



DATE: June 10, 2020
TO: Board of Commissioners
FROM: Kimberly Branam, Executive Director
SUBJECT: Report Number 20-23
Authorizing a \$75,000 Grant to Greater Portland Inc.

BOARD ACTION REQUESTED AND BRIEF DESCRIPTION

Adopt Resolution No. 7373

This action will authorize the Executive Director to execute a Grant Agreement (Grant) between Prosper Portland and Greater Portland Inc. (GPI) in an amount not to exceed \$75,000 to support regional business recruitment, marketing, and export coordination in fiscal year (FY) 2020-21. This is the eighth year that Prosper Portland has provided a grant to GPI; since the cumulative grant amount disbursed to GPI has exceeded the Executive Director's \$500,000 threshold for financial support, this action is being presented to the Prosper Portland Board of Commissioners (Board) for approval.

STRATEGIC PLAN ALIGNMENT AND OUTCOMES

The Grant to GPI delivers on several Prosper Portland Strategic Plan goals, including supporting middle-wage job growth by improving access to international markets, attracting foreign investment, and prioritizing trade and transportation infrastructure investments. The FY 2019-20 Grant Agreement scope of work highlights goals to attract business development and capital investment across the city of Portland, supporting wealth creation within target communities.

BACKGROUND AND CONTEXT

GPI is a public/private partnership whose mission is to help companies expand and relocate to the Portland metropolitan region. Specifically, GPI conducts business development, develops marketing and branding, and coordinates regional economic development strategies with partner organizations; see GPI's 2018-2019 Summary of Accomplishments in Attachment A for a list of accomplishments and outcomes. Staff at GPI and Prosper Portland regularly collaborate on economic development activities and the funding through the Grant will leverage other public and private investment in GPI to further regional job creation and enhance Portland's competitiveness as a global center of innovation and trade.

To align the scope of GPI's work with Prosper Portland's fiscal year, the Grant includes a scope of \$75,000 for activities from July 2020 to June 2021 that will achieve the following objectives:

1. Coordination with Prosper Portland and other economic development partners on regional business development projects with an emphasis on Portland's four target industry clusters (Metals and Machinery, Athletic and Outdoor, Green Cities; and Technology and Media). GPI will assume responsibility for the coordination of responses to all regional inquiries and information requests from businesses (Requests for Interest, Requests for Proposals, etc.).

2. Coordination with Prosper Portland to develop marketing/branding campaigns for target industry clusters and market directly to companies and site selectors, including direct marketing for programs and developments within the city. Work may include, but is not limited to, the development of industry value propositions; flyers, websites, social media campaigns, and/or films specific to target industries; and an outbound marketing and communications strategy to raise awareness of relevant projects, events, or success stories.
3. Regional coordination of the Greater Portland 2020 action plan to achieve economic prosperity across the region by aligning business, education, and civic leaders around regional economic development priorities.

The Grant scope has been amended to be responsive to COVID-19 pandemic impacts in several ways. Changes to the scope include delaying the development of the region's five-year Comprehensive Economic Development Strategy for the Greater Portland Economic Development District until 2022. This delay will provide space to develop and implement a one-year recovery strategy as the region climbs out of the economic downturn. Other scope items have also been adjusted to allow activities historically associated with travel or in-person meetings (e.g., virtual trade shows, trade missions, and signature events) to be conducted digitally until the current crisis abates.

EQUITY IMPACT

The Grant scope includes prioritization of activities that advance a social and racial equity agenda for regional economic development. The Grant to GPI directly supports Prosper Portland's traded sector job growth through strategic business recruitment, regional branding and marketing, and coordination of the Greater Portland Global Plan. Traded sector companies provide family-wage jobs and support local-serving industries such as retail and professional services. The scope includes implementing Greater Portland 2020, a five-year action plan to achieve "Economic Prosperity for All Across the Region" by driving economic growth with an emphasis on access to capital, equity, and cost of living as key regional challenges for future economic growth.

COMMUNITY PARTICIPATION AND FEEDBACK

While there was no specific public participation related to this proposed action, staff discussed the GPI partnership with the Community Budget Committee during the FY 2020-21 budget development process.

BUDGET AND FINANCIAL INFORMATION

There are sufficient resources in the FY 2020-21 budget to fund the Grant through the following sources:

| Source | Amount |
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| General Fund | \$25,000 |
| Enterprise Zone | \$25,000 |
| River District Tax Increment Finance (TIF) District Program Income | \$8,333 |
| Central Eastside TIF District Program Income | \$8,333 |
| Airport Way TIF District Program Income | \$8,333 |

RISK ASSESSMENT

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

ATTACHMENTS

- A. 2018-2019 GPI Summary of Accomplishments

Greater Portland Inc in Partnership with Prosper Portland 2018-2019 Accomplishments

In alignment with Prosper Portland’s five-year Strategic Plan and GPI’s 2018 Work Plan & 2019 Proposed Work Plans, the following scope will be completed.

| Prosper Portland Strategic Plan Objective | GPI Action | Metric | Supporting Documentation (if any) | Results |
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| <p>1. Create healthy, complete neighborhoods throughout Portland. // 1.2</p> <p>2. Create access to high quality employment for Portland residents. // 2.1, 2.2, 2.3</p> <p>3. Foster wealth creation within communities of color and low-income neighborhoods. // 3.1</p> <p>4. Form 21st century civic networks, institutions, and partnerships. // 4.1, 4.2, 4.4</p> | GREATER PORTLAND 2020 | | | |
| | <p>Action #1: Continue to provide operational structure and support to Greater Portland 2020. Build momentum around implementation.</p> <p><i>Secure institutional alignment and support for Greater Portland 2020.</i></p> <p><i>Increase industry engagement in Greater Portland 2020.</i></p> <p>Action #2</p> <p>Create and manage GP2020 activities that advance an equity agenda for regional economic development.</p> <p><i>Greater Portland Economic Development District (GPEDD, dba Greater Portland 2020) functions as regional coordinator and evaluator for federal grant proposals to federal agencies.</i></p> <p>Action #3</p> <p>Communicate Greater Portland 2020. Update and maintain Greater Portland 2020 website; communicate via social media.</p> <p>Action #4</p> <p>Conduct economic research and analysis to monitor regional competitiveness.</p> <p>Monitor policies that affect Oregon and Washington's business climate.</p> | <p>Metric #1a: Engage 5-10 target industry members in Greater Portland 2020, in keeping with the Roles & Responsibilities with Prosper Portland, to be developed (Action #10).</p> <p>Metric #1b: GPI has a FTE dedicated to management of GP2020 plan implementation.</p> <p>Metric #2: 2-4 signature Greater Portland 2020 events.</p> <p>Metric #3: 5-20 website updates annually.</p> <p>3-15 Social media updates for GP2020 Signature Projects.</p> <p>12 -24 Email updates to GP2020 Council and work teams.</p> <p>Metric #4: Dashboard tracking competitiveness against other metro peer regions.</p> | <p>See attached Greater Portland 2020 Comprehensive Economic Development Strategy (CEDS).</p> <p><i>The CEDS has been approved the U.S. Department of Commerce Economic Development Administration.</i></p> <p>GP2020 Progress Update – prioritize GP2020 activities that advance a social and racial equity agenda for regional economic development</p> <p>Diversity in Leadership Initiative</p> | <p>Metric #1a – completed</p> <p>Metric #1b – completed (Purdy through April 2018, Miller since)</p> <p>Metric #2 – completed (Growing Small Businesses Globally, Greater Portland Tech Challenge, Oregon Opportunity Zone Initiative, Employment Lands Site Readiness Toolkit, Diversity in Leadership campaign)</p> <p>Metric #3 – completed</p> <p>Metric #4 - completed</p> |

| | Track competitiveness trends among national and international peer regions. | | | |
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| Prosper Portland Strategic Plan Objective | GPI Action | Metric | Supporting Documentation (if any) | |
| 2. Create access to high quality employment for Portland residents. // 2.1, 2.2 | BUSINESS DEVELOPMENT | | | |
| | <p>Action #5: Execute domestic business recruitment strategy.</p> <p>Prosper Portland/GPI Alignment: <i>Develop and execute strategy for recruiting businesses that share Prosper Portland's equity values. Conduct direct outreach in collaboration with Prosper Portland's B&I Team as necessary.</i></p> <p><i>In coordination with Prosper Portland's B&I team, develop and execute domestic headquarter calling campaign for anchor companies in Prosper Portland's key traded sector clusters.</i></p> <p><i>Ensure that national site selectors and key investment targets are aware of Prosper Portland's major redevelopment projects, including the Broadway Corridor, South Waterfront, and the ODOT Blocks. Provide equal level of intent to attract capital investment to Airport Way, River District, Downtown Waterfront, Central Eastside, Lents & Gateway URAs. When Prosper Portland provides eligible sites and investment information by the project/site selection request deadline, GPI will include this content in the site-selection response.</i></p> <p><i>Promote financial programs offered through Prosper Portland's Urban Renewal Areas when marketing the Portland metro area. When relevant financial programs are provided to GPI by Prosper by the site selection request deadline, GPI will include these programs</i></p> | <p>Metric #5a: Target minimum of 41 new prospects and assist in the recruitment of 171-369 jobs by 06/30/2019.</p> <p>Metric #5b: Execute a minimum of 10 sales missions by 06/30/2019.</p> <p>Metric #5c: Deliver a minimum of 49 assists** to communities throughout the region.*</p> <p>Metric #5d: Execute call campaign directly targeting 135-165 companies with a high likelihood for expansion, based on extensive internal research, that align with key traded sector clusters.</p> <p>Metric #5e: Provide an annual report to update status for the stated metrics by 8/30/2019 for the fiscal year that ends on 6/30/2019.</p> <p><i>**Number of instances GPI has provided assistance (i.e. research / data analysis, market intelligence, requested help with company visits), to</i></p> | <p>Business development activity reports (including pipeline).*</p> <p>Maintain documentation (e.g. Prosper Portland's RFP responses and marketing material) demonstrating that business development activities are promoting physical development in URAs, with the intent to attract capital investment in these areas. For those projects that move into URAs, track capital investment when this information is available to GPI.</p> <p>GPI Dashboard.* 2018 & 2019 sales mission calendar.</p> <p><i>*shared monthly with Prosper Portland</i></p> | <p>Metric #5a – 44 prospects and 550 jobs</p> <p>Metric #5b – 12 missions executed</p> <p>Metric #5c – 110 assists</p> <p>Metric #5d – 308 target call completed</p> <p>Metric #5e – completed</p> <p>Metric #5f – URA business development focus shifted to Broadway Corridor task force</p> <p>Metric #6a – Germany sales mission, Select USA event, Vancouver sales mission</p> <p>Metric #6b – completed (Business Oregon Germany contractor, Japan Representative Office, Port of Portland/Business Oregon Korea contractor,</p> |

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| | <p><i>in site selection response to inbound prospects.</i></p> <p><i>Examine ways to promote traded sector investment in East Portland.</i></p> <p><i>Augment role and reputation as region's go-to team for national site selectors by demonstrating market expertise and effective project management capabilities.</i></p> <p><i>Continue building local and national brokerage and multiplier networks. Position GPI as trusted partner for economic development projects.</i></p> <p><i>Pursue connections to companies and decision makers via market opportunities, industry events and through direct marketing.</i></p> <p><i>Leverage trade shows and events to showcase Greater Portland, identify leads and prospects and stay informed of current trends.</i></p> <p>Prosper Portland/GPI Alignment: <i>Business development is conducted with intent to promote URA development equally by encouraging investment in the development, redevelopment, rehabilitation, and adaptive reuse of urban land and buildings for employment opportunities aligned to the following non-housing URA Plan objectives:</i></p> <p><i>Gateway URA: Encourage investment in the development, rehabilitation, and adaptive reuse of urban land and building for employment opportunities.</i></p> <p><i>Lents URA: Encourage investment in the development, redevelopment, rehabilitation and adaptive reuse of urban land and buildings for employment opportunities. Sustain and support business development activities to retain,</i></p> | <p><i>communities in support of their economic development or business retention/expansion efforts</i></p> <p><i>+Support Prosper Portland in company outreach by making business case for existing companies to stay and grow and promoting the region's business competitiveness. Upon request, provide Prosper Portland staff with custom research and creation of impact models for retention efforts.</i></p> <p>Metric #5f Participate in Prosper Portland-led task force/teams to examine ways to promote traded sector investment in East Portland.</p> <p>Metric #6a Execute marketing in a minimum of 2 FDI events.</p> <p>Metric #6b Amplify awareness of Greater Portland to at least 3 state and regional contractors.</p> <p>Metric #7 Participate in at least one (1) Economic Development staff meeting at Prosper Portland to showcase GPI's research, marketing and PR capabilities, as well as share industry trends of targeted markets.</p> | | <p>Transatlantic Investment Business Council)</p> <p>Metric #7 – Mutually agreed with Prosper Portland not to pursue until Prosper Portland had an Economic Development Director in place.</p> |
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| | <p><i>expand and recruit businesses.</i></p> <p><i>Airport Way: ...the Area will be developed and redeveloped by private sector initiative and in the process of such development and redevelopment produce job generating industries and businesses and increase property values.</i></p> <p><i>Central Eastside: The primary goal of the Plan is to improve the condition and appearance of the Area, eliminate blight and blighting influences, to expand and improve public facilities and to stimulate private investment and economic growth in the Central Eastside Urban Renewal Area.</i></p> <p><i>Downtown Waterfront: Aligned with the Old Town/Chinatown Five-Year Action Plan, attract new neighborhood investment to activate key properties and improve district connectivity and promote business vitality by increasing employment and retail activity.</i></p> <p><i>River District URA: Encourage investment in the development, rehabilitation, and adaptive reuse of urban land and building for employment opportunities. Promote the development of commercial uses that create jobs. Help create a range of jobs within the area in order to maximize the potential of a dense population and transit improvements within the area.</i></p> <p>Action #6: Execute regional export + foreign direct investment plan.</p> <p>Use federal resources through Select USA investment programs, events and networks. Evaluate and/or support contractor models at the state and/or regional level.</p> | | | |
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| | <p>In collaboration with Prosper Portland's B&I Team, develop and execute a global headquarter calling campaign (ideally in conjunction with existing trade missions) for anchor companies in Prosper Portland's key traded sector clusters.</p> <p>Leverage country-specific resources and collaborate with partner organizations around marketing and media outreach to amplify awareness of Greater Portland.</p> <p>Identify and apply best practices from other Global Cities metros to build regional role in helping existing companies grow through export activity.</p> <p>Action #7: Build a strong reputation for market expertise + professional service.</p> <p>Systematize project management process in collaboration with cities and regional economic development partners.</p> | | | |
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| Prosper Portland Strategic Plan Objective | GPI Action | Metric | Supporting Documentation (if any) | Results |
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| 2. Create access to high quality employment for Portland residents. // 2.2 | MARKETING + COMMUNICATIONS | | | |
| | <p>Action #8: Market directly to companies and site selectors. Directly market development in URAs when recruiting.</p> <p><i>Create and send quarterly email marketing campaigns to qualified leads: c-level executives, site selectors and decision makers that GPI's business development team has met with during sales missions.</i></p> | <p>Metric #8a: Execute at least one regional FAM tour by 6/30/2019.</p> <p>Metric #8b: Target minimum of 3,000 marketing recruitment contacts by 6/30/2019.</p> | <p>GPI Dashboard.*</p> <p>Maintain documentation demonstrating that marketing materials are promoting physical development in URAs, with the intent to attract capital investment in these areas.</p> | <p>Metric #8a – completed (Site Consultant Advisory Group)</p> <p>Metric #8b – 5,159 recruitment contacts</p> <p>Metric #8c – completed</p> |

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| | <p><i>Host at least one familiarization (FAM) tour for site selection consultants, company prospects and/or foreign direct investment (FDI) multipliers to showcase the region and its offerings.</i></p> <p>Ensure that relevant materials include information on Prosper Portland's Urban Renewal Area (URA) resources, and promote physical development in these areas.</p> <p>Prosper Portland/GPI Alignment: <i>When information is furnished by Prosper Portland to GPI, include that information in relevant marketing materials on Prosper Portland's Urban Renewal Area (URA) resources, and promote physical development in these areas.</i></p> | <p>Metric #8c: Develop and maintain printable regional-level marketing materials for Prosper Portland's four traded sector clusters, updating these at least annually.</p> | <p>Maintain and compile Prosper Portland submitted responses to RFPs.</p> <p><i>*shared monthly with Prosper Portland</i></p> | |
| 4. Form 21st century civic networks, institutions, and partnerships. // 4.1 | <p>Action #9: Expand GPI's PR reach locally, nationally + internationally.</p> <p><i>Possible pitch examples include: work GPI and our partners are doing, unique assets of the Greater Portland region or project wins that have occurred.</i></p> <p><i>Leverage partner/investor expertise and create co-authored bylines or op-eds.</i></p> | <p>Metric #9: Secure 50M impressions through national and international earned media placements.</p> | | Metric #9 – 236M earned media impressions |

| Prosper Portland Strategic Plan Objective | | GPI Action | Metric | Supporting Documentation (if any) |
|-------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------|
| | | BUSINESS + MARKET RESEARCH | | |
| | | <i>Maintain a repository of community assets and data to ensure that marketing materials and other key information are current and easily accessible.</i> | Same as metric. | |

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| <p>4. Form 21st century civic networks, institutions, and partnerships. // 4.1</p> | <p>Support regional collaboration around development of industry clusters with an emphasis on equity.</p> <p><i>Explore emerging growth clusters.</i></p> <p>Conduct economic research + analysis to monitor regional competitiveness.</p> <p><i>Monitor policies that affect Oregon and Washington's business climate.</i></p> <p><i>Track competitiveness trends among national and international peer regions.</i></p> | | |
| | <p>Action #10: Ensure that Roles & Responsibilities between Prosper Portland, GPI, and other partners are consistently followed and understood.</p> | <p>Metric #10: Mutually agree to Roles & Responsibilities by June 30, 2019. <i>^GPI will review and comment on Prosper Portland proposed roles and responsibilities within 30 days of receipt.</i></p> | <p>Metric #10: Mutually agreed with Prosper Portland not to pursue until GPI has a permanent CEO in place.</p> |