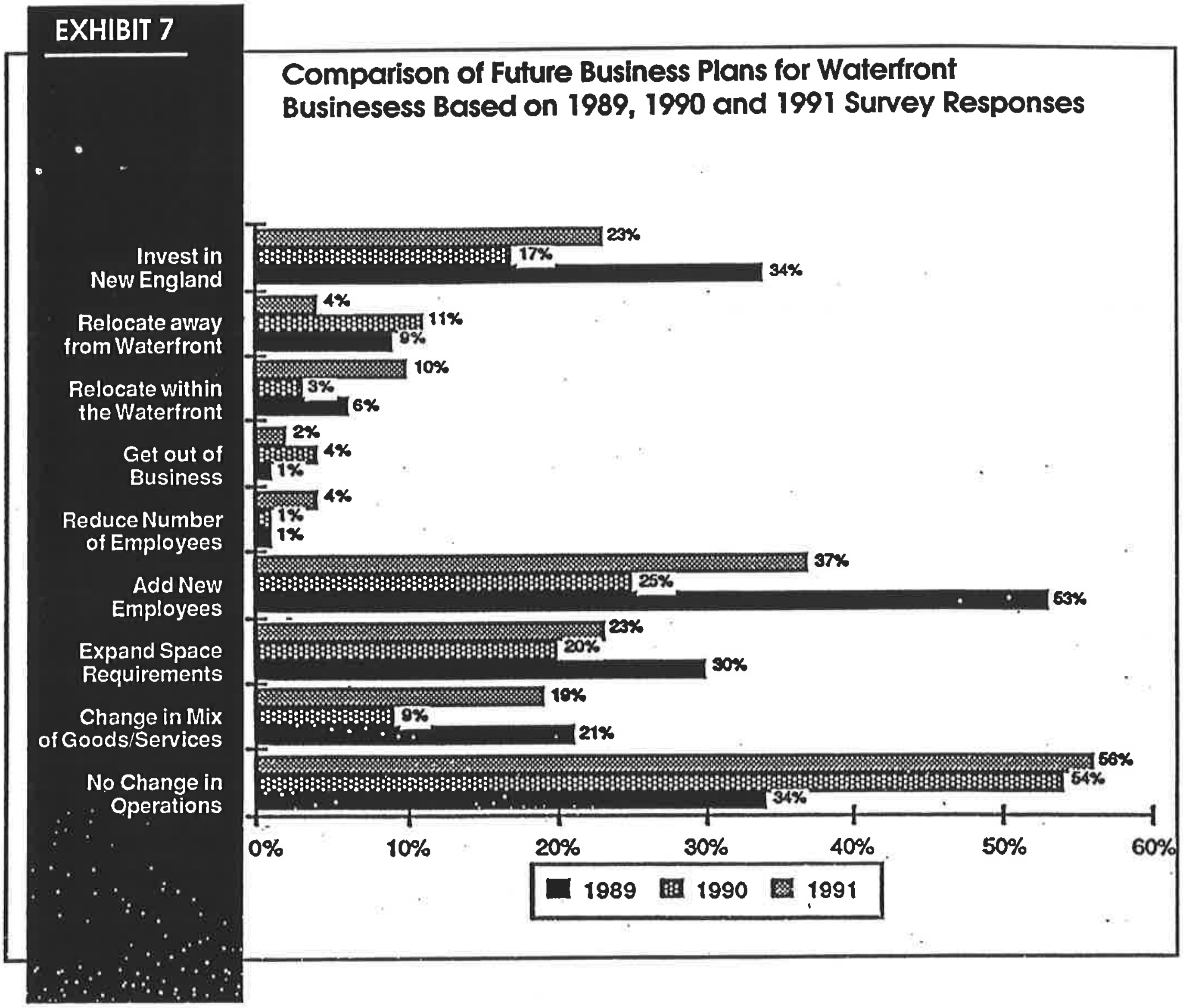
- Recreational boaters leaving the sport due to a bad economy
- Potential new government restrictions
- No new private investment in the waterfront
- Lack of building activity, and
- Slow down in the paper industries

## Business Outlook

With waterfront businesses bucking the recession, the responses to the question of describing their business plans for the next two to three years becomes even more interesting in 1991. The 1991 results showed a more aggressive plan for the future when compared to 1990 results but not as aggressive as in 1989. In 1991, just over half of the businesses were planning no change in operations. On the more positive side, 23% were planning on investing in new equipment, 37% were planning on adding new employees, 23% were planning on expanding space requirements and 19% were planning on changing the mix of the goods and services. The 1990 survey results suggested a much more conservative approach to business in the next couple of years compared to the 1989 and 1991 responses. Approximately 54% of all respondents said that they plan no change in their operations for the next two to three years. Only 25% of the businesses plan to add new employees, while only 17% plan to invest in new equipment. These plans are much less optimistic than what was reported in 1989. In 1989, 53% of the responding firms planned to add new employees and 34% of them planned to invest in new equipment. ***Exhibit 7*** compares the business plans for 1989, 1990, and 1991 for all respondents.

Exhibit 7 points out that very few firms are planning on reducing the number of employees or actually getting out of the business. Unfortunately, the format of this survey masks an important actor along Portland's Waterfront —the federal government and its defense spending. The uncertainties with regard to one of the Waterfront's major employers, Bath Iron Works, is important to note. Should there be major cuts to defense spending, BIW will certainly be affected. Such cuts in defense spending should be anticipated and evaluated in any economic development planning for the future in the harbor and in the region.

Exhibit 7 also masks the real estate economy to some extent since it is reporting on active viable firms which are in business. It does not show where there is underutilized space available which could be turned into productive business activities. The surveys do suggest that there should not be any mass exodus of waterfront related industries since they are performing reasonably well. Consistently over the three years, there has been fairly low interest in moving off the waterfront.




***Exhibits 8, 9*** and ***10*** display the plans of businesses by type of use along the waterfront.

When comparing across the spectrum of uses, we find that the waterfront dependent uses are the most conservative in their outlook for the next three years. Even though these businesses have experienced three consecutive "good" years in terms of growth, 83% are planning no change to their operation next year. Despite all of the changes that these businesses listed for their success last year, they are planning to remain very conservative this coming

# Results

Exhibit 8

| Business Plans for Next 2-3 Years<br>% of "Yes" responses in 1991 | Water Dependent | Water Related | Water Related by Clients | Non-Related | All Uses |
|---|---|---|---|---|---|
| No Change in Operations | 83% | 22% | 83% | 37% | 56% |
| Change in Mix of Goods/Services | 6% | 56% | 17% | 16% | 19% |
| Expand Space Requirements | 0% | 56% | 17% | 32% | 23% |
| Add New Employees | 6% | 56% | 17% | 63% | 37% |
| Reduce Number of Employees | 11% | 0% | 0% | 0% | 4% |
| Get out of Business | 6% | 0% | 0% | 0% | 2% |
| Relocate within the Waterfront | 6% | 22% | 17% | 6% | 10% |
| Relocate away from Waterfront | 0% | 0% | 0% | 12% | 4% |
| Invest in New Equipment | 6% | 56% | 17% | 26% | 23% |

Exhibit 9

| Business Plans for Next 2-3 Years<br>% of "Yes" responses in 1990 | Water Dependent | Water Related | Water Related by Clients | Non-Related | All Uses |
|---|---|---|---|---|---|
| No Change in Operations | 59% | 38% | 43% | 61% | 54% |
| Change in Mix of Goods/Services | 9% | 25% | 0% | 3% | 9% |
| Expand Space Requirements | 14% | 25% | 14% | 23% | 20% |
| Add New Employees | 23% | 19% | 14% | 32% | 25% |
| Reduce Number of Employees | 0% | 0% | 14% | 0% | 1% |
| Get out of Business | 5% | 6% | 0% | 3% | 4% |
| Relocate within the Waterfront | 0% | 6% | 0% | 3% | 3% |
| Relocate away from Waterfront | 0% | 13% | 29% | 13% | 11% |
| Invest in New Equipment | 27% | 13% | 29% | 10% | 17% |

Exhibit 10

| Business Plans for Next 2-3 Years<br>% of "Yes" responses in 1989 | Water Dependent | Water Related | Water Related by Clients | Non-Related | All Uses |
|---|---|---|---|---|---|
| No Change in Operations | 32% | 22% | 29% | 43% | 34% |
| Change in Mix of Goods/Services | 29% | 44% | 7% | 10% | 21% |
| Expand Space Requirements | 35% | 33% | 43% | 19% | 30% |
| Add New Employees | 56% | 44% | 64% | 50% | 53% |
| Reduce Number of Employees | 3% | 0% | 0% | 0% | 1% |
| Get out of Business | 0% | 0% | 0% | 3% | 1% |
| Relocate within the Waterfront | 6% | 17% | 7% | 2% | 6% |
| Relocate away from Waterfront | 3% | 17% | 21% | 7% | 9% |
| Invest in New Equipment | 47% | 39% | 43% | 19% | 34% |

year. Perhaps the reason is that there were changes last year that brought significant results, so firms want to settle in with these changes before any more tinkering with the business is done. Interestingly enough, those firms which faired the worst last year are taking the same approach. Eighty-three percent of the water related by client uses are planning on no change in their operations. In the nonrelated uses, 63% of these firms are planning on adding employees.

## Sales

***Exhibit 11*** represents the percentage of total firms responding by total sales for goods and services. The 1991 survey shows a higher concentration of firms in the $1 to $5 million sales category than in previous years. Fewer firms in the lower categories responded - 11% in the less than $250,000 category, compared to 1989 when 28% of the firms were in this category.

**EXHIBIT 11**

**Total Annual Sales of Goods and Services (% of Total Firms Responding)**

| Dollar Values of Total Sales | 1989 | 1990 | 1991 |
|---|---|---|---|
| < $250,000 | 17% | 28% | 12% |
| $250,000 to $500,000 | 16% | 17% | 14% |
| $500,001 to $1 million | 5% | 8% | 4% |
| > $1 million to $5 million | 24% | 20% | 36% |
| > $5 million to $10 million | 7% | 5% | 10% |
| Over $10 million | 9% | 6% | 10% |
| Not Relevant | 6% | 6% | 4% |
| No Answer | 15% | 11% | 10% |

## Space Needs

The 1991 survey reflected no significant change in the owner versus renter status of the waterfront businesses. There has also been a consistent reporting of satisfaction by the businesses which are renting in the area. Approximately 70% of the businesses have been satisfied with their accommodations in terms of the size of the space for each of the three years. In 1991, 81% of the renters plan to renew their lease. Some businesses which are not tied to the waterfront may look around for better prices or better parking, but these businesses generally express a strong desire to remain on or near the waterfront. Over half of the renters have leases that expire in 1992 or 1993.

### New Equipment

New equipment purchases have always been viewed as a positive indicator in the economy. For 1991, approximately 23% of the businesses plan to invest in new equipment. Firms specified just over $3.2 million worth of investments.

### Summary of Private Sector Activity

In a year when the rest of the economy is in a tailspin, the waterfront businesses have not only survived, they have performed relatively well. They were specific about why they performed well. They were aggressively marketing their products, they were looking for new opportunities within the international market, they were trying to respond to the market by changing their product mix and being consumer oriented. All of these activities coincide with the description of the type of firm that will succeed in the 1990's according to the preachings of current economic analysts of today's businesses.
While this core group of waterfront businesses are setting the standard for success, we cannot ignore the very real threat to the waterfront economy that may occur due to defense spending cuts. To lose BIW and the economic spinoffs that BIW jobs provide would be difficult in the best of economic times, let alone in the midst of a deep recession.

## V. Public Sector Activities

The public sector plays a significant role in the business climate of an area by extending and maintaining public services and infrastructure. A portion of the survey asked businesses to rate various services and facilities in terms of importance to their overall business success. The survey also requested that businesses indicate the most appropriate role or roles for the City to play in Harbor management.

### Importance of Local Services and Facilities

The survey asked two separate questions on the importance of local facilities and services. First, respondents were asked to rank a series of eleven local services and facilities as either "very important", "important" or "not important". Next, the respondents were asked to name the two most important of these eleven services or facilities. In 1990, the firms considered labor costs, capital availability and regulations to be the most important factors in the operation of their businesses. In 1991, the attitude of local government, regulations and labor costs were the three most important factors cited by responding firms. These three factors were chosen out of a list of eleven possible economic and governmental factors that were not directly controllable by the individual firms. These factors reflect a slightly different ranking than in 1989. In 1989, the attitude of local government was ranked as the most important factor in their business operations by the respondents.

# Results

## Most Important Factors in Operation of Business
## All Respondents

| 1989 | 1990 | 1991 |
|---|---|---|
| Attitude of Local Government<br>Labor Costs<br>Regulations | Labor Costs<br>Capital Availability<br>Access to Markets | Attitude of Local Governments<br>Regulations<br>Labor Costs |

When looking at the responses by type of business, we begin to see some patterns in the sensitivity of certain types of businesses. For water dependent uses, the majority of firms ranked Port Facilities, Attitude of Local Governments, Regulations, Taxes, Availability of Workers, Port Services as "very important". When you examine businesses in the nonrelated category, there seems to be less sensitivity to many of these factors. Only two factors were rated as very important by more than 50% of these businesses: Attitude of Local Governments and Capital Availability. The two use categories in between grow in sensitivity to these factors until you reach the water dependent uses. This sensitivity makes sense given the dependency of these firms on the facilities at the port and the fact that as a resource based industry like fish harvesting, the regulatory environment is always important. ***Exhibits 12*** and ***13*** display the relative sensitivity of businesses toward the factors listed in the surveys.

Aside from the factors which were listed on the surveys, firms specified that insurance costs, labor skill levels, banking uncertainties, fuel prices and police protection were also important factors in operating a business in the Portland Harbor.

## Specific Services and Facilities

When asked to rate the effectiveness of specific services, the ratings have not changed significantly from year to year when all firms are grouped together. There are some slight fluctuations but by and large the overall service ratings are similar for 1989, 1990 and 1990.

As a whole, firms are the most satisfied with marine support services. In 1991, only 5% of the respondents rated such services as unsatisfactory. In contrast, 41% of the respondents found that parking and land use regulations were unsatisfactory. In general, parking was found to be insufficient in supply, not long enough on meters and too expensive. Zoning was seen as too restrictive and not permitting enough activity to occur in the area.

**Exhibit 12**

*Importance of Local Services and Facilities*

| *Water Dependent Uses* | *Very Important* | | | *Somewhat Important* | | | *Not Important* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* |
| Labor Costs | 66% | 84% | 44% | 25% | 16% | 50% | 9% | 0% | 6% |
| Availability of Workers | 63% | 55% | 50% | 28% | 45% | 39% | 9% | 0% | 11% |
| Access to Markets | 61% | 45% | 39% | 23% | 40% | 44% | 16% | 15% | 17% |
| Access to Suppliers | 52% | 42% | 39% | 32% | 42% | 44% | 16% | 16% | 17% |
| Capital Availability | 55% | 45% | 44% | 39% | 35% | 39% | 6% | 20% | 17% |
| Port Facilities | 68% | 70% | 89% | 18% | 25% | 11% | 15% | 5% | 0% |
| Port Services | 52% | 65% | 50% | 30% | 25% | 50% | 18% | 10% | 0% |
| Transportation Network | 56% | 52% | 44% | 31% | 38% | 44% | 13% | 10% | 11% |
| Taxes | 47% | 63% | 67% | 43% | 26% | 22% | 10% | 11% | 11% |
| Regulations | 70% | 68% | 78% | 27% | 21% | 22% | 3% | 11% | 0% |
| Attitude of Local Government | 83% | 74% | 83% | 17% | 26% | 18% | 0% | 0% | 0% |

| *Water Related Uses* | *Very Important* | | | *Somewhat Important* | | | *Not Important* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* |
| Labor Costs | 44% | 64% | 63% | 44% | 14% | 25% | 11% | 21% | 13% |
| Availability of Workers | 65% | 50% | 63% | 24% | 29% | 25% | 12% | 21% | 13% |
| Access to Markets | 69% | 64% | 63% | 19% | 36% | 25% | 13% | 0% | 13% |
| Access to Suppliers | 81% | 64% | 50% | 13% | 14% | 38% | 6% | 21% | 13% |
| Capital Availability | 53% | 50% | 50% | 33% | 36% | 25% | 13% | 14% | 25% |
| Port Facilities | 59% | 57% | 38% | 24% | 36% | 38% | 18% | 7% | 25% |
| Port Services | 59% | 43% | 38% | 18% | 29% | 38% | 24% | 29% | 25% |
| Transportation Network | 69% | 57% | 63% | 31% | 29% | 25% | 0% | 14% | 13% |
| Taxes | 39% | 71% | 63% | 50% | 21% | 25% | 11% | 7% | 13% |
| Regulations | 71% | 57% | 71% | 18% | 29% | 14% | 12% | 14% | 14% |
| Attitude of Local Government | 81% | 43% | 75% | 13% | 43% | 13% | 6% | 14% | 13% |

**Exhibit 13**

| Water Related Clients | Very Important 1989 | Very Important 1990 | Very Important 1991 | Somewhat Important 1989 | Somewhat Important 1990 | Somewhat Important 1991 | Not Important 1989 | Not Important 1990 | Not Important 1991 |
|---|---|---|---|---|---|---|---|---|---|
| Labor Costs | 55% | 57% | 50% | 36% | 14% | 17% | 9% | 29% | 33% |
| Availability of Workers | 55% | 29% | 33% | 9% | 14% | 17% | 36% | 57% | 50% |
| Access to Markets | 36% | 29% | 17% | 18% | 29% | 67% | 45% | 43% | 17% |
| Access to Suppliers | 18% | 14% | 0% | 18% | 14% | 67% | 64% | 71% | 33% |
| Capital Availability | 36% | 14% | 33% | 9% | 43% | 50% | 55% | 43% | 17% |
| Port Facilities | 27% | 14% | 0% | 9% | 57% | 67% | 64% | 29% | 33% |
| Port Services | 25% | 14% | 17% | 17% | 43% | 67% | 58% | 43% | 17% |
| Transportation Network | 64% | 29% | 50% | 0% | 29% | 17% | 36% | 43% | 33% |
| Taxes | 30% | 0% | 67% | 40% | 71% | 33% | 30% | 24% | 0% |
| Regulations | 58% | 14% | 67% | 17% | 57% | 17% | 25% | 29% | 17% |
| Attitude of Local Government | 64% | 43% | 83% | 27% | 29% | 17% | 9% | 29% | 0% |

| Non-Related Uses | Very Important 1989 | Very Important 1990 | Very Important 1991 | Somewhat Important 1989 | Somewhat Important 1990 | Somewhat Important 1991 | Not Important 1989 | Not Important 1990 | Not Important 1991 |
|---|---|---|---|---|---|---|---|---|---|
| Labor Costs | 42% | 25% | 44% | 39% | 46% | 31% | 18% | 29% | 25% |
| Availability of Workers | 41% | 29% | 31% | 30% | 42% | 44% | 30% | 29% | 25% |
| Access to Markets | 57% | 38% | 38% | 24% | 38% | 25% | 19% | 25% | 38% |
| Access to Suppliers | 32% | 26% | 36% | 35% | 52% | 29% | 32% | 22% | 36% |
| Capital Availability | 33% | 54% | 50% | 36% | 25% | 13% | 31% | 21% | 38% |
| Port Facilities | 9% | 9% | 7% | 14% | 13% | 20% | 77% | 78% | 73% |
| Port Services | 8% | 9% | 7% | 17% | 13% | 27% | 75% | 78% | 68% |
| Transportation Network | 30% | 8% | 44% | 38% | 48% | 19% | 32% | 44% | 38% |
| Taxes | 19% | 56% | 31% | 59% | 24% | 44% | 22% | 20% | 25% |
| Regulations | 42% | 60% | 44% | 25% | 20% | 22% | 33% | 20% | 33% |
| Attitude of Local Government | 43% | 63% | 72% | 41% | 22% | 28% | 16% | 15% | 0% |

Public aid for expansion, the availability of land and berthing space was seen as unsatisfactory by about a third of the respondents. Comments in these categories focused on the lack of available land and the public aid for expansion. Firms felt that berthing spaces were too expensive and too scarce.

When looked at by type of business, the waterfront dependent businesses are more satisfied with services in 1991 than in 1990. In 1990, 50% of such firms rated land use, availability of developable land, and public aid for expansion as unsatisfactory. In 1991, none of the listed services was rated as unsatisfactory by 50% or more of these firms. It should be noted that the water dependent uses seem to be relatively consistently satisfied with the berthing space situation.

For water related uses, the opposite was true. These firms seem to be less satisfied with services in 1991 than in 1990. In particular, 75% of these firms rated the availability of developable land as unsatisfactory.

The most dissatisfied group of firms were those that fell into the category of water related by clients only. These firms are not directly related to the waterfront but they claim that there clientele is primarily owners of waterfront businesses.

***Exhibits 14*** and ***15*** display the breakdowns of respondents' satisfaction with local services by type of use.

Question 27 of the survey follows up on the evaluation of services by asking firms if they have had any major problems with specific services or facilities. For all respondents, 30% stated that they had had a specific problem. The explanations included the following comments:

- Selective enforcement of zoning provisions
- Poor harbor wake control
- Theft and vandalism
- Parking - people need to go to many places for short visits
- Access for delivery trucks is difficult
- Better patrolling of local bars is needed.

To follow up on the issues of land use controls, question 28 asks about direct impacts on the respondent's firm from the current zoning ordinance. Approximately 36% of the responding firms said that there had been an impact. Some of the impacts listed were positive in that taxes were lower since residential development has not taken place. Other impacts were listed as negative. In particular, land owners are still struggling with vacancy rates and would like to see the zoning ordinance provide some additional flexibility in

Exhibit 14

| *Water Dependent Uses* *Local Services* | *Very Good* | | | *Satisfactory* | | | *Unsatisfactory* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* |
| Zoning/Land Use | 4% | 7% | 0% | 57% | 43% | 53% | 39% | 50% | 47% |
| Parking | 10% | 17% | 24% | 53% | 56% | 53% | 37% | 28% | 24% |
| Availability of Developable Land | 9% | 0% | 13% | 59% | 50% | 63% | 32% | 50% | 25% |
| Public Aid for Expansion | 5% | 0% | 8% | 67% | 50% | 75% | 29% | 50% | 17% |
| Berthing Space | 9% | 12% | 12% | 44% | 53% | 53% | 47% | 35% | 35% |
| Marine Support Services | 21% | 20% | 18% | 61% | 60% | 82% | 18% | 20% | 0% |

| *Water Related Uses* *Local Services* | *Very Good* | | | *Satisfactory* | | | *Unsatisfactory* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* | *1989* | *1990* | *1991* |
| Zoning/Land Use | 0% | 17% | 0% | 57% | 50% | 57% | 39% | 33% | 43% |
| Parking | 0% | 0% | 0% | 35% | 62% | 63% | 65% | 38% | 38% |
| Availability of Developable Land | 0% | 0% | 0% | 36% | 64% | 25% | 64% | 36% | 75% |
| Public Aid for Expansion | 0% | 0% | 0% | 67% | 75% | 40% | 33% | 25% | 60% |
| Berthing Space | 0% | 0% | 0% | 31% | 33% | 50% | 68% | 67% | 50% |
| Marine Support Services | 7% | 8% | 43% | 62% | 83% | 43% | 31% | 8% | 14% |

Exhibit 15

| *Water Related (Clients) Uses* *Local Services* | *Very Good* 1989 | 1990 | 1991 | *Satisfactory* 1989 | 1990 | 1991 | *Unsatisfactory* 1989 | 1990 | 1991 |
|---|---|---|---|---|---|---|---|---|---|
| Zoning/Land Use | 0% | 14% | 0% | 40% | 57% | 80% | 60% | 29% | 20% |
| Parking | 23% | 29% | 0% | 38% | 43% | 17% | 38% | 29% | 83% |
| Availability of Developable Land | 14% | 0% | 0% | 57% | 67% | 40% | 29% | 33% | 60% |
| Public Aid for Expansion | 14% | 0% | 0% | 57% | 60% | 80% | 29% | 40% | 20% |
| Berthing Space | 14% | 0% | 0% | 29% | 100% | 40% | 57% | 0% | 60% |
| Marine Support Services | 44% | 0% | 20% | 44% | 100% | 60% | 11% | 0% | 20% |

| *Non-Related Uses* *Local Services* | *Very Good* 1989 | 1990 | 1991 | *Satisfactory* 1989 | 1990 | 1991 | *Unsatisfactory* 1989 | 1990 | 1991 |
|---|---|---|---|---|---|---|---|---|---|
| Zoning/Land Use | 6% | 12% | 12% | 48% | 60% | 47% | 45% | 28% | 41% |
| Parking | 6% | 19% | 6% | 27% | 26% | 50% | 67% | 56% | 44% |
| Availability of Developable Land | 0% | 11% | 14% | 86% | 63% | 71% | 14% | 26% | 14% |
| Public Aid for Expansion | 0% | 0% | 0% | 76% | 53% | 50% | 24% | 47% | 50% |
| Berthing Space | 13% | 0% | 13% | 69% | 89% | 88% | 19% | 11% | 0% |
| Marine Support Services | 15% | 0% | 0% | 77% | 67% | 100% | 8% | 33% | 0% |

upper stories. Given that the majority of the respondents to the survey are renters, it is logical that those that are renting are not having a specific impact on their business due to the zoning ordinance.

Other regulations were also cited as having a direct impact on local businesses. The submerged land fees, marine resources laws (selective enforcement) and workers compensation were specifically mentioned as problematic to businesses. Some businesses felt that there was a lack of city "commitment" to a fish processing plant.

Firms were also asked if there were goods, services or industries that could assist or improve their business if they were available on the waterfront. There were several responses to this question. Increased public safety, including better police protection, was frequently cited in the 1990 as well as in the 1991 survey. Businesses in 1990 expressed a desire for additional marine suppliers, another fish processing plant, additional trucking terminals and more freight capacity at the airport. In 1991, fish processing and better air freight service remained on the list. Firms in 1991 also suggested a fish waste recycling plant, oil recovery pick-up services, marine pilots, and tow boat services could help make firms more profitable.

## Roles for the Public Sector

Between 1989 and 1990, there was a definite shift in opinion on the roles that businesses believe the City should perform. In 1989, over 50% of the respondents thought that the City should be involved in marketing, economic development loans, pier maintenance, harbor planning, harbor management and governmental coordination. In 1990, a majority of the businesses felt that the City should be involved in pier maintenance and harbor planning. In 1991, a majority of the firms thought that the City should be involved in harbor planning and governmental coordination. ***Exhibit 16*** compares the roles of municipalities for each of the three years.

The question of what role the City should play in waterfront planning has been the one set of questions where the responses have varied widely year to year. In 1989, there appeared to be a strong consensus about the role of the City. There was a strong calling for the City to be involved in all aspects of planning except for training. These actions included marketing, loans, pier maintenance, harbor planning, harbor management, and governmental coordination. This consensus was strong in all use types, but particularly strong in the water dependent uses. In 1990, this consensus disappeared as firms prepared for more difficult times. Only two of these roles were seen as important to all firms. When looked at by use type, water dependent uses still wanted the City to be involved in most of these activities; however, there

**Exhibit 16**

| *Roles of Municipality in 1991* | *Water Dependent* | *Water Related* | *Water Related By Clients* | *Non-Related* | *All Respondents* |
|---|---|---|---|---|---|
| Marketing | 36% | 29% | 67% | 44% | 42% |
| Economic Development Loans | 14% | 71% | 50% | 63% | 47% |
| Pier Maintenance | 36% | 71% | 50% | 50% | 49% |
| Harbor Planning | 64% | 86% | 67% | 69% | 70% |
| Harbor Management | 57% | 0% | 33% | 50% | 42% |
| Governmental Coordination | 57% | 86% | 17% | 63% | 58% |
| Training | 0% | 14% | 0% | 19% | 9% |

| *Roles of Municipality in 1990* | *Water Dependent* | *Water Related* | *Water Related By Clients* | *Non-Related* | *All Respondents* |
|---|---|---|---|---|---|
| Marketing | 47% | 21% | 29% | 26% | 31% |
| Economic Development Loans | 68% | 57% | 14% | 41% | 49% |
| Pier Maintenance | 68% | 64% | 43% | 41% | 54% |
| Harbor Planning | 68% | 71% | 43% | 44% | 57% |
| Harbor Management | 48% | 50% | 29% | 41% | 43% |
| Governmental Coordination | 37% | 57% | 43% | 30% | 39% |
| Training | 5% | 7% | 0% | 11% | 7% |

| *Roles of Municipality in 1989* | *Water Depender* | *Water Related* | *Water Related By Clients* | *Non-Related* | *All Respondents* |
|---|---|---|---|---|---|
| Marketing | 58% | 43% | 54% | 48% | 52% |
| Economic Development Loans | 59% | 67% | 36% | 48% | 54% |
| Pier Maintenance | 53% | 79% | 45% | 48% | 55% |
| Harbor Planning | 73% | 60% | 67% | 79% | 72% |
| Harbor Management | 63% | 43% | 50% | 69% | 60% |
| Governmental Coordination | 52% | 50% | 58% | 52% | 52% |
| Training | 15% | 15% | 0% | 19% | 14% |

seemed to be slightly less interest in the City pursuing marketing, governmental coordination and harbor management. For the nonrelated uses, their interest in City activities fell off considerably. Not one of the roles listed was seen as a primary responsibility for the City by such uses. In 1991, governmental coordination resurfaces as an important role for the City as well as harbor planning. The difference between 1990 and 1991 is that it is the nonrelated uses that are strongly behind City intervention while water dependent uses are less supportive. Opinions on Pier Maintenance are particularly interesting. Only 36% of the water dependent uses were interested in the City providing some financial support for pier maintenance.

## Waterfront Improvements

Two questions on the survey asked respondents about improvements to the waterfront. The first question, which appeared early on in the survey, asked respondents to list how they would like to see the waterfront improved. The second question, which appears toward the end of the survey, asks in what ways could the City improve the waterfront for businesses. Responses to the two questions differed slightly. The most striking difference between this year and previous years is the amount of responses to the questions. In the previous years, many respondents did not spend time on the fill in the blank questions. In the 1991 survey, almost all surveys had some responses to the fill in the blank questions. Answers to the first question are summarized below by issue

**Zoning:**
- Allow mixed use on the second floors (most common comment)
- Continue to prevent residential development

**Parking:**
- More parking (most common comment)
- Meters with at least two hours are needed
- Less regulation on parking
- More affordable parking

**Safety:**
- Get rid of "Booze Alley" on Fore street—(common comment)
- Pedestrian crossings needed on Commercial Street (common comment)
- Police foot patrols are needed through the night
- Improve police investigative capability
- Clean up area
- Improve traffic flow on Commercial Street

**Berthing:**
- More berthing space needed for fishing vessels
- Less regulation of berthing space
- Better and more transient berthing space

- More commercial berthing space
- Use tax credits to create additional commercial berthing spaces

**Misc:**

- Begin the improvements on the Million Dollar Bridge
- Develop current bridge into municipal marina
- Control wakes in Harbor
- Encourage and improve relationship between fishing, commercial and recreational users
- Encourage more manufacturing employment on the waterfront (common comment)
- Finance major improvements on private wharves and buildings at low interest rates
- Provide for more recreational use of harbor
- Add a waterfront park and improve public access
- Allow a waterfront hotel
- Provide for more commercial marine facilities
- Improve signage from major highways to waterfront
- Establish a Port Authority to better manage the Port maritime policy in Portland and South Portland

The second question, which appeared toward the end of the questionnaire after the rating of City services, elicited the following responses:

- Allow for changes in waterfront zoning
- Reduce taxes on maritime use properties
- Increase commercial berthing space
- Market waterfront and promote waterfront uses
- Provide systematic advocacy of marine related industries
- Limit vehicular traffic during summer months
- Actively pursue a major fish processor
- Establish a Port Authority
- Clean up the area
- Provide better lighting
- Provide more public access
- Restrict bars

This list of possible improvements to the waterfront has some similar qualities to previous years. The desire to allow a mix of uses is consistent in all three years. While several respondents discuss the option of having more mixed uses, an equal number of the respondents call for the City to do more to encourage water dependent uses along the waterfront.

Concern about public safety and nighttime security also appears on all three years of surveys. This year, the bars are specifically mentioned by many of the businesses as problematic.

# Results

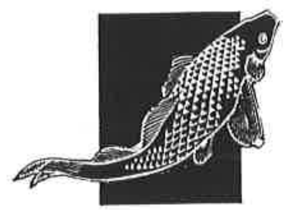
The concept of the Port Authority is mentioned more prominently this year than in previous years. The idea of a Port Authority may help explain why there is some flip flop on the role of the City in marketing, harbor planning, etc. Some firms may be weighing the possibility of a Port Authority which performs many of these roles as opposed to the City.

# Results

WATERFRONT BUSINESS SURVEY

# Results

# LIST OF APPENDICES



**Appendix A:**
*Employment Statistics for Cumberland County*

Portland/South Portland Economies

Covered Employment
3rd Quarter Average Employment

*Source: Department of Labor ES 202 Files*

| | 1986 Portland | 1986 South Portland | 1986 Combined | 1986 County | 1986 Urban Area Percent of County |
|---|---|---|---|---|---|
| Agriculture/Mining | 371 | 29 | 400 | 925 | 43.2% |
| Construction | 3,339 | 772 | 4,111 | 9,234 | 44.5% |
| Manufacturing | 4,526 | 2,902 | 7,428 | 18,016 | 41.2% |
| Transportation | 5,642 | 689 | 6,331 | 8,089 | 78.3% |
| Wholesale Trade | 5,193 | 2,148 | 7,341 | 9,284 | 79.1% |
| Retail | 8,750 | 6,086 | 14,837 | 29,734 | 49.9% |
| Finance | 9,732 | 790 | 10,522 | 11,804 | 89.1% |
| Service | 19,903 | 3,327 | 23,230 | 37,644 | 61.7% |
| Public Administratio | 1,863 | 208 | 2,071 | 3,475 | 59.6% |
| Total | 59,319 | 16,951 | 76,270 | 128,205 | 59.5% |

Covered Employment
3rd Quarter Average Employment

*Source: Department of Labor ES 202 Files*

| Employment | 1987 Portland | 1987 South Portland | 1987 Combined | 1987 County | 1987 Urban Area Percent of County |
|---|---|---|---|---|---|
| Agriculture | 380 | 31 | 411 | 1,040 | 39.5% |
| Construction | 3,604 | 888 | 4,492 | 10,489 | 42.8% |
| Manufacturing | 4,517 | 2,489 | 7,006 | 17,607 | 39.8% |
| Transportation | 5,312 | 879 | 6,191 | 8,029 | 77.1% |
| Wholesale Trade | 5,099 | 2,343 | 7,442 | 9,853 | 75.5% |
| Retail | 9,092 | 5,865 | 14,957 | 30,951 | 48.3% |
| Finance | 10,474 | 1,038 | 11,512 | 12,930 | 89.0% |
| Service | 20,378 | 4,031 | 24,409 | 39,679 | 61.5% |
| Public Administratio | 1,924 | 208 | 2,132 | 3,717 | 57.4% |
| Total | 60,780 | 17,772 | 78,552 | 134,295 | 58.5% |

# Results

Covered Employment
3rd Quarter Average Employment

*Source: Department of Labor ES 202 Files*

| Employment | 1988 Portland | 1988 South Portland | 1988 Combined | 1988 County | 1988 Urban Area Percent of County |
|---|---|---|---|---|---|
| Agriculture/Mining | 471 | 31 | 502 | 1,271 | 39.5% |
| Construction | 3,401 | 933 | 4,334 | 10,896 | 39.8% |
| Manufacturing | 4,773 | 2,538 | 7,311 | 18,294 | 40.0% |
| Transportation | 5,303 | 971 | 6,274 | 8,121 | 77.3% |
| Wholesale Trade | 5,286 | 2,446 | 7,732 | 10,327 | 74.9% |
| Retail | 9,389 | 6,184 | 15,573 | 32,624 | 47.7% |
| Finance | 10,214 | 1,010 | 11,224 | 12,710 | 88.3% |
| Service | 21,880 | 4,489 | 26,369 | 43,231 | 61.0% |
| Public Administratio | 1,984 | 222 | 2,206 | 3,863 | 57.1% |
| **Total** | **62,701** | **18,824** | **81,525** | **141,337** | **57.7%** |

Covered Employment
3rd Quarter Average Employment

*Source: Department of Labor ES 202 Files*

| Employment | 1989 Portland | 1989 South Portland | 1989 Combined | 1989 County | 1989 Urban Area Percent of County |
|---|---|---|---|---|---|
| Agriculture/Mining | 460 | 25 | 485 | 1,191 | 40.7% |
| Construction | 3,161 | 1,191 | 4,352 | 10,189 | 42.7% |
| Manufacturing | 4,501 | 2,447 | 6,947 | 17,530 | 39.6% |
| Transportation | 5,084 | 908 | 5,992 | 7,955 | 75.3% |
| Wholesale Trade | 5,050 | 2,611 | 7,661 | 10,164 | 75.4% |
| Retail | 9,838 | 6,250 | 16,088 | 34,658 | 46.4% |
| Finance | 9,735 | 1,098 | 10,833 | 12,504 | 86.6% |
| Service | 23,098 | 5,532 | 28,630 | 46,489 | 61.6% |
| Public Administratio | 2,108 | 223 | 2,331 | 4,057 | 57.5% |
| **Total** | **63,034** | **20,284** | **83,318** | **144,737** | **57.6%** |

Covered Employment
3rd Quarter Average Employment

*Source: Department of Labor ES 202 Files*

| Employment | 1990 Portland | 1990 South Portland | 1990 Combined | 1990 County | 1990 Urban Area Percent of County |
|---|---|---|---|---|---|
| Agriculture/Mining | 424 | 23 | 447 | 1,110 | 40.3% |
| Construction | 2,483 | 986 | 3,469 | 8,147 | 42.6% |
| Manufacturing | 4,532 | 2,435 | 6,967 | 16,792 | 41.5% |
| Transportation | 5,614 | 969 | 6,583 | 8,644 | 76.2% |
| Wholesale Trade | 4,234 | 2,510 | 6,744 | 9,485 | 71.1% |
| Retail | 8,893 | 6,379 | 15,272 | 32,776 | 46.6% |
| Finance | 9,619 | 1,190 | 10,809 | 12,503 | 86.5% |
| Service | 23,100 | 5,226 | 28,326 | 46,663 | 60.7% |
| Public Administratio | 2,172 | 199 | 2,371 | 4,141 | 57.3% |
| **Total** | **61,071** | **19,917** | **80,988** | **140,261** | **57.7%** |

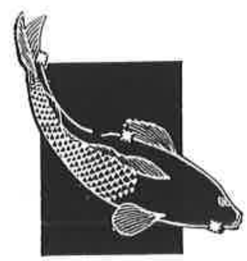
# Results

| Job Loss in the Portland MSA between 1989 and 1991<br>October Comparisons | 1989-1990 | 1990-1991 | Two Year Total |
|---|---|---|---|
| Construction and Mining | -700 | -2,800 | -3,500 |
| Manufacturing | 100 | -1,600 | -1,500 |
| Transportation | 800 | 1,500 | 2,300 |
| Wholesale Trade | -300 | -1,000 | -1,300 |
| Retail Trade | -1,400 | -5,200 | -6,600 |
| Finance, Insurance, Real Estate | -300 | 1,100 | 800 |
| Services | 300 | -1,800 | -1,500 |
| Federal Government | 0 | -100 | -100 |
| State and Local Government | -300 | 500 | 200 |
| Total | -1,800 | -9,400 | -11,200 |

Source: Maine Department of Labor

| *Portland Metropolitan Statistical Area*<br>*Non Farm Wage and Salary Employment: October* | *1989* | *1990* | *% Change* | *1991* | *% Change* |
|---|---|---|---|---|---|
| Construction and Mining | 8,800 | 8,100 | -8.0% | 5,300 | -34.6% |
| Manufacturing | 17,300 | 17,400 | 0.6% | 15,800 | -9.2% |
| Transportation | 4,600 | 5,400 | 17.4% | 6,900 | 27.8% |
| Wholesale Trade | 10,300 | 10,000 | -2.9% | 9,000 | -10.0% |
| Retail Trade | 32,000 | 30,600 | -4.4% | 25,400 | -17.0% |
| Finance, Insurance, Real Estate | 11,800 | 11,500 | -2.5% | 12,600 | 9.6% |
| Services | 34,700 | 35,000 | 0.9% | 33,200 | -5.1% |
| Federal Government | 2,000 | 2,000 | 0.0% | 1,900 | -5.0% |
| State and Local Government | 14,300 | 14,000 | -2.1% | 14,500 | 3.6% |
| Total | 135,800 | 134,000 | -1.3% | 124,600 | -7.0% |

Source: Maine Department of Labor



# Appendix B:

*Waterfront Business Survey, 1989*

## PORTLAND HARBOR WATERFRONT BUSINESS SURVEY: 1989

Code #____

***PLEASE NOTE: All information obtained will be considered confidential.***

**PART A: BACKGROUND**

1. Type of Business:

| | |
|---|---|
| Water Dependent Uses | 31% |
| Water Related Uses | 17% |
| Water Related because of Clients | 13% |
| Nonwater Related | 39% |

2. What are your principal products or services? ____________________

3. a) Are you part of a larger company located elsewhere?
   29% Yes  71% No

   b) If yes, where is the company located? ____________________

4. How long have you been operating in this location?
   - 20% 0-1 year
   - 26% 1-2 years
   - 25% 3-5 years
   - 10% 5-10 years
   - 10% 10-20 years
   - 9% 20+

5. Why did you choose your present location on the Portland waterfront for your business?

   ____________________

   ____________________

6. How would you like to see the waterfront improved?

   ____________________

   ____________________

This Section to be Filled Out by Business Representative:

7. What are your business plans for the next 2-3 years?

CHECK ONE OR MORE:

a. 34% (1) No change in operations
b. 22% (2) Change mix of goods/services
c. 31% (3) Expand in space requirements
d. 52% (4) Add new employees
e. 1% (5) Reduce number of employees
f. 1% (6) Get out of the business
g. 7% (7) Relocate within the Portland waterfront
h. 9% (8) Relocate away from the Portland waterfront
i. 35% (9) Invest in new equipment
j. ______ (10) Other______________

8. Which category best describes the market area that you serve?

14% (1) Portland area
20% (2) Southern Maine
16% (3) State of Maine
14% (4) Upper New England
16% (5) National market
20% (6) International market

9. How did last year's business compare with previous years?

12% (1) No Change
43% (2) Increased Some
21% (3) Increased Significantly
14% (4) Decreased Some
12% (5) Decreased Significantly

10. Was there any one factor which was the primary reason for your business increase/decrease?

______________________________

______________________________

11. How significant an effect do national and/or international economic forces have on your business?

38% (1) Very Significant
22% (2) Significant
26% (3) Somewhat Significant
15% (4) Not Significant

12. Can you specify the most important of these national and international economic forces? (National Supply and Demand/Trade Agreements/Pollution)

______________________________

______________________________

13. What is the most important business decision that you will make in the next 3 years?

______________________________

______________________________

14. Does your business experience wide cyclical fluctuations.
30% No
6% Yes, Monthly
54% Yes, Seasonal (Fall, Winter, Spring, Summer)
10% Yes, Yearly

15. What are the factors which affect these cycles?

______________________________

______________________________

______________________________

**PART B: BUILDINGS AND LAND**

16. How old is your building? ________ Years

17. How much floor space do you occupy? ________ Square feet

18. Is this amount of space adequate for your needs?

Yes 72% No 28% If No, explain: ______________________________

19. Do you own or lease this space? 16% Own 84% Lease

20. a) If you are leasing, when does your current lease expire? ________

b) Are you planning to renew your lease? 78% If no, why not?

______________________________

## PART C: LOCAL SERVICES AND FACILITIES

21. How do you rate the importance of the following factors in operating your business?

| | | (1) Very Important | (2) Somewhat Important | (3) Unimportant |
|---|---|---|---|---|
| a. | (1) Labor costs | 51% | 36% | 13% |
| b. | (2) Availability of workers | 54% | 26% | 20% |
| e. | (3) Access to markets | 57% | 23% | 21% |
| f. | (4) Access to suppliers | 44% | 29% | 27% |
| g. | (5) Capital availability | 44% | 34% | 22% |
| h. | (6) Port Facilities | 40% | 16% | 43% |
| i. | (7) Port Services | 33% | 22% | 45% |
| i. | (8) Transportation network | 48% | 31% | 21% |
| k. | (9) Taxes | 32% | 52% | 16% |
| l. | (10) Regulations such as land use, health, environmental, etc. | 58% | 24% | 19% |
| m. | (11) Attitude of local government toward businesses | 65% | 26% | 8% |
| n. | (12) Other: ____________ | | | |

22. What are the two most important factors from the list above?

| | |
|---|---|
| Atttitude of local government | 26% |
| Labor Costs | 25% |
| Regulations | 25% |
| Access to Markets | 24% |
| Labor Supply | 20% |

# Results

23. Are there other factors not listed above which affect your business?

24. What kinds of goods, services, or industries are needed to assist or improve your business?

25. How does the lack of these services etc. affect your business?

26. Please rate the quality of the following local services:

| | Very Good | Satisfactory | Unsatisfactory | If unsatisfactory why? |
|---|---|---|---|---|
| a. Zoning, land use | 3% | 50% | 47% | |
| b. Parking | 8% | 39% | 53% | |
| c. Availability of developable land | 6% | 62% | 32% | |
| d. Public development aid for expansion | 4% | 69% | 27% | |
| e. Berthing Space | 10% | 44% | 47% | |
| f. Marine Support | 20% | 63% | 17% | |

27. Have you had any major problems with specific public services or facilities?

Yes 25% No ______ If YES , explain:

28. Has there been any impact on your business from the current zoning ordinance which establishes marine uses along the waterfront?

29. Have any other city/State regulations, laws or procedures significantly affected your ability to operate your business profitably?

Yes 33% No 67% If YES, explain: ______

# Results

30. Can you suggest ways that the city could improve the waterfront for businesses?

________________________________________________________________

________________________________________________________________

________________________________________________________________

31. What responsibilities do you think City/State agencies should perform?

51% (1) Marketing
53% (2) Economic Development Loans
55% (3) Pier Maintenance Assistance (financial support)
73% (4) Harbor Planning
61% (5) Harbor Management (day to day operations: permitting etc.)
53% (6) City/State/federal coordination
14% (7) Training in State of the Art Techniques
_____ (8) Other____________________

**PART D: EMPLOYMENT INFORMATION**

32. How many employees work here full-time? _____ Part-time _____.

33. How many employees do you expect to have here in 3 years? _____.

34. How many of your full-time employees are in the following types of occupations? (%'s are OK)
____ (1) Professional/managerial
____ (2) Technical
____ (3) Sales
____ (4) Administrative/clerical
____ (5) Craftsmen/skilled labor
____ (6) General/unskilled labor

35. Which category indicates your total sales for goods or services for last year?
17% (1)Under $250,000
16% (2) Between $250,000 and $500,000
5% (3) Between $500,000 and $1,000,000
24% (4) Between $1,000,000 and $5,000,000
7% (5) Between $5,000,000 and $10,000, 000
9% (6) Over $10,000,000
6% (7)Not relevant
15% (8) No answer

36. If you are planning to invest in new equipment, can you tell us what type of equipment and the dollar value of the investments? 79% yes; 21% no.

# Appendix C:
*Waterfront Business Survey, 1990*

# Results

## PORTLAND HARBOR WATERFRONT BUSINESS SURVEY: 1990

Code #____

***PLEASE NOTE: All information obtained will be considered confidential.***

**PART A: BACKGROUND**

1. Type of Business:

| | |
|---|---|
| Water Dependent Uses | 29% |
| Water Related Uses | 21% |
| Water Related because of Clients | 9% |
| Nonwater Related | 41% |

2. What are your principal products or services? ____

3. a)Are you part of a larger company located elsewhere? 30% Yes 70% No
   b) If yes, where is the company located? Canadian (2): New England (7): Maine (6): Other (6).

4. How long have you been operating in this location? Mean 10 years/10 new businesses.

   How long have you been in business? 27 (mean).

5. Why did you choose your present location on the Portland waterfront for your business? Necessary for business (6): visibility/access/proximity (30): good prices (16): other (16).

6. How would you like to see the waterfront improved? Encourage Tourism & Public Access (11): Encourage more ships/continue with working waterfront (10): Increase government aid (9): improve Commercial Street (10): Improve mix of uses (8): Improve parking (6): Improve night time security (5).

7. What are your business plans for the next 2-3 years?

CHECK ONE OR MORE:

| | | |
|---|---|---|
| a. | 54% | (1) No change in operations |
| b. | 9% | (2) Change mix of goods/services |
| c. | 20% | (3) Expand in space requirements |
| d. | 25% | (4) Add new employees |
| e. | 1% | (5) Reduce number of employees |
| f. | 4% | (6) Get out of the business |
| g. | 3% | (7) Relocate within the Portland waterfront |
| h. | 11% | (8) Relocate away from the Portland waterfront |
| i. | 17% | (9) Invest in new equipment |
| j. | ____ | (10) Other____ |

# Results

8. Which category best describes the market area that you serve?

19% (1) Portland area
15% (2) Southern Maine
15% (3) State of Maine
22% (4) Upper New England
12% (5) National market
16% (6) International market

9. How did last year's business compare with previous years?

15% (1) No Change
32% (2) Increased Some
11% (3) Increased Significantly
31% (4) Decreased Some
10% (5) Decreased Significantly

10. Was there any one factor which was the primary reason for your business increase/decrease?
Decreases: economy (competition, cost of doing business, unstable prices) fewer fish boats, too little parking.
Increases: More clients, added products, good location and management.

11. How significant an effect do national and/or international economic forces have on your business?

32%(1) Very Significant 26% (2) Significant
29% (3) Somewhat Significant 14% (4) Not Significant

12. Can you specify the most important of these national and international economic forces?

Canadian competition, exchange rates, interest & insurance, oil prices, federal spending.

13. What is the most important business decision that you will make in the next 3 years?

Develop new products (16); Move (10); Decrease business or get out (6).

## PART B: BUILDINGS AND LAND

16. How old is your building? ---- Years

17. How much floor space do you occupy? ? Square feet

18. Is this amount of space adequate for your needs?

Yes 73% No 27% If No, explain: 13 need more space but most cannot afford additonal space.

19. Do you own or lease this space? 18% Own 82% Lease

20. a) If you are leasing, when does your current lease expire? 90-91 (10) 92 (12) 93 (6) 94-2000 + =14

b) Are you planning to renew your lease? 76% If no, why not?

24% answered No

# Results

## PART C: LOCAL SERVICES AND FACILTIES

21. How do you rate the importance of the following factors in operating your business?

| | | (1)Very Important | (2) Somewhat Important | (3) Unimportant |
|---|---|---|---|---|
| a. | (1) Labor costs | 55% | 26% | 19% |
| b. | (2) Availability of workers | 42% | 37% | 22% |
| e. | (3) Access to markets | 45% | 37% | 18% |
| f. | (4) Access to suppliers | 38% | 37% | 25% |
| g. | (5) Capital availability | 46% | 32% | 22% |
| h. | (6) Port Facilities | 39% | 27% | 34% |
| i. | (7) Port Services | 34% | 23% | 42% |
| i. | (8) Transportation network | 34% | 39% | 27% |
| k. | (9) Taxes | 55% | 29% | 15% |
| l. | (10) Regulations such as land use, health, environmental, etc. | 57% | 26% | 17% |
| m. | (11) Attitude of local government toward businesses | 60% | 28% | 12% |

22. What are the two most important factors from the list above?

(a) Labor costs, Capital Availability (b) Access to markets

23. Are there other factors not listed above which affect your business?

General economic forces (interest rate/costs) parking, attitude toward fisheries versus lobstering, fees, appearance of area.

24. What kinds of goods, services, or industries are needed to assist or improve your business?

Parking & safety in area/More suppliers/Marine supply wholesalers/ more ship traffic/more fish processing plant/aggressive marketing/promotion of seafood/ more trucking terminals/larger airport.

25. How does the lack of these services etc. affect your business?

Higher costs, lower productivity

26. Please rate the quality of the following local services:

| | | Very Good | Satisfactory | Unsatisfactory | If unsatisfactory, why? |
|---|---|---|---|---|---|
| a. | Zoning, land use | 12% | 53% | 34% | Too restrictive |
| b. | Parking | 15% | 43% | 42% | Too expensive, not enough |
| c. | Availability of developable land | 4% | 61% | 35% | |
| d. | Public development aid for expansion | 0 | 58% | 42% | |
| e. | Berthing Space | 5% | 60% | 35% | limited to small boats |
| f. | Marine Support Services | 10% | 75% | 15% | not enough/most have moved away |

# Results

27. Have you had any major problems with specific public services or facilities?
Yes 24% No 76% If YES, explain:

City not cooperative for long term commitments/cannot get service vehicles near berths to make repairs/City should focus on international market

28. Has there been any impact on your business from the current zoning ordinance which establishes marine uses along the waterfront?

Yes (44%) No (56%)
Prevented expansion, marine uses need only first floors

29. Have any other city/State regulations, laws or procedures significantly affected your ability to operate your business profitably?

Yes 27% No 73% If YES, explain: Workers compensation/Submerged land tax DEP zoning/Lack of Evening Security/Building limitations

30. Can you suggest ways that the city could improve the waterfront for businesses?

Mixed uses on waterfront. Upper floors unrestricted. Better parking. More responsive Police. Incentives for local businesses & Capital Improvements. Port Authority to encourage water uses, use land beyond bridge.

31. What responsibilities do you think City/State agencies should perform?

31% (1) Marketing
49% (2) Economic Development Loans
54% (3) Pier Maintenance Assistance (financial support)
57% (4) Harbor Planning
43% (5) Harbor Management (day to day operations: permitting etc.)
39% (6) City/State/federal coordination
7% (7) Training in State of the Art Techiniques
(8) Other Solicit New Business, public awareness to promote port.

## PART D: EMPLOYMENT INFORMATION

32. How many employees work here full-time? 1449 Part-time 652.

2101 total
139 non-marine
1962 marine related

33. How many employees do you expect to have here in 3 years? ---.

34. Which category indicates your total sales for goods or services for last year?
28%_____(1)Under $250,000
16%_____ (2) Between $250,000 and $500,000
8%_____(3) Between $500,000 and $1,000,000
20%_____(4) Between $1,000,000 and $5,000,000
5%_____ (5) Between $5,000,000 and $10,000, 000
6%_____ (6) Over $10,000,000
6%_____(7)Not relevant
11%_____ (8) No answer

35. If you are planning to invest in new equipment, can you tell us what type of equipment and the dollar value of the investments? 26% will invest: 3<$10,000, 7 $10 - $50,000, 6 $50,000+.
Types of Equipment: Specialty/Transportation/Computers

36. For Marinas:

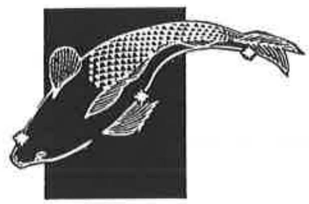
How many pleasure boats are berthed at your facilities? 169 (3 marines)

Do you have a waiting list? 100% Yes ___ No
If yes, how many? <20

{D1}

**Office Use Only**

Firm Name: ____
Address: ____
Building Name: ____
Contact: ____ Phone: ____



## Appendix D:

*Waterfront Business Survey, 1991*

# Results

## PORTLAND HARBOR WATERFRONT BUSINESS SURVEY: 1991

Code #____

***PLEASE NOTE: All information obtained will be considered confidential.***

**PART A: BACKGROUND**

1. Type of Business:

| | |
|---|---|
| Water Dependent Uses | 36% |
| Water Related Uses | 17% |
| Water Related because of Clients | 11% |
| Nonwater Related | 36% |

2. What are your principal products or services? ____________________

3. a) Are you part of a larger company located elsewhere? 29% Yes 71% No

   b) If yes, where is the company located? 50% New England; 13% Canada

4. How long have you been operating in this location?

   0% 0-1 year
   44% 2-5 years
   29% 5-10 years
   15% 10-20 years
   12% 20+

   How long have you been in business?________________

5. Why did you choose your present location on the Portland waterfront for your business?

   Water Dependent Business: Waterfront access, good prices, excellent growth potential, work force availability.
   Water Related Business: Government policy identified area as appropriate for cargo handling, easy access, good prices, close to ferry and Fish Exchange, access to fish boats, raw materials and major highways.
   Water Related by Clients: Popular tourist area, specialize in Port Real Estate, close to clientele.

6. How would you like to see the waterfront improved? See attached.

7. What are your business plans for the next 2-3 years?

CHECK ONE OR MORE:

| | | |
|---|---|---|
| a. | 56% | (1) No change in operations |
| b. | 19% | (2) Change mix of goods/services |
| c. | 23% | (3) Expand in space requirements |
| d. | 37% | (4) Add new employees |
| e. | 4% | (5) Reduce number of employees |
| f. | 2% | (6) Get out of the business (1 business) |
| g. | 10% | (7) Relocate within the Portland waterfront (5 businesses) |
| h. | 4% | (8) Relocate away from the Portland waterfront (2 businesses) |
| i. | 23% | (9) Invest in new equipment (12 firms) |
| j. | ____ | (10) Other________________ |

# Results

8. Which category best describes the market area that you serve?

10% (1) Portland area
13% (2) Southern Maine
17% (3) State of Maine
19% (4) Upper New England
27% (5) National market
13% (6) International market

9. How did last year's business compare with previous years?
15% (1) No Change
35% (2) Increased Some
17% (3) Increased Significantly
19% (4) Decreased Some
13% (5) Decreased Significantly

10. Was there any one factor which was the primary reason for your business increase/decrease?

11. How significant an effect do national and/or international economic forces have on your business?

40% (1) Very Significant | 21% (2) Significant
29% (3) Somewhat Significant | 10% (4) Not Significant

12. Can you specify the most important of these national and international economic forces?

Recession, taxes, interest rates, rate of exchange, poor management in Washington, energy costs.

13. What is the most important business decision that you will make in the next 3 years?

Changing mix of business, diversification, to expand or not expand into new products - Risk in expansion.

**PART B: BUILDINGS AND LAND**

16. How old is your building? Average: 50 Years

17. How much floor space do you occupy? 243,800 Square feet
Average size of business: 54,000 square feet

18. Is this amount of space adequate for your needs?

Yes 71% No ____ If No, explain:

19. Do you own or lease this space? 18% Own 82% Lease

20. a) If you are leasing, when does your current lease expire?
31% of renters have their lease expire in 1992
29% of renters have their lease expire in 1993

b) Are you planning to renew your lease? 81% If no, why not? May look around for better deal, better parking.

# Results

## PART C: LOCAL SERVICES AND FACILITIES

21. How do you rate the importance of the following factors in operating your business?

| | | (1) Very Important | (2) Somewhat Important | (3) Unimportant |
|---|---|---|---|---|
| a. | (1) Labor costs | 48% | 35% | 17% |
| b. | (2) Availability of workers | 44% | 35% | 21% |
| e. | (3) Access to markets | 40% | 38% | 23% |
| f. | (4) Access to suppliers | 35% | 41% | 24% |
| g. | (5) Capital availability | 46% | 29% | 25% |
| h. | (6) Port Facilities | 43% | 26% | 32% |
| i. | (7) Port Services | 30% | 43% | 28% |
| i. | (8) Transportation network | 48% | 29% | 23% |
| k. | (9) Taxes | 54% | 31% | 15% |
| l. | (10) Regulations such as land use, health, environmental, etc. | 63% | 20% | 16% |
| m. | (11) Attitude of local government toward businesses | 78% | 20% | 2% |

n. (12) Other: insurance costs, labor skill level

22. What are the two most important factors from the list above?

(a) Attitude of government (b) Regulations (c) Labor Costs

23. Are there other factors not listed above which affect your business?

Insurance costs, labor skill levels, banking uncertainties, price of fuel, police protection.

24. What kinds of goods, services, or industries are needed to assist or improve your business?

Fish waste recycling plant, oil recovery pick-up, marine pilots, tow boat services, freezer facility on waterfront, more fish processing, better air freight from Portland, Canadian air service.

25. How does the lack of these services etc. affect your business?

Fish wastes spill into harbor, lack of services limits growth, product value, limits job growth for tax base.

26. Please rate the quality of the following local services:

| | | Very Good | Satisfactory | Unsatisfactory | If unsatisfactory why? |
|---|---|---|---|---|---|
| a. | Zoning, land use | 5% | 55% | 41% | Not realistic, does not promote enough activity. |
| b. | Parking | 10% | 49% | 41% | Not enough, not long enough, costly |
| c. | Availability of developable land | 10% | 59% | 31% | Not enough, wharves are a mess. |
| d. | Public development aid for expansion | 3% | 61% | 36% | Not available. |
| e. | Berthing Space | 8% | 58% | 33% | Not enough, costs too much, dilapidated |
| f. | Marine Support Services | 19% | 76% | 5% | Always room for improvement |

27. Have you had any major problems with specific public services or facilities?

Yes 30% No _____ If YES , explain:

Selective enforcement of zoning, poor harbor wake control, theft/vandalism. Parking - people need to go many places for short visits, access for delivery trucks. Need better patrolling of local bars.

28. **Has there been any impact on your business from the current zoning ordinance which establishes marine uses along the waterfront?**

36% yes 64% no
Good impact due to taxes - if residential development would have continued, then taxes would have significantly increased. Negative impact: can't fill space beyond 50%, creation of artificial wall between waterfront and commercial downtown.

29. Have any other city/State regulations, laws or procedures significantly affected your ability to operate your business profitably?

Yes 33% No 67% If YES, explain: New proposed submerged land fees, marine resource laws selectively enforced, environmental issues posing more problems, lack of City commitment to fish waste processing. Workers compensation.

30. **Can you suggest ways that the city could improve the waterfront for businesses?**

Lift moratorium on changes, reduce taxes on maritime use properties, increase commercial berthing. Market waterfront and promote uses, need systematic advocacy of marine related industries, limit vehicular traffic during summer, actively pursue a major fish processor, establish Port Authority, clean up area, better lighting, more public access, restrict bars.

31. **What responsibilities do you think City/State agencies should perform?**

42% (1) Marketing
47% (2) Economic Development Loans
49% (3) Pier Maintenance Assistance (financial support)
70% (4) Harbor Planning
42% (5) Harbor Management (day to day operations: permitting etc.)
58% (6) City/State/federal coordination
90% (7) Training in State of the Art Techniques
_____ (8) Other_____________

**PART D: EMPLOYMENT INFORMATION**

32. **How many employees work here full-time? 1718 Part-time 366. Total = 2084**

33. **How many employees do you expect to have here in 3 years? 1190.**
Many no answers due to uncertainty in economy. Does not represent a net decrease in employment.

34. How many of your full-time employees are in the following types of occupations? (%'s are OK)

25% (1) Professional/managerial
12% (2)Technical
6% (3) Sales
9% (4 )Administrative/clerical
30% (5)Craftsmen/skilled labor
18% (6) General/unskilled labor

35. Which category indicates your total sales for goods or services for last year?
12% (1)Under $250,000
14% (2) Between $250,000 and $500,000
4% (3) Between $500,000 and $1,000,000
36% (4) Between $1,000,000 and $5,000,000
10% (5) Between $5,000,000 and $10,000, 000
10% (6) Over $10,000,000
4% (7)Not relevant
10% (8) No answer

36. If you are planning to invest in new equipment, can you tell us what type of equipment and the dollar value of the investments? 34%: $3,171,500 in investments.

37. For Marinas:

How many pleasure boats are berthed at your facilities?__________

Do you have a waiting list? 1 (20%) Yes 4 (80%) No
If yes, how many?__________

For Oil Industries:

Have you experienced any vessel conflicts (maneuvering or navigational) in the harbor?

One conflict.

For Land/Structure Owners:

How much net leaseable space do you own?__________

How much of this net leaseable space is occupied?__________

*Waterfront Business Survey 1991 continued*

Zoning:
- Allow mixed use on the 2nd floors (most common comment)
- Continue to prevent residential development

Parking:
- More parking (most common comment)
- Meters with at least two hours are needed
- Less regulation on parking
- More affordable parking

Safety:
- Get rid of "Booze Alley" on Fore street--(common comment)
- Pedestrian crossings needed on Commercial Street (common comment)
- Police foot patrols are needed through the night
- Improve police investigative capability
- Clean up area
- Improve traffic flow on Commercial street

Berthing:
- More berthing space needed for fishing vessels
- Less regulation of berthing space
- Better and more transient berthing space
- More commercial berthing space
- Use tax credits to create additional commercial berthing spaces

Misc:
- Begin the improvements on the Million Dollar Bridge
- Develop current bridge into municipal marina
- Control wakes in Harbor
- Encourage and improve relationship between fishing, commercial and recreational users
- Encourage more manufacturing employment on the waterfront (common comment)
- Finance major improvements on private wharves and buildings at low interest rates
- Provide for more recreational use of harbor
- Add a waterfront park and improve public access
- Allow a waterfront hotel
- Provide for more commercial marine facilities
- Improve signage from major highways to waterfront
- Establish a Port Authority to better manage the Port maritime policy in Portland and South Portland