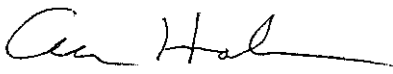




Office of Mayor Charlie Hales
City of Portland

TO: Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

FROM: Mayor Charlie Hales 

DATE: February 4, 2013

RE: PDC FY 2013-14 Requested Budget

Attached is the PDC FY 2013-14 Requested Budget. The request includes:

- Executive Director's Transmittal Letter
- Urban Renewal Area Advisory letters on priorities
- PDC Financial Summary
- PDC General Fund Requested Budget and Program Narratives
- Summary of Urban Renewal Funds/Other Funds
- Customer Service Improvement Status Report

The PDC Requested Budget is the result of a process that began in November 2012 with the drafting of agency work plans in accordance with PDC's Strategic Plan, stakeholder reviews of priorities and updated resource estimates. The draft budget was reviewed in January with the PDC Board.

PDC's General Fund request prioritizes resources essential to continue economic development and business assistance functions for the city. The budget request is 90% of the current fiscal year level consistent with City Budget Office instructions. In summary, the total General Fund request of \$5.4 million is divided between Traded Sector development and Neighborhood Economic Development priorities.

J. Scott Andrews
Commission Chair

Aneshka Dickson
Commissioner

John C. Mohlis
Commissioner

Steven Straus
Commissioner

Charles A. Wilhoite
Commissioner

Charlie Hales
Mayor

Patrick Quinton
Executive Director

DATE: February 4, 2013

TO: Mayor Charlie Hales
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

COPY: Chair Scott Andrews
Commissioner Aneshka Dickson
Commissioner John Mohlis
Commissioner Steven Straus
Commissioner Charles Wilhoite

FROM: Patrick Quinton, Executive Director

SUBJECT: Transmittal of the FY 2013-14 Requested Budget

Following is Portland Development Commission's (PDC's) FY 2013-14 Requested Budget totaling \$128 million in expenditures. This budget continues to deliver on City Council's adopted 2009 City Economic Development and 2011 Neighborhood Economic Development Strategies, which form the foundation of the agency's 2010-2014 Strategic Plan.

The budget was built around detailed agency work plans that are based on PDC's Revised Strategic Plan with the following goals:

- ***Strong Economic Growth and Competitiveness: \$12.3 million***
 - o Traded Sector/Cluster work
 - o Entrepreneurship & Innovation
 - o International Business Development
 - o Strategic Site Development/Recruitment
 - o Business Finance lending and Ezone management
- ***Healthy Neighborhoods: \$23.7 million***
 - o Community Capacity Building (Main Street, Neighborhood Prosperity Initiative, Economic Opportunity Initiative)
 - o Neighborhood Business Development
 - o Commercial Corridor and Site Development
- ***Urban Innovation and Vibrant Central City: \$53.9 million***
 - o Job Focused Redevelopment (e.g., Burnside Bridgehead, Centennial Mills, Produce Row)
 - o Great Urban Universities

222 NW Fifth Avenue
Portland, OR
97209-3859

503-823-3200 Main
503-823-3368 Fax
503-823-3366 TTY

- Next Generation Built Environment (e.g., Eco-Districts, Rose Garden District Energy, Energy Retrofit programs)
- ***Effective Stewardship and Social Equity: \$21.4 million***
 - Asset Management and Disposition Strategy
 - Equity Strategy
 - Portland Harbor
 - Resource Development
 - HR, Legal, IT, Finance, Communications and Engagement

Similar to previous years, PDC's total budget is divided across three primary business lines that include specific programs to achieve PDC's Strategic Plan Goals: Business Development, Property Redevelopment and Infrastructure plus Administration. All Housing Set Aside resources that are transferred to the Portland Housing Bureau are accounted for within the Housing category.

<u>Business Line</u>	<u>FY 2012-13 Expenditures</u>	<u>FY 2013-14 Expenditures</u>
Business Dev.	\$16.5 million (12%)	\$16.7 million (16%)
Property Redev. ¹	\$62.7 million (35%)	\$63.4 million (50%)
Infrastructure	\$31 million (17%)	\$10.1 million (8%)
Administration	\$16.5 million (9%)	\$16.7 million (13%)
Housing ²	\$48.9 million (27%)	\$16.2 million (13%)

The Requested Budget and updated five-year financial forecast recognize the ongoing decline of TIF resources as URAs continue to spend down their remaining resources or reach final dates to issue indebtedness. The five-year financial forecast also begins to recognize the potential of additional revenue generation through PDC's existing loan and property portfolio. Identification of these resources in the five-year forecast will depend on actual loan performance and PDC's success in implementing its property disposition strategy.

PDC's General Fund request prioritizes resources essential to continue neighborhood economic development and business assistance functions for the city. The budget

¹ Property Redevelopment includes \$27 million for an IGA with Multnomah County for the Health Headquarters.

² Housing is less than 30% due to the set aside being based on TIF debt proceeds while PDC's budget includes resources other than TIF debt proceeds. The \$16.2 million Housing budget includes new resources and does not include FY 2012-13 carry-forward estimates being included in Portland Housing Bureau's requested budget. These resources and any additional carry-forward resources will be included in PDC's Proposed Budget.

request is 90% of the current fiscal year level consistent with City Budget Office instructions. In summary, the total General Fund request of \$5.4 million includes the following:

- Traded Sector (Cluster Industry Development, Entrepreneurship & Innovation, International Business Development, Startup Investment): \$2.2 million
- Neighborhood Economic Development (Main Street, Neighborhood Prosperity Initiative, Venture Portland, Small Business Assistance, Economic Opportunity Initiative): \$3.2 million

Over the next several months, PDC will begin to refine the estimates included in the draft budget, including personnel and administrative costs. Currently, the Requested Budget includes personnel costs for 135.3 FTE. The Proposed Budget, to be released at the end of April, will include reduced personnel services estimates based on what positions will be filled in FY 2013-14 and any additional reductions associated with PDC's recently announced early retirement incentive program. Additional reductions will also be included in the agency's administrative materials and services budget following additional internal review of these requirements for FY 2013-14.

The PDC Requested Budget is the result of a process that began in November 2012 with the drafting of departmental work plans, stakeholder reviews of priorities and updated resource estimates. In January, the draft budget was reviewed by the PDC Leadership Team and then presented to the PDC Board.

Portland Development Commission
FY 2013-14 Requested Budget
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Portland Development Commission
FY 2013-14 Requested Budget
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Urban Renewal Advisory Committee (URAC) Reports

This fall, PDC staff began a new approach for receiving urban renewal advisory committee (URAC) input on the FY 2013-14 Budget. Rather than a program by program prioritization, URAC members were asked to develop a narrative which provided the hopes for how their URA can develop and grow over the next 12-18 months. Staff informed members of our priorities using the PDC Strategic Plan, various division work plans, and the FY 2012-13 Adopted Budget.

Enclosed are narratives from the following URACs:

- Central Eastside
- Interstate
- North Macadam
- River District
- Gateway
- Lents
- Oregon Convention Center

The Lents Neighborhood and Foster Powell Neighborhood Associations also decided to send supplemental letters which identified topics of importance.

CENTRAL EASTSIDE



Dear PDC Board Chair and fellow Commissioners:

As you convene over the coming months to create a Requested Budget for FY 2013-14 please consider the following input from the Central Eastside URAC when setting priorities and determining outcomes from your investments.

The Central Eastside has been an urban renewal area since 1985 and its core area has played a prominent role in Portland's light and heavy industrial past and hopefully future.

Specifically we hope PDC focuses its investments to achieve the following outcomes over the course of 2012-13 and 2013-14:

- **Invest in Programs that Generate Leverage:** The Central Eastside is nearing the end of its ability to issue debt, therefore we urge you to be very strategic with the remaining resources to assure you maximize private investment and public benefit and returns with your loan programs. This should include investments not identified as one of PDC's current economic "Cluster Profiles". Given the short time remaining to invest in the district, waiting for the right profile to emerge risks lost opportunities that will not be available through Urban Renewal once the district sunsets.
- **Avoid Commercial Gentrification:** We have heard a lot about PDC being very intentional in its investments, particularly in Portland's more fragile neighborhoods. For the Central Eastside, we would like PDC to be very careful about accidentally turning a district that has lower rents (particularly for commercial space north of the Hawthorne Bridge) into one that becomes unaffordable to the very start-ups and entrepreneurs your strategies are currently targeting. As well as one that pushes out longstanding businesses who have contributed to the area established identity. We have an emerging culture where newer business owners are leveraging the experience and wisdom of those who have operated in the district for decades. This is creating an informal mentoring culture which brings great benefit to Portland. We realize PDC cannot control all of the regulations and market forces which cause rents to climb, but please do not let your programs inadvertently displace or create cost barriers to the a culture which is attracting new businesses with innovative ideas.

- **Allow for Adjustment of Loan Criteria:** We heard from companies such as Boothster and Grove Made that improvements such as adjustments to loading docks or replacement of aging freight elevators would help them become more efficient. We also heard your existing loan products could help with these improvements, consider including these as examples of eligible improvements when marketing your existing loans and programs in the CES.
- **Real Estate Focus:** We encourage the development of more inexpensive incubator space to help keep the CES affordable to startups. Also, please make sure your larger real estate investments generate property taxes; and are completed in a manner which is compatible with existing uses. Portland needs to continue to grow and attract skilled workers and a strong workforce to compete economically. We feel the CES can play a significant role with your assistance.
- **Honor Previous Commitments:** There remain funds in the overall budget for support for a community center at the Washington High School site, as well as housing funds now managed by the Portland Housing Bureau which could assist with the rehabilitation of old Washington High. Ensure that these funds remain available for these important projects.

We are hopeful PDC can help us move closer to this vision of a economically robust and community-centered **Central Eastside**. We look forward to reviewing your Requested Budget in February, 2013.

Thank you and sincerely yours,

Susan Lindsay

Chair, Central Eastside Urban Renewal Advisory Committee

Representing the CEURA Committee

INTERSTATE CORRIDOR

Urban Renewal Area

To members of the PDC Board:

As you convene over the coming months to create a Requested Budget for FY 2013-14 please consider the following input from the Interstate URAC when setting priorities and determining outcomes from your investments.

Interstate has been an urban renewal area since 2001. It is Portland's largest and among the most diverse URAs. These characteristics make it difficult to limit our ambitions to only a handful of priorities. Overall, while the initial \$30 million investment in light rail has increased access and provided a connectedness to the rest of the city, the promise of redevelopment to follow along the Interstate spine has not yet been realized. Many of our near term priorities below represent our hopes to leverage light rail and the need to increase development density and more active uses in some important commercial corridors throughout our 3,500+ acre URA.

For the remainder of FY2012-13 and over the course of FY2013-14 we would like to see PDC projects and programs make progress on the following:

- Completion of the GEM List remains at or near the top of our list. We realize some of the GEM list projects require an investment of staff time from bureaus such as PBOT and Parks, and in some cases agencies such as Metro and TriMet. We urge collaboration across the public sectors to make sure the GEM list is completed. Within the list some specific investments were called out at our URAC meeting on November 19th:
 - Maintain the \$1.7 million for the Bridgeton Trail project. This requires a land acquisition by Metro, if acquisition does not proceed, keep the dollars in Parks projects.
 - Maintain the \$50,000 per year for Small Parks Projects through 202013-2014. Carry over resources from one year to the next if they are not encumbered.
 - Generate momentum on the TriMet owned Argyle/Interstate parcel in the Kenton neighborhood.
- We appreciate PDC's concentrated focus on commercial corridors. Interstate has many such corridors, possibly more than PDC has staff resources to address. Our hope is that PDC pay particular attention to three of them: Interstate, Lombard and Kenton.
 - Interstate: This is our most visible and iconic corridor, yet it has not developed with the consistency or concentration as pre-light rail studies initially envisioned. The URA made a \$30 million investment in light rail with the promise of a thriving Interstate Corridor. Yet there are too many vacant storefronts, too many abandoned and blighted parcels, and too many gaps between quality buildings along Interstate.

We would like PDC to encourage development and reinvestment by property owners particularly Interstate Lanes, land south of the Nitehawk, properties near the Lombard station, and the City of Roses motel site as well as the previously mentioned Argyle/Interstate parcel. Collectively, our goal is for Interstate to develop an identity that attracts investment and stabilizes the corridor from north to south. Citizens in the district gave much thought, energy and time developing plans that specified unique development opportunities at each of the light rail stations. In addition, citizens spent a year and a half working with the Planning Bureau on a rezoning process along Interstate to stimulate growth and justify investment in the light rail line.

- Lombard: There are multiple nodes on Lombard which need the focus of PDC and your partners. From I-5 to Peninsular there are a series of commercial pockets that would be viable for PDC to use your storefront program to upgrade the facades. In addition a study should be conducted to determine how best to link these properties and strengthen its role as a commercial corridor.
- Kenton: The north end of downtown Kenton is an important main street for the area. The master planning of the PDC's recent purchase of the Nelson property is an important initiative we'd like to see occur in 2013-14. There are also many vacant and underutilized properties and many absentee landlords in the Kenton area and we would like to encourage staff to continue to call up on these property owners and landlords to keep them aware of PDC programs and opportunities for improvement. While having shown significant improvement, this area is still in need of support to become the main street that has been the goal of countless volunteer hours and business owner investments.

Our overall vision is that the Interstate URA becomes known as a thriving area of the city defined by dense and steady development along the light rail line with well-tenanted buildings and low residential vacancy rates. We'd like to see attention paid to increasing the number of active businesses within the smaller business districts and momentum begin to grow as PDC informs and encourages the larger landowners to put their property into more productive use. We realize this cannot all be completed in the next 12-18 months; yet we are hopeful further momentum can be gained and sustained through your 2013-14 Requested Budget.

We encourage PDC to be visionary in the approach to addressing these areas rather than focusing on low hanging fruit. It is paramount that PDC's efforts be creative to discover the opportunities that may not be obvious on the outset and we look forward to continuing the dialogue on how to best serve the growth of this community.

Thank you for your time,

Chris Duffy, Interstate URAC Chair

Steve Rupert, Interstate URAC Co-Chair

DRAFT

November 28, 2012

Portland Development Commission
222 N.W. 5th Ave.
Portland, OR 97209



Dear PDC Board Members,

The Budget Subcommittee to the North Macadam Urban Renewal Advisory Committee has prepared this brief memo as our preliminary input for the fiscal year 2013-14 priorities and budget discussion.

North Macadam URA Budget Priorities:

1. Short Term

Transportation. In the next year, two transportation projects are a priority for the URAC: improving bike/pedestrian connectivity between South Waterfront/ Oregon Health & Science University (OHSU) and downtown/Portland State University (PSU) and providing PDC's match portion to the Metro CET grant for South Portal.

- **Connectivity.** With the completion of the Collaborative Life Sciences Building and the Portland-Milwaukie Light Rail alignment, connectivity between South Waterfront and downtown continues to improve. However, there will be significant demand for better bicycle and pedestrian connections to downtown and the PSU campus, including connectivity via the greenway. PBOT should develop a plan to improve these connections and should pursue improvements similar to that completed at SW Kelly in FY 12-13.
- **South Portal Planning.** The URAC encourages PBOT to move forward with engineering and design of the South Portal given the suspension of the Lake Oswego streetcar extension and the significantly reduced amount of funding that will likely be available if the federally funded transit project is not part of the scope.

Economic Development. Recruitment of companies to the district is key to future district development, and to accomplishing South Waterfront's goal of 10,000 new jobs.

2. Longer Term

Three longer term regional investments remain critical to the ultimate capacity of the district to develop to support PDC's economic development goals:

- South Portal Build Out. Failure to build the South Portal improvements at the SW Bancroft/Macadam intersection would severely limit the district's future ability to develop at full potential.
- Bond Avenue. With completion of SW Moody, the remaining regional north-south district connector to accommodate future growth, especially within the North District, is SW Bond Avenue north of SW Gibbs.
- Greenway. Completion of the greenway north of the current Central District segment is an important component of bike and ped connectivity for the district.

Thank you and please do not hesitate to contact us if you have any questions about this memo or the matrix of budget priorities for the North Macadam URA.

Sincerely,

Rick Saito
Brian Newman
Mark Gregory
Roger Gertenrich
Jerry Ward
Pasquale Pascuzzi

River District URAC Narrative for 2013/14 Budget

As you work over the next few months to develop your FY 2013-14 Requested Budget please take into the consideration the priorities and preferences of the River District Urban Renewal Advisory Committee.

This document was developed through conversations with PDC and PHB staff and a review of the PDC Strategic Plan, the 2012-13 Adopted Budget and the 2012-13 PDC division workplans.

The River District has experienced exceptional growth and development since it was established in 1998. As we look towards fiscal year 2013-14 we are hopeful the PDC Board is able to leverage project and program resources to achieve the following:

- The URA has recently made investments in large public projects such as the Bud Clark Commons and the County Health Administration Headquarters. Going forward, the URA also has a handful of other high-profile, large budget projects such as Centennial Mills and the Post Office. We urge the Board to set a deliberate and strategic framework which aligns with the purpose of the URA Plan to guide these decisions, and avoids using TIF to close funding gaps for priorities of other public agencies.
 - The Post Office is a particularly important project where we are hoping to see unfulfilled momentum begin to occur. If the pace of the project does not increase in 2013, we believe the Board should begin looking for another alternative catalytic development.
- The vacancy rate for office space is extremely low in the district indicating there may be room for an alternative development opportunity. River District is not fully built out and please consider larger parcel redevelopment rather than programmatic-centric investment.
- Through a URAC panel discussion initiated by PDC staff we heard firsthand how Storefront and DOS programs are driving small business growth in the URA. This is clearly a valuable tool, and one we want to see used to attract more traded sector firms to the River District.
- As one of the key land-owners in the URA WE encourage PDC to sell or develop some of your properties as part of a broader strategy for fulfilling the goals of the URA (Block 8, Block A and N, Block R, Block 25).

- The Portland Housing Bureau will issue a fairly large NOFA over the next few months. While, PDC is no longer directly involved in Housing, we feel it is important for you to be aware that the URAC would like to see set-aside dollars in the Old Town/Chinatown neighborhood be used for housing at the middle income/market rate levels. We feel the neighborhood has more than enough low-income housing. Concurrently the Pearl District is hoping to see the development of more condominiums as opposed to apartments.
- Parking will continue to be a growing need in the area. Do not lose sight of this as you forecast out-year project investments.
- When it comes to implementing the budget, please remain flexible and pool resources when needed to take advantage of unanticipated opportunities as market conditions improve.

Thank you for the opportunity to provide early input on your 2013-14 Budget. We hope this narrative helps you make decisions related to the line item priorities. We look forward to continuing this conversation with you in January 2013 and beyond.



**Program Advisory
Committee**

Susan Brady
Mt. Hood Community College
Tim Brunner
East Ptd. Chamber of Comm.
Frieda Christopher
Business Owner at Large
Bob Earnest
Co-Chair, Hazelwood at Large
Colleen Gifford
Gateway Resident
Ted Gilbert
Housing Developer
Arlene Kimura
Hazelwood Nhd. Assoc.
Shawn Klinkner
Adventist Medical Center
Jerry Kolke
Gateway Resident
Jeff MacDonald
IRCO
Lynn Powell
Gateway Elks
Jackie Putnam
Co-Chair, Gateway Resident
Linda Robinson
Hazelwood at Large
Fred Sanchez
Gateway Business
Sarah Zahn
Human Solutions

November 16, 2012

Chair Andrews
Commissioner Mohlis
Commissioner Wilhoite
Commissioner Steven Straus
Commissioner Dickson

RE: Gateway Regional Center URAC FY 2013-14 Requested Budget Recommendations

Dear Commissioners:

As you convene over the coming months to create a Requested Budget for FY 2013-14 please consider the following input from the Gateway Program Advisory Committee (PAC) when setting priorities and determining outcomes from your investments. This letter is intended to provide you with our hopes for what the Gateway area will look like over the next few years. We are hopeful your projects and programs are able to align with our aspirations.

In advance of preparing this information we spoke with PDC staff, reviewed the PDC Strategic Plan, the Neighborhood Economic Development Strategy and the high level agency work plan.

Gateway has been an Urban Renewal Area (URA) since June 2001. Over that time we have experienced the highs and lows of being identified as a Regional Center, yet never leveraging the potential of that designation. We, like many other parts of Portland have experienced, and are still suffering from the recession. However, we are very optimistic about how PDC's new approach to neighborhood economic development will begin to help our local businesses boost commerce, create jobs, and become known as a destination for certain industries.

Our preference is that PDC helps us achieve the following over the course of 2012-13 and 2013-14:

- Lend your expertise with local capacity building and organizational alignment so Gateway can establish a long term management/sustainability model in a manner being used in the Lloyd area and other parts of the city. We are hopeful this effort includes participation from current employers and non-profits and provides us with the ability to begin a branding campaign which puts us on the map as a center for health and wellness services, education and other industries.
- Focus your business development investment along the Halsey/Weidler and Stark/Washington corridors. We want to help existing businesses flourish and reduce vacancies.
- Provide flexibility in your business development budget line items to allow us to pool resources and leverage the new Enterprise Zone designation for the pursuit of industrial companies and headquarters.
- Continue to pursue a larger scale redevelopment project near the transit center similar to the Oregon Clinic project.

Also please keep in mind in order for your investments in our smaller businesses to be long-lasting, we need more market-rate housing which draws populations with disposable incomes.

The Gateway PAC realizes this is not your charge, but would appreciate if you considered this in your deliberations with your partners at the City of Portland.

In summary, our grand vision is that in June 2014, people will travel underneath new visible entryways as they enter the thriving commercial corridors of the Gateway area and see construction cranes which are building a multi-story office or industrial structure which brings jobs and draws more people to live in the area.

We are hopeful PDC can help our community move closer to this vision and assist us with the capacity building to maintain it in every aspect.

With Regards,

Bob Earnest
Gateway PAC Co-Chairs

Jackie Putnam

DRAFT



Urban Renewal
Advisory Committee

John Notis
Chair, Resident At-large #1

Adam Simmons
Vice Chair, Business #1

Tom Barnes
Powellhurst-Gilbert NA.

Michael Cummings
Resident At-large #4

Gratto, Tracy
Foster-Powell NA

David Hyde
Lents NA

Roberta Krogman
Powellhurst-Gilbert NA

Dan Jung
Taxing Jurisdiction – PPS

Annette Mattson
Resident At-large #3

Steve Messinetti
Community Organization #2

Cora Potter
Resident At-large #2

Roger Rees
Community Organization #1

Seth Richardson
Foster Area Business Assoc.

Gary Sargent
82nd Ave. Business Association

Sia Sellu
Lents NA

Send Correspondence to:
LTC URAC
Portland Development Commission
Attention: Juanita Swartwood
222 NW 5th Avenue
Portland, OR 97209

503.823.3209
www.pdc.us

November 16, 2012

Chair Andrews
Commissioner Mohlis
Commissioner Wilhoite
Commissioner Straus
Commissioner Dickson
Portland Development Commission
222 NW 5th Avenue
Portland, OR 97209

RE: Lents Town Center URA Vision for FY 2013-14

Dear Commissioners:

We would like to share our vision for the Lents URA as you begin your own deliberations toward the FY 2013-14 budget and project prioritization. We share the ultimate goal of job creation and an increase in economic activity, and we look to the Portland Development Commission (PDC) to lead us in this effort.

Please be willing to commit: We realize that the diversion of property tax revenue from our schools, city, and county is a threat to vital services and should not be done lightly. So spend our TIF dollars well, on impactful projects that transform our community as intended. Please be willing to take on something big, which makes a significant impact and creates a positive legacy for PDC. We have been told that the financial health of the URA is good, with well over \$100 million of debt capacity remaining, so come do something we can all be proud of.

PDC owns more than half of the commercially-zoned properties in the Lents Town Center area. This presents a unique challenge and opportunity, but the current thinking seems to be to find some interim uses without any clear vision for the longer term. We believe this risks sending the wrong message unless there is something big and visible happening concurrently. Many temporary uses would also consume funding without contributing to the TIF mechanism. Without redevelopment and proper disposition, these parcels are an on-going burden on the revenues our local services depend upon.

We feel like many parts of the Lents URA have lost momentum under narrow application of the strategic plan. In the FY 2010-11 budget the business development segment was only able to spend 23 percent of the allocation, and this declined to 10 percent in the FY 2011-12 cycle. This is much worse performance than any of the other categories and along with anecdotal evidence from staff, indicates that there are fundamental issues with the environment in which we are trying to recruit and nurture businesses. Much of our potential business community is hampered by a basic lack of buildings and storefronts in which to exist.

Specific goals are mixed-use development for 92/H, an anchor business such as a grocery store, or at least a smaller project that can serve as an example of what PDC is capable of. The 92/H site is a glaring example of lack of progress and represents a very high priority. Consider the North Main development in Milwaukie as an example of the community-serving transit-oriented development we would like to see on this site. Last year PDC commissioned a market study which suggested that a residential development would fulfill the highest and best use of the property, but we understand that there was a profound lack of interest from developers, and we realize that this vision may be a longer-term goal. For the coming year, we hope that recruitment of an anchor business and/or exemplary development of another parcel in the town center is an achievable prospect.

Thank you for considering our thoughts as part of your annual budget prioritization efforts. We hope it provides context for the results that we hope to see PDC achieve in 2013 and beyond.

Sincerely,

A handwritten signature in cursive script, reading "John Notis". The signature is written in dark ink and is positioned below the word "Sincerely,".

John Notis, Chair



November 28, 2012

Chair Andrews
Commissioner Mohlis
Commissioner Wilhoite
Commissioner Straus
Commissioner Dickson
Portland Development Commission
222 NW 5th Avenue
Portland, OR 97209

RE: Oregon Convention Center Vision for FY 2013-14 Budget Planning

Dear Commissioners:

On behalf of the OCC URAC members, please consider the Oregon Convention Center Urban Renewal Area (OCCURA) district recommendations as you deliberate the budget and agency work plans at the PDC Board Retreat tomorrow.

I submit the following recommendations noted from our last OCC URAC budget meeting held on November 5, 2012. These recommendations are from individual members, as there was not an opportunity for a formal recommendation from a quorum of the URAC.

- If the board is re-prioritizing resources across projects or programs, the URAC would like for the agency to consider shifting a portion of those resources into an engineering study for high-speed rail and bicycle/pedestrian transportation pathways and trails. An estimated resource needed for this work is \$500,000 per year, over a two-year period.
- Under Business Development, please consider combining resources (which are estimated at \$600,000 per year) into lump sums and pursue larger opportunities to rehabilitating existing buildings or build new, such as another Left Bank Annex project. This suggestion was driven by concern over a lack of vacancies in Lloyd District and how that may impact the district's ability to increase job growth.

Letter to PDC Commissioners

RE: OCCURA FY 2013-14 Budget Narrative

November 28, 2012

Page 2/2

- Other key points to consider for the district:
 - Maximize opportunities for more ground floor uses.
 - Focus on laying the groundwork for more catalytic developments.
 - Go beyond the Athletic and Outdoor and other identified clusters (Clean Technology, Advanced Manufacturing, and Software.) Be cognizant of the Lloyd N/NE Quadrant Strategy to assure the job strategy for the Lloyd District considers existing clusters such as healthcare, utilities, Eco-District, and other professional services and activities. Synchronize clusters to fit within the current climate and strengths of the existing district.
 - Review the retail vision along Multnomah and Holladay corridors where proposed mid-sized big boxes are being considered. Consider the possibility of PDC's help to advance that work.
 - Leverage investments off of the Left Bank Annex building and the Lloyd Eco-District activities.

Thank you for your time and consideration of these recommendations. Please feel free to follow up with the URAC with any issues or concerns that may arise during your retreat; we are glad to help and can provide additional information and clarification as requested.

Regards,



Chair Damien Hall
Oregon Convention Center URAC

DH:jas

Lents Neighborhood Association

PO Box 90833
Portland, OR 97290



Portland Development Commission
Board of Commissioners
222 NW Fifth Avenue
Portland, OR 97209-3859

Nov. 13, 2012

Commissioners:

The coming year has the potential to be an exciting one in the Lents Town Center. Several important projects, from building improvement projects to streetscape redevelopment, will be completed.

That helps to build the bones of a strong Lents Town Center. But our business district continues to need focused, deliberate help from the Portland Development Commission to reach the goals of the urban renewal district.

Community members have been discussing these goals lately, with the objective of informing the budget decisions for the upcoming fiscal year. We hope you will use this letter as a guide as you look to assign resources in the Lents Town Center in 2013 and beyond.

This letter, authorized by the neighborhood association, is divided into two sections: Abstract goals and specific projects. Both are equally important to the community members who participated in developing this process.

There's a lot here to digest. We have a lot of work to do.

Thank you, as always, for your time and consideration, and your dedication to making the Lents Town Center a vital, important part of Portland's community fabric.

Sincerely,

Nick Christensen
Chair
Lents Neighborhood Association

Specific projects

Bring the community a grocery store

We believe this to be our top community priority.

One of the things that would make the PDC's job easier in successfully developing its property at 92/H (and other sites in the Lents Town Center) would be recruiting a top-tier grocery store to the community. We have opportunities to do this, but we rely on the PDC to do the heavy lifting of negotiations and property acquisition.

We feel that our success in improving the business vitality and image of the Lents community is tied to the recruitment of a signature grocery store to the Lents Town Center. This should be a company whose brand name is associated with communities that have achieved the outcomes the Lents Town Center Urban Renewal District was formed to achieve. *The resources put into attracting a high-quality, specialty grocer to the Lents Town Center will pay dividends in TIF payback and in making it easier to develop of PDC-owned properties, including 92/H.*

Develop the 92/H property

It seems inexcusable that, at a time when new apartment complexes are being built all over Portland, and at a time when rents are at their highest level in years, the PDC continues to fail to deliver the kind of transit-oriented project that the community vetted and sees as a lynchpin to future success.

As a reminder, community members spent years working on a plan for a mixed-use development, with a small retail component as part of a larger market-rate, transit-oriented housing development adjacent to the Lents Town Center MAX station. This development would also include affordable housing options integrated into it.

This is a heavy lift, and we know that. But projects like Killingsworth Station, the Couch Street Apartments, Grant Park Village and others show that there is a demand in Portland for the kind of development we envision. Partner with other entities, including the Portland Housing Bureau and Metro, to encourage successful development.

A successful 92/H project helps build jobs in the Lents Town Center. We need more customers in Lents. Encouraging more housing in the town center helps to build the customer base that supports a vibrant business district.

Recruit businesses to and retain them in the Lents Town Center – and focus on outlying areas within the URA at a later time

We have seen mixed results in this department in the past year. We're hearing a lot of new talk about business recruitment strategies, and it seems as though they're being

viewed with a new lens in the Lents Town Center. At the same time, the PDC's general "Jobs first!" strategy has left Lents hanging out to dry, as the firms the PDC is working to recruit to Portland seldom choose to locate in Lents when moving to the Rose City.

We need to present an attractive business district for employer and business recruits. That means focusing on neighborhood-serving businesses in the Lents Town Center first, laying the groundwork for traded-sector employers to view Lents as a prime opportunity for development and relocation. It doesn't help us if we add traded-sector businesses to Lents, only to have employees live far away in neighborhoods that serve their needs.

In part, this means that the PDC needs to actively participate in redeveloping the large inventory of vacant land and buildings it owns.

We also feel increasing pressure for resources from other areas within the URA. We congratulate the PDC on its successes in recruiting new business to the Foster-Powell area, but we firmly believe the entire urban renewal area is best served if economic development starts at the Lents Town Center and works its way out from there.

The health of the Lents neighborhood is tied to the economic vitality of its central business district. Until we have a self-supporting business district, capital will continue to pour out of the neighborhood and into more affluent communities. That means we need help recruiting businesses, retaining new businesses (something the PDC has not been great at assisting with), and helping property owners smartly select new tenants. It's an issue of equity – we probably need more help than other communities because we are coming from further behind.

Encouraging property owners to think about the highest and best use of their properties

One of the most exciting transformations in the Lents Town Center happened at an unlikely spot – Tidee Didee. What was once a baby-blue depot for cloth diapers is now a warm, inviting store for new parents, and passers-by can hardly tell there's an industrial operation in the back end. Adding a brightly-lit store to the Lents Town Center was a huge step forward for our community.

Don't end there. Help other property owners in the area think about how their property plays a role in creating a vibrant business district – which in the end increases rents and makes their property ownership easier and more profitable. *Identify other properties that could be targets and facilitate similar transformations.* When using storefront grants as an incentive, require main street design standards and include performance incentives and late completion penalties in contracts so they are completed in a timely manner.

Make the most of transportation

An ongoing theme in our community conversation is making the most of transportation. That means doing more to capitalize on our excellent transit, bicycle and freeway access,

and preserving the pedestrian environment by encouraging traffic to slow down on 92nd Avenue and Foster Road through the Lents Town Center.

Unlike other corridors, which built up around an existing high-speed street, Lents has had high-speed traffic forced upon it. We need to recapture the setting that helped create the initial economic success of the community, and that means recapturing that small-town feel.

We also need to encourage more bicycling by ensuring ample bicycle parking at new PDC-sponsored developments.

General goals

Focus more intently on developing a vibrant business district

While recent efforts have shown some improvements in focusing on business recruitment and retention in the Lents Town Center, many community members continue to feel as though PDC staff is stretched too thin on projects throughout the urban renewal district. *We believe the urban renewal district, as a whole, will be a failure if the Lents Town Center is not economically vibrant.*

Avoid displacement

Gentrification is approaching a third-rail word in planning politics, but we think that's misguided. To us, gentrification means that the people of a neighborhood have more access to capital. That's a good thing. What we want to avoid is displacement – people being forced to move because they do not have enough capital to remain in the neighborhood they call home. The PDC's homeowner programs have been wise investments in keeping people in our neighborhood, but we should all be careful to avoid decisions that will result in people being forced from the neighborhood.

That starts with making sure that Lents residents have jobs that pay the bills – creating a vibrant business district that employs community members so they can afford to stay in their homes.

Embrace our history through building design

It's becoming increasingly difficult to tell that Lents is a historic community with a number of century-old buildings in its commercial core. These should be revered as an asset, not dismissed as too challenging. The PDC should ensure that every effort is made to preserve and protect historic structures, perhaps even by setting aside money specifically to encourage preservation, modernization and redevelopment of existing buildings built before 1920.

Furthermore, we should be cognizant of our history in new building design, and encourage developers through financial incentives to develop quality buildings that compliment the surviving historic architecture. We recommend incentives for property owners who choose to abide by community design standards on the EX(d) zoned parcels in Lents to provide guidance for future development.



November 13, 2012

Commissioners,

In these times of shifting PDC directives/priorities and limited funds, the Foster-Powell and Mt. Scott-Arleta neighborhood associations would like to register our hopes for the future development strategy of the Lents URA.

It can be argued that, to date, efforts to spur revitalization of the LTC have been less than successful. While it's safe to say that the LTC is not thriving, it's important to acknowledge that we can't fix the town center by ignoring the barriers to success outside the Town Center itself.

In Portland, successful economic revitalizations have followed a recurring linear pattern down neighborhood main streets extending outward from the Central City (consider the recent developments of Division near 50th as an example). The PDC and area stakeholders understood this when amending the URA in 2008, recognizing that a healthy, thriving Foster Road was key to the vitality of the Lents Town Center. Everyone wants to see a bustling, successful Lents Town Center, but this simply won't happen without a revitalized Foster Road. Treating the several blocks comprising the "business district" as an island unto itself, while neglecting the primary commercial corridor leading up to it, is a recipe for certain failure.

The Lents URA was expanded in 2008 to include Foster west of 80th, because the identified redevelopment needs within the existing URA were great, diverse, and clearly interconnected with areas other than the immediate core of the URA. This amendment helped re-energize the URA's efforts both by increasing the amount of money available and extending the life of the URA. As the 2008 amendment asserts, revitalization of the gateways and other connected areas of the Lents URA is crucial for a viable redevelopment of the area as a whole. We urge you not to lose sight of these reasons for the expansion, but to stay the course and keep the 2008 vision central to setting URA priorities; to not move backwards with a narrower approach addressing the challenges at hand that the 2008 amendment intended to change.

We believe it is of the utmost importance to keep supporting the revitalization of the Lents area through investments in the Foster Road area. To that effect, we maintain our support of the strategy as portrayed in the 2008 document, which describes the importance of improving Foster Road from 50th to 82nd Avenue: "It is a primary objective of this Plan that SE Foster Road plays a significant and supportive role in revitalizing the Area's commercial and neighborhood districts. Improvements to SE Foster Road will more closely link the functions of SE Foster Road to the immediately adjacent commercial and neighborhood districts of the Area...Upgrading of this entrance to the Area will provide a more positive and attractive entrance to the Lents Town Center as a whole and the expected spin off benefit is private investment in the Town Center Area."

We look forward to participating in this ongoing process in the years to come.

Sincerely,

Christian Smith
Chair
Foster Powell Neighborhood Association

Li Alligood
Co-Chair
Foster Powell Neighborhood Association

Erika Wilson-Palmer
Chair
Mt. Scott-Arleta Neighborhood Association

Financial Summaries

Item

Total PDC Appropriations

Total PDC Expenditures by Strategic Goal and Key Action

Total Expenditures by Department and Division

Staffing Summary

Total PDC Appropriations

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
All Funds						
Resources						
Beginning Fund Balance	142,235,357	69,942,803	39,472,390	47,424,825	55,052,858	57,321,676
Fees and Charges	334,309	361,397	385,343	409,640	434,252	445,177
Interest on Investments	385,444	259,500	216,500	169,000	133,000	117,000
Intergovernmental Revenues	9,340,840	9,047,857	9,391,384	7,313,569	7,384,846	7,491,964
Loan Collections	3,972,084	6,524,499	4,442,440	4,840,418	3,648,272	11,206,938
Long Term Debt	29,800,000	15,700,000	25,900,000	40,576,226	30,000,000	22,123,890
Miscellaneous	197,250	1,224,900	500,000	520,000	630,000	740,000
Property Income	6,546,939	13,478,756	13,127,552	8,901,268	4,809,926	2,349,267
Reimbursements	1,103,733	513,080	101,604	61,868	128,758	141,653
Service Reimbursements	15,186,941	16,524,135	13,897,786	15,284,673	13,604,767	14,029,294
Short Term Debt	48,633,198	50,501,882	49,525,404	51,721,369	52,717,026	52,748,988
Transfers In	381,636	1,200,000	172,000	0	0	0
Total Resources	258,117,731	185,278,809	157,132,403	177,222,856	168,543,705	168,715,847
Requirements						
Program Expenditures						
Administration	16,528,096	16,674,292	14,115,311	11,764,396	11,990,990	12,207,550
Business Development	22,299,084	20,571,934	18,600,559	18,823,173	18,380,315	16,878,578
Infrastructure	31,026,861	10,132,765	7,811,981	5,900,206	6,309,459	256,916
Housing	48,930,860	16,212,669	16,747,998	19,535,832	13,930,067	14,607,265
Property Redevelopment	62,330,115	63,932,987	36,989,943	50,861,718	47,006,430	39,989,920
Total Program Expenditures	181,115,016	127,524,647	94,265,792	106,885,325	97,617,261	83,940,229
Debt	0	0	0	0	0	0
Transfers - Indirect	15,186,941	16,524,135	13,897,786	15,284,673	13,604,767	14,029,294
Total Fund Expenditures	196,301,957	144,048,782	108,163,578	122,169,998	111,222,028	97,969,523
Contingency	61,434,138	40,030,027	48,796,825	55,052,858	57,321,677	70,746,324
Operating Transfers Out	381,636	1,200,000	172,000	0	0	0
Total Requirements	258,117,731	185,278,809	157,132,403	177,222,856	168,543,705	168,715,847

Strategic Goal and Key Action	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Effective Stewardship	21,455,589	14,722,475	12,348,038	12,556,821	12,770,935
Healthy Neighborhoods					
Business Development	6,056,738	5,303,906	5,301,304	5,197,884	5,216,444
Commercial Corridor & Site Development	12,171,334	11,979,977	11,095,875	8,510,313	6,627,973
Community Capacity Building	5,431,344	6,006,157	6,199,132	6,073,566	6,205,704
Healthy Neighborhoods Total	23,659,416	23,290,040	22,596,311	19,781,763	18,050,121
Strong Economic Growth & Competitiveness					
Business Finance/Ezone	6,481,593	5,393,183	4,401,491	4,490,922	4,880,959
Cluster Strategy	1,724,480	649,356	713,288	614,985	777,513
Export Strategy	149,542	35,263	35,263	35,263	35,263
Innovation & Entrepreneurship Strategy	663,261	1,393,448	1,393,448	1,393,448	1,393,448
Strategic Site Development & Recruitment	3,294,119	2,692,693	2,763,099	2,760,053	760,053
Strong Economic Growth & Competitiveness Total	12,312,995	10,163,943	9,306,589	9,294,671	7,847,236
Urban Innovation & Vibrant Central City					
Great Urban Universities	1,735,255	0	885,000	685,000	1,455,000
Job Focused Redevelopment	12,476,280	25,078,991	33,570,086	21,170,246	27,341,256
Next Generation Built Environment	4,595,925	0	0	0	250,000
Urban Core Vitality	35,056,215	4,262,345	8,643,469	20,198,694	1,618,416
Urban Innovation & Vibrant Central City Total	53,863,675	29,341,336	43,098,554	42,053,939	30,664,672
Total PDC Expenditures	111,291,675	77,517,794	87,349,493	83,687,194	69,332,964
Housing Total	16,232,972	16,747,998	19,535,832	13,930,067	14,607,265
Total Expenditures	127,524,647	94,265,792	106,885,325	97,617,261	83,940,229
Requirements					
Transfers - Indirect	16,524,135	13,897,786	15,284,673	13,604,767	14,029,294
Contingency	40,030,027	48,796,825	55,052,858	57,321,677	70,746,324
Operating Transfers Out	1,200,000	172,000	0	0	0
Total Requirements	185,278,809	157,132,403	177,222,856	168,543,705	168,715,847

Total Expenditures by Department and Division

Revised	Draft
FY 2012-13	FY 2013-14

All Funds

Department Expenditures

Executive

Business & Social Equity	926,808	916,020
Govrnt Relations & Pub Affairs	1,448,481	1,878,280
Human Resources	957,347	892,787
Legal	1,222,139	938,683
Office of Executive Director	635,526	369,880

Total Executive

Finance & Business Operations

Asset Management	4,113,021	3,527,486
Business Operations	79,357	359,546
Finance	2,896,235	2,459,662
Information Technology	3,410,954	2,944,939
Office of the CFO	370,366	540,093

Total Finance & Business Operations

Non Departmental

Housing	48,484,279	16,207,892
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Total Non Departmental

Urban Development Department

Business & Industry	2,507,316	2,871,738
Central City	2,357,130	2,438,051
Neighborhood	2,429,650	2,389,924
Program Investment	108,687,832	88,261,537
Strategy& Operations	588,575	528,129

Total Urban Development Department

Total Department Expenditures

Transfers - Indirect	15,186,941	16,524,135
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Total Fund Expenditures

Contingency	61,434,138	40,030,027
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Operating Transfers Out	381,636	1,200,000
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Ending Fund Balance	0	0
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Total Requirements

258,117,731 185,278,809

FY 2013-14 Draft Staffing and Personnel Services Budget

Department/Division	FTE	Total Salaries and Benefits
Urban Development Department		
Business & Industry	22.0	2,793,491
Neighborhood	19.3	2,241,268
Central City & Urban Innovation	16.0	2,024,255
Strategy & Operations	3.0	522,630
Total Urban Development	60.3	\$7,581,644
Executive		
Executive Administration	2.0	312,831
Government Relations	3.0	421,125
HR Administration	5.0	589,037
Legal	6.0	907,808
Public Affairs	4.0	499,745
Public Involvement	3.0	327,782
Resource Development	2.0	207,088
Social Equity	2.0	436,820
Total Executive	27.0	\$3,702,235
Finance and Business Operations		
Accounting & Payroll	7.0	741,330
Asset Management	6.0	601,245
Business Operations	3.0	359,545
Constructions & Env Services	4.0	477,730
Facilities Management	2.0	162,517
FBO Administration	3.0	450,094
Financial Planning	4.0	498,468
Professional Services	5.0	511,270
Information Support Systems	14.0	1,721,883
Total Finance & Business Ops	48.0	\$5,524,083
Total PDC	135.3	\$16,807,962

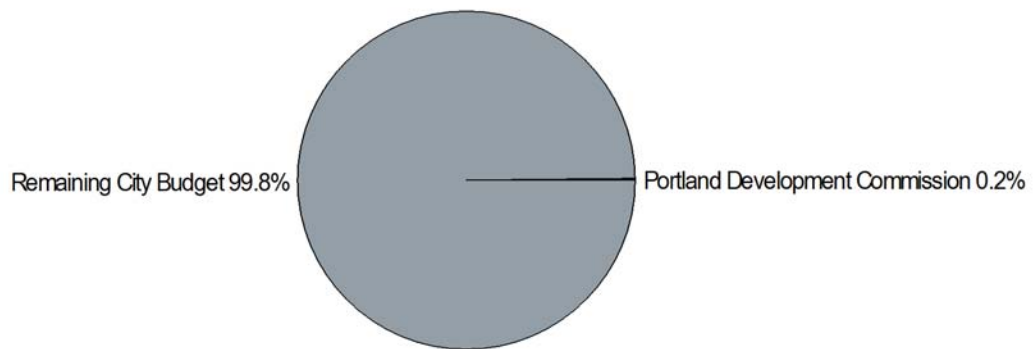
Portland Development Commission

Community Development Service Area

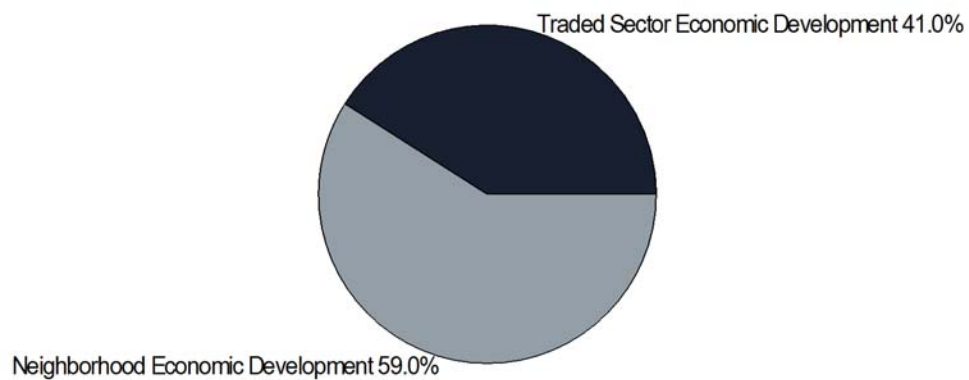
Mayor Sam Adams, Commissioner-in-Charge

Patrick Quinton, Executive Director

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2012-13	Requested FY 2013-14	Change from Prior Year	Percent Change
Operating	6,723,632	5,938,263	(785,369)	(11.68)
Capital	0	0	0	0.00
Total Requirements	6,723,632	5,938,263	(785,369)	(11.68)
Authorized Positions	0.00	0.00	0.00	0.00

Bureau Summary

Bureau Mission

The mission of the Portland Development Commission (PDC) is to create one of the world's most desirable and equitable cities by investing in job creation, innovation, and economic opportunity throughout Portland.

Bureau Overview

PDC is the city's economic development agency and is responsible for achieving the City's job creation and economic development objectives, including the goals established by the City Council in the City's Five-Year Economic Development Strategy and Neighborhood Economic Development (NED) Strategy. As the City's economic development agency, PDC serves as the primary liaison with the private sector, and staffs all direct work with local businesses to retain and expand our existing business and job base.

To increase economic vitality across the city of Portland, PDC plays three primary roles: 1) serving as the City's link to the thousands of private businesses that serve as the backbone of Portland's economy and connecting those businesses to the range of public and private services available to assist their growth; 2) providing direct financial and technical assistance to businesses with the potential to create tangible economic benefits for Portland residents; and 3) promoting and elevating the visibility of local industries and neighborhood business districts through market research, capacity-building and targeted events and initiatives. In performing these roles, PDC staff collaborates extensively with local and regional partners, thereby ensuring the maximum leverage of public dollars and a focus on the activities best suited to PDC's core competencies.

This work complements PDC's role as the city's redevelopment agency. In this capacity, PDC manages 12 traditional and six micro Urban Renewal Areas (URAs) - engaging in public-private partnerships to redevelop and revitalize key commercial corridors and centers across the city. Alongside private partners, PDC continues to pursue catalytic redevelopment projects both downtown and in neighborhoods, with a focus on projects that match current market needs and generate the maximum social and financial return for the City.

Resources from the City's General Fund allow PDC to fulfill job growth and economic growth goals that are not eligible for funding through Tax Increment Financing (TIF). General Fund support extends PDC's work beyond URA boundaries and real estate investments to provide critical non-physical assistance that supports business growth through staff expertise, working capital, and technical assistance. Together, TIF and General Fund support allow for a web of activities that connect people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope but share the consistent goals of facilitating business activity that fuels the retention and creation of living-wage jobs that support families, generates community wealth, and creates healthy and vibrant neighborhoods throughout the city.

Strategic Direction

PDC's economic and urban development activities are guided by two City Council-adopted strategies: the five-year Economic Development Strategy and Neighborhood Economic Development Strategy.

In July 2009, the Portland City Council adopted the City of Portland's Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The primary goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable, equitable and competitive economy in the world. The Neighborhood Economic Development Strategy, which was adopted by City Council in 2011, builds on this agenda and calls out social equity and the importance of community partnerships as an integral part of how the agency delivers its services. Implicit within this goal is determining how to enable community involvement, governance, and mutual accountability as a core value in how PDC works with the community.

These two strategies serve as the cornerstone for PDC's 2011 Strategic Plan, which articulates five goals that focus and define the daily work of agency:

- ◆ Strong economic growth and competitiveness;
- ◆ Social equity;
- ◆ Healthy neighborhoods and neighborhood business vitality;
- ◆ Urban innovation and a vibrant central city; and
- ◆ Effective stewardship.

Neighborhood Economic Development

Description

The Neighborhood Economic Development (NED) program and the City's Neighborhood Economic Development Strategy foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under the NED program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. The Requested Budget for the Neighborhood Economic Development program includes:

- ◆ Main Streets (\$270,000 ongoing General Fund)
- ◆ Neighborhood Prosperity Initiative (\$640,000 ongoing General Fund)
- ◆ Venture Portland (\$290,000 ongoing General Fund)
- ◆ Small Business Development Program (\$550,000 ongoing General Fund)
- ◆ Economic Opportunity Initiative (\$1,403,272 ongoing General Fund)

Goals

The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and the corresponding objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative. The final initiative described in this section (Economic Opportunity Initiative) also supports the City's Ten-Year Plan to End Homelessness

Performance

The five citywide NED initiatives advance implementation of the NED Strategy. Each initiative and its performance is described below.

**Neighborhood
Economic
Development
Initiatives****Main Street**

Portland Main Street is a community-led revitalization program designed to stimulate neighborhood businesses. In June 2010, Portland designated Alberta, Hillsdale, and St Johns as its first three Main Street districts. The districts receive grants for district administration, property improvements, and promotional events. The City also provides technical assistance to the districts for implementation of the Main Street approach, district design support, and organizational capacity building. The Requested Budget for the Main Street Program is \$270,000 in ongoing General Fund.

Portland Main Street Program funds are used to continue operations and support of the three Main Street districts. In FY 2011-12 operations grants leveraged private funding by a factor of 2.2 for every dollar of operations funding granted by PDC. In addition, the three districts collectively saw a net increase of 22 businesses, 70 full-time and 45 part-time jobs. Volunteers contributed nearly 10,000 hours towards district promotions, economic development, district improvement projects and administration. Tax increment financing contributed to program operations this year, as two of the three Main Streets have been incorporated into Urban Renewal Areas.

Main Street Performance:

- ◆ Volunteer Hours: FY 2010-11, 10,881; FY 2011-12, 9,927
- ◆ Net FTE: FY 2010-11, 8; FY 2011-12, 70
- ◆ Net PTE: FY 2010-11, 4; FY 2011-12, 45
- ◆ Total Jobs: FY 2010-11, 12; FY 2011-12, 115
- ◆ Private Funding for Operations: FY 2010-11, \$159,000; FY 2011-12: \$197,137

Goals for the program in FY 13-14 are:

- ◆ Volunteer Hours: 3,000 per district (total of 9,000)
- ◆ Net businesses: 3 per district (total of 9)
- ◆ Net FTE: 3 per district (total of 9)
- ◆ Net PTE: 2 per district (total of 6)
- ◆ Total Jobs: 5 per district (total of 15)
- ◆ Private Funding for Operations: \$50,000 per district (total of \$150,000)

Neighborhood Prosperity Initiative (NPI)

City Council created six micro-URAs in April 2012. Each district is a separate Urban Renewal Area with about \$1 million in tax increment revenue to invest in small bricks-and-mortar projects - such as storefront and street lighting improvements - over the next nine years. The districts are NE 42nd Avenue, NE Cully Blvd., Parkrose, Rosewood, Division-Midway and SE 82nd Avenue and Division. General Funds are used to provide grants for district administration and promotions; General Funds also support training and technical assistance to the new non-profits that are carrying out the work of the NPI around such issues as business development, district marketing, and board and organizational development. The Requested Budget for the Neighborhood Prosperity Initiative is \$640,000 in ongoing General Fund.

As of January 2013, all six Neighborhood Prosperity Initiative districts are under contract with PDC and have initiated operations. They have all raised at least \$15,000 to match administrative grants, and most have hired staff to manage the district and conduct initial economic development activities. Districts continue to receive training and technical assistance in supporting business development. In the spring of 2013, districts will plan and implement one small-scale improvement.

FY 2013-14 will be the first full year of operations for five of the six NPI districts. The NPI program will track information similar to the Main Street Program including volunteer hours, net businesses, net part time and full time jobs and private funding. Goals for the program in FY 13-14 are:

- ◆ Volunteer Hours: 3,000
- ◆ Net businesses: 2 per district
- ◆ Net FTE: 2 per district
- ◆ Net PTE: 2 per district
- ◆ Total Jobs: 4 per district
- ◆ Private Funding for Operations: \$50,000 per district

In addition, in FY 2013-14, PDC anticipates that each NPI district will complete planning for the projects that will be funded with tax increment revenue (TIR) in subsequent years. TIR is for capital improvements and spending of these resources on community-identified projects will follow the development of such a plan.

Venture Portland

Venture Portland is the City's local partner in building the capacity of Portland's 37 neighborhood business districts. Venture Portland's work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support. The Requested Budget for Venture Portland is \$290,000 in ongoing General Fund. Venture Portland's focus is primarily on neighborhood business districts that are not a part of the Main Street or NPI programs operated by PDC.

The list below identifies the performance of Venture Portland over the last two fiscal years. Performance in FY 2012-13 and FY 2013-14 is expected to be similar.

- ◆ Technical Assistance Hours to BDAs: FY 2010-11: 190; FY 2011-12: 430
- ◆ Training Hours to BDA Members: FY 2010-11: 645; FY 2011-12: 841
- ◆ Volunteer Hours by VP Board Members and other VP volunteers: FY 2010-11, 1,244; FY 2011-12: 1,063
- ◆ Grant Making:
 - ❖ Venture Portland Grant Amount: FY 2010-11, \$79,94; FY 2011-12: \$68,000
 - ❖ Private Funds Leveraged: FY 2010-11, \$146,278; FY 2011-12: \$260,348
 - ❖ Number of Projects Funded: FY 2010-11: 39; FY 2011-12: 30
 - ❖ Numbers of Districts Receiving Grants: FY 2010-11: 24; FY 2011-12, 21.

Small Business Development Program

This program provides for citywide small business technical assistance. A competitive request for proposals process was used to select non-profit entities to deliver small business development. Businesses eligible for services have 50 or fewer employees and are:

- ◆ Owned by a person of color;
- ◆ Owned by a person with limited English proficiency;
- ◆ Owned by a person with modest income (120% of the median family income); or
- ◆ Located in targeted areas of North, Northeast, and East Portland.

The Requested Budget for the Small Business Technical Assistance Program is \$550,000 in ongoing General Fund.

In the first year of the Small Business Development Program (October 2011-September 2012), 154 businesses received technical assistance. Additionally, 80 businesses received specialized business legal services. Sixty-four percent of businesses were owned by people of color and 21 percent were owned by people with limited English proficiency. This new program tracks annual changes in gross sales, owners draw, jobs created and retained as well as an owners ability to access capital.

Economic Opportunity Initiative

Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to low income individuals. Participants in workforce development programs have incomes at 0% to 50% of the Median Family Income (MFI); participants in microenterprise development projects have incomes at 0% to 80% of MFI. Program participants often face barriers to employment and business development such as limited English proficiency, criminal histories, homelessness, and drug and alcohol addictions. Microenterprise and workforce development services are delivered by qualified not-for-profit providers selected through a public procurement process. Individuals are eligible for service for up to three years; individualized career or business development plans guide service delivery.

The Economic Opportunity Initiative has graduated five classes since its inception in 2004. The program enrolled 3059 individuals in workforce or microenterprise development programs. Of those enrollees, 1636 individuals (53 percent of enrollees) graduated after three years with a minimum 25 percent increase in income or revenues. Fifty-one percent of the programs graduates were people of color; an additional nine percent were non-native English speakers.

The Requested Budget for the Economic Opportunity Initiative is \$1,403,272 in ongoing General Fund. The program is also funded with federal Community Development Block Grant (CDBG) dollars. The Portland Housing Bureaus Requested Budget includes \$1,903,416 in CDBG for the EOI program. The combined budget will allow service to approximately 1,100 individuals; PDC anticipates continuing to serve at least 50 percent people of color and approximately 10 percent non-native English speakers.

The number of people estimated to be served with City funds in FY 2013-14 is as follows:

- ◆ Microenterprise Development: 230
- ◆ Adult Workforce Development: 433
- ◆ Youth Workforce Development: 433
- ◆ Total: 1,096

By the end of FY 2012-13, PDC will have completed a public procurement process for each of the three program areas within the last year. With the new solicitations, new performance measures were developed and results will be shared when a full year of service has been completed. The program will track wage progression, job placement, retention and advancement for workforce participants. The microenterprise program now has the same metrics as the Small Business Development Program including annual gross wage progression, jobs created and retained as well as an owners ability to access capital.

PDC worked collaboratively with Worksystems Inc. to align service delivery to high-need youth and adults. In 2012-13 the City's resources for youth workforce development were co-invested with WSIs resources for the same population. In 2013-14, PDC anticipates a similar co-investment of resources with WSI. This partnership with WSI allows the City to leverage approximately \$3.5 million in regional workforce development resources for high-need youth and adults and allows for a more streamlined service delivery system.

Portland Development Commission

Community Development Service Area

Requested 2013-14 General Fund Additions:

The Requested Budget figures above reflect a ten percent cut in revenues and expenses from FY 2012-13 levels. For the Neighborhood Economic Development programs the overall reduction is \$350,364. There are two requested additions for the Neighborhood Economic Development programs:

1. Economic Opportunity Initiative: PDC requests an additional \$300,000 for the Economic Opportunity Initiative. Funds will go directly into delivery of workforce and microenterprise development services to low-income individuals. This funding will allow FY 2012-13 service levels to be maintained in the program and will allow approximately 120 individuals to access workforce development training or microenterprise assistance specifically developed for low-income individuals.
2. Small Business Development Program: PDC requests an additional \$50,000 for the Small Business Development Program. Funds will go directly into delivery of technical assistance for target businesses and will allow FY 2012-13 service levels to be maintained in the program. Approximately 26 businesses will be served through the program with this addition.

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
Expenditures					
Community Economic Development	687,315	(122,315)	0	0	0
Local Partner Initiatives	464,114	347,006	288,350	290,000	290,000
Neighborhood Economic Development	0	1,193,838	1,727,031	1,460,000	1,510,363
Trade Sector Job Create & Retain	1,324,053	257,555	0	0	0
Workforce Development	0	0	0	1,403,272	1,703,272
Total Expenditures	2,475,482	1,676,084	2,015,381	3,153,272	3,503,635

Economic Opportunities Initiative

Description

This budget program has been moved to a subprogram within the Neighborhood Economic Development budget program.

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
Expenditures					
Workforce Development	1,364,477	1,519,429	1,605,018	0	0
Total Expenditures	1,364,477	1,519,429	1,605,018	0	0

Traded Sector Economic Development

Description

Consistent with the City's Economic Development Strategy, PDC prioritizes investments and focuses resources to help create family-wage jobs and grow target traded sector industries to maximize the city's economic competitiveness. The Traded Sector program also includes cross-industry initiatives focused on export promotion, business attraction, enhancing Portland's entrepreneurial ecosystem, and small business lending. This budget includes the following strategic initiatives:

- ◆ Cluster Industry Development (\$971,166; ongoing General Fund)
- ◆ Strategic Business Recruitment (\$145,000; ongoing General Fund)
- ◆ Small Business Working Capital Loan (\$150,000; ongoing General Fund)
- ◆ Entrepreneurship & Innovation (\$200,000; ongoing General Fund)
- ◆ Startup Investment & Access to Capital (\$450,000; ongoing General Fund)
- ◆ International Business Development (\$175,000; ongoing General Fund)
- ◆ Greater Portland Inc. (\$100,000; ongoing General Fund)

Goals

Since the adoption of the City's Economic Development Strategy in July 2009, Multnomah County has added more than 25,000 new jobs, surpassing the goal of 10,000 new jobs by 2014. The FY 13/14 Traded Sector Economic Development program builds on this success and is focused on generating robust job growth by maximizing the opportunities for existing, emerging and relocating businesses to produce and sell products and services around the globe.

Performance

Employment trends within the target industries over the past three years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote entrepreneurship and identify international business opportunities. As reported in the City of Portland's Economic Development Strategy: Three-Year Status Report, covering the period July 2009 through July 2012, more than 600 businesses received assistance from PDC economic development staff and approximately \$74.8 million of direct financial assistance was awarded to businesses to support job growth, which leveraged an additional \$747 million in investments. During the first half of FY 12/13, PDC business development staff visited close to 150 traded sector companies with a focus on providing direct or referral assistance, including seven loans and grants to traded sector firms, market research analysis, real estate services and access to trade resources. In FY 13/14, PDC will strive for 300 business retention and expansion visits that result in meaningful assistance and 10 new loans. The recent impact of the Traded Sector program and the prioritization of FY 13/14 General Fund resources are outlined in detail below.

Traded Sector Initiatives**Cluster Industry Development**

The Requested Budget for Cluster Industry Development is \$971,166 in ongoing General Fund. These initiatives help to create jobs by raising the competitiveness and profile of Portland's four target industry clusters: Clean Tech, Advanced Manufacturing, Athletic & Outdoor and Software.

Business development remains a priority for the agency. The FY 13/14 budget allocates resources for PDC economic development staff to proactively meet one-on-one with traded sector companies to address individual company needs, tackle issues inhibiting growth and identify the best resources to support business competitiveness. Technical assistance -- i.e. market research, regulatory guidance, financial assistance, business planning, real estate advice, marketing, export promotion or workforce development -- may be provided directly by PDC and/or through a local partner with specific expertise.

The Cluster Industry Development work also includes key initiatives designed to support the local industry as identified within each target industry action plan. Desired FY 13/14 outcomes include:

Advanced Manufacturing Increase the use of the Oregon Manufacturing Extension Partnership (OMEP) matching grant program, which since 2009 has helped more than 25 businesses save between \$35,000 to \$1 million through lean process improvement; ; facilitate the establishment of the NW Collaboratory for Sustainable Manufacturing, a coalition of local research universities committed to providing industry firms with access to research and development resources; and coordinate two workforce development events in collaboration with Worksystems Inc. and other partners to connect local firms to job seekers with manufacturing experience.

Athletic & Outdoor - Further the partnership between Design Forum/PDX and Pensole Design Academy to establish a materials library and curriculum for design professionals and students; continue the Peer-to-Peer mentoring program, which provides strategic guidance to 10 entrepreneurs and small business owners per year on such topics as social media, exports, human resources and finance/accounting.

Clean Tech Provide export assistance to local businesses through the We Build Green Cities initiative while also increasing initiative membership and advancing its branding and marketing; support industry startups through the development of a city program to test and pilot innovative clean tech products and services and assist early-stage companies with industry certifications.

Software Launch Portland 100 2.0 to scale promising startups by helping them secure capital, executive talent and mentoring services; develop tools and incentives to help industry firms attract executive and technical talent; partner with the Portland Incubator Experiment and the Oregon Film & Video Office on the launch of a new Digital Media Accelerator, and with Nike on the launch of the Nike+ Digital Accelerator.

Strategic Business Recruitment

The Requested Budget for Strategic Business Recruitment is \$145,000 in ongoing General Fund. Industry branding and marketing, trade shows, site selection services and strategic recruitment trips remain the foundation for PDC's business recruitment efforts. Since July 2009, PDC has helped recruit 19 businesses to Portland, 14 of which are target industry firms. Notable recruitments include the Drupal Association, SoloPower, Hi-Tec Sports and Garmont. In FY 13/14 PDC will partner with Greater Portland Inc. on targeted recruitments that include strategic market fly-outs, trade shows, and visits with site selection consultants.

Small Business Working Capital

The Requested Budget for Small Business Working Capital is \$150,000 in ongoing General Fund. Administered by PDCs Business Finance team, the Small Business Working Capital Loan Fund complements the agency's tax-increment financing (TIF) loan fund and is available city-wide to assist small businesses with product development, sales, marketing and equipment purchase opportunities. Since July 2009 PDC has provided more than \$1.6 million in working capital and equipment purchase loans to local businesses, including \$405,000 from General Fund resources.

Entrepreneurship and Innovation

The Requested Budget for Entrepreneurship & Innovation activities is \$200,000 in ongoing General Fund. Fostering entrepreneurship is a core component of PDC's efforts to create high-paying jobs, support high-growth firms, commercialize local technologies and encourage broad economic opportunity. Recent successes include Startup PDX Accelerator Summit, an event that brought together entrepreneurial support organizations from around the state to discuss best practices; the publication of a city Entrepreneurship Scorecard; and the establishment of a commercialization grant program with OHSU and PSU.

In FY 13/14 PDC will continue to focus on the implementation of the Entrepreneurship & Innovation Action Plan. Priority projects include:

- ◆ Implementation of the Startup PDX: Challenge, a national competition soliciting startups to relocate to Portland's Produce Row District by offering free rent for a year, in-kind professional services and a working capital grant;
- ◆ Establishment of a minority entrepreneurship action plan to connect underrepresented populations to Portland's existing startup ecosystem; and
- ◆ Development of an early-adopter customer program to connect high-growth startups to public sector and large corporation procurement opportunities.

Startup Investment & Access to Capital

The Requested Budget for Startup Investment & Access to Capital is \$450,000 in ongoing General Fund. Requested funds are primarily slotted for investment in the Portland Seed Fund (PSF), a city-backed effort that provides early-stage investment and mentoring for startup companies. Since May 2011, the PSF has invested close to \$850,000 in 26 companies across industries. The 26 PSF graduates have raised more than \$18 million in additional capital, a leverage of approximately \$22 per PSF dollar. One hundred twenty five (125) jobs have been created by PSF companies in less than two years, and several companies are on the path to significant local employment growth. The Portland Seed Fund achieved its first exit in the fall of 2012, when Geoloqi was acquired by ESRI, a global billion dollar GIS company. Geoloqi becomes ESRI's new Portland R&D center.

In FY 13/14, the PSF will include at least two funding classes of 8-10 companies each. In addition, the PSF will close its second fund (PSF II) in FY 13/14. PDC intends to be an investment partner in the PSF II. A portion of the FY 13/14 Requested Budget could also go toward similar startup capital programs, including the Startup PDX: Challenge, other local startup accelerators/incubators, and the commercialization grant program recently launched in partnership with OHSU and PSU.

International Business Development

The Requested Budget for International Business Development is \$175,000 in ongoing General Fund. With a heightened, intentional focus on international trade, Portland is working to secure and strengthen its long-term position as a globally integrated economic region. The implementation of the Greater Portland Export Plan will: 1) create and retain export related jobs; 2) diversify export industries and increase the number of companies exporting; and 3) establish a global reputation for Portland as a competitive trading region. PDCs export-related business development efforts focus on case management assistance to local firms seeking export resources. PDC also collaborates with regional partners to market/brand innovative local industries in foreign markets, create an export resources roadmap for small businesses, and develop supply chain opportunities in exporting industries for local firms. Since the Export Plans launch in February 2012, PDC has worked with more than 20 traded sector firms on export promotion, including providing direct market research, trade show assistance and referrals to key export service providers. PDC also launched We Build Green Cities, a program that capitalizes on the city's global brand for sustainability and clean tech to help local firms increase exports.

In FY 13/14 PDC will continue to implement the Greater Portland Export Plan, with a focus on providing case management services to local companies seeking to increase exports. In addition, the agency intends to formalize relationships with strategic trade consultants, such as Sustainable Hub of Brazil, to provide Portland-based firms with a suite of customized, high-level trade services and to assist the City in attracting foreign direct investment.

Greater Portland Inc.

The Requested Budget for Greater Portland Inc. (GPI) is \$100,000 in ongoing General Fund. GPI is a regional public-private economic development partnership focused on helping companies expand and locate to the Portland-Vancouver metro area. The City of Portland and PDC invest in GPI to: 1) coordinate regional recruitments among Greater Portland's various local economic development organizations; 2) oversee implementation of the Five-Year Greater Portland Export Plan; and 3) lead regional marketing and branding to promote Greater Portland as one of the nation's most competitive and vibrant metropolitan economies.

In FY 13/14 the Requested Budget facilitates PDCs contract with GPI to provide the agency with a pipeline of credible recruitment leads, provide training to local economic development staff on export promotion, and assist in the marketing and communication of key traded sector initiatives, among other deliverables.

Portland Development Commission

Community Development Service Area

Requested 2013-14 General Fund Additions:

The Requested Budget figures above reflect a ten percent cut from FY 2012-13 levels. For the Traded Sector Economic Development program the overall reduction is \$243,463. There are three requested additions:

1. **Cluster Industry Development:** PDC requests an additional \$168,463 to support the city's core business development and target industry growth initiatives focused on job creation. This funding will allow FY 12/13 service levels to be maintained and enable full implementation of existing and new target industry programs. Examples include: expansion of the existing Athletic & Outdoor Peer-to-Peer mentoring program to include graduates of the new Nike+ Accelerator; additional matching grants to local manufacturing firms to implement lean process improvements; and development of a matchmaking program to connect local clean tech startups to procurement opportunities with larger corporate partners.
2. **Startup Investment & Access to Capital:** PDC requests an additional \$50,000 to support programs focused on increasing access to capital. Additional funds will be used to provide working capital grants in FY 13/14 to six minority high-growth firms selected as part of the second class of Startup PDX:Challenge, a signature program designed to attract new startup firms to Portland.
3. **Greater Portland Inc. (GPI):** PDC requests an additional \$25,000 to support GPI's role in coordinating regional recruitment and export activities. This funding will allow FY 12/13 service levels to be maintained. Additional funds will be directly used by GPI to manage the implementation of the Greater Portland Export Plan.

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
Expenditures					
Traded Sector Economic Development	0	1,551,782	3,103,233	2,191,165	2,434,628
Total Expenditures	0	1,551,782	3,103,233	2,191,165	2,434,628

	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
Resources					
External Revenues					
Intergovernmental	200,000	0	500,000	0	0
Total External Revenues	200,000	0	500,000	0	0
Internal Revenues					
General Fund Discretionary	3,839,959	4,731,295	6,223,632	5,344,437	5,938,263
Total Internal Revenues	3,839,959	4,731,295	6,223,632	5,344,437	5,938,263
Beginning Fund Balance	0	0	0	0	0
Total Resources	\$4,039,959	\$4,731,295	\$6,723,632	\$5,344,437	\$5,938,263
Requirements					
Bureau Expenditures					
External Materials and Services	4,039,959	4,748,443	6,723,632	5,344,437	5,938,263
Total Bureau Expenditures	4,039,959	4,748,443	6,723,632	5,344,437	5,938,263
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	(17,148)	0	0	0
Total Requirements	\$4,039,959	\$4,731,295	\$6,723,632	\$5,344,437	\$5,938,263
Programs					
Neighborhood Economic Development	2,475,482	1,676,084	2,015,381	3,153,272	3,503,635
Economic Opportunity	1,364,477	1,519,429	1,605,018	0	0
Accounting	200,000	1,148	0	0	0
Traded Sector Economic Development	0	1,551,782	3,103,233	2,191,165	2,434,628
Total Programs	4,039,959	\$4,748,443	\$6,723,632	\$5,344,437	\$5,938,263

Portland Development Commission
General Fund Budget
FY 2013-14

Contract Element	FY 2012-13		FY 2013-14				FY 13/14 Add Package (10%)
	Total Budget	FY 13/14 Total (90%)	Staffing	Indirect	M&S		
Main Street	\$ 290,000	\$ 270,000	\$ 50,651	\$ 31,563	\$ 187,786		
Portland4biz website*	\$ 17,010	\$ -	\$ -		\$ -		
Small Biz Technical Assistance	\$ 600,000	\$ 550,000	\$ 78,491	\$ 64,295	\$ 407,214	\$ 50,000	
Venture Portland	\$ 288,313	\$ 290,000	\$ -	\$ -	\$ 290,000	\$ -	
Neighborhood Prosperity Initiative	\$ 665,000	\$ 640,000	\$ 186,770	\$ 74,817	\$ 378,413		
NED Subtotal	\$1,860,323	\$ 1,750,000	\$ 315,912	\$ 170,675	\$ 1,263,413	\$ 50,000	
EOI Subtotal	\$1,604,834	\$ 1,403,272	\$ 58,215	\$ 48,182	\$ 1,296,875	\$ 300,364	
Neighborhood Subtotal	\$3,465,157	\$ 3,153,272	\$ 374,127	\$ 218,857	\$ 2,560,288	\$ 350,364	
Cluster Industry Development & Initiatives	\$ 1,121,000	\$ 971,166	\$ 640,350	\$ 113,530	\$ 217,286	\$ 168,463	
Targeted Business Recruitment	\$ 365,106	\$ 145,000	\$ 95,233	\$ 16,951	\$ 32,817		
Small Business Working Capital	\$ 200,000	\$ 150,000	\$ 19,047	\$ 17,535	\$ 113,418		
International Bus Dev	\$ 205,000	\$ 175,000	\$ 114,279	\$ 20,458	\$ 40,263		
Entrepreneurial Dev	\$ 150,000	\$ 200,000	\$ 138,172	\$ 23,380	\$ 38,448		
Startup Funding/Investment	\$ 300,000	\$ 450,000	\$ -	\$ -	\$ 450,000	\$ 50,000	
Greater Portland Inc		\$ 100,000	\$ -	\$ -	\$ 100,000	\$ 25,000	
Traded Sector Subtotal	\$2,341,106	\$ 2,191,166	\$ 1,007,081	\$ 191,854	\$ 992,233	\$ 243,463	
TOTAL/TARGET	\$5,806,263	\$ 5,344,438	\$ 1,381,208	\$ 410,711	\$ 3,552,520	\$ 593,827	

*Includes Winter BUMP Reduction of \$37,990

Decision Package Summary
PDC Decision Package Summary

Bureau: Portland Development Commission Priority: 01 Type: Bureau Adds

Decision Package: ZD_01 - Economic Opportunities Initiative Program: Neighborhood Economic Development

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	300,000	300,000	0	0	0	0
TOTAL EXPENDITURES	0	300,000	300,000	0	0	0	0
REVENUES							
General Fund Discretionary	0	300,000	300,000	0	0	0	0
TOTAL REVENUES	0	300,000	300,000	0	0	0	0

Description:
The \$300,000 requested will go directly into delivery of workforce and microenterprise development services to low-income individuals.

Expected Results:
This funding will allow FY 2012-13 service levels to be maintained in the program and will allow approximately 120 individuals to access workforce development training or microenterprise assistance specifically developed for low-income individuals.

Decision Package Summary
PDC Decision Package Summary

Bureau: Portland Development Commission Priority: 02 Type: Bureau Adds

Decision Package: ZD_02 - Small Business Development Program Program: Neighborhood Economic Development

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	50,363	50,363	0	0	0	0
TOTAL EXPENDITURES	0	50,363	50,363	0	0	0	0
REVENUES							
General Fund Discretionary	0	50,363	50,363	0	0	0	0
TOTAL REVENUES	0	50,363	50,363	0	0	0	0

Description:
The \$50,000 requested will go directly into delivery of technical assistance for target businesses.

Expected Results:
This will allow FY 2012-13 service levels to be maintained in the program. Approximately 26 businesses will be served through the program with this addition.

Decision Package Summary
PDC Decision Package Summary

Bureau: Portland Development Commission Priority: 03 Type: Bureau Adds

Decision Package: ZD_03 - Startup Investment and Capital Program: Traded Sector Economic Development

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	50,000	50,000	0	0	0	0
TOTAL EXPENDITURES	0	50,000	50,000	0	0	0	0
REVENUES							
General Fund Discretionary	0	50,000	50,000	0	0	0	0
TOTAL REVENUES	0	50,000	50,000	0	0	0	0

Description:
The \$50,000 requested will be used to provide working capital grants in FY 2013-14.

Expected Results:
Grants will be provided to six minority, high-growth firms selected as part of the second class of Startup PDX:Challenge, a signature program designed to attract new startup firms to Portland.

Decision Package Summary
PDC Decision Package Summary

Bureau: Portland Development Commission Priority: 04 Type: Bureau Adds

Decision Package: ZD_04 - Cluster Industry Development Program: Traded Sector Economic Development

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	168,463	168,463	0	0	0	0
TOTAL EXPENDITURES	0	168,463	168,463	0	0	0	0
REVENUES							
General Fund Discretionary	0	168,463	168,463	0	0	0	0
TOTAL REVENUES	0	168,463	168,463	0	0	0	0

Description:
This \$168,463 will support the City's core business development and target industry growth initiatives focused on job creation.

Expected Results:
This funding will allow FY FY 2012-13 service levels to be maintained and enable full implementation of existing and new target industry programs. Examples include: expansion of the existing Athletic & Outdoor Peer-to-Peer mentoring program to include graduates of the new Nike+ Accelerator; additional matching grants to local manufacturing firms to implement lean process improvements, and development of a "matchmaking" program to connect local clean tech startups to procurement opportunities with larger corporate partners.

Decision Package Summary
PDC Decision Package Summary

Bureau: Portland Development Commission Priority: 05 Type: Bureau Adds

Decision Package: ZD_05 - Greater Portland Inc. Program: Traded Sector Economic Development

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	25,000	25,000	0	0	0	0
TOTAL EXPENDITURES	0	25,000	25,000	0	0	0	0
REVENUES							
General Fund Discretionary	0	25,000	25,000	0	0	0	0
TOTAL REVENUES	0	25,000	25,000	0	0	0	0

Description:
This \$25,000 would support GPI's role in coordinating regional recruitment and export activities.

Expected Results:
This funding will allow FY 2012-13 service levels to be maintained. Additional funds will be directly used by GPI to manage the implementation of the Greater Portland Export Plan.

Business and Industry Funds (Industrial URA, Ezone and Revolving Loan Funds)

Fund

Airport Way URA

Willamette Industrial

N/NE Business Assistance

Business Assistance Loan Fund

EDA Revolving Loan Fund

Ezone Payment Fund

N/NE Ezone Fund

Portland Ezone Fund

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Airport Way URA						
Resources						
Beginning Fund Balance	3,886,064	2,208,292	1,935,493	3,544,463	2,860,963	5,239,600
Interest on Investments	25,000	10,000	10,000	10,000	10,000	10,000
Loan Collections	50,000	176,935	176,936	176,935	176,935	231,234
Property Income	0	759,000	2,315,844	0	3,058,371	1,097,712
Total Resources	3,961,064	3,154,227	4,438,273	3,731,398	6,106,269	6,578,546
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101385 Debt Management-APW	22,532	3,647	3,647	3,647	3,647	3,647
Total Administration	22,532	3,647	3,647	3,647	3,647	3,647
Business Dev						
Business Lending						
L02100385 BIF-General-APW	300,000	100,000	150,000	150,000	150,000	150,000
L02110385 BIF-Cluster Group-Budget-APW	0	295,000	250,000	250,000	250,000	250,000
Traded Sector Business Dev						
T01069385 Lean Manufacturing-APW	30,000	30,000	30,000	30,000	30,000	30,000
B15100385 Cluster Development-APW	100,000	25,000	25,000	25,000	25,000	25,000
B15102385 Site Recruitment-APW	14,250	0	0	0	0	0
Total Business Dev	444,250	450,000	455,000	455,000	455,000	455,000
Property Redevel						
Commercial Property Redevelopm						
P38591015 Public Outreach-APW-Adm	10,000	5,000	5,000	5,000	5,000	5,000
P38590015 Project Development-APW-Adm	0	30,000	30,000	30,000	30,000	30,000
P38551415 Riverside Prkwy 1&2-APW-Adm	302,500	52,500	2,500	0	0	0
P38550455 Cascade Stn-Prcl A-K-APW-Adm	13,081	2,094	2,094	0	0	0
P38550445 Cascade Stn-Prcl G-APW-Adm	15,475	4,488	4,488	4,488	4,488	4,488
P38550435 Cascade Stn-Prcl E-APW-Adm	13,735	2,748	2,748	2,748	2,748	2,748
P38550415 Cascade Station-APW-Adm	342,000	200,000	200,000	200,000	200,000	200,000
P38550425 Cascade Stn-Prcl D-APW-Adm	14,033	3,046	3,046	3,046	0	0
Total Property Redevel	710,824	299,876	249,876	245,282	242,236	242,236
Total Program Expenditures	1,177,606	753,523	708,523	703,929	700,883	700,883
Personal Services	94,604	146,663	40,058	39,799	39,627	39,626
Transfers - Indirect	480,562	318,548	145,229	126,707	126,159	126,159
Total Fund Expenditures	1,752,772	1,218,734	893,810	870,435	866,669	866,668
Contingency	2,208,292	1,935,493	3,544,463	2,860,963	5,239,600	5,711,878
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	3,961,064	3,154,227	4,438,273	3,731,398	6,106,269	6,578,546

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Willamette Industrial URA						
Resources						
Beginning Fund Balance	2,676,900	2,229,129	1,686,253	1,375,008	1,223,825	1,260,068
Interest on Investments	10,000	10,000	10,000	10,000	10,000	5,000
Short Term Debt	706,450	695,589	708,558	778,829	866,255	930,534
Total Resources	3,393,350	2,934,718	2,404,811	2,163,837	2,100,080	2,195,602
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101390 Debt Management-WLI	5,718	5,718	5,718	5,718	5,718	5,718
Total Administration	5,718	5,718	5,718	5,718	5,718	5,718
Business Dev						
Business Lending						
L02100390 BIF-General-WLI	475,000	250,000	200,000	200,000	200,000	200,000
L02110390 BIF-Cluster Group-Budget-WLI	0	250,000	300,000	300,000	200,000	200,000
Traded Sector Business Dev						
B15100390 Cluster Development-WLI	25,000	25,000	25,000	25,000	25,000	25,000
B15102390 Site Recruitment-WLI	14,250	20,000	20,000	20,000	20,000	20,000
T01069390 Lean Manufacturing-WLI	30,000	0	0	0	0	0
B15007390 Harbor-WLI	1,000	200,000	0	0	0	0
Total Business Dev	545,250	745,000	545,000	545,000	445,000	445,000
Property Redev						
Commercial Property Redevelopm						
P39051215 Brownfields Redev-WLI-Adm	125,000	200,000	200,000	200,000	200,000	200,000
P39090015 Project Development-WLI-Adm	10,000	20,000	20,000	20,000	20,000	20,000
Total Property Redev	135,000	220,000	220,000	220,000	220,000	220,000
Total Program Expenditures	685,968	970,718	770,718	770,718	670,718	670,718
Personal Services	75,486	35,552	56,013	40,465	40,465	51,207
Transfers - Indirect	230,779	242,195	203,072	128,829	128,829	163,029
Total Fund Expenditures	992,233	1,248,465	1,029,803	940,012	840,012	884,954
Contingency	2,401,117	1,686,253	1,375,008	1,223,825	1,260,068	1,310,648
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	3,393,350	2,934,718	2,404,811	2,163,837	2,100,080	2,195,602

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
<u>N/NE Business Assistance</u>						
Resources						
Beginning Fund Balance	928,591	621,413	222,299	61,482	180,817	86,589
Interest on Investments	0	4,000	2,000	0	0	0
Loan Collections	85,295	60,419	82,183	119,335	35,772	0
Total Resources	1,013,886	685,832	306,482	180,817	216,589	86,589
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L04100410 SBLF-General-SBL	500,000	400,000	200,000	0	100,000	0
Total Business Dev	500,000	400,000	200,000	0	100,000	0
Total Program Expenditures	500,000	400,000	200,000	0	100,000	0
Personal Services	12,399	37,956	30,000	0	20,000	0
Transfers - Indirect	42,678	25,577	15,000	0	10,000	0
Total Fund Expenditures	555,077	463,533	245,000	0	130,000	0
Contingency	458,809	222,299	61,482	180,817	86,589	86,589
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	1,013,886	685,832	306,482	180,817	216,589	86,589

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Business Assistance Loan Fund						
Resources						
Beginning Fund Balance	778,150	447,342	144,319	45,571	116,301	44,408
Interest on Investments	5,000	2,000	1,500	0	0	0
Loan Collections	281,790	310,973	129,752	70,730	58,107	9,574
Total Resources	1,064,940	760,315	275,571	116,301	174,408	53,982
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L01100463 BDLF-General-BDL	512,500	262,500	200,000	0	100,000	0
Small Business & Community Dev						
B55800463 Business Development-BDL	312,500	300,000	0	0	0	0
Total Business Dev	825,000	562,500	200,000	0	100,000	0
Total Program Expenditures	825,000	562,500	200,000	0	100,000	0
Personal Services	35,592	33,712	20,000	0	20,000	0
Transfers - Indirect	58,231	19,784	10,000	0	10,000	0
Total Fund Expenditures	918,823	615,996	230,000	0	130,000	0
Contingency	146,117	144,319	45,571	116,301	44,408	53,982
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	1,064,940	760,315	275,571	116,301	174,408	53,982

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
EDA Revolving Loan						
Resources						
Beginning Fund Balance	949,255	745,924	430,444	20,270	112,131	131,105
Interest on Investments	8,845	5,000	3,000	0	0	0
Loan Collections	267,674	333,738	131,826	91,861	18,974	17,719
Total Resources	1,225,774	1,084,662	565,270	112,131	131,105	148,824
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L03100250 EDA-General	600,000	600,000	500,000	0	0	100,000
Total Business Dev	600,000	600,000	500,000	0	0	100,000
Total Program Expenditures	600,000	600,000	500,000	0	0	100,000
Personal Services	30,118	31,173	30,000	0	0	20,000
Transfers - Indirect	64,667	23,045	15,000	0	0	10,000
Total Fund Expenditures	694,785	654,218	545,000	0	0	130,000
Contingency	530,989	430,444	20,270	112,131	131,105	18,824
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	1,225,774	1,084,662	565,270	112,131	131,105	148,824

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Ezone Payment Fund						
Resources						
Beginning Fund Balance	304,249	305,749	732,149	535,149	337,149	138,149
Interest on Investments	1,500	1,500	3,000	2,000	1,000	0
Miscellaneous	0	674,900	50,000	50,000	50,000	50,000
Total Resources	305,749	982,149	785,149	587,149	388,149	188,149
Requirements						
Program Expenditures						
Business Dev						
Traded Sector Business Dev						
B15015167 Ezone Projects-EZP	125,000	250,000	250,000	250,000	250,000	150,000
Total Business Dev	125,000	250,000	250,000	250,000	250,000	150,000
Total Program Expenditures	125,000	250,000	250,000	250,000	250,000	150,000
Total Fund Expenditures	125,000	250,000	250,000	250,000	250,000	150,000
Contingency	180,749	732,149	535,149	337,149	138,149	38,149
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	305,749	982,149	785,149	587,149	388,149	188,149

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
<u>N/NE Portland EZone</u>						
Resources						
Beginning Fund Balance	1,395,372	1,180,372	1,040,372	900,372	760,372	870,372
Interest on Investments	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous	175,000	400,000	400,000	400,000	500,000	600,000
Total Resources	1,580,372	1,590,372	1,450,372	1,310,372	1,270,372	1,480,372
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540160 Neighborhood Prosperity-NEZ	150,000	150,000	150,000	150,000	0	0
Traded Sector Business Dev						
B15110160 NNE PDX EZone Comm Contr-NEZ	500,000	400,000	400,000	400,000	400,000	400,000
Total Business Dev	650,000	550,000	550,000	550,000	400,000	400,000
Total Program Expenditures	650,000	550,000	550,000	550,000	400,000	400,000
Total Fund Expenditures	650,000	550,000	550,000	550,000	400,000	400,000
Contingency	930,372	1,040,372	900,372	760,372	870,372	1,080,372
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	1,580,372	1,590,372	1,450,372	1,310,372	1,270,372	1,480,372

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Portland Ezone						
Resources						
Beginning Fund Balance	138,835	220,074	174,027	146,027	132,027	142,027
Fees and Charges	10,000	28,000	42,000	56,000	70,000	70,000
Miscellaneous	20,000	30,000	50,000	70,000	80,000	90,000
Total Resources	168,835	278,074	266,027	272,027	282,027	302,027
Requirements						
Personal Services	54,804	79,047	90,000	100,000	100,000	100,000
Transfers - Indirect	5,761	25,000	30,000	40,000	40,000	40,000
Contingency	108,270	174,027	146,027	132,027	142,027	162,027
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	168,835	278,074	266,027	272,027	282,027	302,027

Central City Urban Renewal Area Funds

Fund

Central Eastside

Convention Center

Downtown Waterfront

Education URA

North Macadam

River District

South Park Blocks

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Central Eastside URA						
Resources						
Beginning Fund Balance	3,153,893	2,776,324	4,824,832	6,386,485	5,795,699	6,327,666
Interest on Investments	10,000	10,000	10,000	10,000	5,000	5,000
Loan Collections	717,166	206,094	299,927	229,771	225,904	988,946
Property Income	2,331,000	1,656,000	1,116,810	791,000	0	0
Short Term Debt	2,682,053	3,187,847	3,350,841	3,535,059	3,595,756	2,431,891
Total Resources	8,894,112	7,836,265	9,602,410	10,952,315	9,622,359	9,753,503
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101355 Debt Management-CES	18,000	18,000	18,000	18,000	18,000	18,000
Total Administration	18,000	18,000	18,000	18,000	18,000	18,000
Business Dev						
Business Lending						
L02100355 BIF-General-CES	400,000	300,000	300,000	300,000	300,000	300,000
Small Business & Community Dev						
B55606355 CES Entrepreneurial District-C	200,000	0	0	0	0	0
T01100355 OMEP-General-CES	25,000	0	0	0	0	0
Traded Sector Business Dev						
B15100355 Cluster Development-CES	50,000	50,000	50,000	50,000	50,000	50,000
B15102355 Site Recruitment-CES	38,000	0	0	0	0	0
B55606355 CES Entrepreneurial District-C	0	150,000	150,000	150,000	150,000	0
T01069355 Lean Manufacturing-CES	0	30,000	0	0	0	0
Total Business Dev	713,000	530,000	500,000	500,000	500,000	350,000
Infrastructure						
Parks						
N35514815 Eastbank/Asset Trsfr-CES-Adm	20,000	0	0	0	0	0
Public Facilities						
N35525215 Community Center-CES-Adm	0	0	0	0	985,000	0
Transportation						
N35534215 East Streetcar LID-CES-Adm	122,759	0	0	0	0	0
N35534315 New Water Ave-CES-Adm	250,000	0	0	0	0	0
Total Infrastructure	392,759	0	0	0	985,000	0
Portland Hsg Bureau						
PHB Housing						
H15430355 Affordable Rental Hsg-CES	0	0	900,000	2,300,000	0	0
H15900355 PHB Staff & Admin-CES	41,606	37,466	115,429	338,003	149,531	97,123
Total Portland Hsg Bureau	41,606	37,466	1,015,429	2,638,003	149,531	97,123
Property Redev						
Commercial Property Redevelopm						
P35550115 ODOT Blocks-CES-Adm	0	100,000	0	0	0	0
P35552215 CC 2035-CES-Adm	33,428	0	0	0	0	0
P35557215 Burnside Bridgehd Rdv-CES-Adm	2,350,000	50,000	0	0	0	0
P35560125 Block76-Frmr Fishels-CES-Adm	347	347	347	0	0	0
P35560145 Block76-Frmr Unocal-CES-Adm	1,181	1,181	1,181	0	0	0
P35560165 Block76-S Sliver-CES-Adm	4,800	0	0	0	0	0
P35560185 Block75-Frmr Ararat-CES-Adm	2,329	2,329	2,329	2,329	0	0
P35572195 Conv Plaza Offc Bldg-CES-Adm	65,996	0	0	0	0	0

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
P35591015 Public Outreach-CES-Adm	11,000	2,000	2,000	2,000	2,000	2,000
P35592015 Real Estate Mgmt-CES-Adm	10,000	10,000	10,000	10,000	10,000	10,000
Commercial Real Estate Lending						
R01100355 CPRL-General-CES	600,000	600,000	600,000	600,000	600,000	600,000
R03100355 Comm Energy Eff Retro-CES	0	100,000	0	0	0	0
Community Redevelopment Grants						
G02100355 DOS-General-CES	100,000	100,000	100,000	100,000	100,000	100,000
G03100355 SIP-General-CES	300,000	300,000	300,000	300,000	300,000	300,000
Total Property Redev	3,479,081	1,265,857	1,015,857	1,014,329	1,012,000	1,012,000
Total Program Expenditures	4,644,446	1,851,323	2,549,286	4,170,332	2,664,531	1,477,123
Personal Services	555,891	397,282	144,035	235,624	150,546	83,458
Transfers - Indirect	852,316	762,828	522,604	750,660	479,616	265,882
Total Fund Expenditures	6,052,653	3,011,433	3,215,925	5,156,616	3,294,693	1,826,463
Contingency	2,841,459	4,824,832	6,386,485	5,795,699	6,327,666	7,927,040
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	8,894,112	7,836,265	9,602,410	10,952,315	9,622,359	9,753,503

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Convention Center URA						
Resources						
Beginning Fund Balance	48,830,180	13,600,000	4,068,843	8,265,270	13,909,866	14,251,501
Interest on Investments	100,000	50,000	40,000	30,000	20,000	10,000
Loan Collections	400,000	1,252,513	228,839	401,549	321,731	2,198,960
Property Income	1,161,803	1,116,803	6,026,943	6,912,313	553,600	53,600
Reimbursements	119,432	0	0	0	0	0
Total Resources	50,611,415	16,019,316	10,364,625	15,609,132	14,805,197	16,514,061
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101350 Debt Management-CNV	30,044	30,044	30,045	30,045	30,045	30,045
Total Administration	30,044	30,044	30,045	30,045	30,045	30,045
Business Dev						
Business Lending						
L02110350 BIF-Cluster Group-Budget-CNV	0	110,000	125,000	125,000	125,000	125,000
L02100350 BIF-General-CNV	250,000	150,000	150,000	150,000	150,000	150,000
Small Business & Community Dev						
B55800350 Business Development-CNV	100,000	100,000	100,000	100,000	0	0
Traded Sector Business Dev						
B15100350 Cluster Development-CNV	200,000	0	0	0	0	0
B15102350 Site Recruitment-CNV	50,000	50,000	50,000	50,000	50,000	50,000
Total Business Dev	600,000	410,000	425,000	425,000	325,000	325,000
Infrastructure						
Public Facilities						
N35033115 Green Streets-CNV-Adm	150,000	0	0	0	0	0
Transportation						
N35033115 Green Streets-CNV-Adm	0	150,000	0	0	0	0
Total Infrastructure	150,000	150,000	0	0	0	0
Portland Hsg Bureau						
PHB Housing						
H15902350 MFH - 2nd and Wasco-CNV	8,700	0	0	0	0	0
H15903350 Lloyd Cascadian Phase II-CNV	8,667	0	0	0	0	0
H15900350 PHB Staff & Admin-CNV	274,016	644,486	386,850	108,102	0	0
H15430350 Affordable Rental Hsg-CNV	10,962,600	808,000	3,000	0	0	0
Total Portland Hsg Bureau	11,253,983	1,452,486	389,850	108,102	0	0
Property Redev						
Commercial Property Redevelopm						
P35051315 Rose Quarter Revit-CNV-Adm	22,100,000	2,000,000	0	0	0	0
P35060615 Block 49-CNV-Adm	358	0	0	0	0	0
P35060515 Conv Center Hotel-CNV-Adm	909,431	4,000,000	0	0	0	0
P35060215 Frmr B&K Car Rental-CNV-Adm	12,183	8,200	8,200	0	0	0
P35060115 910 NE MLK Building-CNV-Adm	25,074	14,301	14,301	14,301	0	0
P35059815 Inn At Convention Ctr-CNV-Adm	100,000	823,265	783,265	783,265	87,735	10,000
P35091015 Public Outreach-CNV-Adm	5,000	5,000	5,000	5,000	5,000	5,000
P35057915 Eco Distr Implement-CNV-Adm	1,680,000	1,680,000	0	0	0	0
P35051115 Block47-TinaChristie-CNV-Adm	9,171	8,498	8,498	8,498	0	0
P35051015 Bee Car Rental-CNV-Adm	0	100,000	0	0	0	0
P35050717 Convention Center Hot-CNV-Pred	4,000,000	0	0	0	0	0

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
P35050515 Eco District-CNV-Adm	70,000	70,000	0	0	0	0
P35052215 CC 2035-CNV-Adm	67,522	0	0	0	0	0
Commercial Real Estate Lending						
R01100350 CPRL-General-CNV	250,000	0	0	0	0	0
Community Redevelopment Grants						
G02100350 DOS-General-CNV	50,000	50,000	0	0	0	0
G03100350 SIP-General-CNV	100,000	100,000	0	0	0	0
Total Property Redev	29,378,739	8,859,264	819,264	811,064	92,735	15,000
Total Program Expenditures	41,412,766	10,901,794	1,664,159	1,374,211	447,780	370,045
Personal Services	519,495	459,916	94,086	77,697	25,316	20,922
Transfers - Indirect	2,652,182	588,763	341,110	247,358	80,600	66,608
Total Fund Expenditures	44,584,443	11,950,473	2,099,355	1,699,266	553,696	457,575
Contingency	6,026,972	4,068,843	8,265,270	13,909,866	14,251,501	16,056,486
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	50,611,415	16,019,316	10,364,625	15,609,132	14,805,197	16,514,061

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Downtown Waterfront URA						
Resources						
Beginning Fund Balance	14,298,135	12,508,848	8,680,429	4,917,184	1,811,837	2,614,992
Interest on Investments	90,000	90,000	60,000	30,000	10,000	10,000
Loan Collections	329,847	495,480	287,964	213,857	1,505,384	5,099,599
Property Income	160,000	5,024,000	1,500,000	0	0	0
Total Resources	14,877,982	18,118,328	10,528,393	5,161,041	3,327,221	7,724,591
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101320 Debt Management-DTW	8,000	8,000	8,000	8,000	8,000	8,000
Total Administration	8,000	8,000	8,000	8,000	8,000	8,000
Business Dev						
Business Lending						
L02100320 BIF-General-DTW	250,000	100,000	100,000	100,000	100,000	100,000
L02110320 BIF-Cluster Group-Budget-DTW	250,000	400,000	250,000	250,000	250,000	250,000
Total Business Dev	500,000	500,000	350,000	350,000	350,000	350,000
Infrastructure						
Transportation						
N32030015 Dtn Retail Infra-DTW-Adm	20,000	0	0	0	0	0
Total Infrastructure	20,000	0	0	0	0	0
Portland Hsg Bureau						
PHB Housing						
H15430320 Affordable Rental Hsg-DTW	0	517,400	1,717,345	0	0	0
Total Portland Hsg Bureau	0	517,400	1,717,345	0	0	0
Property Redev						
Commercial Property Redevelopm						
P32054015 3rd & Taylor-DTW-Adm	40,000	0	0	0	0	0
P32060615 SW 3rd & Oak-DTW-Adm	37,576	0	0	0	0	0
P32060515 One Waterfront South-DTW-Adm	3,342	31,763	0	0	0	0
P32060415 SW 3rd & Taylor Lot-DTW-Adm	4,854	93,100	0	0	0	0
P32060115 Block 8 - L-DTW-Adm	21,689	21,689	0	0	0	0
P32056515 RiverPlace Marina-DTW-Adm	15,000	15,000	15,000	15,000	15,000	15,000
P32092015 Real Estate Mgmt-DTW-Adm	5,000	5,000	5,000	5,000	5,000	5,000
P32053635 Old Town Lofts-Prkng-DTW-Adm	4,888	0	0	0	0	0
P32053625 Old Town Lofts-DTW-Adm	20,099	0	0	0	0	0
P32052215 CC 2035-DTW-Adm	95,846	0	0	0	0	0
P32052115 Block 8 Redev-DTW-Adm	100,000	10,000	0	0	0	0
P32050115 Dtn Retail Strat -DTW-Adm	0	100,000	100,000	100,000	0	0
P32012115 Transit Mall Revit-DTW-Adm	87,000	0	0	0	0	0
P32054415 One Waterfront Pl-DTW-Adm	2,700	2,700	2,700	2,700	2,700	2,700
P32054115 3rd & Oak Parking Obl-DTW-Adm	65,900	2,847,000	0	0	0	0
Commercial Real Estate Lending						
R01100320 CPRL-General-DTW	225,000	4,000,000	2,000,000	2,000,000	0	0
R03100320 Comm Energy Eff Retro-DTW	0	100,000	0	0	0	0
Community Redevelopment Grants						
G02100320 DOS-General-DTW	100,000	50,000	50,000	50,000	0	0
G03100320 SIP-General-DTW	100,000	200,000	200,000	200,000	200,000	200,000
Total Property Redev	928,894	7,476,252	2,372,700	2,372,700	222,700	222,700

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Total Program Expenditures	1,456,894	8,501,652	4,448,045	2,730,700	580,700	580,700
Personal Services	293,881	256,253	251,315	154,285	32,810	32,810
Transfers - Indirect	554,956	679,994	911,849	464,219	98,719	98,719
Total Fund Expenditures	2,305,731	9,437,899	5,611,209	3,349,204	712,229	712,229
Contingency	12,572,251	8,680,429	4,917,184	1,811,837	2,614,992	7,012,362
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	14,877,982	18,118,328	10,528,393	5,161,041	3,327,221	7,724,591

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Education District URA						
Resources						
Beginning Fund Balance	0	0	192,729	512,496	29,731	17,115
Long Term Debt	0	0	0	0	0	3,300,000
Property Income	0	660,000	0	0	0	0
Short Term Debt	0	1,264,872	1,541,839	1,856,614	2,360,979	2,639,126
Total Resources	0	1,924,872	1,734,568	2,369,110	2,390,710	5,956,241
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L02100395 BIF-General-EDU	0	100,000	50,000	50,000	50,000	650,000
Small Business & Community Dev						
B55101395 PSU Small Bus. & RE Prg-EDU	0	0	0	0	0	250,000
B55102395 School of Bus. Expansion-EDU	0	0	0	885,000	685,000	380,000
Total Business Dev	0	100,000	50,000	935,000	735,000	1,280,000
Infrastructure						
Transportation						
N39550215 District Systems-EDU	0	0	0	0	0	250,000
Total Infrastructure	0	0	0	0	0	250,000
Portland Hsg Bureau						
PHB Housing						
H15101395 Affordable Housing-EDU	0	340,606	417,828	498,371	626,648	715,451
Total Portland Hsg Bureau	0	340,606	417,828	498,371	626,648	715,451
Property Redev						
Commercial Property Redevelopm						
P39550015 Neuberger Hall-EDU	0	0	0	0	0	425,000
P39550035 Multnomah County-EDU-Adm	0	0	400,000	500,000	600,000	1,600,000
P39550115 Research Fac. Expan-EDU	0	0	0	0	0	400,000
Total Property Redev	0	0	400,000	500,000	600,000	2,425,000
Total Program Expenditures	0	440,606	867,828	1,933,371	1,961,648	4,670,451
Personal Services	0	21,508	52,070	116,002	117,699	280,227
Transfers - Indirect	0	70,029	130,174	290,006	294,247	700,568
Total Fund Expenditures	0	532,143	1,050,072	2,339,379	2,373,595	5,651,245
Contingency	0	192,729	512,496	29,731	17,115	304,996
Operating Transfers Out	0	1,200,000	172,000	0	0	0
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	1,924,872	1,734,568	2,369,110	2,390,710	5,956,241

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
North Macadam URA						
Resources						
Beginning Fund Balance	5,392,574	1,302,775	1,008,585	3,170,252	4,381,083	5,023,988
Fees and Charges	324,309	333,397	343,341	353,641	364,251	375,178
Interest on Investments	20,000	10,000	10,000	10,000	10,000	10,000
Loan Collections	0	31,130	31,130	31,130	31,130	15,565
Long Term Debt	18,000,000	0	0	0	0	0
Property Income	230,000	230,000	1,200,000	230,000	230,000	230,000
Short Term Debt	6,117,203	5,300,556	2,295,900	2,264,610	6,477,795	6,813,594
Total Resources	30,084,086	7,207,858	4,888,956	6,059,633	11,494,259	12,468,325
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101325 Debt Management-NMC	20,000	20,000	20,000	20,000	20,000	20,000
Total Administration	20,000	20,000	20,000	20,000	20,000	20,000
Business Dev						
Business Lending						
L02100325 BIF-General-NMC	500,000	200,000	200,000	200,000	200,000	200,000
L02110325 BIF-Cluster Group-Budget-NMC	0	300,000	300,000	300,000	300,000	300,000
Traded Sector Business Dev						
B15102325 Site Recruitment-NMC	32,000	32,000	0	0	0	0
B15701325 Bio-Tech Build-Out-NMC	575,000	0	0	0	0	0
Total Business Dev	1,107,000	532,000	500,000	500,000	500,000	500,000
Infrastructure						
Parks						
N32511815 Central Dist Greenway-NMC-Adm	3,616,611	0	0	0	0	0
N32512615 Caruthers Park-NMC-Adm	367,161	0	0	0	0	0
N32514015 New Init - Parks & Gr-NMC-Adm	0	0	0	0	2,000,000	0
Public Facilities						
N32520115 Life Science Parking-NMC-Adm	0	1,703,625	0	0	0	0
Transportation						
N32534115 Trans Initiatives-NMC-Adm	100,000	50,000	50,000	50,000	2,000,000	0
N32530215 Light Rail-NMC-Adm	10,000,000	0	0	0	0	0
N32530315 South Portal Design-NMC-Adm	75,000	100,000	0	0	0	0
N32530515 EcoDistrict Conduit-NMC-Adm	250,000	0	0	0	0	0
N32530615 Central Dist Infra-NMC-Adm	0	0	166,000	166,000	83,000	0
N32530715 Trans Strategy Dev-NMC-Adm	50,000	50,000	0	0	0	0
Total Infrastructure	14,458,772	1,903,625	216,000	216,000	4,083,000	0
Portland Hsg Bureau						
PHB Housing						
H15943325 Affordable Veterans Hsg-NMC	11,012,215	1,250,000	0	0	0	0
H15430325 Affordable Rental Hsg-NMC	0	0	0	0	0	1,152,055
H15900325 PHB Staff & Admin-NMC	269,250	60,627	80,883	76,771	85,000	85,000
Total Portland Hsg Bureau	11,281,465	1,310,627	80,883	76,771	85,000	1,237,055
Property Redev						
Commercial Property Redevelopm						
P32560135 South Wtrfrnt Lot 3-NMC-Adm	816	816	816	0	0	0
P32592015 Real Estate Mgmt-NMC-Adm	0	5,000	5,000	5,000	5,000	5,000
P32591015 Public Outreach-NMC-Adm	0	1,500	1,500	1,500	1,500	1,500

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
P32550515 Eco District-NMC-Adm	150,000	50,000	0	0	0	0
P32590015 Project Development-NMC-Adm	500,000	500,000	500,000	500,000	500,000	500,000
P32560155 RiverPlace Prkng -NMC-Adm	38,230	38,230	38,230	38,230	38,230	38,230
P32558015 RiverPlace Prop Mgmt-NMC-Adm	10,000	0	0	0	0	0
P32556315 RiverPlace Lot 3 Rdv-NMC-Adm	35,000	0	0	0	0	0
P32552215 CC 2035-NMC-Adm	116,221	0	0	0	0	0
P32552315 N Distr Partnershp-NMC-Adm	25,000	5,000	0	0	0	0
P32560125 South Wtfrnt Lot 8-DTW-Adm	7,439	0	0	0	0	0
Commercial Real Estate Lending						
R01100325 CPRL-General-NMC	10,000	0	0	0	0	0
R03100325 Comm Energy Eff Retro-NMC	0	100,000	0	0	0	0
Total Property Redev	892,706	700,546	545,546	544,730	544,730	544,730
Total Program Expenditures	27,759,943	4,466,798	1,362,429	1,357,501	5,232,730	2,301,785
Personal Services	401,350	384,888	76,977	76,699	295,649	130,051
Transfers - Indirect	830,505	1,347,587	279,298	244,350	941,891	414,321
Total Fund Expenditures	28,991,798	6,199,273	1,718,704	1,678,550	6,470,270	2,846,157
Contingency	1,092,288	1,008,585	3,170,252	4,381,083	5,023,989	9,622,168
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	30,084,086	7,207,858	4,888,956	6,059,633	11,494,259	12,468,325

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
River District URA						
Resources						
Beginning Fund Balance	22,424,911	18,986,303	4,505,073	5,331,888	4,529,965	587,121
Intergovernmental Revenues	0	1,800,000	2,100,000	0	0	0
Loan Collections	241,920	2,899,564	1,913,258	2,733,943	658,725	1,310,253
Long Term Debt	0	6,200,000	12,900,000	29,608,389	25,000,000	13,000,000
Property Income	698,128	698,128	698,128	698,128	698,128	698,128
Short Term Debt	21,756,450	20,422,519	21,869,244	23,455,165	19,421,913	19,830,147
Total Resources	45,121,409	51,006,514	43,985,704	61,827,513	50,308,730	35,425,648
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101330 Debt Management-RVD	50,000	50,000	50,000	50,000	50,000	50,000
General Administration						
A65467330 URA Administration-RVD	50,000	0	0	0	0	0
Total Administration	100,000	50,000	50,000	50,000	50,000	50,000
Business Dev						
Business Lending						
L02100330 BIF-General-RVD	500,000	301,000	200,000	200,000	200,000	200,000
L02110330 BIF-Cluster Group-Budget-RVD	0	500,000	500,000	500,000	500,000	500,000
Traded Sector Business Dev						
B55005330 OT/CT Entrepreneurial-RVD	0	110,000	5,000	5,000	0	0
B15100330 Cluster Development-RVD	100,000	50,000	50,000	50,000	50,000	50,000
B15102330 Site Recruitment-RVD	82,500	0	0	0	0	0
B15401330 Design Forum/PDX-RVD	5,000	0	0	0	0	0
Total Business Dev	687,500	961,000	755,000	755,000	750,000	750,000
Infrastructure						
Parks						
N33011915 Nbrhd Prk(The Fields)-RVD-Adm	4,205,000	0	0	0	0	0
Public Facilities						
N33022015 Union Station-RVD-Adm	0	2,226,500	2,546,500	3,506,500	6,500	6,500
Transportation						
N33030015 Dtn Retail Infra-RVD-Adm	244,702	0	0	0	0	0
N33033417 Pearl District Cir-RVD-Pred	2,545,000	0	0	0	0	0
N33033715 Streetcar Loop Project-RVD	500,000	0	0	0	0	0
Total Infrastructure	7,494,702	2,226,500	2,546,500	3,506,500	6,500	6,500
Portland Hsg Bureau						
PHB Housing						
H15951330 Yards at Union Station-RVD	1,265,963	0	0	0	0	0
H15135330 The Medford-RVD	1,476,000	0	0	0	0	0
H15430330 Affordable Rental Hsg-RVD	2,025,000	4,825,000	7,325,000	11,025,000	7,425,000	2,725,000
H15900330 PHB Staff & Admin-RVD	521,210	173,995	430,271	516,490	544,756	528,533
H15930330 Fairfield Apartments-RVD	65,000	50,000	50,000	50,000	50,000	0
Total Portland Hsg Bureau	5,353,173	5,048,995	7,805,271	11,591,490	8,019,756	3,253,533
Property Redevel						
Commercial Property Redevelopm						
P33060315 Grove Hotel-RVD-Adm	42,924	29,584	0	0	0	0
P33060415 Centennial Mills-RVD-Adm	38,885	38,885	38,885	38,885	38,885	38,885
P33060525 Station Place Lot 5-RVD-Adm	200	200	0	0	0	0

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
P33060535 Station Place Lot 7-RVD-Adm	9,554	9,365	9,365	9,365	9,365	9,365
P33060545 Station Place Prkng-RVD-Adm	276,572	208,168	208,168	208,168	208,168	208,168
P33060615 Block R-RVD-Adm	3,306	3,101	3,101	3,101	3,101	3,101
P33060215 Union Station-RVD-Adm	842,767	0	0	0	0	0
P33060815 Old Fire Station-RVD-Adm	17,656	15,804	0	0	0	0
P33052115 10th & Yamhill Redev-RVD-Adm	0	0	0	3,250,000	14,200,000	0
P33060715 One Waterfront North-RVD-Adm	6,508	4,187	4,187	4,187	4,187	4,187
P33060115 Block Y-RVD-Adm	121,732	20,377	20,377	20,377	20,377	20,377
P33055115 Multnomah County-PDV-Adm	0	26,948,460	0	0	0	0
P33054315 RD Enviro-RVD-Adm	75,000	0	0	0	0	0
P33052215 CC 2035-RVD-Adm	163,895	0	0	0	0	0
P33091015 Public Outreach-RVD-Adm	0	2,000	0	0	0	0
P33050415 Centennial Mills Rdv-RVD-Adm	1,015,000	700,000	7,800,000	7,500,000	0	0
P33050115 Dtn Retail Strat-RVD-Adm	500,000	250,000	0	0	0	0
P33050015 Post Office-RVD-Adm	675,000	500,000	8,000,000	16,000,000	15,000,000	22,000,000
A45997330 Superfund-RVD	32,000	0	0	0	0	0
P33053219 Horse Barn Relocation-RVD-mgmt	1,750,000	0	0	0	0	0
Commercial Real Estate Lending						
R01100330 CPRL-General-RVD	4,035,000	3,000,000	3,000,000	3,000,000	1,500,000	1,500,000
Community Redevelopment Grants						
G02100330 DOS-General-RVD	100,000	100,000	100,000	100,000	100,000	100,000
G03100330 SIP-General-RVD	275,000	300,000	300,000	300,000	300,000	300,000
Total Property Redev	9,980,999	32,130,131	19,484,083	30,434,083	31,384,083	24,184,083
Total Program Expenditures	23,616,374	40,416,626	30,640,854	46,337,073	40,210,339	28,244,116
Personal Services	897,565	768,477	1,732,370	2,619,802	2,273,409	1,596,864
Transfers - Indirect	3,669,367	5,316,338	6,280,592	8,340,673	7,237,861	5,083,941
Total Fund Expenditures	28,183,306	46,501,441	38,653,816	57,297,548	49,721,610	34,924,920
Contingency	16,938,103	4,505,073	5,331,888	4,529,965	587,121	500,728
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	45,121,409	51,006,514	43,985,704	61,827,513	50,308,730	35,425,648

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
South Park Blocks URA						
Resources						
Beginning Fund Balance	10,924,732	4,767,726	6,240,405	6,365,612	6,129,190	5,970,383
Interest on Investments	65,000	10,000	10,000	10,000	10,000	10,000
Loan Collections	164,381	123,517	629,534	68,886	84,676	101,651
Property Income	36,000	2,549,000	0	0	0	0
Total Resources	11,190,113	7,450,243	6,879,939	6,444,498	6,223,866	6,082,034
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101346 Debt Management-SPB	5,000	5,000	5,000	5,000	5,000	5,000
Total Administration	5,000	5,000	5,000	5,000	5,000	5,000
Business Dev						
Business Lending						
L02100346 BIF-General-SPB	0	100,000	100,000	100,000	100,000	100,000
L02110346 BIF-Cluster Group-Budget-SPB	290,000	100,000	100,000	100,000	100,000	100,000
Total Business Dev	290,000	200,000	200,000	200,000	200,000	200,000
Infrastructure						
Transportation						
N34630015 Dtwm Retail Infra-SPB-Adm	20,000	0	0	0	0	0
N34639915 Streetcar/Scapes Imp-SPB-Adm	1,448,501	0	0	0	0	0
Total Infrastructure	1,468,501	0	0	0	0	0
Portland Hsg Bureau						
PHB Housing						
H15910346 SPB Sect 8 Preservation-SPB	3,204,292	0	152,710	0	0	0
H15927346 Jefferson West Apts-SPB	50,000	0	0	0	0	0
H15900346 PHB Staff & Admin-SPB	438,512	0	0	0	0	0
Total Portland Hsg Bureau	3,692,804	0	152,710	0	0	0
Property Redevel						
Commercial Property Redevelopm						
P34652115 Oregon Sustain Ctr-SPB-Adm	10,000	0	0	0	0	0
P34652215 CC 2035-SPB-Adm	52,320	0	0	0	0	0
P34660215 Jasmine Tree Rstrnt-SPB-Adm	4,924	0	0	0	0	0
Commercial Real Estate Lending						
R01100346 CPRL-General-SPB	1,250,000	500,000	0	0	0	0
R03100346 Comm Energy Eff Retro-SPB	0	100,000	0	0	0	0
Community Redevelopment Grants						
G02100346 DOS-General-SPB	0	50,000	0	0	0	0
G03100346 SIP-General-SPB	88,499	50,000	50,000	50,000	0	0
Total Property Redevel	1,405,743	700,000	50,000	50,000	0	0
Total Program Expenditures	6,862,048	905,000	407,710	255,000	205,000	205,000
Personal Services	188,587	105,661	23,036	14,408	11,583	11,583
Transfers - Indirect	96,798	199,177	83,581	45,900	36,900	36,900
Total Fund Expenditures	7,147,433	1,209,838	514,327	315,308	253,483	253,483
Contingency	4,042,680	6,240,405	6,365,612	6,129,190	5,970,383	5,828,551
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	11,190,113	7,450,243	6,879,939	6,444,498	6,223,866	6,082,034

Neighborhood URA Funds

Fund

42nd Avenue (NPI)

82nd Avenue (NPI)

Cully (NPI)

Division/Midway (NPI)

Gateway

Interstate

Lents

Parkrose (NPI)

Rosewood (NPI)

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
42nd Ave URA						
Resources						
Intergovernmental Revenues	0	91,667	99,308	103,038	118,333	134,010
Miscellaneous	0	20,000	0	0	0	0
Short Term Debt	0	65,853	80,528	104,511	104,577	103,858
Total Resources	0	177,520	179,836	207,549	222,910	237,868
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540310 Neighborhood Prosperity-42AV	0	123,017	125,333	153,046	168,407	183,365
Total Business Dev	0	123,017	125,333	153,046	168,407	183,365
Total Program Expenditures	0	123,017	125,333	153,046	168,407	183,365
Personal Services	0	40,903	40,903	40,903	40,903	40,903
Transfers - Indirect	0	13,600	13,600	13,600	13,600	13,600
Total Fund Expenditures	0	177,520	179,836	207,549	222,910	237,868
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	177,520	179,836	207,549	222,910	237,868

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
82nd Ave & Division URA						
Resources						
Intergovernmental Revenues	0	91,667	99,391	103,145	118,963	134,739
Miscellaneous	0	20,000	0	0	0	0
Short Term Debt	0	66,269	81,218	105,430	104,579	103,862
Total Resources	0	177,936	180,609	208,575	223,542	238,601
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540314 Neighborhood Prosperity-DVM	0	123,433	126,106	154,072	169,039	184,098
Total Business Dev	0	123,433	126,106	154,072	169,039	184,098
Total Program Expenditures	0	123,433	126,106	154,072	169,039	184,098
Personal Services	0	40,903	40,903	40,903	40,903	40,903
Transfers - Indirect	0	13,600	13,600	13,600	13,600	13,600
Total Fund Expenditures	0	177,936	180,609	208,575	223,542	238,601
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	177,936	180,609	208,575	223,542	238,601

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Cully Boulevard URA						
Resources						
Intergovernmental Revenues	0	91,667	99,306	103,036	118,322	133,997
Miscellaneous	0	20,000	0	0	0	0
Short Term Debt	0	65,574	80,518	104,497	104,577	103,858
Total Resources	0	177,241	179,824	207,533	222,899	237,855
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540311 Neighborhood Prosperity-CLBV	0	122,738	125,321	153,030	168,396	183,352
Total Business Dev	0	122,738	125,321	153,030	168,396	183,352
Total Program Expenditures	0	122,738	125,321	153,030	168,396	183,352
Personal Services	0	40,903	40,903	40,903	40,903	40,903
Transfers - Indirect	0	13,600	13,600	13,600	13,600	13,600
Total Fund Expenditures	0	177,241	179,824	207,533	222,899	237,855
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	177,241	179,824	207,533	222,899	237,855

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Division-Midway URA						
Resources						
Intergovernmental Revenues	0	91,667	99,412	103,106	120,490	136,018
Miscellaneous	0	20,000	0	0	0	0
Short Term Debt	0	69,858	84,360	109,628	104,602	103,925
Total Resources	0	181,525	183,772	212,734	225,092	239,943
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540314 Neighborhood Prosperity-DVM	0	127,022	129,269	158,231	170,589	185,440
Total Business Dev	0	127,022	129,269	158,231	170,589	185,440
Total Program Expenditures	0	127,022	129,269	158,231	170,589	185,440
Personal Services	0	40,903	40,903	40,903	40,903	40,903
Transfers - Indirect	0	13,600	13,600	13,600	13,600	13,600
Total Fund Expenditures	0	181,525	183,772	212,734	225,092	239,943
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	181,525	183,772	212,734	225,092	239,943

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Gateway Regional Center URA						
Resources						
Beginning Fund Balance	3,961,249	873,043	573,192	1,617,144	2,586,089	2,801,538
Interest on Investments	8,000	7,000	7,000	7,000	7,000	7,000
Loan Collections	11,011	14,736	14,736	14,736	14,736	14,736
Long Term Debt	3,200,000	2,000,000	3,000,000	1,000,000	0	1,823,890
Reimbursements	389,836	0	0	0	0	0
Short Term Debt	2,705,290	3,426,434	3,304,381	3,233,080	3,354,482	3,496,500
Total Resources	10,275,386	6,321,213	6,899,309	5,871,960	5,962,307	8,143,664
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101380 Debt Management-GTW	10,000	10,000	10,000	10,000	10,000	10,000
Total Administration	10,000	10,000	10,000	10,000	10,000	10,000
Business Dev						
Business Lending						
L02110380 BIF-Cluster Group-Budget-GTW	0	300,000	250,000	250,000	150,000	150,000
L02100380 BIF-General-GTW	150,000	100,000	150,000	150,000	150,000	150,000
Small Business & Community Dev						
B55800380 Business Development-GTW	0	11,000	11,000	11,000	11,000	11,000
B55900380 Community Development-GTW	100,000	20,000	20,000	20,000	20,000	20,000
Traded Sector Business Dev						
B15100380 Cluster Development-GTW	100,000	0	0	0	0	0
B15102380 Site Recruitment-GTW	16,500	10,000	10,000	10,000	10,000	10,000
T01069380 Lean Manufacturing-GTW	25,000	0	0	0	0	0
Total Business Dev	391,500	441,000	441,000	441,000	341,000	341,000
Infrastructure						
Transportation						
N38028915 GTW Street Improvement-GTW-Adm	368,000	0	1,000,000	0	0	0
Total Infrastructure	368,000	0	1,000,000	0	0	0
Portland Hsg Bureau						
PHB Housing						
H15292380 Property Management-GTW	2,000	2,000	2,000	2,000	2,000	2,000
H15430380 Affordable Rental Hsg-GTW	0	0	500,000	0	0	2,200,000
H15900380 PHB Staff & Admin-GTW	321,441	0	251,636	221,782	220,611	234,087
H15917380 Ventura Park-GTW	315,440	0	0	0	0	0
H15934380 Gateway/Glisan-GTW	3,012,146	1,058,829	0	0	0	0
Total Portland Hsg Bureau	3,651,027	1,060,829	753,636	223,782	222,611	2,436,087
Property Redev						
Commercial Property Redevelopm						
P38091015 Public Outreach-GTW-Adm	3,000	2,000	2,000	2,000	2,000	2,000
P38060125 JJ North Rstrnt Lot-GTW-Adm	8,072	3,088	3,088	3,088	3,088	3,088
P38059015 Commercial Dev-GTW-Adm	1,000,000	2,200,000	0	0	0	0
P38090015 Project Development-GTW-Adm	0	50,000	50,000	50,000	50,000	50,000
P38060155 Bingo Site-GTW-Adm	2,795	2,445	2,445	2,445	2,445	0
Commercial Real Estate Lending						
R01100380 CPRL-General-GTW	200,000	300,000	1,500,000	1,500,000	1,500,000	1,500,000
Community Redevelopment Grants						
G01100380 CLG-General-GTW	0	75,000	75,000	75,000	75,000	75,000

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
G02100380 DOS-General-GTW	50,000	75,000	75,000	75,000	75,000	75,000
G03100380 SIP-General-GTW	100,000	150,000	150,000	150,000	150,000	150,000
G04100380 GFGP-General-GTW	100,000	125,000	125,000	125,000	125,000	125,000
Total Property Redev	1,463,867	2,982,533	1,982,533	1,982,533	1,982,533	1,980,088
Total Program Expenditures	5,884,394	4,494,362	4,187,169	2,657,315	2,556,144	4,767,175
Personal Services	270,187	270,270	236,734	150,239	144,519	269,526
Transfers - Indirect	539,347	983,388	858,263	478,317	460,106	858,092
Total Fund Expenditures	6,693,928	5,748,020	5,282,165	3,285,871	3,160,769	5,894,793
Contingency	3,581,458	573,192	1,617,144	2,586,089	2,801,538	2,248,871
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	10,275,386	6,321,213	6,899,309	5,871,960	5,962,307	8,143,664

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Interstate Corridor URA						
Resources						
Beginning Fund Balance	7,316,861	4,836,439	72,394	251,214	182,981	1,481,789
Interest on Investments	20,000	30,000	30,000	30,000	30,000	30,000
Loan Collections	1,250,000	303,678	256,423	365,747	261,150	971,574
Long Term Debt	8,600,000	3,500,000	5,000,000	4,967,837	5,000,000	4,000,000
Property Income	211,580	574,998	210,000	210,000	210,000	210,000
Reimbursements	61,573	0	0	0	0	0
Short Term Debt	7,992,000	7,992,000	7,992,000	7,992,000	7,992,000	7,992,000
Total Resources	25,452,014	17,237,115	13,560,817	13,816,798	13,676,131	14,685,363
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101370 Debt Management-ISC	22,532	22,532	22,532	22,532	22,532	22,532
Total Administration	22,532	22,532	22,532	22,532	22,532	22,532
Business Dev						
Business Lending						
L02100370 BIF-General-ISC	250,000	500,000	500,000	500,000	500,000	500,000
L02110370 BIF-Cluster Group-Budget-ISC	0	300,000	200,000	200,000	200,000	200,000
L02119370 BIF-Nbrhood Ec Dev-Budget-ISC	0	300,000	300,000	300,000	300,000	300,000
Small Business & Community Dev						
B55900370 Community Development-ISC	200,000	80,000	80,000	80,000	80,000	80,000
G07100370 MAIN-General-ISC	0	74,000	74,000	74,000	74,000	74,000
B55800370 Business Development-ISC	75,000	1,000	1,000	1,000	1,000	1,000
Traded Sector Business Dev						
T01069370 Lean Manufacturing-ISC	70,000	70,000	70,000	70,000	70,000	70,000
B15102370 Site Recruitment-ISC	2,000,000	2,000,000	2,000,000	2,075,000	2,075,000	75,000
Total Business Dev	2,595,000	3,325,000	3,225,000	3,300,000	3,300,000	1,300,000
Infrastructure						
Parks						
N37017315 Bridgeton-ISC-Adm	700,000	1,500,000	0	0	0	0
N37017415 Dawson Park-ISC-Adm	838,000	1,060,000	1,000,000	0	0	0
N37017515 Small Scale Improv-ISC-Adm	50,000	0	0	0	0	0
Transportation						
N37032115 Interstate Trans-ISC-Adm	200,000	0	0	0	0	0
N37037615 Denver Streetscape-ISC-Adm	15,000	0	0	0	0	0
N37037715 Killingsworth Stscape-ISC-Adm	1,000,000	1,000,000	1,000,000	900,000	0	0
N37037815 Lombard Investment-ISC-Adm	600,000	70,000	1,000,000	1,000,000	1,000,000	0
Total Infrastructure	3,403,000	3,630,000	3,000,000	1,900,000	1,000,000	0
Portland Hsg Bureau						
PHB Housing						
H15430370 Affordable Rental Hsg-ISC	3,700,000	1,700,000	400,000	400,000	700,000	2,600,000
H15929370 HAP Afford Ownrshp/Rehab-ISC	127,906	0	0	0	0	0
H15928370 PCRI Scat Sites 2 (NOFA)-ISC	79,551	0	0	0	0	0
H15908370 McCoy Apts-ISC	267,882	0	0	0	0	0
H15906370 Killingsworth Station-ISC	669,000	0	0	0	0	0
H15901370 King-Parks-ISC	1,103,712	0	0	0	0	0
H15712370 Habitat for Humanity HO-ISC	19,250	800,000	0	0	0	0
H15420370 Home Buyer Assistance-ISC	530,416	500,000	500,000	500,000	500,000	500,000

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
H15410370 Home Repair Projects-ISC	555,685	500,000	500,000	500,000	500,000	500,000
H15900370 PHB Staff & Admin-ISC	559,946	788,012	818,505	793,527	925,055	1,045,092
Total Portland Hsg Bureau	7,613,348	4,288,012	2,218,505	2,193,527	2,625,055	4,645,092
Property Redevel						
Commercial Property Redevelopm						
P37060125 Nelson Bldg-Indust-ISC-Adm	670,086	91,141	91,141	91,141	91,141	91,141
G03100370 SIP-General-ISC	0	10,000	10,000	10,000	10,000	10,000
P37050215 Vanport III-ISC-Adm	299,894	10,000	0	0	0	0
P37050315 MLK Gateway Improve-ISC-Adm	48,500	0	0	0	0	0
P37051018 Jefferson Frontage-ISC-Impl	500,000	0	0	0	0	0
P37054815 Kenton Redev Dtw-ISC-Adm	0	20,000	50,000	0	0	0
P37091015 Public Outreach-ISC-Adm	10,000	5,000	5,000	5,000	5,000	5,000
P37060135 Nelson Bldg-Retail-ISC-Adm	4,764	3,798	3,888	3,798	3,798	3,798
P37060145 Spar-Tek Building-ISC-Adm	23,517	0	0	0	0	0
P37060155 Argyle Lot-ISC-Adm	4,754	4,754	4,754	4,754	4,754	4,754
P37060215 3620 NE MLK Prkng-ISC-Adm	11,539	10,487	10,487	10,487	10,487	10,487
P37060325 Former Living Color-ISC-Adm	2,761	2,646	2,646	0	0	0
P37060335 Frmr WalnutPark Thtr-ISC-Adm	115	0	0	0	0	0
P37060365 Frmr Wirfs Whse 1-ISC-Adm	1,314	0	0	0	0	0
P37060415 C&M Motors Lot-ISC-Adm	6,621	27,870	27,870	23,517	23,517	23,517
P37060515 Reiss House-ISC-Adm	8,519	7,960	7,960	0	0	0
P37090015 Project Development-ISC-Adm	0	10,000	10,000	1,600,000	1,000,000	10,000
P37052215 CC 2035-ISC-Adm	30,767	0	0	0	0	0
Commercial Real Estate Lending						
R01100370 CPRL-General-ISC	750,000	300,000	400,000	400,000	400,000	400,000
Community Redevelopment Grants						
G02100370 DOS-General-ISC	350,000	150,000	150,000	150,000	150,000	150,000
G03100370 SIP-General-ISC	1,100,000	790,000	790,000	790,000	790,000	790,000
G04100370 GFGP-General-ISC	738,000	200,000	200,000	200,000	200,000	200,000
G01100370 CLG-General-ISC	300,000	300,000	300,000	300,000	300,000	300,000
Total Property Redevel	4,861,151	1,943,656	2,063,746	3,588,697	2,988,697	1,998,697
Total Program Expenditures	18,495,031	13,209,200	10,529,783	11,004,756	9,936,284	7,966,321
Personal Services	819,247	914,214	600,986	628,405	539,727	597,398
Transfers - Indirect	2,226,743	3,041,307	2,178,834	2,000,656	1,718,331	4,219,706
Total Fund Expenditures	21,541,021	17,164,721	13,309,603	13,633,817	12,194,342	12,783,425
Contingency	3,910,993	72,394	251,214	182,981	1,481,789	1,901,938
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	25,452,014	17,237,115	13,560,817	13,816,798	13,676,131	14,685,363

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Lents Town Center URA						
Resources						
Beginning Fund Balance	11,074,058	2,013,777	1,745,528	3,974,360	6,220,535	4,740,968
Interest on Investments	7,000	10,000	10,000	10,000	10,000	10,000
Loan Collections	73,000	139,000	139,000	161,270	161,270	166,244
Long Term Debt	0	4,000,000	5,000,000	5,000,000	0	0
Property Income	59,827	210,827	59,827	59,827	59,827	59,827
Reimbursements	301,250	0	0	0	0	0
Short Term Debt	6,673,752	7,815,718	7,992,000	7,992,000	7,992,000	7,992,000
Total Resources	18,188,887	14,189,322	14,946,355	17,197,457	14,443,632	12,969,039
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101360 Debt Management-LTC	10,000	10,000	10,000	10,000	10,000	10,000
Total Administration	10,000	10,000	10,000	10,000	10,000	10,000
Business Dev						
Business Lending						
L02100360 BIF-General-LTC	400,000	101,000	150,000	150,000	150,000	150,000
L02119360 BIF-Nbrhood Ec Dev-Budget-LTC	0	300,000	300,000	300,000	300,000	300,000
Small Business & Community Dev						
B55800360 Business Development-LTC	0	11,000	11,000	11,000	11,000	11,000
B55900360 Community Development-LTC	200,000	50,000	50,000	50,000	50,000	50,000
Traded Sector Business Dev						
L02110360 BIF-Cluster Group-Budget-LTC	0	300,000	250,000	250,000	250,000	250,000
T01069360 Lean Manufacturing-LTC	30,000	30,000	30,000	30,000	30,000	30,000
B15102360 Site Recruitment-LTC	16,500	10,000	10,000	10,000	10,000	10,000
B15100360 Cluster Development-LTC	30,000	0	0	0	0	0
Total Business Dev	676,500	802,000	801,000	801,000	801,000	801,000
Infrastructure						
Parks						
N36012515 Parks Public Impr-LTC-Adm	200,000	900,000	0	0	0	0
Transportation						
N36031415 Street/Sidewalks LID-LTC-Adm	400,000	0	0	0	0	0
N36031525 Foster-Woodstock-LTC-Adm	800,000	0	0	0	0	0
N36031535 122nd-Holgate/Ramona-LTC-Adm	1,000,000	0	0	0	0	0
N36031545 Foster-52nd to 82nd-LTC-Adm	0	1,000,000	720,000	0	0	0
N36032015 Lents Entryway-LTC-Adm	600,000	0	0	0	0	0
Total Infrastructure	3,000,000	1,900,000	720,000	0	0	0
Portland Hsg Bureau						
PHB Housing						
H15900360 PHB Staff & Admin-LTC	552,205	743,471	788,541	805,787	801,465	822,925
H15941360 Svaboda Court Project-LTC	145,200	0	0	0	0	0
H15935360 Beyer Court Apts-LTC	132,891	0	0	0	0	0
H15928360 PCRI Scat Sites 2 (NOFA)-LTC	54,468	0	0	0	0	0
H15931360 Scat Site Home Rehab-LTC	77,538	0	0	0	0	0
H15933360 Raymond St Apt-LTC	486,649	0	0	0	0	0
H15500360 NAYA Kah San Chako Haws-LTC	1,221,139	0	0	0	0	0
H15292360 Property Management-LTC	0	8,000	8,000	0	0	0
H15410360 Home Repair Projects-LTC	500,000	500,000	500,000	500,000	500,000	500,000

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
H15420360 Home Buyer Assistance-LTC	583,534	500,000	500,000	500,000	500,000	500,000
H15430360 Affordable Rental Hsg-LTC	504,372	400,000	400,000	400,000	400,000	400,000
Total Portland Hsg Bureau	4,257,996	2,151,471	2,196,541	2,205,787	2,201,465	2,222,925
Property Redevel						
Commercial Property Redevelopm						
P36090015 Project Development-LTC-Adm	0	10,000	10,000	10,000	10,000	10,000
P36060925 MetroAuto Whisl WLot-LTC-Adm	2,975	0	0	0	0	0
P36091015 Public Outreach-LTC-Adm	1,000	2,000	2,000	2,000	2,000	2,000
P36060335 Bakery Block-LTC-Adm	54,336	42,646	42,646	42,646	42,646	42,646
P36060815 F & W Triangle-LTC-Adm	1,182	1,182	1,182	1,182	0	0
P36060735 93rd & Davis Lot-LTC-Adm	114	0	0	0	0	0
P36060725 93rd & Woodstock Lot-LTC-Adm	1,254	1,140	1,140	1,140	1,140	1,140
P36060615 LTC II Parking Lot-LTC-Adm	3,505	3,505	3,505	3,505	3,505	3,505
P36060515 Tate House-LTC-Adm	4,098	3,819	0	0	0	0
P36060415 Bauske Lot-LTC-Adm	583	526	526	0	0	0
P36060935 MetroAuto Bldg & Lot-LTC-Adm	10,461	5,363	5,363	0	0	0
P36055015 Foster Road Redev-LTC-Adm	31,564	520,000	20,000	20,000	20,000	20,000
P36061015 ArchtctIronPrdctBldg-LTC-Adm	9,630	6,254	6,254	6,254	6,254	6,254
P36050815 SE 92nd Redev-LTC-Adm	499,320	0	0	0	0	0
P36060325 Lents Little Lge Fld-LTC-Adm	5,621	5,272	5,272	5,272	5,272	5,272
P36051215 Jns Ck Ind Area Revit-LTC-Adm	500,000	50,000	0	0	0	0
P36060125 Prkng Lt&FrmrChrchLt-LTC-Adm	4,608	4,379	4,379	4,379	4,379	4,379
P36060135 Sullivan Property-LTC-Adm	888	792	792	792	792	792
P36060145 Foster Road Building-LTC-Adm	1,457	1,000	1,000	1,000	1,000	1,000
P36060155 Crossroads Plaza-LTC-Adm	3,252	2,591	2,591	2,591	2,591	2,591
P36060165 McGalliard Lots-LTC-Adm	4,840	4,611	4,611	4,611	4,611	4,611
P36060225 92nd Street Club Lot-LTC-Adm	4,155	3,482	3,482	3,482	3,482	3,482
P36060235 Edmondson's DrapBldg-LTC-Adm	3,372	1,500	1,500	1,500	1,500	1,500
P36050915 LTC Town Ctr Redev-LTC-Adm	2,958,862	2,050,000	1,550,000	1,050,000	25,000	25,000
Commercial Real Estate Lending						
R01100360 CPRL-General-LTC	300,000	1,000,000	3,000,000	4,000,000	4,000,000	4,000,000
Community Redevelopment Grants						
G04100360 GFGP-General-LTC	125,000	125,000	125,000	125,000	125,000	125,000
G01100360 CLG-General-LTC	300,000	300,000	200,000	200,000	200,000	200,000
G02100360 DOS-General-LTC	130,900	75,000	75,000	75,000	75,000	75,000
G03100360 SIP-General-LTC	517,051	300,000	300,000	300,000	300,000	300,000
Total Property Redevel	5,480,028	4,520,062	5,366,243	5,860,354	4,834,172	4,834,172
Total Program Expenditures	13,424,524	9,383,533	9,093,784	8,877,141	7,846,637	7,868,097
Personal Services	765,287	683,816	514,144	501,895	443,633	444,846
Transfers - Indirect	2,195,095	2,398,945	1,364,068	1,597,885	1,412,395	1,416,257
Total Fund Expenditures	16,384,906	12,466,294	10,971,995	10,976,922	9,702,664	9,729,200
Contingency	1,803,981	1,745,528	3,974,360	6,220,535	4,740,968	3,239,839
Ending Fund Balance	0	-22,500	0	0	0	0
Total Requirements	18,188,887	14,189,322	14,946,355	17,197,457	14,443,632	12,969,039

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Parkrose URA						
Resources						
Intergovernmental Revenues	0	91,667	99,572	103,278	107,055	132,530
Miscellaneous	0	20,000	0	0	0	0
Short Term Debt	0	61,430	79,465	101,992	124,559	103,810
Total Resources	0	173,097	179,037	205,270	231,614	236,340
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540312 Neighborhood Prosperity-PKRS	0	118,594	124,534	150,767	177,111	181,837
Total Business Dev	0	118,594	124,534	150,767	177,111	181,837
Total Program Expenditures	0	118,594	124,534	150,767	177,111	181,837
Personal Services	0	40,903	40,903	40,903	40,903	40,903
Transfers - Indirect	0	13,600	13,600	13,600	13,600	13,600
Total Fund Expenditures	0	173,097	179,037	205,270	231,614	236,340
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	173,097	179,037	205,270	231,614	236,340

Five-Year Forecast Program Requirements Detail

	Revised FY 2012-13	Draft FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Rosewood URA						
Resources						
Intergovernmental Revenues	0	91,667	96,540	100,111	103,828	122,815
Miscellaneous	0	20,000	0	0	0	0
Short Term Debt	0	67,363	64,552	87,954	112,953	103,883
Total Resources	0	179,030	161,092	188,065	216,781	226,698
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540313 Neighborhood Prosperity-RSWD	0	124,527	106,589	133,562	162,278	172,195
Total Business Dev	0	124,527	106,589	133,562	162,278	172,195
Total Program Expenditures	0	124,527	106,589	133,562	162,278	172,195
Personal Services	0	40,903	40,903	40,903	40,903	40,903
Transfers - Indirect	0	13,600	13,600	13,600	13,600	13,600
Total Fund Expenditures	0	179,030	161,092	188,065	216,781	226,698
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	0	179,030	161,092	188,065	216,781	226,698

Portland Development Commission

Mission/Goals/Strategic Plans – PDC's strategic plan recognizes the importance of equity and the delivery of our work through partnerships of all kinds. The implementation of the Neighborhood Economic Development Strategy is intended to have outcomes driven by and through partnerships with communities in which PDC is active. This includes nonprofits, for-profits and individuals who are longtime property owners in the neighborhoods, and others.

In January 2013, the PDC Board also passed a new Equity Policy that further emphasizes PDC's commitment to forming partnerships with woman-and minority-owned businesses and extends the contracting goals to all aspects of the agency's operations — professional services, loans, grants.

In 2012 PDC also launched a new website which is more user-friendly, easier to search and provides improved information about how to access our programs and products. PDC continues to be very active users of social media, such as Facebook and YouTube as an information delivery system.

Survey – PDC is among the City's most active in the realm of incorporating advisory committees for public involvement and meaningful input into our priorities. In summer 2012 the PDC Board reappointed over 80 members to our seven Urban Renewal Advisory Committees. The members joined more than 20 members who had active terms. Members of these committees will meet at least five times from Sept. 2012 - June 2013 to work with staff on the implementation of economic development initiatives in their neighborhoods.

In addition PDC staffs a 30-plus member Neighborhood Economic Development Leadership Group. This committee is mostly comprised of partners from community-based nonprofits who directly and indirectly play a role in our efforts to boost employment, commerce, job opportunities and other measurements in some of Portland's historically disadvantaged neighborhoods. We also convene Traded Sector Industry Advisory Groups as a way to promote partnerships, supply chain opportunities and connections that make a meaningful difference in Portland's economy.

In January 2013, PDC also began seeking applications of interest for members of a work group that will focus on implementing the Education Urban Renewal Area Urban Renewal Plan. The work group will include partners from Multnomah County, Portland Public Schools, Portland State University and others who bring experience which aligns with the core focus of the URA.

Overall, the agency will continue to look for opportunities to upgrade and broaden our citizen involvement efforts throughout 2013. URAC members in particular have been, and will continue to be surveyed about their interest and level of engagement in serving as economic development advisors within the context of PDC's Strategic Plan.

Workforce Development – Another primary goal of the PDC Strategic Plan is Effective Stewardship of Resources and creating a work environment which values diversity and fosters productivity, learning and growth, and PDC recognizes its employees as the foundation of success. Many of these values will be reflected in the new labor contract which will take effect July 1, 2013.

Key Actions to achieve this outcome:

- Retain, support and cultivate employees by providing creative opportunities in training and career development throughout every employee's tenure, and addressing the need to develop managers into well-trained, informed leaders.
- Cultivate a culture of transparency through open and consistent communication between leadership and staff.
- Maintain a positive, productive and collaborative relationship between Labor and Management.
- Create a strategy and internal structure for succession planning that supports the long term success of the organization and its employees.
- Compete as an employer of choice by promoting an environment that attracts and retains a diverse, highly qualified and motivated workforce.

PDC's governance structure maintains a clear strategic direction and policy guidance as a foundation for creative and efficient program and project implementation.

Key Actions include:

- Create a clear agency direction, align employee work priorities and inform decision making by using strategic planning, agency and employee work plans, program and performance metrics, periodic reporting, public participation and the budget process.
- Support an organizational culture of collaboration and accountability through role clarity and teamwork.
- Promote an organizational culture characterized by high ethical and moral behavior and the avoidance central focus of PDC's workforce training in customer service has been to ensure that staff has a good understanding of diversity. PDC's Diversity Council was formed in 2006, and it continues to provide ongoing opportunities for staff to engage diversity development activities.
- Performance appraisals include an evaluation of customer service and partnership.