Beyond Widgets:
Scaling up Food Enterprises in America’s Foodiest Small Town

Caroline Paras, Economic & Community Planner
Greater Portland Council of Governments

Tracy Michaud-Stutzman, Ph.D.
Chair, Tourism and Hospitality Program
University of Southern Maine
Cheers! Portland ranked Best Beer City in the World

Beer Connoisseur magazine, June 2015

Study: Portland, Maine is Top U.S. Beer City

Smart Asset, December 2015
Portland 52%
Rest of Maine 48%

Portland 75%
Rest of Oregon 25%
Agenda

1. Introductions

2. Demo of Needs-Based Economic Development  3:35-3:50
   Piscataquis County, Maine
   • Tool: Audience Polling System

3. Demo of Asset-Based Economic Development  3:50-4:10
   Maine Woods in Dover-Foxcroft, Maine
   • Tool: Showcase of Local Craft

4. Demo of Asset-Based Economic Development  4:10-4:35
   Food Manufacturing in Portland, Maine
   • Tool: Multi-Media Storytelling

5. Group Exercise  4:35-5:30
   • Tool: Outside/Inside
Dover-Foxcroft
Moosehead Manufacturing
Population Growth, 1950-2014

- United States
- Maine
- Piscataquis County
Unemployment Rate, 1990-2014

- Maine
- United States
- Dover-Foxcroft Labor Market
Jobs in Dover-Foxcroft Labor Market Area, 2001-2014
### Jobs by Industry Sector in Dover-Foxcroft Labor Market Area, 2001-2014

<table>
<thead>
<tr>
<th>NAICS Title</th>
<th>2001</th>
<th>2014</th>
<th>Net Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goods-Producing Domain</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Resources and Mining</td>
<td>130</td>
<td>106</td>
<td>-24</td>
<td>-18.5%</td>
</tr>
<tr>
<td>Construction</td>
<td>185</td>
<td>155</td>
<td>-30</td>
<td>-16.2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2,327</td>
<td>1,151</td>
<td>-1,176</td>
<td>-50.5%</td>
</tr>
<tr>
<td><strong>Service-Providing Domain</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade, Transportation and Utilities</td>
<td>1,498</td>
<td>1,341</td>
<td>-157</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Information</td>
<td>74</td>
<td>57</td>
<td>-17</td>
<td>-23.0%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>165</td>
<td>157</td>
<td>-8</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>253</td>
<td>327</td>
<td>74</td>
<td>29.2%</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>1,977</td>
<td>2,257</td>
<td>280</td>
<td>14.2%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>428</td>
<td>454</td>
<td>26</td>
<td>6.1%</td>
</tr>
<tr>
<td>Other Services</td>
<td>164</td>
<td>131</td>
<td>-33</td>
<td>-20.1%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>238</td>
<td>272</td>
<td>34</td>
<td>14.3%</td>
</tr>
<tr>
<td><strong>Total, All Industries</strong></td>
<td>7,437</td>
<td>6,408</td>
<td>-1,029</td>
<td>-13.8%</td>
</tr>
</tbody>
</table>
Build Communities People want to live (and visit)
Asset = Rural, Maine Woods, Traditional Skills, Micro
1. Local “sense of place” is developed and valued
   • CHEt committee
   • Cultural Heritage directory- discover craft micro biz
   • Community Forums-engage with Art/food
   • Culture Heritage Education Curriculums
   • Blessed in Bounty –Piscataquis County Video

2. Communities engage with planning for themselves (and visitors)
Stutzman Farm and Café

Center Theater-Whoopie Pie Festival

Moosehead Mill Redevelopment
(Visitors Support....Recruit)

River Walk - Dover-Foxcroft ME
500 micro-businesses tell the Maine craft story (to visitors) in I-95
Maine: 1.3 million population/33 million visitors

Portland (coastal), Maine: Majority of 33 million visitors

Already understand assets
Natural Coastal Beauty, Picturesque, Quaint towns, and Local Food and Craft
Greater Portland accounts for 33% of the State’s Gross Domestic Product

1/5 of Maine’s people
1/4 of Maine’s jobs
1/3 of Maine’s GDP
Needs-Based Economic Development
Portland Biotechnology Park
Asset-Based Economic Development
Port of Portland
Location Quotient

\[ LQ = \frac{\text{Region’s manufacturing employment in specific industry sector}}{\text{Region’s total employment}} \]

\[ \frac{\text{Nation’s manufacturing employment in specific industry sector}}{\text{Nation’s total employment}} \]
Agriculture & Fisheries – Food Processing

Cumberland County

5.52  LQ for Fisheries and Fish Products
1.83  LQ for Specialty Foods
64    Businesses plus home processors
1,812  Jobs
31%   Maine’s food processing employment
$682 million  Sales revenue
Increase global markets for Maine food by 25%

| $133 million | 800 jobs |
Find markets for 20% of raw food that is wasted

$47 million

290 jobs
Scale up 50 home enterprises to food manufacturing operations

$14 million

110 jobs
Food Manufacturing Cluster
Need to tell the story to locals and visitors
White House designates 12 'Manufacturing Communities'

Portland, Maine--America's Foodiest Small Town

https://youtu.be/nkSjhmGtN2A

Growing Greater Portland's Food Enterprises
Outside, Inside and In-between Project
USM TAH 241: Tourism and Community Development

**WHY:** Tourism is important to address in Maine communities (#1 industry)

**Who is involved:**
- Student community planners
- Decision-makers in community
- Citizens in community

***Community can be town, neighborhood, affinity group (food processors)***

**Who is served:**
- Communities hoping to engage “fresh eyes” on tourism development
- Communities beginning to engage tourism as an economic development tool
OUTSIDE, INSIDE and IN-BETWEEN Goals

1. OUTSIDE PERSPECTIVE: Understand what visitors notice about the place

2. INSIDE PERSPECTIVE: Understand what locals think about the place

3. IN-BETWEEN: Participate and determine what you notice/think

• Compare similarities and differences
• Reconcile and/or balance perspectives (where is common ground)
• Determine new opportunities
• Create Tourism Development Report
  • recommendations about tourism assets
  • suggested path of tourism development
Outside, Inside and In-between Project

Methodology

**Outside Perspective:**
- Student groups with little introduction visit community and analyze with “fresh eyes”, as an outsider with checklist of items a first-time visitor would notice, need, or explore

**Understand local perspective:**
- Student groups Interview local community members on history of community, what community means to them, what it has to offer, what their hopes are, what they want to share or not share with visitors, and research community in depth

**Understand personal perspective/participate/Assess assets and opportunities:**
- Student groups participate in community event/activity investigate tourism opportunities

**Reconcile and analyze data**
- Tourism Development reports/Tour maps/Engaging with Visitors guidelines, etc. given to communities

**Present to Community**
- Student Group presentations to community decision makers, interns continue work
Impact on Students

- Application of new knowledge and approaches to real issues
- In depth understanding of local communities
- Individual connections and real value of their work
- Professional report writing skills
- Professional presentation skills

- Increased:
  - quality of work
  - increased attendance in classes
  - increased engagement within classes
  - Individual internships/job offers
Impact on Community

• Tourism development research that they might not be able to afford otherwise

• “Fresh Eyes” on long process undertaken by some communities with young demographic

• New way of thinking about tourism/visitors for some communities

• Important contributions to official documents helpful to community
  • GPCOG Tourism Development Plan for Pequawket Trail
  • Walking tour of East Bayside Food Processors
Activity - Outside/Inside

• Outside-View one neighborhood in Portland from first time visitor perspective

• Walk Neighborhood=Taylor, 3rd, Burnside, Broadway
  • Photo-First impressions
  • Write-as a first time visitor, what is your initial impression

• Be back by 5:10pm

• Inside Perspective