



DATE: June 9, 2021
TO: Board of Commissioners
FROM: Kimberly Branam, Executive Director
SUBJECT: Report Number 21-14
Authorizing a Grant to Greater Portland Inc. for Fiscal Year 2021-22

BOARD ACTION REQUESTED AND BRIEF DESCRIPTION

Adopt Resolution No. 7418

This action will authorize the Executive Director to execute a Grant Agreement (Grant) between Prosper Portland and Greater Portland Inc (GPI) in an amount not to exceed \$70,000 to support regional business recruitment, marketing, and export coordination in fiscal year (FY) 2021-22. As articulated in Exhibit A to Resolution No. 7418, the Grant may be renewed for two additional years in an amount to be negotiated by the parties but not to exceed \$75,000 per year, for FY 2022-23 and FY 2023-24. This is the ninth year that Prosper Portland has provided a grant to GPI; since the cumulative grant amount disbursed to GPI has exceeded the Executive Director's \$500,000 threshold for financial support, this action is being presented to the Prosper Portland Board of Commissioners (Board) for approval.

STRATEGIC PLAN ALIGNMENT AND OUTCOMES

The Grant to GPI delivers on several Prosper Portland Strategic Plan goals, including supporting middle-wage job growth by improving access to international markets, attracting foreign investment, and prioritizing trade and transportation infrastructure investments. The FY 2021-22 Grant scope of work highlights goals to attract business development and capital investment across the city of Portland, supporting wealth creation within target communities.

BACKGROUND AND CONTEXT

GPI is a public/private partnership whose mission is to help companies expand and relocate to the Portland metropolitan region. Specifically, GPI conducts business development, develops marketing and branding, and coordinates regional economic development strategies with partner organizations; see GPI's 2019-2020 Summary of Accomplishments in Attachment A for a list of accomplishments and outcomes. Staff at GPI and Prosper Portland regularly collaborate on economic development activities and the funding through the Grant will leverage other public and private investment in GPI to further regional job creation and enhance Portland's competitiveness as a global center of innovation and trade.

To align the scope of GPI's work with Prosper Portland's fiscal year, the Grant includes a scope of up to \$70,000 for FY 2021-22 activities that will achieve the following objectives:

1. Coordination with Prosper Portland and other economic development partners on regional business development projects with an emphasis on Portland's four target industry clusters (Metals and Machinery, Athletic and Outdoor, Green Cities, and Technology and Media). GPI

will assume responsibility for the coordination of responses to all regional inquiries and information requests from businesses (Requests for Interest, Requests for Proposals, etc.).

2. Coordination with Prosper Portland to develop marketing/branding campaigns for target industry clusters and market directly to companies and site selectors, including direct marketing for programs and developments within the city. Work may include, but is not limited to, the development of industry value propositions; flyers, websites, social media campaigns, and/or films specific to target industries; and an outbound marketing and communications strategy to raise awareness of relevant projects, events, or success stories.
3. Regional coordination to begin implementation of the Five-Year Comprehensive Economic Development Strategy to achieve economic prosperity across the region by aligning business, education, and civic leaders around regional economic development priorities.

The Grant scope has been updated to be responsive to COVID-19 pandemic impacts in several ways. Changes to the scope include allowing activities historically associated with travel or in-person meetings (e.g., virtual trade shows, trade missions, and signature events) to be conducted digitally until the current crisis abates. Other scope items have also been adjusted to allow for pipeline rebuilding given the impacts of the pandemic on the regional economy.

EQUITY IMPACT

The Grant scope includes prioritization of activities that advance a social and racial equity agenda for regional economic development. The Grant to GPI directly supports Prosper Portland's traded sector job growth through strategic business recruitment, regional branding and marketing, and coordination of the Greater Portland Global Plan. Traded sector companies provide family-wage jobs and support local-serving industries such as retail and professional services. The scope includes implementing the Greater Portland Economic Recovery Plan to help the region recovery from the COVID-19 pandemic stronger, more resilient, and more equitable with an urgent focus on building opportunities for Black, Indigenous, and People of Color communities.

COMMUNITY PARTICIPATION AND FEEDBACK

While there was no specific public participation related to this proposed action, staff discussed the GPI partnership with the Community Budget Committee during the FY 2021-22 budget development process.

BUDGET AND FINANCIAL INFORMATION

There are sufficient resources in the FY 2021-22 budget to fund the Grant.

RISK ASSESSMENT

There are minimal risks to approving the Grant. A detailed scope of work within the Grant requires that GPI report on the completion of all work; GPI has fulfilled this requirement at the end of each of its previous agreement cycles.

ATTACHMENTS

- A. 2019-2020 GPI Grant Report

**Grant Agreement Between Prosper Portland and Greater Portland Inc.
Greater Portland Inc Scope of Work with Prosper Portland related to FY 2019-20 Project**

In alignment with Prosper Portland’s five-year Strategic Plan and GPI’s 2019 Work Plans, the following scope will be completed.

Prosper Portland Strategic Plan Objective	GPI Action	Metric	Supporting Documentation (if any)	Results
<p>1. Create healthy, complete neighborhoods throughout Portland. // 1.2</p> <p>2. Create access to high quality employment for Portland residents. // 2.1, 2.2, 2.3</p> <p>3. Foster wealth creation within communities of color and low-income neighborhoods. // 3.1</p> <p>4. Form 21st century civic networks, institutions, and partnerships. // 4.1, 4.2, 4.4</p>	GREATER PORTLAND 2020			
	<p>Action #1: Continue to provide operational structure and support to Greater Portland 2020. Build momentum around implementation.</p> <p><i>Secure institutional alignment and support for Greater Portland 2020.</i></p> <p><i>Increase industry engagement in Greater Portland 2020.</i></p> <p>Action #2</p> <p>Create and manage GP2020 activities that advance an equity agenda for regional economic development.</p> <p><i>Greater Portland Economic Development District (GPEDD, dba Greater Portland 2020) functions as regional coordinator and evaluator for federal grant proposals to federal agencies.</i></p> <p>Action #3</p> <p>Communicate Greater Portland 2020. Update and maintain Greater Portland 2020 website; communicate via social media.</p> <p>Action #4</p> <p>Conduct economic research and analysis to monitor regional competitiveness. Monitor policies that affect Oregon and Washington’s business climate. Track competitiveness trends among national and international peer regions.</p>	<p>Metric #1a: Engage 5-10 target industry members in Greater Portland 2020, in keeping with the Roles & Responsibilities with Prosper Portland, to be developed (Action #10).</p> <p>Metric #1b: GPI has a FTE dedicated to management of GP2020 plan implementation.</p> <p>Metric #2: 3-5 signature Greater Portland 2020 programs.</p> <p>Metric #3: 5-20 website updates annually.</p> <p>3-15 Social media updates for GP2020 Signature Projects.</p> <p>12 -24 Email updates to GP2020 Council and work teams.</p> <p>Metric #4: Dashboard tracking competitiveness against other metro peer regions.</p>	<p>See Greater Portland 2020 Comprehensive Economic Development Strategy (CEDS).</p> <p><i>The CEDS has been approved the U.S. Department of Commerce Economic Development Administration.</i></p> <p>– Prioritize GP2020 activities that advance a social and racial equity agenda for regional economic development</p>	<p>Metric #1a: Completed (see additional notes below)</p> <p>Metric #1b: Completed/Ongoing. Brittany Bagent joined GPI in October 2019 as Vice President of Strategy responsible for implementation and updates of the GP2020 plan.</p> <p>Metric #2: Completed. Programs include: Growing Small Businesses Globally, Oregon Opportunity Zone Initiative, Employment Lands Site Readiness Toolkit.</p> <p>Metric #3: Completed. (see additional notes below)</p> <p>Metric #4: Completed (see additional notes below)</p>

Prosper Portland Strategic Plan Objective	GPI Action	Metric	Supporting Documentation (if any)	Results
2. Create access to high quality employment for Portland residents. // 2.1, 2.2	BUSINESS DEVELOPMENT			
	<p>Action #5: Execute domestic business recruitment strategy.</p> <p>Prosper Portland/GPI Alignment: <i>Develop and execute strategy for recruiting businesses that share Prosper Portland's equity values. Conduct direct outreach in collaboration with Prosper Portland's B&I Team as necessary.</i></p> <p><i>Develop and execute domestic headquarter calling campaign for anchor companies in Prosper Portland's key traded sector clusters.</i></p> <p><i>Ensure that national site selectors and key investment targets are aware of Prosper Portland's major redevelopment projects, including the Broadway Corridor, South Waterfront, and the ODOT Blocks. Provide equal level of intent to attract capital investment to Airport Way, River District, Downtown Waterfront, Central Eastside, Lents & Gateway URAs. When Prosper Portland provides eligible sites and investment information by the project/site selection request deadline, GPI will include this content in the site-selection response.</i></p> <p><i>Promote financial programs offered through Prosper Portland's Urban Renewal Areas when marketing the Portland metro area. When relevant financial programs are provided to GPI by Prosper by the site selection request deadline, GPI will include these programs in site selection response to inbound prospects.</i></p>	<p>Metric #5a: Target minimum of 41 new prospects and assist in the recruitment of 171-369 jobs by 06/30/2020.</p> <p>Metric #5b: Execute a minimum of 8-10 sales missions by 06/30/2020.</p> <p>Metric #5c: Deliver a minimum of 80 assists** to communities throughout the region.</p> <p>Metric #5d: Execute call campaign directly targeting 250-300 companies with a high likelihood for expansion, based on extensive internal research, that align with key traded sector clusters.</p> <p>Metric #5e: Provide an annual report to update status for the stated metrics by 8/30/2020 for the fiscal year that ends on 6/30/2020.</p> <p><i>**Number of instances GPI has provided assistance (i.e. research / data analysis, market intelligence, requested help with company visits), to communities in support of their economic development or business retention/expansion efforts</i></p>	<p>Business development activity reports (including pipeline).</p> <p>Maintain documentation (e.g. Prosper Portland's RFP responses and marketing material) demonstrating that business development activities are promoting physical development in URAs, with the intent to attract capital investment in these areas. For those projects that move into URAs, track capital investment when this information is available to GPI.</p> <p>GPI Dashboard.</p>	<p>Metric #5a Completed: Targeted 55 new prospects Recruited 220 new jobs: Black Yak – 20, Square - 200</p> <p>Metric #5b: Completed. Seven total sales missions. • Northern California. Sales Mission August 2019 • UK Best Practices Trip, September 2019 • Women in Economic Development Forum October 2019 • SIOR Conference, Portland, OR October 2019 • Southern California. Sales Mission, November 2019 • Economix Conference in Charleston, SC December 2019 • Consumer Electronics Tradeshow, Las Vegas, January 2020 (see note at bottom)</p>

	<p><i>Examine ways to promote traded sector investment in East Portland. Augment role and reputation as region's go-to team for national site selectors by demonstrating market expertise and effective project management capabilities.</i></p> <p><i>Continue building local and national brokerage and multiplier networks. Position GPI as trusted partner for economic development projects.</i></p> <p><i>Pursue connections to companies and decision makers via market opportunities, industry events and through direct marketing.</i></p> <p><i>Leverage trade shows and events to showcase Greater Portland, identify leads and prospects and stay informed of current trends.</i></p> <p>Prosper Portland/GPI Alignment: <i>Business development is conducted with intent to promote URA development equally by encouraging investment in the development, redevelopment, rehabilitation, and adaptive reuse of urban land and buildings for employment opportunities aligned to the following non-housing URA Plan objectives:</i></p> <p><i>Gateway URA: Encourage investment in the development, rehabilitation, and adaptive reuse of urban land and building for employment opportunities.</i></p> <p><i>Lents URA: Encourage investment in the development, redevelopment, rehabilitation and adaptive reuse of urban land and buildings for employment opportunities. Sustain and support business development activities to retain, expand and recruit businesses.</i></p> <p><i>Airport Way: ...the Area will be developed and redeveloped by private sector initiative and in the process of such development and</i></p>	<p><i>+Support Prosper Portland in company outreach by making business case for existing companies to stay and grow and promoting the region's business competitiveness. Upon request, provide Prosper Portland staff with custom research and creation of impact models for retention efforts.</i></p> <p>Metric #5f Participate in Prosper Portland-led task force/teams to examine ways to promote traded sector investment in East Portland.</p> <p>Metric #6a Execute marketing in a minimum of 2 FDI events.</p> <p>Metric #6b Amplify awareness of Greater Portland to at least 3 state and regional contractors.</p> <p>Metric #7 At the invitation of Prosper Portland, participate in at least one (1) Economic Development staff meeting at Prosper Portland to showcase GPI's research, marketing and PR capabilities, as well as share industry trends of targeted markets.</p>		<p>Metric #5c: Completed. 86 community assists.</p> <p>Metric #5e Completed. Annual report submitted to Prosper Portland Aug. 2020</p> <p>Metric #5f: Pending; delayed due to COVID-19.</p> <p>Metric #6a: Completed. Select USA spinoff event - July 2019, best practices trip to UK - Sept. 2019, AUS Trade - Feb 2020, and Greater Portland Global (ongoing).</p> <p>Metric #6b: Completed. Oregon Japanese Regional Office, OCO Global (Business Oregon's German contractor), and Port of Portland's South Korea regional office.</p>
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	<p><i>redevelopment produce job generating industries and businesses and increase property values.</i></p> <p><i>Central Eastside: The primary goal of the Plan is to improve the condition and appearance of the Area, eliminate blight and blighting influences, to expand and improve public facilities and to stimulate private investment and economic growth in the Central Eastside Urban Renewal Area.</i></p> <p><i>Downtown Waterfront: Aligned with the Old Town/Chinatown Five-Year Action Plan, attract new neighborhood investment to activate key properties and improve district connectivity and promote business vitality by increasing employment and retail activity.</i></p> <p><i>River District URA: Encourage investment in the development, rehabilitation, and adaptive reuse of urban land and building for employment opportunities. Promote the development of commercial uses that create jobs. Help create a range of jobs within the area in order to maximize the potential of a dense population and transit improvements within the area.</i></p>			<p>Metric #7: Delayed due to COVID-19.</p>
	<p>Action #6: Execute regional export + foreign direct investment plan.</p> <p>Use federal resources through Select USA investment programs, events and networks. Evaluate and/or support contractor models at the state and/or regional level.</p> <p>In collaboration with Prosper Portland's B&I Team, develop and execute a global headquarter calling campaign (ideally in conjunction with existing trade missions) for anchor companies in Prosper Portland's key traded sector clusters.</p>			

	<p>Leverage country-specific resources and collaborate with partner organizations around marketing and media outreach to amplify awareness of Greater Portland.</p> <p>Identify and apply best practices from other Global Cities metros to build regional role in helping existing companies grow through export activity.</p> <p>Action #7: Build a strong reputation for market expertise + professional service.</p> <p>Systematize project management process in collaboration with cities and regional economic development partners.</p>			
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Prosper Portland Strategic Plan Objective	GPI Action	Metric	Supporting Documentation (if any)	Results
2. Create access to high quality employment for Portland residents. // 2.2	MARKETING + COMMUNICATIONS			
	<p>Action #8: Market directly to companies and site selectors. Directly market development in URAs when recruiting.</p> <p><i>Create and send quarterly email marketing campaigns to qualified leads: c-level executives, site selectors and decision makers that GPI's business development team has met with during sales missions.</i></p> <p>Ensure that relevant materials include information on Prosper Portland's Urban Renewal Area</p>	<p>Metric #8a: Execute at least one regional FAM tour (carry over from previous fiscal year). <i>This metric was omitted in FY 19-20 grant, however actions were delivered by 06/30/2020.</i></p> <p>Metric #8b: Target minimum of 4,250 marketing recruitment contacts by 6/30/2020.</p> <p>Metric #8c: Develop and maintain printable regional-level marketing materials for Prosper Portland's four traded sector clusters, updating these at least annually.</p>	<p>GPI Dashboard.*</p> <p>Maintain documentation demonstrating that marketing materials are promoting physical development in URAs, with the intent to attract capital investment in these areas.</p> <p>Maintain and compile Prosper Portland submitted responses to RFPs.</p>	<p>Metric #8a: Did two virtual fam tours: Denver-based food processing company, metals & machinery for Taiwan-based company</p> <p>Metric #8b. Completed. 3,744 marketing contacts reached. (see additional note below)</p> <p>Metric #8c Completed. GPI refreshed printed</p>

	<p>(URA) resources, and promote physical development in these areas.</p> <p>Prosper Portland/GPI Alignment: <i>When information is furnished by Prosper Portland to GPI, include that information in relevant marketing materials on Prosper Portland's Urban Renewal Area (URA) resources, and promote physical development in these areas.</i></p>		<i>*shared monthly with Prosper Portland</i>	<p>collateral suite of products - with Prosper Portland's input on several industry brochures:</p> <ul style="list-style-type: none"> - Athletic & Outdoor - Metals & Machinery - Clean Tech - Software & Media - Computers & Electronics - Health Sciences
4. Form 21st century civic networks, institutions, and partnerships. // 4.1	<p>Action #9: Expand GPI's PR reach locally, nationally + internationally.</p> <p><i>Possible pitch examples include: work GPI and our partners are doing, unique assets of the Greater Portland region or project wins that have occurred.</i></p> <p><i>Leverage partner/investor expertise and create co-authored bylines or op-eds.</i></p>	<p>Metric #9: Secure 53M impressions through national and international earned media placements.</p>	Monthly dashboard; media tracking	<p>Metric #9: Completed. 231M earned media impressions</p>

Prosper Portland Strategic Plan Objective	GPI Action	Metric	Supporting Documentation (if any)	Results
4. Form 21st century civic networks, institutions, and partnerships. // 4.1	BUSINESS + MARKET RESEARCH			
	Maintain a repository of community assets and data to ensure that marketing materials and other key information are current and easily accessible.	Same as metric.		Completed and ongoing work. (see notes below)
	Support regional collaboration around development of industry clusters with an emphasis on equity.			

	<p>Explore emerging growth clusters.</p> <p>Conduct economic research + analysis to monitor regional competitiveness.</p> <p>Monitor policies that affect Oregon and Washington's business climate.</p> <p>Track competitiveness trends among national and international peer regions.</p>			
	<p>Action #10: Ensure that Roles & Responsibilities between Prosper Portland, GPI, and other partners are consistently followed and understood.</p>	<p>Metric #10: Mutually agree to Roles & Responsibilities by June 30, 2020. <i>^GPI will review and comment on Prosper Portland proposed roles and responsibilities within 30 days of receipt.</i></p>	<p>Roles & Responsibilities, when finalized.</p>	<p>Pending; delayed to due COVID-19. Not initiated by Prosper Portland in FY 19-20.</p>

Section 1 & 4 Notes

In November 2019, Greater Portland Inc (GPI), through the Greater Portland Economic Development District (GPEDD), began its work to update the region's Comprehensive Economic Development Strategy (CEDS), which is required by U.S. Department of Commerce's Economic Development Administration (EDA) to be done every five years for our region to continue qualifying for EDA assistance. GPEDD is governed by its own board of directors that is comprised of 31 individuals representing a variety of public and private organizations from across the region. Below are some specific results from this CEDS work that relates to the above actions/metrics:

- **February/March 2020:** Initial visioning and SWOT sessions were held with 48 participants.
- **April 2020:** The GPEDD Board held its first meeting to begin its CEDS work and appointed Kimberly Branam from Prosper Portland as its chair.
- **June 2020:** Four industry cluster focus groups were convened to identify assets and needs that could be included as part of the CEDS. Detailed analysis was also conducted comparing the Portland region to 13 peer regions

In early April we also began to see the unprecedented impact COVID was causing on our economy. The GPEDD Board approved the creation of a short-term, action-focused economic recovery plan in direct response to COVID. This work started in July 2020 and continues. To gather additional input into this work, especially from communities disproportionately being impact by COVID, we have reached out and invited over 40 community advisors to be included in this process. The creation and implementation of the economic recovery plan will be a significant and important additional to GPI's work in FY2020-21.

Metric #5b note: Due to the global COVID crisis, additional travel opportunities were halted.

Metric #8b note: Due to the COVID-spurred economic crisis, one site selector newsletter was not sent due to the lack of information to share on projects, investments and advancements in the region.

COVID-19 Response:

Greater Portland Inc did a pivot when the global health pandemic hit, followed by the economic crisis. Recognizing that business recruitment and marketing efforts would be severely strained, we moved to supporting our communities and companies in a rapid response to provide online content and webinars, and to convene regional groups to share critical information and best practices.

Some of our efforts in 2020:

- **Businesses resource page** – GPI was one of the first organizations to launch a webpage to provide federal, state, regional and municipal resources for Greater Portland businesses affected by COVID-19. We continue to update this page as new information becomes available. The link to the page was featured on numerous regional sites.
- **Metro Economic Response Team** – GPI co-convened the Metro Economic Response Team’s weekly meetings with Gov. Brown’s Regional Solutions metro office. The meetings bring together statewide stakeholders to share information and concerns, and to hear from departments from State of Oregon. Concerns and needs voiced at the meetings were shared with the governor’s economic response advisory council and the governor.
- **Economic Recovery Plan (noted above)** – GPI launched the economic recovery plan as first scope of the regional Comprehensive Economic Development Strategy. The recovery plan is being shaped by the GPEDD board and dozens of community advisors.
- **Road to Recovery webinars** – GPI launched online webinar events to convene regional stakeholders and provide tips, tactics and information to move from economic crisis through to recovery. Topics have included: Activating Your Virtual Team, Pivoting in a Strained Economy (companies sharing best practices), State Reopening Plans (OR and WA), Understanding the Paycheck Protection Program, Childcare and Our Economy, Virtual Facilitation Techniques and Tools, and The Future of Healthcare, among many other topics.
- **EDP meetings** – GPI convenes economic development professionals who represent economic development in more than 25 regional cities. Normally, we convene once a month, but those meetings increased to twice a month in a COVID response to share information, identify concerns and find solutions.