

PORTLAND DEVELOPMENT COMMISSION
Portland, Oregon

RESOLUTION NO. 6767

**ADOPT PDC STRATEGIC PLAN 2010 WHICH WILL GUIDE
THE PORTLAND DEVELOPMENT COMMISSION'S BUSINESS
PLANS AND INVESTMENTS FROM 2010 THROUGH 2014**

WHEREAS, The Portland Development Commission ("PDC") adopted a Strategic Plan in November 2007 (Resolution No. 6539);

WHEREAS, the Board directed the Executive Director to report to the Board annual progress on the Strategic Plan, and to review and update the Strategic Plan as necessary;

WHEREAS, two recent significant events – the economic downturn and the formation of the new Portland Housing Bureau – required that PDC make substantive changes to its Strategic Plan;

WHEREAS, during the summer and fall of 2009, PDC reviewed and revised its Strategic Plan;

WHEREAS, the PDC Strategic Plan 2010 embodies considerable reflection, discussion and planning with staff, stakeholders and the PDC Board of Commissioners;

WHEREAS, the PDC Strategic Plan 2010 has been updated to reflect PDC's current organizational structure, PDC's focus on job creation and economic development, and PDC's accountability as public stewards.

NOW, THEREFORE, BE IT RESOLVED that the PDC Board of Commissioners adopt the PDC Strategic Plan 2010 document entitled ("Strategic Plan 2010") attached hereto as Exhibit A;

BE IT FURTHER RESOLVED that this Plan shall guide PDC's business plans, activities, and investments from 2010 through 2014;

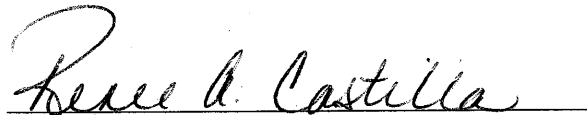
BE IT FURTHER RESOLVED that the Executive Director is hereby delegated authority to revise and modify the Key Actions, as deemed necessary, to achieve the Goals set forth in this Strategic Plan;

BE IT FURTHER RESOLVED that the Executive Director shall provide the Board with an annual performance report that aligns with the five Goals in the Strategic Plan 2010; to review the Strategic Plan 2010 each year and to inform the Board of any revisions or modifications made to the Key Actions;

BE IT FURTHER RESOLVED that the Goals and Outcomes in the Strategic Plan 2010 cannot be modified without Board approval, and

BE IT FURTHER RESOLVED that this resolution shall become effective immediately upon its adoption.

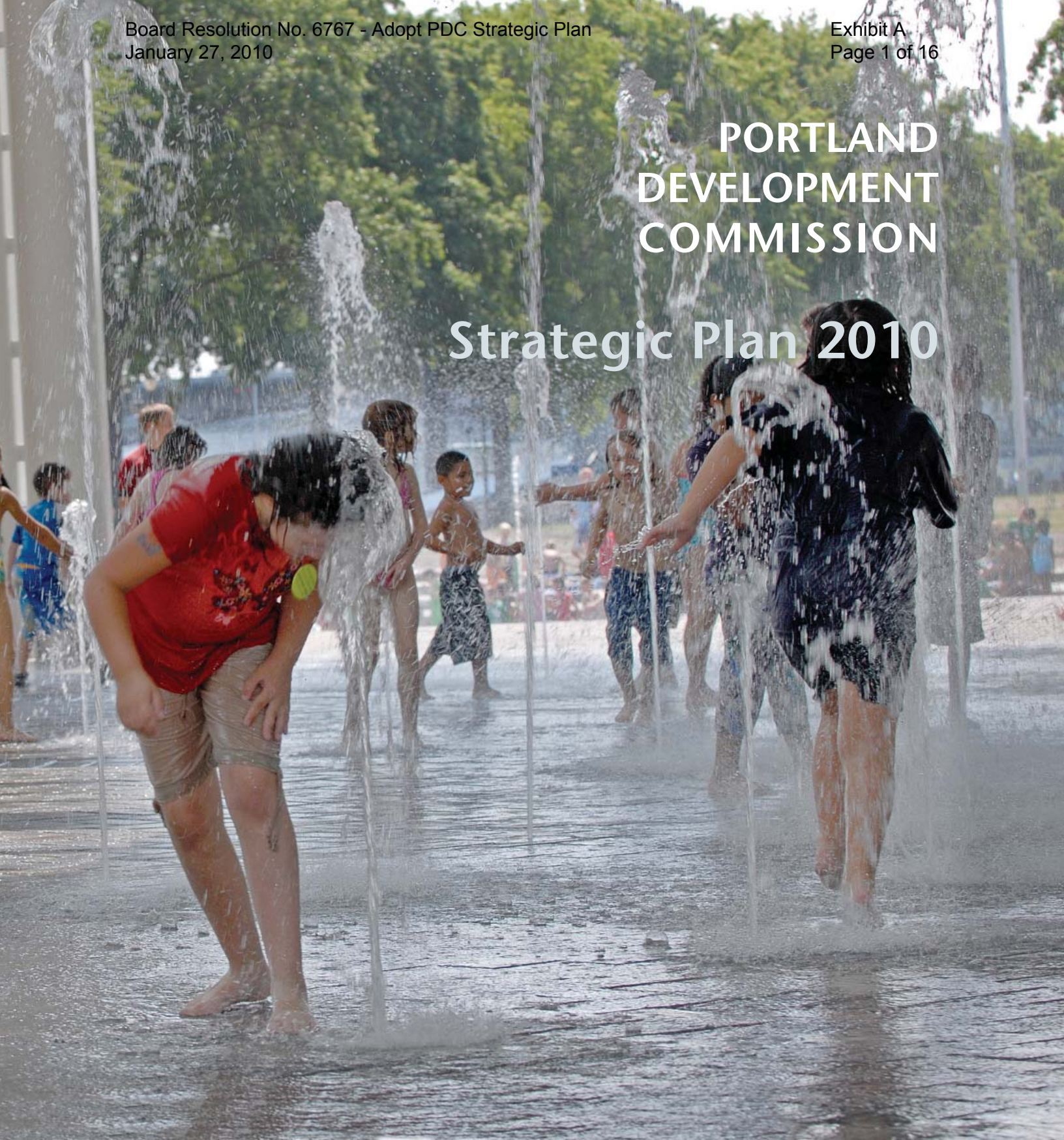
Adopted by the Portland Development Commission January 27, 2010.



Renee A. Castilla, Recording Secretary

PORTLAND DEVELOPMENT COMMISSION

Strategic Plan 2010



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Cover photo: The new Bill Naito Legacy Fountain at Waterfront Park

PDC STRATEGIC PLAN 2010 – 2014

On behalf of the Portland Development Commission (PDC) Board of Commissioners and employees, we are pleased to present PDC's Strategic Plan. This Plan refines key actions adopted in PDC's 2008 Five-Year Strategic Plan and focuses our efforts around five goals and 20 outcomes over the next five years.

When PDC adopted its Strategic Plan in November 2007, we committed to report our accomplishments and performance to the Board of Commissioners, employees and the public, and to recommend strategic changes. Two significant events occurred last year – the global economic downturn and the formation of the new Portland Housing Bureau. Both these events have necessitated that we sharpen our focus on job creation and economic development.

Embodying considerable reflection, discussion and planning with staff, this Strategic Plan includes revised and new key actions reinforcing PDC's principal role in creating a sustainable Portland built on a vibrant central city, a robust local and regional economy, and dynamic neighborhoods where people at all economic levels have the opportunity to thrive.

This Plan will guide our business plans and budget decisions over the next five years. It serves as the basis for our annual accomplishments and performance reporting where we measure the success of our goals and desired outcomes and evaluate the effectiveness and efficiency of our key actions. Key measures of our success include overall job and wage growth, the expansion of firms in our target industries, and how well we maximize the private and public funds in our projects.

We thank the PDC employees who contributed to this Strategic Plan and who carry-out its ambitious goals, as well as the many public and private partners who share in the planning of our work. We are confident PDC is well positioned to help Portland build the most sustainable economy in the world and uphold our rich heritage as a great place to live, work and play.

Sincerely,



A stylized, handwritten signature in black ink, consisting of a large, looped 'S' and 'A'.

J. Scott Andrews
PDC Board Chair



A handwritten signature in black ink, appearing to read 'Bruce Warner' with a long, horizontal flourish at the end.

Bruce Warner
Executive Director

PDC MISSION

To bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, and quality jobs and housing for all.

PDC VISION

To be a catalyst for positive change in the creation of a world-class, 21st century city; a city in which economic prosperity, quality housing, and employment opportunities are available to all.

PDC GOALS

- Strong Economic Growth and Competitiveness
- Sustainability and Social Equity
- Healthy Neighborhoods
- A Vibrant Central City
- Effective Stewardship over our Resources and Operations, and Employee Investment

PDC VALUES

- Excellence and Innovation
- Stewardship
- Diversity
- Collaboration and Teamwork
- Leadership

PDC STRATEGIC PLAN: CREATING A SUSTAINABLE PORTLAND

Portland voters created PDC in 1958, chartering the organization to deliver projects to fulfill the city's jobs, housing and revitalization priorities. True to that charter, PDC has been a driving force in the development of the vibrancy and sustained livability for which the City and region are known.

Embarking on another 50 years of service to Portland this year, PDC continues to embrace the opportunities and challenges of building Portland's sustainable future into the 21st century.

Recognizing the foundation necessary to help build the most sustainable economy in the world, PDC's Strategic Plan focuses around five goals:

- Strong Economic Growth and Competitiveness
- Sustainability and Social Equity
- Healthy Neighborhoods
- A Vibrant Central City
- Effective Stewardship over our Resources and Operations, and Employee Investment

Within each of these goals are four desired outcomes PDC is working towards over the next five years. Following each outcome are several key actions (the tactical work) PDC commits to undertake.

PDC's Strategic Plan sets a course for action. PDC develops its business plans, budget and individual performance expectations in alignment with this Plan. Our annual strategic planning and performance evaluation ensures our strategic direction remains relevant and our service delivery efficient and effective.

PDC GOAL STRONG ECONOMIC GROWTH & COMPETITIVENESS

PDC's leadership in economic development resulted in City Council's adoption of Portland's first Economic Development Strategy in more than 15 years. The key actions of this goal support the Portland Economic Development Strategy by prioritizing investment in four industry clusters, nurturing innovation, developing predictable funding for economic development and advancing regional competitiveness through a variety of partnerships.

Outcome to achieve:

JOBS — Portland possesses a robust sustainable economy that has increased employment by 10,000 jobs in five years.

Key Actions to achieve this outcome:

- Organize four clusters – clean technology and sustainable industries, activewear, software and advanced manufacturing – to prioritize interventions in traded sectors.
- Expand employment in clusters through implementation of cluster-driven interventions.
- Increase the supply of available land and buildings to support growth of high wage industries and attract taxable investment through Harbor ReDI and other redevelopment initiatives.
- Implement a focused international strategy to assist Portland firms in increasing exports and attracting foreign investment.

Outcome to achieve:

INNOVATION & ENTREPRENEURSHIP — Portland is recognized as a leader in innovation and entrepreneurship, especially in the field of sustainability.

Key Actions to achieve this outcome:

- Establish an entrepreneurial development program to nurture and grow entrepreneurs and promising start-up and emerging firms, with an emphasis on cluster firms.
- Partner with higher education institutions to drive and commercialize research and innovation that supports growth in clusters.
- Connect small businesses with technical assistance, including Zero Waste Alliance, Oregon Manufacturing Extension Partnership, Small Business Development Center, Alliance of Portland Business Associations and local chambers.

Outcome to achieve:

INVESTMENT — Portland has a stable funding base for key economic development initiatives, including a range of capital products to finance business growth.

Key Actions to achieve this outcome:

- Prioritize existing business finance programs to support the growth of clusters and high growth firms across all sectors.
- Expand the range and diversity of PDC's business finance products to fill the most critical gaps in the local business finance market.
- Partner with venture capitalists and other investors in start-up and emerging businesses to expand the pool of equity and other forms of patient capital for business growth.
- Develop a diversified, predictable stream of revenues beyond TIF and general fund appropriations to implement economic development initiatives.

Outcome to achieve:

REGIONAL COMPETITIVENESS — Portland is the center of a thriving regional economy that produces an abundance of quality jobs and demonstrates resilience through business cycles.

Key Actions to achieve this outcome:

- Partner with Greenlight Greater Portland, Oregon Business Development Department and Regional Partners to advance regional economic development objectives through strong leadership and alignment of goals, actions and resources.
- Partner with education and workforce institutions to ensure that the region has a well-trained workforce, including technical and management-level talent, capable of meeting the needs of cluster and high growth firms.
- Work with the city and state to identify and address key policy and regulatory impediments to business growth and advance innovative policies designed to heighten the region's competitiveness for cluster firms.
- Work with the Mayor's office to implement a branding strategy that promotes Portland globally as a competitive location to start, grow and locate a business.

PDC GOAL SUSTAINABILITY AND SOCIAL EQUITY

In a sustainable economy, people live and do business in ways that are good for the economy, the environment, and the community. The key actions of this goal continue to demonstrate PDC's leadership in sustainability and social equity by strengthening PDC policy and development standards, and targeting our investments towards clean technology and disadvantaged residents, businesses and communities.

Outcome to achieve:

LEADERSHIP — Portland is a world leader in sustainability.

Key Actions to achieve this outcome:

- Use PDC tools, technical expertise and leadership to further policy development and regional coordination.
- Adopt and administer a 2010 PDC Green Building Policy and showcase PDC green building project performance.
- Implement PDC's Clean Technology cluster strategy to make Portland the capital for sustainable business sectors.
- Promote sustainable business practices with a focus on very small, minority and historically-disadvantaged business owners.
- Provide opportunities for sustainability training and education to PDC staff.

Outcome to achieve:

GREEN INVESTMENT — All PDC investments promote sustainability.

Key Actions to achieve this outcome:

- Invest in innovative development projects that promote sustainability.
- Provide developers with education and tools for implementing PDC's 2010 Green Building Policy.
- Review and update PDC programs to advance sustainability.
- Partner with city bureaus and regional partners to ensure investments in housing, transportation, parks and other community assets are developed sustainably.

Outcome to achieve:

ACCESS — Portland’s diverse communities have equal access to income and wealth building opportunities.

Key Actions to achieve this outcome:

- Expand opportunities for micro-enterprise development with economically-disadvantaged residents.
- Build incomes of historically disadvantaged and multi-barriered populations through skills training, job placement and career advancement assistance.
- Develop green construction skills training for contractors in under-served communities.
- Partner with the Portland Housing Bureau to promote investment in minority homeownership.

Outcome to achieve:

EQUITY — PDC’s internal and external business practices advance social equity.

Key Actions to achieve this outcome:

- Create and enhance collaborative working relationships with cultural communities that are not adequately served through current outreach methods.
- Pair established developers in mentoring relationships with emerging local developers.
- Analyze, target and monitor PDC investments towards advancing social equity.
- Implement, monitor and enhance the Business and Workforce Equity policy.



PDC GOAL HEALTHY NEIGHBORHOODS

PDC investments in urban renewal areas and throughout the City transform our communities in unique ways ranging from local job opportunities to closer access to shopping, transit, parks and other community spaces. The key actions of this goal support Portland's diverse neighborhoods through small business financing, commercial district revitalization, partnerships to help residents find jobs, and community livability investments.

Outcome to achieve:

COMMERCIAL DISTRICTS — Neighborhoods are anchored by thriving commercial districts offering the community a spectrum of goods and services.

Key Actions to achieve this outcome:

- Invest in and deliver catalytic projects to stimulate additional public and private investment.
- Target financial and technical assistance to improve the commercial environment
- Implement strategies to enhance the available mix of goods and services within 20-minute neighborhoods.

Outcome to achieve:

QUALITY OF LIFE — Neighborhood quality of life is enhanced through key livability investments.

Key Actions to achieve this outcome:

- Implement sustainable and transit-oriented development.
- Leverage and enhance Portland's reputation for sustainability, livability and accessibility through strategic investments in parks, transportation, and other urban infrastructure.
- Improve pedestrian, bike and transit connections between neighborhoods and employment centers.
- Enhance the recreational and cultural assets of Portland's distinctive neighborhoods.

Outcome to achieve:

WEALTH CREATION — Residents have access to family wage jobs and opportunities for wealth creation.

Key Actions to achieve this outcome:

- Support the creation and development of small business opportunities.
- Focus on economic development activities that support the retention and creation of family wage jobs.
- Improve employment opportunities through partnerships with workforce training providers.

Outcome to achieve:

HOUSING — Neighborhood residents have access to a range of quality housing options.

Key Actions to achieve this outcome:

- Advance innovative mixed income and green housing alternatives for neighborhood residents.
- Coordinate and partner with the Portland Housing Bureau on affordable housing projects and initiatives including new models of workforce housing.



PDC GOAL A VIBRANT CENTRAL CITY

Portland's identity and economic competitiveness are inextricably linked to the character of the Central City, with its unique opportunities in employment, housing, retail, education, culture and recreation. The key actions of this goal solidify the Central City as the region's economic and employment core by attracting public and private investment and developing key projects that showcase the Central City's livability and unique urban experience.

Outcome to achieve:

JOBS — The Central City is the economic and employment core of the region.

Key Actions to achieve this outcome:

- Deliver key catalytic development projects to meet employment, livability and investment goals of the Central City.
- Promote the growth of high wage jobs and the industry cluster strategy in the Central City through partnerships, targeted tenancing and focused public investments.
- Develop the next generation of green building practices with the development of the Oregon Sustainability Center, the creation of pilot Eco-Districts, and new strategies to stimulate sustainable renovation of existing commercial buildings.
- Partner with Portland State University to create a multi-faceted sustainability plan for the University District.

Outcome to achieve:

INVESTMENT — The Central City is a magnet for ongoing public and private investment to drive employment, enhance quality of life and generate tax revenues.

Key Actions to achieve this outcome:

- Promote greater density and an appropriate mix of uses within the Central City with incentives, infrastructure and regulatory tools.
- Lead the formation of a new Central City urban renewal area in order to create TIF resources to meet public goals for the western edge of the Central City.
- Secure economic stimulus and other government resources for catalytic Central City projects.
- Develop new models of urban real estate development to address affordability, sustainability, and market demands.
- Increase and maximize leverage of PDC resources through partnerships.

Outcome to achieve:

REGIONAL ASSET — The Central City is a global and regional destination which offers unique urban amenities, opportunities and experiences.

Key Actions to achieve this outcome:

- Facilitate Oregon Health Sciences University, Portland State University, Oregon University System and other higher education institutions to become more effective economic development catalysts and Central City anchors through partnerships and cooperation with urban renewal areas.
- Leverage PDC resources via strategic partnerships to strengthen the Central City retail core, maintaining downtown as a unique regional destination.
- Enhance and strengthen the recreational and cultural distinctiveness of the Central City.

Outcome to achieve:

GREAT PLACES — The Central City is a shining example of walkable urbanism because of the number of unique areas that encourage people to work, play and especially live in the core.

Key Actions to achieve this outcome:

- Leverage and enhance Portland's reputation for sustainability, livability and accessibility through strategic investments in parks, transportation, and other urban infrastructure.
- Continue to promote dense urban living in the Central City core.
- Partner with the Portland Housing Bureau to create new models of workforce housing.



PDC GOAL EFFECTIVE STEWARDSHIP OVER OUR RESOURCES & OPERATIONS, AND EMPLOYEE INVESTMENT

The key actions for this goal recognize PDC's most valuable assets. PDC exercises stewardship of our public resources and invests in its employees by incorporating best practices into strategic planning, performance measurement, budgeting and accounting, improving key business processes, and developing employees through training and leadership development.

Outcome to achieve:

PEOPLE — **Our work environment values diversity and fosters productivity, learning and growth, and we recognize our employees as the foundation of success.**

Key Actions to achieve this outcome:

- Enhance recruitment and retention efforts to compete as an employer of choice for a talented and diverse workforce.
- Support our skilled employees by investing in training, career development and succession planning.
- Advance employee rewards and recognition programs.
- Invest in leadership development.

Outcome to achieve:

GOVERNANCE — **Our governance incorporates strategic and business planning, organizational learning, collaboration, and accountability.**

Key Actions to achieve this outcome:

- Continue and advance annual strategic and business planning, measurement and periodic reporting.
- Create an organizational culture of collaboration and accountability.
- Maintain productive partnerships between the PDC Board and City Council.
- Support the new Portland Housing Bureau through collaboration and partnership.

Outcome to achieve:

STEWARDSHIP — We exercise transparent, effective and efficient controls to ensure the public’s resources are wisely managed.

Key Actions to achieve this outcome:

- Improve resource planning through cash flow projections which incorporate regular updates for changes to expected timing for project disbursements.
- Improve tracking methods that enable PDC to compare actual to anticipated results for projects and programs.
- Meet or exceed financial assistance leverage goals where established.
- Identify and maximize a diverse set of financial resource strategies in a fiscally responsible manner.

Outcome to achieve:

EFFECTIVENESS — Our business policies, processes and systems infrastructure ensure efficient and effective service delivery and decision-making.

Key Actions to achieve this outcome:

- Integrate and streamline PDC’s information technology to allow staff to timely and accurately deliver on strategies, business plans, and projects.
- Expand project management practices throughout the organization.
- Improve key business policies and processes.
- Evaluate customer service satisfaction and improve service delivery.



Investing in Portland's Future

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PDC Strategic Plan 2010

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PORTLAND DEVELOPMENT COMMISSION

Resolution Number 6767

Title:

ADOPT PDC STRATEGIC PLAN 2010 WHICH WILL GUIDE THE PORTLAND DEVELOPMENT COMMISSION'S BUSINESS PLANS AND INVESTMENTS FROM 2010 THROUGH 2014

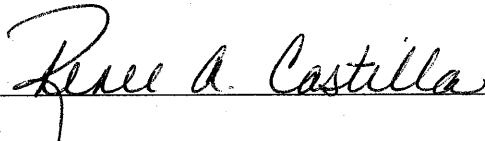
Adopted by the Portland Development Commission on January 27, 2010.

PRESENT FOR VOTE	COMMISSIONERS	VOTE		
		Yea	Nay	Abstain
<input checked="" type="checkbox"/>	Chair Scott Andrews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Bertha Ferrán	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner John Mohlis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Commissioner Steven Straus	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Commissioner Charles Wilhoite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Consent Agenda		<input checked="" type="checkbox"/> Regular Agenda		

Certification

The undersigned hereby certifies that:

The attached resolution is a true and correct copy of the resolution as finally adopted at a Board Meeting of the Portland Development Commission and duly recorded in the official minutes of the meeting.



Date: March 5, 2010

Renee A. Castilla, Recording Secretary