

Council work session agenda

Tuesday, November 16, 2021

10:30 AM

**<https://zoom.us/j/471155552> or
877-853-5257 (toll free)**

Revised 11/10

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10:30 Call to Order and Roll Call

Work Session Topics:

10:35 Metro's Role in Economic Recovery and Building an [21-5616](#)
Inclusive Economic Future

Presenter(s): Elissa Gertler (she/her), Metro
Jeff Raker (he/him), Metro
Brittany Bagent (she/her), Greater Portland Inc.
Cobi Lewis (she/her), Micro Enterprise Services of Oregon
Maggie Reilly (she/her), Craft3

Attachments: [Staff Report](#)
[Attachment 1](#)
[Attachment 2](#)

11:20 Brownfields Program and the Brownfields Coalition [21-5617](#)

Presenter(s): Malu Wilkinson (she/her), Metro
Brian Harper (he/him), Metro

Attachments: [Staff Report](#)

11:50 Chief Operating Officer Communication

11:55 Councilor Communication

12:00 Adjourn

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Metro's Role in Economic Recovery and Building an Inclusive Economic Future
Work Session Topic

Metro Council Work Session
Tuesday, November 16, 2021

Economic Recovery and Building an Inclusive Economic Future

Date: 10/28/2021
Department: Planning and Development
Meeting Date: 11/16/2021

Presenter(s) (if applicable): Elissa Gertler,
Malu Wilkinson, Jeff Raker, Brittany
Bagent
Length: 45 Min

Prepared by: Jeff Raker,
jeffrey.raker@oregonmetro.gov

ISSUE STATEMENT

Metro's land use policy and investment decisions play a role in supporting an inclusive and equitable regional economy. Current economic development work is providing a foundation for how we approach understanding emerging economic trends and an update to the 2040 Vision.

Metro partnered with Greater Portland Inc (GPI) on a five year Comprehensive Economic Development Strategy (CEDS), including short term actions to support economic recovery. The CEDS was adopted by the Greater Portland Economic Development District (GPEDD) Board and Community Advisors in July 2021. Metro committed resources to business stabilization and established an action plan and implementation task force to support COVID-19 economic recovery in partnership with Greater Portland Inc. (GPI) and other regional partners. The actions and pilot projects in the CEDS and Recovery Plan and the dedication of resources to business stabilization has set a foundation Metro can leverage as it shapes policies and investment that seek to build an inclusive economic future.

Our work supporting economic development and efficient use of land will inform an update of the 2040 Vision, beginning with an assessment of emerging trends impacting the future economy and implications for future employment and industrial land use.

ACTION REQUESTED

1. Review progress on the Comprehensive Economic Development Strategy (CEDS), Economic Recovery Plan, and committed resource to business stabilization.
2. Discuss and prioritize how Metro Council and staff will continue to support implementation of the Greater Portland Economic Recovery Plan and CEDS.
3. Discuss and prioritize economic questions to be included in the Emerging Growth Trends that will inform future policy and investment at Metro.

IDENTIFIED POLICY OUTCOMES

The Economic Recovery Plan and the Comprehensive Economic Development Strategy were developed in alignment with Metro's other policies, plans and programs. As we implement the plan to help the region's economy recover from the devastation of the COVID-19 pandemic, we have an opportunity to prioritize actions and investments that will make an immediate impact where they are most needed. In the 5 year strategy, we have a

longer term opportunity to re-establish a more equitable economic foundation for our region, that provides access to wealth and opportunity for all.

Staff is seeking policy direction on resourcing and implementing short term actions that will best accomplish Metro's priorities, as well as guidance on key economic questions to include in the Emerging Growth Trends work to guide future long term policy and investment choices.

POLICY QUESTION(S)

- Are there priorities for staff in the implementation of Comprehensive Economic Development Strategy and Recovery Plan?
- What focus areas or key questions would Council like to see addressed as part of the economic emerging growth trends that will inform future policy and investment at Metro?

STAFF RECOMMENDATIONS

Staff recommends Metro continues to coordinate efforts and support implementation of both the Greater Portland Economic Recovery Plan and CEDS developed and adopted by the Greater Portland Economic Development District (GPEDD) and advisors drawn from over 100 organizations representing multiple community perspectives.

Staff recommends that Metro utilize the collaborative work done to develop the five year CEDS and short term Economic Recovery Plan as a foundation to inform the Emerging Growth Trends work and future land use policy and investments to support an equitable and inclusive economy.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Metro has evolved our role and partnerships in recent years to support inclusive economic development. In particular, Metro and GPI have developed a strong partnership to better link Metro's planning and research capabilities with the work of the economic development practitioners in local governments and the private sector. Much of our work is specifically called out in the CEDS as actions and strategies to support an inclusive regional economy. Some specific examples are described below.

Columbia Connects: A pilot project for a specific area called out in the CEDS, the Columbia Connects project focuses on the land use and economic development strategies needed to support goals on both sides of the Columbia River. Staff have built a strong bi-state Columbia Connects partnership with our counterparts in Clark County, partnering to develop a Shared Investment Strategy that recognizes that our regional economy and land use policy spans two states and can leverage transportation investments.

Economic Value Atlas: The Recovery Strategy and CEDS are built upon previous collaborations between Metro, GPI and other key partners, notably the Economic Value Atlas (EVA), a mapping and analysis tool that allows economic data to be better linked with land use and transportation data to inform policy and investment decisions. The EVA is now a national model being replicated by other regions across the country. It is also a tool

being used by local real estate firms, site selectors, and to inform other Metro planning and development efforts.

Industrial and employment land: Other recent work in economic development has supported efforts to ensure an adequate supply of employment land. Staff recently worked with the Port of Portland and 13 other jurisdictions to establish specific local and state actions as well as site level approaches to develop constrained sites for economic development through the Site Readiness Toolkit.

Workforce development and business stabilization: The Construction Career Pathways project outlines specific actions to enhance workforce diversity and provide contract opportunities for more diverse firms. Metro has also provided direct resourcing of business stabilization efforts by partner organizations.

All of these actions are informed by existing plans and policies at Metro and will inform future work on Emerging Growth Trends and related transportation and land use policy and investment.

BACKGROUND

Business Stabilization:

Metro expanded our 2040 Planning and Development Grants program to include economic development and community stabilization activities in addition to planning and development work, and we have been able to use those funds this year to leverage BIPOC small business assistance by partnering with Craft 3 and Microenterprise Services of Oregon (MESO).

Economic Recovery Plan:

In the summer of 2020, Metro Council directed Metro staff to work in coordination with GPI and multiple community partners to establish a Greater Portland Economic Recovery Plan to guide the region in response to the COVID-19 pandemic.

The plan identifies three target impact areas to combat recessionary forces, address key inequities and prepare the region for recovery:

- Help small businesses recover and grow
- Advance economic mobility for individuals
- Support families and children

The recovery plan identified 47 actions in all, and steps to begin implementation have advanced:

1. Convene an Implementation Task Force to help lead organizations turn recommended actions into reality and identify lead organizations for those actions still needing one
2. Convene a federal policy group to align efforts and secure resources for implementation
3. Identify and catalog existing and related recovery efforts already underway across the region

4. Identify immediate opportunities where the private sector can provide resources for proposed actions

Comprehensive Economic Development Strategy:

Metro and GPI partnered to update the region's five year Comprehensive Economic Development Strategy (CEDS). The region is required to update its 5-year Strategy and that work is critical to charting a longer-term path toward restoring our region's economic health with a focus on an equitable and inclusive economy. The CEDS serves as a foundation for other policy and investment work at Metro, as we consider how the disruptions, lessons, and societal transformation of the last year will impact the future of the Greater Portland region's economy and the people who live here, and what that means for our land use and transportation policies and programs.

ATTACHMENTS

- Is legislation required for Council action? ☐ Yes ☒ No
- If yes, is draft legislation attached? ☐ Yes ☐ No
- What other materials are you presenting today?

Greater Portland Economic Recovery Plan:

<https://www.oregonmetro.gov/sites/default/files/2021/01/22/Greater-Portland-Economic-Recovery-Plan.pdf>

Greater Portland Comprehensive Economic Development Strategy:

<https://www.oregonmetro.gov/sites/default/files/2021/05/24/Comprehensive-Economic-Development-Strategy-public-review.pdf>

Greater Portland **ECONOMIC RECOVERY PLAN**



1

HELP SMALL
BUSINESSES
RECOVER &
GROW

2

ADVANCE
ECONOMIC
MOBILITY FOR
INDIVIDUALS

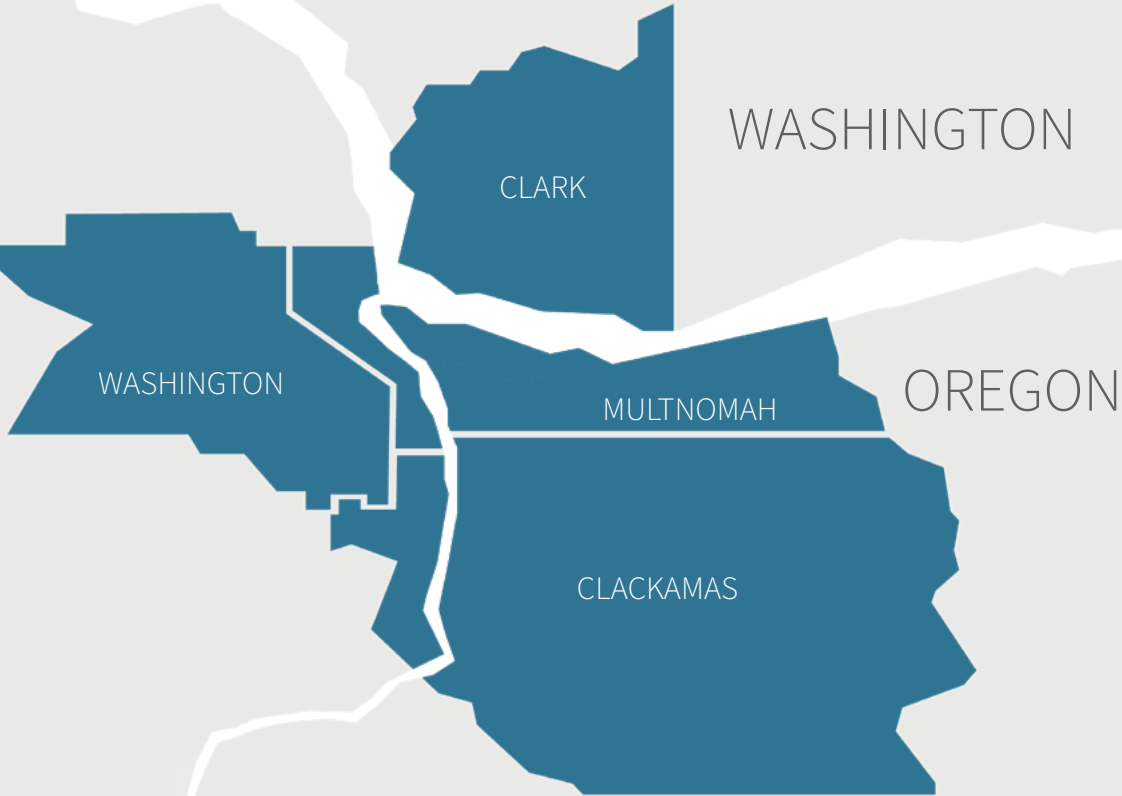
3

SUPPORT
FAMILIES &
CHILDREN

AN ACTION-FOCUSED ADAPTABLE FRAMEWORK
TO ADDRESS SMALL BUSINESS RECOVERY AND
UNEMPLOYMENT IN RESPONSE TO COVID-19

GREATER PORTLAND ECONOMIC DEVELOPMENT DISTRICT

The Greater Portland Economic Development District (GPEDD), staffed by Greater Portland Inc, is a not-for-profit organization working in Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. GPEDD is funded primarily through grants awarded by the U.S. Department of Commerce's Economic Development Administration (EDA).



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October 2020

A MESSAGE

from GPEDD's Executive Committee



In April 2020, the Greater Portland Economic Development District (GPEDD) began to see the unprecedented impacts of COVID-19 on our region's economy:

- The Portland-Vancouver-Hillsboro Metro area lost over 144,000 jobs in one month.
- An estimated 30% of the region's small businesses were closed.
- Existing disparities worsened for persons of color and businesses they own, and
- Other groups of the region's most-vulnerable workers were severely impacted, including workers in lower-paying occupational groups, female workers, and workers with lower educational levels.¹

At this unprecedented time, we aspired to help our region recover.

GPEDD is the federally-designated Economic Development District for Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. GPEDD oversees the development and implementation of our region's Comprehensive Economic

Development Strategy (CEDS). It is staffed by Greater Portland Inc (GPI) and managed by its own Board of Directors representing economic interests across the region. GPEDD's role in our region's economic development planning provided an opportunity to pivot our existing work to focus on urgently needed economic recovery.

GPEDD approved an accelerated process to create this action-focused, outcome-oriented Regional Economic Recovery Plan that responds to small businesses' challenges and the unemployment crisis created by COVID. This is a short-term, adaptable plan of 3 to 24 months focused on immediate action.

The Regional Economic Recovery Plan process has been governed by GPEDD's Board of Directors and more than 40 additional advisors from across the region. This plan is being developed and implemented in partnership with Metro and a team of consultants led by Bridge Economic Development. This regional approach will help to leverage resources, provide a strong unified voice in aligning efforts,

and provide accountability during implementation.

Before the pandemic, Greater Portland was one of our country's multistate regional economic success stories, with its distinct combination of thriving traded sectors, high connectivity to the global market, active and accessible ports, diverse small businesses, high quality of life, and a highly-skilled workforce.

As we now move towards implementing this plan and a recovery, these fundamentals remain and will help guide our efforts forward. Right now, we must continue be proactive and innovative in helping people get back to work, businesses to stay open, and work towards eliminating racial, gender, and other income disparities that have been exacerbated by the pandemic.

To make the impact that is needed, we need support from stakeholders across the region in the private, public and philanthropic sectors.

Thank you very much to those of you who helped make this plan possible – and to everyone who is dedicated to working on its implementation.

Kimberly Branam, Chair
Prosper Portland

Mike Bomar, Secretary
Port of Vancouver USA

Cara Rene, Interim Exec Dir.
GPEDD

Jason Green, Vice-Chair
CBRE

Maria Caballero Rubio, Treasurer
Centro Cultural

Elissa Gertler
Metro

OUR VISION

As a community, the Greater Portland region will recover from the COVID-19 pandemic stronger, more resilient, and more equitable with an urgent focus on building opportunities for Black, Indigenous, and People of Color (BIPOC) and their businesses, as they have been hit hardest.

The guiding values set the foundation for how the region will implement the vision of the Greater Portland Economic Recovery Plan.

GUIDING VALUES



REMOVE BARRIERS AND BUILD TRUST

To advance racial equity for underserved and under-resourced populations



WORK TOGETHER

Through regional collaboration and communication to strengthen all of our communities



TAKE URGENT ACTION

For businesses and people in need



LEAD WITH HEALTH

Prioritize public health



INVEST STRATEGICALLY

Data will inform priorities for action

TARGET IMPACT AREAS

Three Target Impact Areas were developed based on data and engagement from economic experts as well as stakeholders. The three target impacts will combat recessionary forces, address key inequities, and prepare our region for recovery.

1 Help small businesses recover and grow



2 Advance economic mobility for individuals



3 Support families and children



PLAN OVERVIEW

The Greater Portland region faces an unprecedented economic crisis, with the highest number of unemployment claims since the Great Depression and many small business owners expecting their businesses to fail due to the COVID-19 pandemic. Addressing this challenge requires an actionable, focused recovery plan for the region that centers on those hardest hit—the newly unemployed and small businesses on the brink of failure. The pandemic has also exacerbated the historic structural barriers that lead to inequalities in skills attainment, education, income and ultimately, wealth creation. These systemic issues have been developing over decades and are key vulnerabilities that limit economic growth and resilience.

GPEDD, its sister organization GPI, and Metro provided the leadership and staffing for the Greater Portland Regional Economic Recovery Plan, which has been developed in conjunction with the longer-term Comprehensive Economic Development Strategy (CEDS), also led by GPEDD and Metro. This project is funded in part by the U.S. Economic Development Administration’s Coronavirus Aid,

Relief, and Economic Security (CARES) Act for economic development assistance programs to help communities respond to the coronavirus.

The Bridge Economic Development team began working on the long-term CEDS strategy in February 2020. This work, which is focused on resilience and equitable growth, gave the team a preliminary understanding of the region’s existing strengths and weaknesses. This foundation allowed them to move quickly into the development of a recovery plan that will ultimately be integrated into the long-term CEDS strategy. Both efforts will inform one another as they are implemented to address the pervasive issues that have weakened our regional economy.

The Bridge team, with Metro and GPEDD staff, engaged economists, experts in small business development, and workforce development professionals to provide compelling insights into the Greater Portland Regional Economic Recovery Plan alongside the GPEDD Board and Advisors (see Appendix), who shaped its vision, values and direction.



AN ADAPTABLE FRAMEWORK FOR ACTION

The Greater Portland Regional Economic Recovery Plan identifies feasible actions that can be immediately implemented to get people back to work, stabilize small and medium businesses and, hopefully, deter further income inequality. All partners agree on the need to move beyond visionary, high-level recovery plans that create urgency but no action. Data-driven insights, validated by broad stakeholder input, defined the Recovery Plan development. Insights into specific objectives and broad input give agency to the stakeholders that will implement the plan, ensure that the plan is feasible, and confirm “on-the-ground” realities that may not be reflected in the data.

Throughout the development of the Plan, stakeholders consistently conveyed the need to respond urgently to help those that have been impacted. With that focus in mind, the Plan specifically documents the data and stakeholder feedback that determined the six main Priorities that warrant regional investment of time and funds. The Plan is an adaptable framework that explains why the Priorities were selected and the process to address them.

The action matrix

A set of specific actions were recommended by small business owners and experts working directly with impacted individuals. These actions help solve issues identified under each of the six Priorities. The actions have been detailed in the Action Matrix provided at the end of this document. The Matrix is intended to guide staff and stakeholders toward immediate action. It is a “living document” that can respond to additional opportunities that may emerge over the next 24 months, as long as they align with the regional Priorities.

Because the overall intent is urgent action to help those in need, the Plan is created for economic development, workforce practitioners, and additional regional stakeholders that will be implementing the recommended actions established in the Plan.



Regional stakeholders understand that a plan document itself will not help the small businesses and individuals impacted by COVID-19; it is the implementations of actions that will provide the needed support. At the onset of the pandemic, the federal government quickly responded with stimulus funding that has allowed states and many local jurisdictions to provide immediate grants and support for small businesses. However, as the pandemic continues, the recession is likely to deepen. The scale of the challenge for our regional economy requires coordinated, cross-sector action to provide meaningful and sustained support for individuals and small businesses.

Equitable accountability

At the outset of the Plan development, transparent reporting was established as a necessary outcome for Black, Indigenous, and People of Color (BIPOC) businesses and people. GPI and Metro staff will require documentation of the number of BIPOC and overall businesses and individuals that will be served by specific actions. This will be applied to all actions where possible. For some actions, such as removing regulatory barriers, measurement of specific

impacts on BIPOC communities may be more difficult to determine. These measurements will be documented as part of the ongoing reporting on the Recovery Plan implementation to the GPEDD Board.

Lead Organizations

Prioritized actions within the Action Matrix each have a recommended Lead Organization that will serve as the champion for implementation or host the program and key point of contact to determine progress. For example, the Lewis and Clark Small Business Legal Clinic (SBLC) is identified as the Lead Organization to host a proposed “rent negotiation center” as they have the existing infrastructure to serve such a program. However, this does not mean that SBLC has sole responsibility for implementation; it will need other sources of funding and partners to implement the work. The role of Metro and GPEDD staff is to work with other regional stakeholders to secure funding and additional support as needed to help the Lead Organization implement the action. This ability for an organization to champion an action is critical and determines the priority of the recommended actions. Without the structural organization support, an action will simply remain a good idea.

Implementation Task Force

To guide implementation, an Implementation Task Force will work with GPEDD and Metro staff. The Task Force may include three to four individuals who will champion the three target areas. Ideally, these champions will have an in-depth understanding of the actions, stakeholders and, most importantly, potential funding sources. The Task Force must also include representation from Board Members/Advisors from community-based organizations working with BIPOC businesses and individuals.

GPEDD and Metro staff will be responsible for coordinating with the Task Force and Lead Organizations regarding the progress on actions and monitoring the stated metrics. It is important to recognize that while an action may be adopted, it may not produce the intended outcome. The regional collaboration required for implementing each action will yield important lessons on how the region can improve efforts or remove barriers that may need to be addressed that were not recognized before. This information will make the region more resilient in future actions to foster equitable access to economic opportunity.

MOVING FORWARD



Funding the actions

Commitment to collaboration and cooperation is a defining asset for the region. Quick mobilization of the GPEDD Board, and the addition of the Board Advisors representing a wide range of diverse businesses, resulted in an actionable Economic Recovery Plan with significant regional ownership and support.

Regional collaboration can be leveraged to create a **focused economic development coalition** to strategically position the region for potential federal stimulus funds and other private or philanthropic resources to help implement identified priorities. Specifically, preliminary review of the federal HEROES Act indicates that it generally aligns with many of the Target Areas and Priorities established in the Recovery Plan. If the Act is approved, the Plan is poised to be funded pending continued collaboration with organizations that receive the funds.

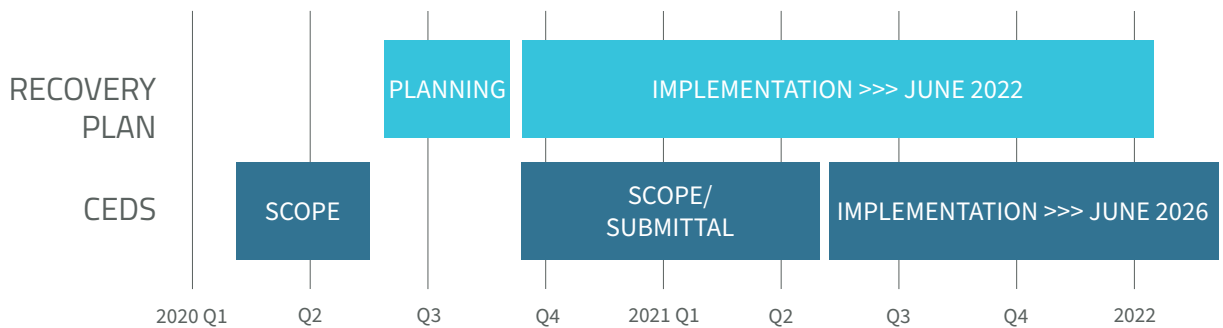
If the stimulus does not pass, funding may be solicited from private or philanthropic interests via the GPI board and/or other regional leaders. Also, some actions, such as removing regulation barriers, do not require financial support but are still important to small business recovery.

IMMEDIATE NEXT STEPS

for GPEDD and Metro staff include:

- 1 Convene the Implementation Task Force**
- 2 Convene a federal policy group**
to align efforts and secure resources
- 3 Identify and catalog existing and related recovery efforts**
already underway across the region, Oregon and Southwest Washington
- 4 Identify immediate opportunities**
where the private sector can provide resources to propose actions (starting with GPI's Board of Directors)

TIMELINE



PROJECT PRINCIPLES

Along with this Plan's Vision and Values, the overarching principles listed here are fundamental across all of the plans data-driven Priorities and Actions. These principles serve as a critical foundation in developing *and* implementing those more detailed Priorities and Actions of the Plan.



Leading with equity

The Economic Recovery Plan was developed using an equity lens to guide the work. This represents not only the long-standing commitment of the regional partners' leadership and consulting team to equitable growth and recovery, but also the need to respond to the current outcry

for greater racial equity in the region and nation. Underserved populations have been hit hardest by the pandemic and recession and have the fewest resources and capacity for recovery. Without the right interventions, these trends will lead to greater inequities and more social unrest.



As the pandemic drags on, restoring public health is a precondition for a full economic recovery.



Prioritizing public health

As the pandemic drags on, restoring public health is a precondition for a full economic recovery. While research has already revealed staggering racial disparities, the complex story of how the public health crisis is impacting the economy is still being written. The States of Oregon and Washington are responsible for establishing the guidelines to maintain public health. The region will fully support the governors'

policies and recommendations for best practices and policies, and encourage local businesses to do the same. The region will work collaboratively with state employees to improve the health of the regional economy in conjunction with the health of the residents. We will also explore implementing regulations that protect public health, while also promoting economic recovery to help businesses in crisis.



Engaging the private sector

The private sector and larger employers from across the Greater Portland region are crucial in helping to advance economic mobility for BIPOC workers impacted by the pandemic. Addressing barriers in hiring, retaining, and promoting BIPOC employees through culture change, relationships with communities, and public accountability can help impacted workers get back to work sooner and for the longer-term. Implementing such strategies is also good for business. As stated by the World Economic Forum:

Business has the transformative power to change and contribute to a more open, diverse and inclusive society... There is substantial research to show that diversity brings many advantages to an organization: increased profitability and creativity, stronger governance and better problem-solving abilities.

TARGET IMPACT AREAS

Drawing insights from recent data, economic experts and local stakeholder knowledge surfaces a set of clear areas of action.² In order to mitigate recessionary forces, address key inequities, and prepare the region for a full recovery, the plan calls for three target impact areas.

- 1 Help small businesses recover and grow
- 2 Advance economic mobility for individuals
- 3 Support families and children

While distinct, the target impacts are also interrelated. For example, increasing access to childcare provides the necessary services for individuals to return to work and maintain economic mobility. This in turn provides an available workforce that is necessary to sustain small businesses.

The Bridge team, with Metro and GPEDD staff, engaged regional stakeholders that currently have programs and funding dedicated to areas such as small business and job skills development—the stakeholders that are critical for delivering the resources and technical assistance to unemployed and small businesses (see Appendix B). Their input helped define the regional small business ecosystem and identified potential resources that can be aligned and leveraged to support the Recovery Plan, culminating in the Action Matrix (see Appendix A). For each priority in this plan, the Action Matrix identifies an action, lead organization, and a set of metrics to direct implementation by Metro and GPEDD staff.

HELP SMALL BUSINESSES RECOVER & GROW

PRIORITY 1

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and the economic downturn.

The Challenge

Restaurants were clearly decimated by the pandemic shut-down and the struggles in this sector dominated headlines. However, the region also needs to consider other industries that are important to the local economy and are also shedding jobs: accommodation (hotels, motels, inns, etc.), automotive and air transportation. During March through August 2020, the following job losses were reported in the Portland Metro Area among companies of all sizes: Accommodation -4,500, Automotive -1,000 and Air Transportation -1,000.³ Regional economists predict even more job cuts in these industries.

In companies with 100 or more employees, 56% of reported layoffs during March through September were in industries forecasted to be at high risk of disruption due to pandemic and recession forces (see Table 1). Approximately 8,106 workers in these industries have lost their jobs and nearly one-third (29%) are expected to be permanent.⁴ The majority of the layoffs (6,877) in the high-risk industries occurred in the accommodation, amusement and recreation, and food and drink industries.

The pivot to ecommerce for retail businesses may not be straightforward and some business owners may require technical assistance, which they may not be able to afford. New software and marketing strategies bear additional costs.

While each of these industries is important to the economy because they are major employers and drivers of economic growth, fewer amenities (restaurants, retail stores and resorts) also will damage the Greater Portland area's competitive advantage over peer metros in terms of attracting talent. This could ultimately limit the region's growth and tarnish the "amenity rich" brand of the region. Business closures in these sectors could also push thriving neighborhoods into decline.

Additionally, as we continue to learn about a safe reopening, we should explore advocating for regulations that protect public health, while also promoting economic recovery to help businesses in crisis. For example, some local economic development practitioners continue to hear that having the Oregon Liquor Control Commission allow restaurants to sell take-out spirits or stay open until 11:00 pm could be the difference-maker in survival.

Recommended Action Example:

Over 40 microenterprise businesses, many consumer-oriented, conveyed in a meeting hosted by Microenterprise Services of Oregon (MESO) that they need help with three core areas:

- Rent relief
- Skills to expand into a digital market place
- Consistent regulations across the region

The Action Matrix identifies the opportunity to provide rent negotiation services between tenants and landlords through the Lewis and Clark Small Business Law Clinic (SBLC). Additionally, there is a proposed concept to develop an "ecommerce bootcamp" that provides the necessary software, skills training (in multiple languages) and strategy development for social media ad purchases. However, at this time, there is no identified lead organization that can provide this service for the region. Finally, GPEDD/GPI will convene regional economic development practitioners to address specific regulations identified by the businesses.

PRIORITY 2

Identify forward-looking interventions for 13 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on the traded sector to drive growth.

The Challenge

Based on ECONorthwest's risk assessment of disruption due to the pandemic and subsequent recession, 13 of the 88 industries in the tri-county Oregon region were identified as high risk.⁵ High risk of disruption means there is a significant probability that the business will experience some contraction (loss of customers). As the pandemic has progressed, risk has shifted largely from people likely to lose their job, be furloughed, or experience a reduction in hours/salary, to the risk of

continued unemployment, permanent layoff, and risk of business closure.

The thirteen high-risk industries (listed in Table 1) represent 136,416 employees and a mix of local and traded sectors.⁶ Two traded clusters that represent a strong competitive advantage for the Greater Portland region—Design and Media and Software—would be impacted by businesses contracting or closing in the Film and Recording industry, potentially leading to lost economic gains in the long-run.

Recommended Action Example:

Continuing to promote and foster the creative film industry not only supports the traded-sector industries within the design and media and software clusters, but also the regional travel and recreation industry. Specifically, the Oregon Made Creative Foundation for Film and Recording is focused on supporting BIPOC individuals through their grant program. (One recent award went to "Pedal Through", a film about three young black women taking on a week-long adventure with mother nature in Oregon's backcountry.)

- Build off this small program with increased funding and an intentional alignment with the industries above such as travel, museums and performing arts. Targeted film development will help retain the local creative workforce, while developing authentic advertising materials that promote the region and bolster consumer interest and sales upon the return of market opportunities.

TABLE 1

Industries at high risk of disruption due to pandemic and recession	3-digit NAICS code
Food & drink establishments	772
Amusement & recreation	713
Automotive	441
Accommodation	721
Healthcare stores	446
Air transportation*	481
Furniture stores	442
Electronics & appliances	443
Performing arts & sports	711
Film & recording*	512
Transit	485
Museums, parks & zoos	712
Tour companies	487

* represents industries in traded clusters.

HELP SMALL BUSINESSES RECOVER & GROW

PRIORITY 3

All small businesses are important, but focus interventions on what is needed to stabilize and reopen businesses with 11-50 employees.

The Challenge

During March 2020, approximately 30% of small businesses closed their doors in each of the four counties.⁷ Some small businesses began to recover after the initial COVID shut-down was eased, but as the pandemic and recession continues, more small businesses are likely to fail. In turn, the recovery of businesses has been inequitable due in part to the unbalanced distribution of federal emergency relief funds.

As we heard from stakeholders, businesses are not only challenged by tough economic realities and the need to change their models, but also by changing public health regulations. Businesses in the construction industry, for example, told us they need safety consulting at their job sites. In the food manufacturing sector, business is booming, but they are facing increased health safety risks for their workers.

Oregon and Washington have been ranked among the top states in terms of supporting small businesses during the pandemic, but the bar is low. According to one ranking, only 26 states have (or have had) a statewide loan available for small businesses, with just 17 offering grant-based programs.⁸ As of June, Washington had allocated \$18.3 Million to small businesses, compared to a mere \$2.6 Million in Oregon. However, Oregon was ranked higher than Washington because the scoring also included number of loans still available and regulations (e.g., extending business tax deadlines).

In terms of federal support, it has been well documented that federal emergency relief funds are being distributed to a relatively small share of businesses and disproportionately to White-owned businesses. Again, on the same index mentioned above, Washington and Oregon were ranked relatively high, outperforming other states in terms of dispersing federal funds to small businesses. In Washington, 608,956 businesses received

\$12 Billion in federal funds. In Oregon, 377,860 businesses received \$6.7 Billion.⁹

Data shows that small businesses with 11-50 employees are second only to large corporations (501+ employees) in terms of share of employment in the tri-county Oregon area—23% and 24% respectively.¹⁰ Further, small businesses of this size are typically more likely to scale, which means they are important drivers of future growth in the region. Finally, it is within this segment of small businesses that the highest number of employees face the greatest risk of disruption; nearly 45,000 jobs in the region are at high-risk for elimination.

Recommended Action Example:

Businesses with 11-50 employees comprise many local construction and manufacturing firms that are traditionally family-owned, some for several generations. Over time, they have developed a meaningful customer base and are important suppliers in the regional supply chain. Retention of these businesses is essential to the region's recovery.

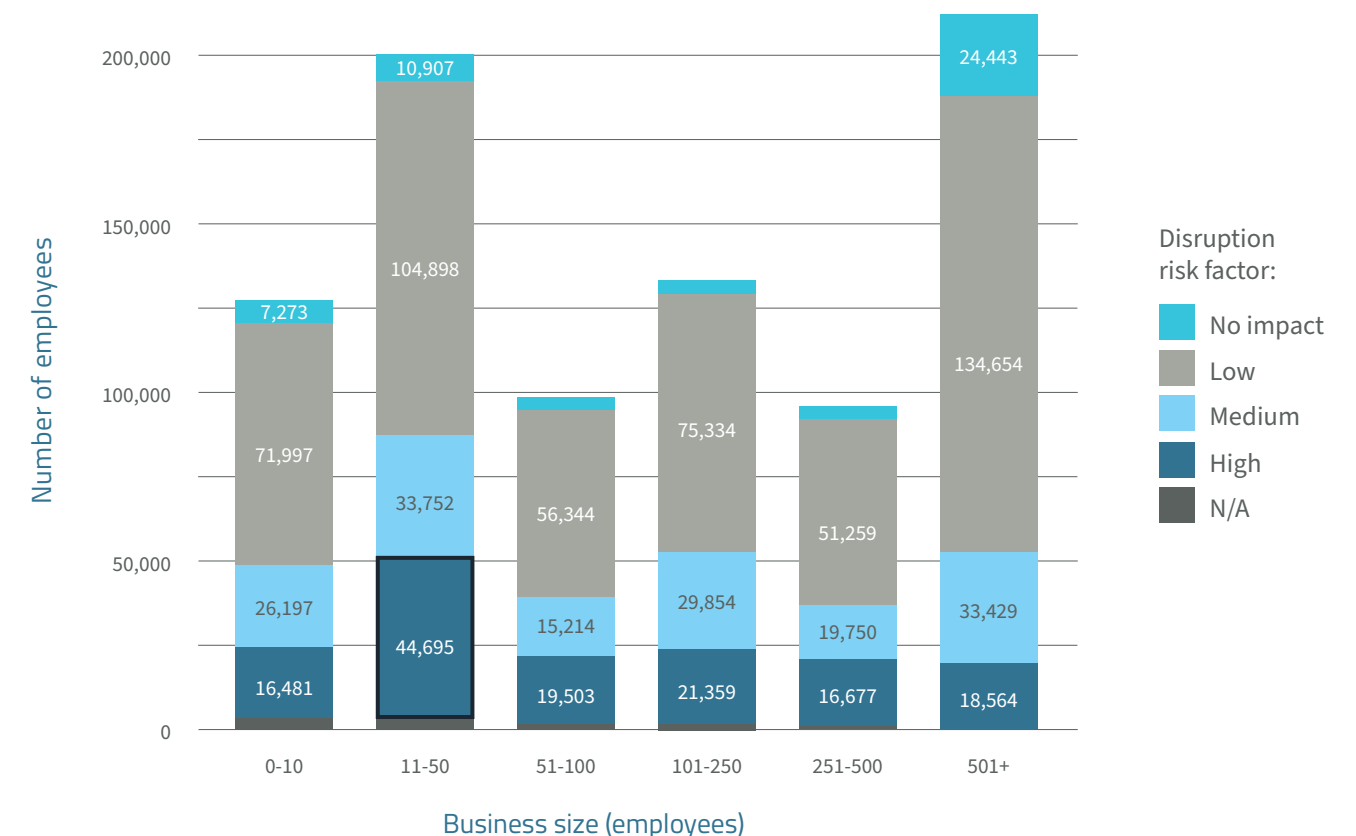
- A set of specific actions pertaining to Minority, Women Business Enterprise (MWBE) construction firms, such as Alcantar and Associates, are outlined in the Action Matrix.
- Additionally, services to provide succession planning, improve office management, and enhance access to new technologies for manufacturing are identified as important actions.

Additionally, as we continue to invest in our region's infrastructure during this recovery, we can create living-wage employment opportunities for displaced workers. Portland International Airport's \$2 billion investment in PDX Next is one such example.



DISRUPTION RISK BY BUSINESS SIZE

Portland metro tri-county area



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, ECONorthwest Analysis.

73%

OF BUSINESSES IN THE REGION EMPLOY FEWER THAN 10 EMPLOYEES

— U.S. Census Bureau, County Business Patterns, 2018

HELP SMALL BUSINESSES RECOVER & GROW



PRIORITY 4

BIPOC and microenterprise (fewer than 10 employees) business owners need targeted investment to ensure that they receive a proportionate share of technical assistance and capital that is critical to their survival.

The Challenge

Nationally, BIPOC-owned businesses have been disproportionately impacted by the COVID-19 pandemic. This is due not only to the inequitable distribution of federal resources but to systemic inequities that have left these businesses undercapitalized and underperforming, leading to higher failure rates. For example, new research by JPMorgan Chase finds that Black-owned businesses had revenues and profit margins less than half those of White-owned businesses and about two-thirds the level of cash liquidity. Black- and Latinx-owned businesses with revenues and cash liquidity comparable to White-owned businesses were just as likely to survive.¹¹

Seventy-three percent of the 67,269 businesses in the 4-County GPEDD region are microbusinesses (with 9 employees or fewer). About 75% of those microbusinesses in the region employ fewer than five employees.¹² This segment of small businesses includes the start-ups and

family-owned businesses that provide reliable income for marginalized households that may otherwise be categorized as the working poor.

Inequitable disruption means inequitable recovery. The permanent loss of BIPOC-owned businesses and microbusinesses will exacerbate income inequality in the Greater Portland metro area, creating a drag on recovery and economic growth.

The access to capital barriers facing BIPOC and microbusiness owners points to the importance of alternative financial institutions, such as Community Development Financial Institutions (CDFIs). However, stakeholders have noted that small businesses are wary about taking on more debt in the current environment. In addition, access to capital also requires financial education, which is important to provide to these business owners, but small business development/entrepreneurial support organizations are facing burn out in these challenging times.

Recommended Action Example:

The impacts of the pandemic have highlighted the critical importance of the microenterprise support organizations (e.g., MESO, Adelante Mujeres, Craft 3, Mercy Corps, and others). The role these organizations provide is key to an equitable recovery as they can draw on relationships with business owners and entrepreneurs in the BIPOC community that have been hit hardest by the pandemic. These agencies will continue to serve as critical partners throughout the region's response to the recession. Microenterprise businesses have an immediate need to improve capital access without requiring them to take out more loans, which only increases financial burden and reduces future growth opportunities.

- It is essential to expand funding to microenterprise support organizations in support of the businesses and clients they assist and help grow.
- Address inequities in current and future access to capital by paying off all existing CDFI loans for business owners in the Greater Portland metropolitan region that are making 80% of median household income (\$42,584) and can show that they have made efforts to reopen their businesses.

ADVANCE ECONOMIC MOBILITY FOR INDIVIDUALS

PRIORITY 5

Focus workforce interventions on low-income residents that need additional training or education with targeted interventions for BIPOC residents.

The Challenge

Across the four county metro area, as of May 30, 2020, about 30% of low-income workers in all major industries had lost their job during the pandemic.¹³ More recent data shows continued job losses for low-income workers in Clackamas (42%) and Multnomah (44%) Counties, while the trend has improved somewhat for low-income workers in Clark County (15%). Data was not available for Washington County.¹⁴ Further, more than half (51%) of the unemployment claims in the Greater Portland metro area are in industries where the average pay is \$50,000 or less.¹⁵

The majority of workers (65%-88%) in the 13 high-risk industries in the tri-county Oregon area have less than a BA degree, making them less competitive in the job market. Black employees are overrepresented in all of the 13 high-risk industries except

Automotive, meaning they face a disproportionate share of job loss risk.¹⁶

Black employees face a disproportionate share of job loss risk.

Black and Latinx employees are also overrepresented in unemployment claims in Oregon. Black workers represent 2% of the labor force, but 3% of unemployment claims. Latinx employees represent 12% of the labor force and 13% of unemployment claims.¹⁷ Further, new research shows that nationally, Black workers are not only overrepresented in frontline jobs deemed “essential” during the pandemic, but also in lower-wage frontline occupations. This means

they are at higher risk not only of job loss (because they are in the low-wage service sector which is experiencing the highest job loss), but also of contracting COVID.¹⁸

Workforce stakeholders reminded us that workforce development needs to go beyond skills development and should consider the ability to access work with child care, affordable housing and transportation. While there are existing programs to connect transportation and housing affordability with workforce development, the majority of actions needed to address these substantial issues require significant time and resources. To advance them effectively, such actions will be evaluated for further development and alignment with input from service providers in the five-year Comprehensive Economic Development Strategy.



Recommended Action Example:

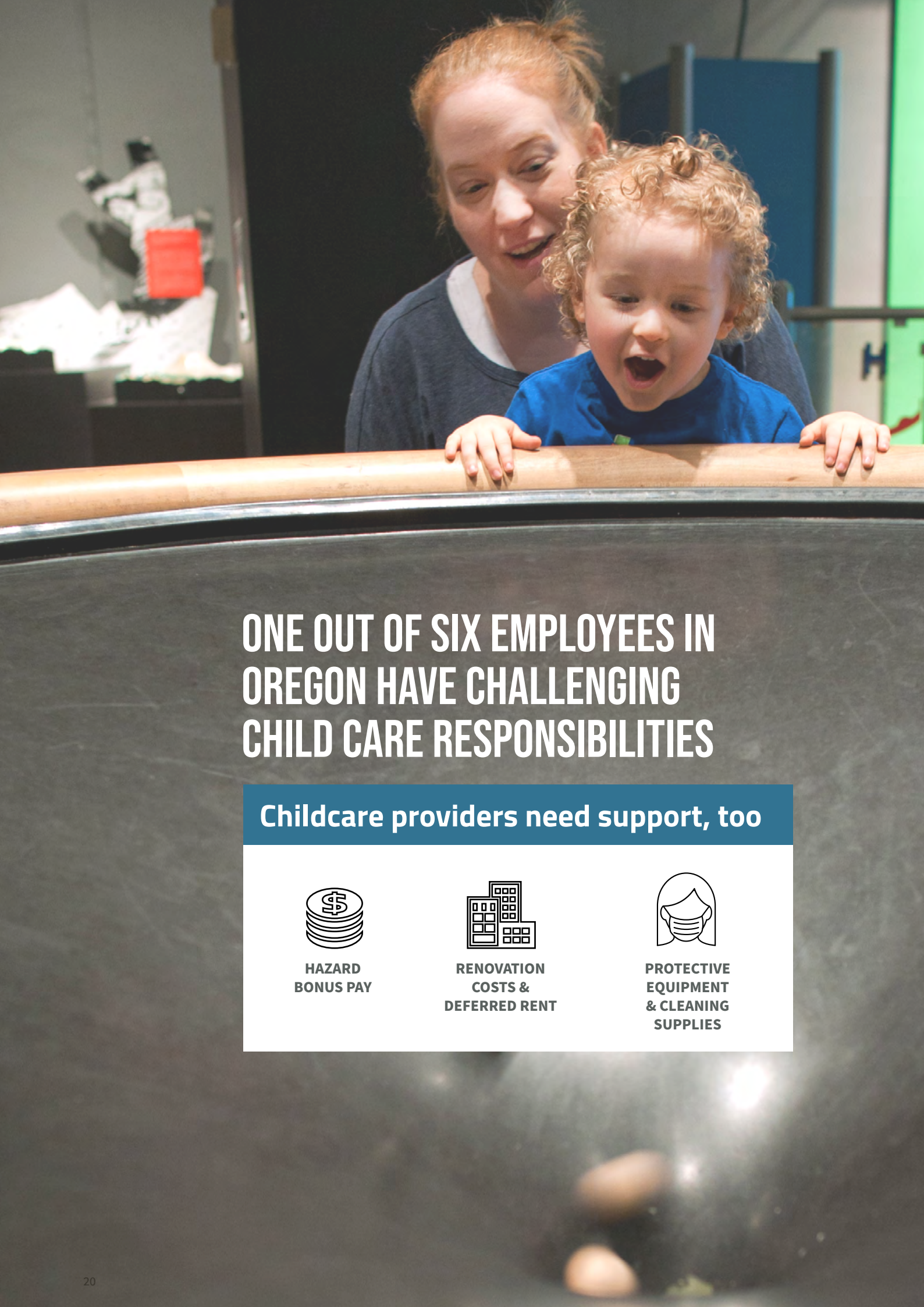
The Portland Metro region is served by three workforce organizations (WorkSystems, Workforce Southwest Washington and Clackamas Workforce Partnership) that work together under the bi-state Columbia Willamette Workforce Collaborative (CWWC). These organizations serve a critical role in working with the recently unemployed to provide the training to develop new skills that allow for placement in new job opportunities.

- To help individuals find new jobs during the pandemic,

an enhanced bi-state virtual platform that broadens access to the public workforce system is necessary.

- The CWWC would also like to invest in subsidized “earn and learn” initiatives for workers and employers. These include stipends, paid-work experience and on-the-job training and career ladder initiatives that deliver employability and basic skills, certified training and other skill development services, while off-setting costs incurred with training new employees.

- Address the inability for nurses to receive crucial clinical training, which is required to graduate and has been delayed during the pandemic. In all training programs, a specific focus on BIPOC individuals is identified and will be measured.
- Facilitate connections between the private sector, anchor institutions, public agencies, unions and community-based organizations to help advance economic mobility for BIPOC workers, such as career pathways and hiring practices.

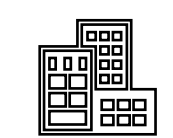


ONE OUT OF SIX EMPLOYEES IN OREGON HAVE CHALLENGING CHILD CARE RESPONSIBILITIES

Childcare providers need support, too



HAZARD
BONUS PAY



RENOVATION
COSTS &
DEFERRED RENT



PROTECTIVE
EQUIPMENT
& CLEANING
SUPPLIES

SUPPORT FAMILIES & CHILDREN

PRIORITY 6

Invest in public health interventions for child care providers – with communications that protect households from further spread of COVID-19 and provide more certainty for businesses to invest in operations and recovery.

The Challenge

The economy cannot recover until we prevent the further spread of COVID-19. Across all sectors, businesses that are hiring say many potential employees have insurmountable child care responsibilities. Recent research finds that one out of six employees in Oregon have challenging child care responsibilities: they work in an occupation that does not allow them to work from home and no other non-working adult is present in the household.¹⁹

We heard from child care providers that they are suffering and need assistance with hazard bonus pay and deferred rent. They also need support to offset costs associated with renovating

their facilities and the additional equipment and cleaning supplies needed to meet COVID safety regulations. These operations are vital for individuals to return to work and maintain economic mobility, which in turn provides the available workforce that is necessary to sustain businesses and allow for economic growth. Due to the safety regulations required to operate, the providers can only serve half the typical number of children, which impacts operating revenues. These burdens are significant for an industry that was already struggling to adequately pay teachers without significantly increasing tuition costs for parents.

Recommended Action Example:

More than 10 child care providers shared insights regarding the challenges in maintaining their operations and adequately paying staff.

- Address providers' needs for continued delivery of PPE, cleaning and general supplies, and food to off-set operation costs.
- Provide grants to pay for facility renovations, furniture and supplies required through new COVID safety regulations to help maintain healthy operations.
- Provide grant support to provide teacher hazard pay as an important action to maintain viable operations.





GPEDD BOARD

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Southwest Washington
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Council

Curtis Robinhold
Port of Portland

Miguel Sossa
Delta Air Lines

Shannon Stadey
City of Gresham

Graham Trainor
Oregon AFL-CIO

APPENDIX

BOARD ADVISORS

The Board Advisors listed below participated in this expedited planning process in a number of different ways including focus groups, attendance in GPEDD board meetings, one-on-one conversations, and review of materials. Every type of involvement was helpful and made our process and this plan better. We thank everyone very much for their time and insights.

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Oregon Manufacturing Extension Partnership

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Mercy Corps

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Nkenge Harmon Johnson
Urban League of Portland

Scott Hatley
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Sydney Johnson
Fourth Plain Forward

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City of Wilsonville

Keith Leavitt
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Nansi Lopez
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Native American Youth and Family Center

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Coalition of Communities of Color

Kenechi Onyeagusi
Professional Business Development Group

James Parker
Oregon Native American Chamber

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Commissioner Martha Schrader
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Micro Enterprise Services of Oregon

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Multnomah County

John Tolbert
Black American Chamber

Commissioner Pam Treece
Washington County/Westside Alliance

Brian Wall
Oregon State University

Sabrina Wilson
Rosewood Initiative

Andrew Zimmerman
Craft3

STAKEHOLDERS

During June and July 2020, the consultant team and Metro and GPI staff met with the following stakeholders to inform recommended priorities and actions:

40 Microenterprise and consumer-oriented businesses

12 Childcare providers

Nita Shah
Micro Enterprise Services of Oregon

Andrew Zimmerman
Craft3

Lynn Renken
Mercy Corps

Maribel De Leon
Ivette Heredia
Adelante Mujeres

Jasmine Agnor
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Jana Bitton
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Amy Vander Vliet
Christian Kaylor
Oregon Employment Department

Tim Duy
University of Oregon

Jerry Johnson
Johnson Economics

Shannon Stadey
City of Gresham

Lloyd Purdy
City of Tigard

ACTION MATRIX

This matrix is intended to guide staff and stakeholders toward immediate action. It is a “living document” that can respond to new opportunities that may emerge over the next 24 months. The Lead Organizations noted below are recommended champions or key points of contact for the actions. However, they are not solely responsible for implementation and will need further support.

HELP SMALL BUSINESSES RECOVER & GROW

PRIORITY 1

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and economic downturn

Outcome/metric: Number of BIPOC and total consumer-oriented businesses supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Provide technical services to renegotiate lease terms with landlord. Fund a grant match program specifically to finance renegotiated lease terms.	SBLC	Law Firms, Commercial Brokers
Develop regional policy to waive or reduce fees for consumer-based businesses (e.g. farmers markets, restaurants, child care)	GPI	Regional EDP
Develop regional standards to expedite TI permits related to COVID and potential grants to fund improvements. Potentially include cost of heaters and awnings to allow for outdoor seating in winter, which may be more acceptable to customers.	GPI	Regional EDP
Develop a regional policy for cities/counties to hire special inspectors or 3rd party inspectors to aid construction review in the field, per state building code regulation. Prioritize hiring BIPOC 3rd party inspector.	GPI	Regional EDP
Provide regional training for cities/counties regarding cultural competency when delivering technical services for BIPOC businesses accessing financial institutions, business development services	GPI	Regional EDP
Explore advocating for regulations that protect public health, while also promoting economic recovery to help businesses in crisis. For example, some local economic development practitioners continue to hear that having the Oregon Liquor Control Commission allow restaurants to sell take-out spirits or stay open until 11:00pm could be the difference-maker in survival.	GPI	

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

PRIORITY 2

Priority 2: Identify forward looking interventions for 13 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on traded sector to drive growth

Outcome/metric: Number of BIPOC and total businesses that are at highest risk of disruption supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Enhance grant funding through Oregon Made Creative Foundation for Film and Recording industry tied to DEI efforts. Prior grant award example: “Pedal Through”, a film about three young black women taking on a week-long bike packing adventure full of joy, healing, and mentorship with mother nature in Oregon’s backcountry.	Oregon Film	
Technical and advisory services for business financials and understanding, marketing and sales pipeline strategy, and growth services.	OMEP	Impact WA
Connect manufacturers with business expansion opportunities through exporting and supplying to the DOD. Conduct custom supplier matching and supplier scouting to shorten supply chains and reduce risk.	OMEP	Impact WA, Business Oregon, PNDC, MEP National Network
For the manufacturing sector, provide or distribute grants for COVID education, operational excellence and workforce training / retention, food processing safety advice. (Also tied to Priority 3.1)	OMEP	Impact WA, Prosper Portland, Business Oregon, PNDC
Help businesses adopt and finance new technology to enhance jobs and skills, including gaining the tools to move from paper to cloud based services	OMEP	OMIC –Factory of Tomorrow, Impact WA

PRIORITY 3

Priority 3: All small businesses are important, but focus interventions on what is needed to stabilize and reopen businesses with 11-50 employees

Outcome/metric: Number of BIPOC and total businesses with 11-50 employees supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Technical assistance and grants focused on acquisition of software and technical training to scale construction and manufacturing businesses (improve office operations). Consulting services for succession planning. Provide consistent funding for staff.	OMEP, PDBG	SBDC, Oregon State (Austin Family BC)
Mobilize Construction Career Pathways on publicly funded construction projects across the region to create career pathways for women and people of color and advance unified procurement processes that support the growth and participation of women and minority owned firms.	Metro	Construction Career Pathways (C2P2)
Implement regional program to enforce jobsite culture training on publicly funded construction projects to address hostility and bullying so firms can retain and advance BIPOC employees.	CWWC	Oregon Tradeswomen

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

HELP SMALL BUSINESSES RECOVER & GROW

PRIORITY 4

BIPOC and microenterprise (less than 11 employees) business owners need targeted investment to ensure they receive proportionate share of technical assistance and capital that are critical to their survival.

Outcome/metric: Number of BIPOC and total microenterprise businesses supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Pay off all existing CDFI loans for business owners in the Portland metropolitan region that are making 80% of median household income (\$42,584) and can show that they have made efforts to reopen. All loan clients are unbanked - if they default would have a hard time getting credit again.	MESO	CDFIs
CDFIs need additional funds for loan loss reserves of 20 to 25% to cover risk. Work with foundations and other sources of capital to evaluate restrictions on capital for CDFIs. Currently hard to serve BIPOC community with loan underwriting requirements to meet capital source requirements.	MESO	PDBG, CDFIs
Develop culturally competent one-on-one training, including advice for financing and financial literacy.	MESO	CDFIs, PDBG
Develop a regional pool of firms on retainer (services for legal, accounting, marketing and graphic design services) with CDFIs to provide quality services subsidized rates.	Craft3	PDBG, OMEP
Promote the availability of the Oregon Saves retirement fund (and Washington equivalent if available) for microenterprise businesses to enhance wealth creation for themselves and their employees.	Oregon Saves	CDFIs

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

ADVANCE ECONOMIC MOBILITY FOR INDIVIDUALS

PRIORITY 5

Focus workforce interventions on low-income residents that need additional training and/or education with targeted interventions for BIPOC residents

Outcome/metric: Number of BIPOC and total low-income residents that need additional training and/or education receiving targeted interventions

Action	Recommended Lead Organization	Recommended Partners to Engage
Establish a virtual platform to broaden access to the public workforce system, deliver employability and, basic skills, certified training and other skill development services.	CWWC	
Support tuition for BIPOC students pursuing computer science, coding or other STEAM degrees	Colleges/ Coding School	
Create a regional funder collaborative focused on diversifying the construction workforce.	CWWC	Construction Career Pathways (C2P2), OMEP
Fund nursing education cultural competency programs to help ensure BIPOC student graduation.	Nursing Schools	
Help nursing programs access clinical training opportunities restricted due to COVID-19.	Oregon Center for Nursing	Hospitals, Long-term care agencies, Pharmaceutical
Develop a regionally subsidized earn and learn initiative for workers and employers – stipends, paid-work experience, internships, on-the-job training (common outreach, policies, documents) to skill-up and/or retrain BIPOC and other low-income workers impacted by job loss into new careers in a format supportive of people in poverty.	CWWC	PDBG, OMEP
Provide career coaching and occupational training to re-career impacted BIPOC and other low-income workers into middle income occupations that have remained constant or are currently growing, such as construction and truck driving.	CWWC	
Fund slots in small childcare businesses that enable BIPOC and other low-income people impacted by the crisis to participate in occupational training and get a footing in their new careers.	CWWC	
Adopt the New World of Work essential workplace competencies as the regional standard.	CWWC	
Facilitate connections between the private sector, anchor institutions, public agencies, unions and community-based organizations to help advance economic mobility for BIPOC workers, such as career pathways and hiring practices.	GPI/ CWWC	

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

SUPPORT FAMILIES & CHILDREN

PRIORITY 6

Invest in public health interventions and communications that prevent further spread of COVID-19 to provide more certainty for businesses to invest in operations and recover.

Outcome/Metric: Number of BIPOC and total businesses supported to prevent further spread of COVID-19 and stabilize business

Action	Recommended Lead Organization	Recommended Partners to Engage
Continue to deliver PPE, cleaning supplies, general supplies, and food to child care providers.	Early Learning Division (ELD)	
Establish a grant fund to pay for outdoor learning and play equipment for healthier environments for child care.	Child Care Resource & Referral (CCR&R)	
Establish a grant fund to pay for facilities renovations, furniture & supplies required through new COVID safety regulations for child care.	CCR&R	
Establish a grant fund for child care teacher hazard bonus pay.	CCR&R	

PROPOSED ACTIONS THAT CURRENTLY DO NOT HAVE A LEAD ORGANIZATION

Throughout the planning process, stakeholders identified the following actions that are critical for economic recovery but do not have designated lead organizations. Throughout the next many months, the Implementation Task Force will work to identify lead organizations.

HELP SMALL BUSINESSES RECOVER & GROW

PRIORITY 1

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and economic downturn

Outcome/metric: Number of BIPOC and total consumer-oriented businesses supported

Action	Recommended Partners to Engage
Develop a regional ecommerce boot-camp in different languages with cultural competency with technical training, software and platform development to incorporate ecommerce sales into business plan.	Monsoon Software/ Bricks Need Mortar

PRIORITY 2

Identify forward looking interventions for 13 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on traded sector to drive growth

Outcome/metric: Number of BIPOC and total businesses that are at highest risk of disruption supported

Action	Recommended Partners to Engage
For the manufacturing sector, develop a regional virtual B2B marketplace that builds off the existing Business Oregon PPE marketplace.	PNDC, Business Oregon and OMEP

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

HELP SMALL BUSINESSES RECOVER & GROW

PRIORITY 4

BIPOC and microenterprise (less than 11 employees) business owners need targeted investment to ensure they receive proportionate share of technical assistance and capital that are critical to their survival.

Outcome/metric: Number of BIPOC and total microenterprise businesses supported

Action (Stabilize Business)	Recommended Partners to Engage
Develop regional process and criteria for grant applications (e.g. timing for applications – need at least one week)	
Develop regional policy to engage building permit department and fire inspectors that meet with businesses to help educate businesses on available grants and programs.	
Engage in regular communications with utility providers including any special districts in order to pulse and coordinate invoice deferral and late fee forgiveness.	
Develop one regional volunteer network to help all organizations with basic support (e.g. how to have a Zoom call) for clients	

Action (Expand Business)	Recommended Partners to Engage
Develop a website portal for people to post finance needs and all potential lenders (e.g. Banks, CDFIs) can respond.	MESO
Provide adequate funding to CDFIs for technical assistance (20%) and underwriting administration (5%) with all grant and loan capital.	MESO
Convene banks, credit unions, and CDFI lenders to improve collaboration on loans and use of funds to comply with Community Reinvestment Act (CRA).	MESO

SUPPORT FAMILIES & CHILDREN

PRIORITY 7

Invest in public health interventions and communications that prevent further spread of COVID-19 to provide more certainty for businesses to invest in operations and recover.

Outcome/metric: Number of BIPOC and total businesses supported to prevent further spread of COVID-19 and stabilize business

Action	Recommended Partners to Engage
Develop regional standard to improve flexibility of land use code for use of retail space and allowing child care facilities to meet expansion needs.	

PRIORITY 8

Improve K-12 support

Outcome/metric: Number of BIPOC and total students supported

Action	Recommended Partners to Engage
Work with City of Portland Digital Divide program and expand provision across region. Provides Chromebooks and internet service.	Suma program at Verde, City of Portland, Multnomah County
Begin to coordinate with private communication providers on weak service zones within the region and resolve. (Long-term action that ties into CEDS)	

PRIORITY 9

Reduce child care costs for parents (rather long-term and may need to move to CEDS)

Outcome/metric: Number of BIPOC and total individuals supported with reduced child care costs

Action	Recommended Partners to Engage
Establish a grant fund to increase amount of subsidy for child care tuition for families making 80% of median household income.	Akana (administrator)
Establish a fund by private business that invests in a child care service network that supports their employees.	



ENDNOTES

- 1 Source: Oregon Employment Department & Opportunity Insights
- 2 Quantitative and qualitative data informed a set of priorities that were validated with regional stakeholders to ensure they would lead to the greatest impact (see the separate Data Appendix, available upon request, for a complete list of data sources). The analysis focused on Clackamas, Multnomah and Washington Counties in Oregon and Clark County, Washington, as data allowed.
- 3 Data is for the 7-county Portland Metro Area. U.S. Bureau of Labor Statistics, Current Employment Statistics (CES), August 2020, provided by OED.
- 4 Estimates of permanent job losses included those coded as reductions. Worker Adjustment and Retraining Notification (WARN) data March 15-September 29, 2020 from the Higher Education Coordinating Commission, <https://ccwd.hecc.oregon.gov/Layoff/WARN>, Bridge analysis. WARN notices do not capture all layoffs at large companies.
- 5 ECONorthwest assigned risk to industries at the 3-digit NAICS code level and categorized the risk as High, Medium, Low, and None. Risk was based on observed data locally of initial unemployment claims, continuing claims, as well as national data to identify risk of by industry.
- 6 U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, ECONorthwest analysis.
- 7 Opportunity Insights Economic Tracker, <https://www.tracktherecovery.org/> accessed July 22, 2020, data from Womply. County-level updates were not available as of October 5, 2020.
- 8 Best Accounting Software analyzed and ranked the level of support states offer small businesses in June 2020, available at <https://bestaccountingsoftware.com/us-small-business-support-covid/> accessed July 22, 2020. State rankings consider State, Local and Private funds for small businesses. SBA loans are not included.
- 9 Best Accounting Software analyzed and ranked the level of support states offer small businesses in June 2020, available at <https://bestaccountingsoftware.com/us-small-business-support-covid/> accessed July 22, 2020. State rankings consider State, Local and Private funds for small businesses. SBA loans are not included.
- 10 U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, Bridge analysis.
- 11 D. Farrell, C. Wheat and C. Mac (July 2020). Small Business Owner Race, Liquidity, and Survival. JPMorgan Chase Institute.
- 12 U.S. Census Bureau, County Business Patterns, 2018.
- 13 Change in employment rates among workers (not seasonally adjusted) from January to May 30, 2020. Low-income defined as bottom wage quartile. Opportunity Insights Economic Tracker, <https://www.tracktherecovery.org/> accessed July 22, 2020. Data from Paychex and Intuit.
- 14 Change in employment rates among workers (not seasonally adjusted) from January to July 29, 2020. Low-income defined as bottom wage quartile. Opportunity Insights Economic Tracker, <https://www.tracktherecovery.org/> accessed October 5, 2020. Data from Paychex and Intuit.
- 15 Oregon Employment Department (OED) and Washington Employment Security Department, Continued Claims for Unemployment Insurance, August 2020; U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW) 2019; OED analysis.
- 16 U.S. Census Bureau, American Community Survey (ACS), Public Use Microdata Sample (PUMS) 2018, ECONorthwest analysis. This was the latest available data when this report was drafted.
- 17 U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, ECONorthwest analysis; Oregon Employment Data (OED), Continued Claims for Unemployment Insurance, October 7, 2020, and U.S. Bureau of Labor Statistics.
- 18 A. Tomer and J. Kane. "To protect frontline workers during and after COVID-19, we must define who they are." Brookings Institute, Wednesday, June 10, 2020.
- 19 J. Lehner, "COVID Challenges Working Oregon Parents," Oregon Office of Economic Analysis, August 27, 2020.

PROJECT TEAM

This project is funded in part by the U.S. Economic Development Administration's Coronavirus Aid, Relief, and Economic Security (CARES) Act for economic development assistance programs to help communities respond to the coronavirus.



Greater Portland Economic Development District

The Greater Portland Economic Development District (GPEDD), staffed by Greater Portland Inc, is a not-for-profit organization working in Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. GPEDD is funded primarily through grants awarded by the U.S. Department of Commerce's Economic Development Administration (EDA).

GPEDD is currently focused on developing the next bi-state Comprehensive Economic Development Strategy (CEDS) which will establish and maintain a robust economic ecosystem by building regional capacity that contributes to individual, firm, and community success. GPEDD updates its CEDS every five years in order to continue qualifying for EDA assistance under its Public Works and Economic Adjustment Assistant programs.

GPEDD is managed by a Board of Directors representing principal economic interests in the region, including the private sector, public officials, community leaders, workforce development, higher education, minority and labor groups, and private individuals. This group oversees the development and five-year implementation of the CEDS. The GPEDD Board of Directors convenes quarterly.



Metro

Metro brings people together to shape the future of greater Portland and provides parks, venues and services across cities and counties. Led by an elected council, this unique government ensures Oregonians have a voice in parks and nature, land and transportation, garbage and recycling, and arts and event venues.



Bridge Economic Development, LLC is a Woman-Owned Business Enterprise (WBE) economic development consulting firm that works with cities, counties and regional organizations to deliver actionable steps to grow an economy that serves the entire community. Setting them apart from other firms is ten years of combined experience working within a regional economic development organization and managing a municipal economic development department.



The Feeding Cities Group is a social enterprise established to create equitable and resilient urban food systems. It also houses the Equitable Evaluation Practice, which specializes in measuring the impact of entrepreneurial support organizations in disadvantaged neighborhoods and on marginalized entrepreneurs. Kimberly Zeuli, PhD, the Founder and Managing Director, is an economist and consulting partner with Bridge Economic Development on broader issues of resilience and recovery.



ECONorthwest provides independent, insightful, and relevant analyses that strengthen policy and investment decisions. Since 1974, ECONorthwest has served a diverse range of public and private sector clients across the United States: business management and labor unions; conservationists and energy companies; public planning departments and private developers; litigation plaintiffs and defendants.



Camille E. Trummer is a woman-owned boutique social change consulting firm working at the intersections of cultural strategy, community engagement, and facilitation. Camille helps her clients create organizational cultures and design projects that center social, economic, and environmental justice and are responsive to the pace and complexity of our world's greatest challenges and opportunities.

ACKNOWLEDGMENTS from the authors

Greater Portland Inc (GPI) and Metro provided the leadership and staffing for the Portland Metro Recovery Plan as a timely response to the COVID pandemic and subsequent recession that hit the nation in early 2020. GPI and Metro staff were critical partners in the development of the Plan, especially the thoughtful insights of Brittany Bagent, Bret Marchant and Jeffrey Raker. The ultimate feasibility and implementation of the Plan rests on the good guidance received from the GPEDD Board, who provided feedback throughout the development of the Plan. We also acknowledge the contributions of consultant Camille Elmore-Trummer who ensured all voices of the Board were heard during the process. Finally, we thank our partners Steven Pedigo, Director of the LBJ Urban Lab, University of Texas-Austin, for his thoughtful insights, as well as, Tyler Bump and Mike Wilkerson, PhD, at ECONorthwest, who provided critical data and analysis and guided the development of the emerging economic development federal coalition. We also wish to thank Amy Vander Vliet, Regional Economist, Oregon Employment Department, for generously sharing her time, expertise and data.

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Photos courtesy of Travel Portland, Metro y Port of Portland



WE MUST CONTINUE BE PROACTIVE AND INNOVATIVE

in helping people get back to work, businesses to stay open, and work towards eliminating racial, gender, and other income disparities that have been exacerbated by the pandemic.

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Greater Portland

Comprehensive Economic Development Strategy (CEDS)

Prepared by:



May 24, 2021

The Greater Portland Economic Development District (GPEDD) updates the Comprehensive Economic Development Strategy (CEDS) for the region every five years, but this update was different. A cohesive economic strategy is more important now than ever. The CEDS planning process began in January 2020, under the joint leadership of GPEDD and Metro, the metropolitan planning organization (MPO) for the region. Early in the process, the nation faced shut-downs and significant economic and social impacts as a result of the COVID-19 pandemic. To best respond, the GPEDD Board of Directors paused work on the CEDS and focused energies on economic recovery. That body of work, The Greater Portland Economic Recovery Plan, helped inform and is embedded in the CEDS.

The GPEDD Board of Directors is committed to fostering upward economic mobility for individuals and prosperity for businesses in the bi-state region. We have engaged in this comprehensive strategic planning effort to focus the collective efforts of all economic development partners in the area to establish regional goals, objectives, and to guide partner efforts. Over 250 regional partners representing more than 100 organizations, jurisdictions and businesses were engaged during this 15-month process to collaborate, create and refine the direction of this work. Together with our fellow board members, advisors and stakeholders, we are proud to present the Greater Portland CEDS.

The Greater Portland CEDS seeks to unify the region around three core pillars: strong economic growth, equity, and resilience. These pillars informed the CEDS framework and subsequent recommendations.

The GPEDD Board is grateful for the Strategy Committee, which comprised leaders from the public and private sectors, non-profit organizations, educational institutions and community organizations, and for the dozens of advisors and focus group participants who contributed to this tremendous body of work.

This strategy charts a bold new vision for the Greater Portland region, one with an equitable, innovative, resilient, and forward-thinking economy that fosters upward economic mobility for individuals and prosperity for businesses. The GPEDD board is committed to ensuring successful implementation of the recommendations spanning from 2022 through 2027.

Effective implementation is dependent upon our collective momentum and coordinated efforts.

Join us!

Kimberly Branam, Chair
Prosper Portland

Jason Green, Vice Chair
CBRE

Mike Bomar, Secretary
Port of Vancouver USA

Maria Caballero Rubio, Treasurer
Centro Cultural

Monique Claiborne, Executive Director
GPI/GPEDD

Elissa Gertler, Planning & Development
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Metro

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INTRODUCTION

The Greater Portland Comprehensive Economic Development Strategy (CEDS) was developed under the guidelines of the U.S. Economic Development Administration (EDA) to engage community leaders, leverage the involvement of private sector partners, and establish a blueprint for regional collaboration. The Greater Portland region is defined as Clackamas, Multnomah and Washington Counties in Oregon and Clark County in Washington¹ and represents the area of focus for the Greater Portland Economic Development District (GPEDD).



The CEDS planning process began in January 2020, under the joint leadership of Greater Portland Inc (GPI), the regional non-profit economic development organization, and Metro, the federally mandated metropolitan planning organization (MPO) for the region.

Early in the planning process, as the nation faced shut-downs and was beginning to reckon with the impacts of the COVID-19 pandemic, the GPEDD board decided to pause the CEDS work and focus on a more immediate short-term [Economic Recovery Plan](#). The Economic Recovery Plan was approved by the GPEDD board in October 2020. The analyses and recommendations in the Economic Recovery Plan align with this long-term CEDS and the actions are integrated with the recommended actions for CEDS. GPI Staff will manage the implementation of both the Economic Recovery Plan and CEDS for accountability and transparent reporting of outcomes.

The strategy is based on data analyses coupled with numerous interviews and discussions with business leaders and organizations providing economic development services. The Conditions Assessment, a summary of the benchmarking and industry cluster assessment and stakeholder

¹ The Greater Portland CEDS focuses on the four identified counties. The Portland Metropolitan Statistical Area (MSA) is comprised of seven counties, which includes the four CEDS counties and Columbia and Yamhill counties in Oregon and Skamania county in Washington.

engagement, is the foundation for the CEDS strategy (Appendix D). A detailed summary of all participating stakeholders is provided in Appendix C.

How to use the CEDS

This document is aimed at regional, city and county economic development practitioners, business leaders, elected officials and stakeholders implementing programs that support the growth of businesses and enhance opportunities for individuals to access economic mobility in the Greater Portland region. However, the goal of CEDS is to advance equitable job and wealth creation across the region. This requires alignment and implementation of actions across government agencies and organizations. It provides strategic direction to guide actions that will evolve over the next five years to meet dynamic economic and business conditions. The strategy is constant; the actions and organizations involved in implementation will change over time.

Educate

The Greater Portland CEDS is founded on the vision that the future Greater Portland economy will be forward-thinking and equitable. The vision needs broad support and this document should be used to engage (1) elected officials and (2) business leaders, to secure their help in amplifying the vision and providing support through their actions.

Invest

The strategy should also be used to leverage greater investment in the region by providing data and rationale that can be used to (1) obtain grants to fund implementation; and (2) align federal and states' legislative agendas to collaboratively solicit funding to support strategic projects.

Collaborate

Many organizations are actively working to create equitable economic growth across the region. It is important to collaborate to maximize collective efforts by:

- Coordinating with GPI to let them know about each organization's work so it can be leveraged across the region.
- Engaging other organizations or departments within a jurisdiction to break down silos and leverage resources to the greatest extent possible and elevate one another's work.

Implementation

To guide implementation, GPI and Metro staff will convene lead and partner organizations identified in the action matrix to advance the strategy. To ensure equitable implementation, the GPEDD board will invite leaders from BIPOC communities to convene to track, evaluate, and recommend modifications as the work progresses to ensure the values stated below are deliberately reflected in all of our work. The GPEDD board will provide direction and oversight in the CEDS implementation.

THE GREATER PORTLAND STORY

Greater Portland is home to companies that operate on a global scale such as Nike, Intel and Boeing. The region excels at creating, making and exporting innovation, ideas and products that generated an increased value of export growth of 22 percent between 2013-2018. International companies such as Adidas and Daimler have located their North American headquarters in Greater Portland, advancing the region's global position. Operating on a worldwide scale, companies such as HP and SEH must vie with foreign company locations in Japan and South Korea for talent and efficiencies. Developing a skilled workforce and building efficient infrastructure, both physical and digital, are critical elements to retain the regional competitive advantage on a global stage.

Companies in this region are purpose-driven. The philosophy of the region is to advance equitable economic growth and manage growth challenges: housing affordability, income inequality, traffic congestion and others. The region wants to create jobs and grow enterprises that help to advance its goal of ensuring a more resilient and equitable economy.

The regional community and retail markets embrace new and local products. Such products are a vital ingredient to a fast-growing food and beverage industry that is a defining element of the regional brand. The industry values commitments with rural growers that develop personal relationships and encourage innovation. Mutual support and collaboration foster the success of numerous regional brands, such as Bob's Red Mill, Dave's Killer Bread, and Aviation Gin.

For the Portland region to compete globally for talent and investment, it must be diverse. The region is a predominantly white population (8 in 10 residents, or 81.2 percent are white), but public and private leaders are committed to shifting this trend. Its Black population grew 4.3 percent since 2013 to more than 72,000 residents and is better integrated than 11 of its 13 peer regions such as Seattle, Denver, San Francisco and others. The region is less segregated geographically relative to peer regions though it continues to face significant displacement of communities of color from more centralized, less affordable parts of the region. The Portland region has better income equality compared to 12 of its 13 peers, which sets a solid foundation for increased diversity.

The State of Oregon's strengthening of land use laws and the establishment of an urban growth boundary in the 1970s to protect farmland and natural areas defines the region's genuine and authentic commitment to environmental protection and ensuring the highest and best use for commercial development. The region's investment in light-rail over freeways during that same time kept the region from sprawling like many of its peers. This same land use planning philosophy was adopted by the State of Washington in 1990 through the Growth Management Act. With pride in a thriving quality of place, Greater Portland is one of the most desirable regions for talent to move and stay. With a culture of regional collaboration and organizations that manage transit and the growth boundary, there is a strong foundation to maintain the value of intentional growth that will help the region respond to climate change and other impacts yet to be realized by the COVID-19 pandemic.

STRATEGY FOUNDATION

The CEDS articulates a commonly defined purpose, vision, and strategy to move the region in a unified direction. Recognizing that the COVID-19 pandemic will impact the economy for years to come, this CEDS focuses on long-term strategies for equitable and resilient economic growth. We have defined three core pillars of the strategy as follows:

Strong Economic Growth - A regional economy with increasing Gross Domestic Product (GDP) over time and at higher rates than peers. An economy that is globally connected, driven by emerging technologies, diversified and adaptable, and welcoming to highly skilled entrepreneurial labor, and scalable firms.

Equity – An economic system that ensures under-represented and under-served people have the same level of access to the economy and wealth creation as all other residents.

Resilience – An enduring economic structure that fosters the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow, no matter what kinds of chronic stresses and acute shocks they experience.²

This foundation is reflected in the following vision for the region in 20 years.

The Greater Portland region is an equitable, innovative, resilient, and forward-thinking economy that fosters upward economic mobility for individuals and prosperity for businesses.

² 100 Resilient Cities

STRATEGY FRAMEWORK

The CEDS Strategy Committee developed a set of Values and Guiding Principles that shaped goals, objectives and actions that were refined and approved by the GPEDD board. This framework will guide regional efforts for the next 5-10 years. This framework clearly articulates the desired outcomes of the strategy and its development.

Values

The Values guide desired economic development outcomes. The Greater Portland region values:

Equitable Economic Growth that improves economic mobility, builds wealth, and provides enhanced opportunities to BIPOC, under-represented, and under-resourced individuals.

Comprehensive Skills Development that is provided within the region from early childhood through higher-ed, including vocational and post-secondary, to improve upward mobility.

Innovation and Creativity for a competitive, dynamic and healthy entrepreneurial ecosystem that supports new and existing businesses.

A Sustainable Environment that assertively addresses climate change, fosters new technologies, and improves public well-being.

Resilient Regional Investments to build new, and enhance existing social and physical infrastructure to handle economic and natural disasters.

Creating a Favorable Environment for Businesses to Thrive with a supportive public policy and culture that retains and attracts new business.

Expanding Job Opportunities in Both Traded and Local Sectors for all Portland region residents to pursue career opportunities that build wealth.

Guiding Principles

Guiding Principles shape the development of CEDS. The following factors were considered throughout the strategy development process.

A Cultural and Racial Equity Lens will ground all objectives and actions to actively respond to the increasing income inequalities exacerbated by the pandemic.

The Private Sector will be Actively Engaged to effectively implement objectives in collaboration with public and nonprofit sectors.

Clear and Transparent Roles and Lead Organizations are identified to efficiently implement the plan.

Collaborative Bi-state Leadership that recognizes and values different community assets (e.g., urban and rural) and will actively promote and invest in the CEDS and implementation efforts.

Roles of Public Sector and Private Sector

Wealth creation and economic mobility is derived from access to incomes generated by jobs and equity through business creation, home ownership and investments. All of these opportunities to generate wealth are derived from the private market and reinforced by the public sector investing in infrastructure and land availability, maintaining community health and safety, providing sound governance, fostering an education and workforce system to build talent, and by addressing gaps in the private market regarding capital and technical assistance. The public sector has a key role in working with the private sector to ensure businesses can sustainably grow and entrepreneurs can access capital and establish innovations that enable individuals with the opportunity to improve economic mobility. Successful communities provide these fundamental needs while sustaining a proactive culture of public-private collaboration to achieve public good and to cultivate innovation within market realities.

	Public Sector	Private Sector
Role in economic development	<ul style="list-style-type: none">- Establish clear regulatory framework for markets- Convene stakeholders to identify future visions or plans and find solutions to challenges- Reduce barriers and encourage private development by leveraging investments in infrastructure, development-ready land, talent and skills development, public services, as well as technical and financial assistance to advance business activity and entrepreneurship	<ul style="list-style-type: none">- Business creation and expansion- Primary generator of employment- Deployment of capital, expertise, and technology to promote economic growth- Inform and reinforce community investments that advance business expansion opportunities as well as labor and market access by providing expertise, guidance, and capital support.
Example organizations	<ul style="list-style-type: none">- State, regional, county and city governments, port districts, tribal government and other public agencies.	<ul style="list-style-type: none">- Micro and small businesses- Emerging and established locally-serving businesses- Emerging and established traded sector businesses- Scalable entrepreneurs

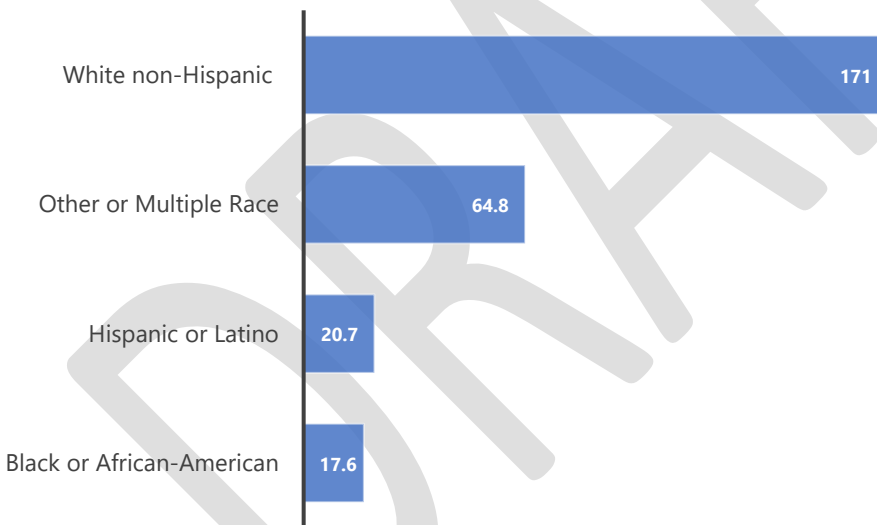
GREATER PORTLAND STRATEGY FOR EQUITABLE GROWTH: 2022- 2027

Building off the Greater Portland 2020 plan, the Greater Portland Strategy is premised on three goals focused on people, business, and place. The goals and objectives respond to the key findings identified in the Conditions Assessment as explained below. Specific actions that implement the objectives are detailed in the Action Matrix provided in Appendix A.

1) Foster Upward Economic Mobility

Since 2013, Greater Portland's median household income has increased 28 percent to approximately \$75,600. However, the net worth of the average white household is nearly ten times greater than that of the average Black household, and eight times greater than a Hispanic household.

Family Median Net Worth, Thousands of 2016 Dollars



Source: Federal Reserve Board, Survey of Consumer Finances

Wealth creation matters for four reasons. First, wealth creation is a safety net that keeps households from being derailed by temporary setbacks and the loss of income. Second, it allows people to take career risks knowing that they have a buffer when success is not immediately achieved. Third, family wealth affords residents to access housing in neighborhoods with good schools, thereby enhancing the upward mobility of their own children. Finally, wealth creation affords people opportunities to be entrepreneurs and inventors; the income from wealth is taxed at much lower rates than income from work, which means that wealth begets more wealth.³

1.1) Provide comprehensive and coordinated skills development starting with child care through higher-ed, including vocational and post-secondary, and life-long learning

Providing early learning child care is a critical community investment, helping to develop the necessary skills that allow a community to realize its human and economic potential.⁴ This is especially true for underrepresented children. Business leaders across all regional industries - metals and machinery, computer software, apparel and outdoor and others - want to start engaging students in middle school to prepare the local future workforce. This was evident in every industry focus group hosted during the CEDS engagement process. Higher-education leaders in Greater Portland intend to build off this engagement and provide necessary skills development through college. Improving the skills of individuals not only improves the employment base, but also creates civic and business leaders that will guide the region in the future economy.

³ Examining the Black-white wealth gap, Brookings, February 27, 2020

⁴ The anatomy of inequality: Florian Hoffman discusses how income disparities have grown in the U.S. and Europe over the last 40 years, American Economic Association, November 25, 2020

1.2) Expand economic opportunities for all individuals with a focus on BIPOC and underrepresented communities

Expanding access to quality job opportunities increases economic opportunity and allows individuals to build wealth and begin to close the income gap. There are current opportunities within the health care and construction industries that should be leveraged. Industries such as software and design and media, which have minimal automation impacts and strong wages but are challenging to access, should be a focus for improved access especially for underrepresented individuals.

	Share of Employees of Color (2019)	Share of Talent w/ a BA Degree or Less (2019)	Share of Jobs at Risk for Automation (Index > 100) (2019)	Earnings Per Workers (2019)
Apparel and Outdoor	28.4%	74.8%	53.4%	\$93,113
Clean Tech	23.7%	47.8%	40.5%	\$100,700
Computer and Electronics	38.4%	51.6%	39.7%	\$160,840
Design and Media	16.6%	34.6%	8.5%	\$93,204
Food and Beverage	32.2%	97.5%	86.8%	\$61,614
Metals	24.9%	79.2%	68.8%	\$87,275
Software	22.2%	18.7%	1.5%	\$137,883

2) Support a Competitive Economy

The job of economic development professionals is not to pick which idea or technology may succeed, but to create a fertile ground where innovation will thrive locally and become a pipeline to the region's next emerging sector. Greater Portland is well positioned to foster innovation in high-tech, R&D "advanced" industries that can address climate change and support the vital technology underpinning the future economy. Annually, the region, on average, attracts \$365 million in venture capital, according to analysis by the Center for American Entrepreneurship. The Brookings Institution estimates that nearly 5 percent of Greater Portland employees work in innovation industries - a share that is on par with tech hubs Austin, Texas and San Diego California.

In developing tactical actions to support small business growth, it is important to recognize that small businesses are not uniform and those in different size categories face different challenges in accessing financing and technical support, and not all small businesses are positioned to scale. As identified by Teconomy Partners, LLC, while most entrepreneurs start by forming small businesses, not all small businesses are entrepreneurial. Small business owners develop companies to generate wealth and provide employment and income for themselves and others; entrepreneurs are interested in creating innovative products or services that lead to further investment and growth. Understanding the different motivations and needed support services for these two types of businesses is important in developing the strategy and actions.

2.1) Develop an entrepreneurial ecosystem that supports robust local small businesses and scales traded sector industry

New business growth in Oregon has been stagnant since 2017 but is growing in Washington. According to the Kauffman Foundation, a thought leader in how to grow and sustain entrepreneurship across the U.S., less than 1 percent of Portland small businesses scale to “medium-sized” enterprises after 10 years. This ranks last among Portland’s peer communities.

Geography	Kaufman Index Share of Scaleups, 2017
Austin	2.30%
San Jose	2.20%
Nashville	2.10%
Pittsburgh	2.00%
San Francisco	1.90%
Phoenix	1.70%
Minneapolis	1.70%
Las Vegas	1.70%
San Diego	1.70%
Denver	1.50%
Seattle	1.50%
Atlanta	1.30%
Portland	1.10%

The impacts of COVID-19 suggest new businesses will be emerging out of necessity. There is an opportunity to increase the support of scaling businesses tied to innovation with strategic investments. Additionally, focused contracting and buying from local firms, especially BIPOC owned, through procurement policies among major anchor institutions such as healthcare and educational institutions and large traded sector businesses should be utilized more broadly. Less than 1 in 5 startups in Portland are BIPOC owned, ranking near the bottom of peer communities. This statistic alone is a call to action for the region to support increased investments in underrepresented enterprises.

2.2) Invest in innovations that strengthen and grow the Portland region traded sector clusters

Oregon’s footwear and apparel cluster has been a key driver of the region’s innovation, per an analysis from Harvard’s Institute of Competitiveness and Strategy’s U.S. Cluster Mapping Project. To ensure a more resilient future, innovation within all regional sectors must be expected. Small fabricators will require automation equipment and an increasingly skilled workforce to remain competitive and stay in the region. Meanwhile, the computer and electronics (C&E) industry supply chain is increasingly solidifying its presence in Asia. Global economic disruptions like these require a

diversity of industry types, sizes, and talent to foster a resilient regional economic base. Ongoing and enhanced commitment from Greater Portland's business leadership to hire diverse talent will improve innovation, resiliency and strengthen the likelihood of improved financial performance for local enterprises.

2.3) Enhance the Portland regional identity and brand for talent, capital and business

Several regional industries, specifically the apparel and outdoor and software sectors, indicated that retaining diverse, especially BIPOC, talent is their most important issue. However, according to the [Partners in Diversity Retention Project](#), professionals of color convey there is an unwelcoming culture for diverse individuals in the Portland region. At the same time, between 2013 - 2019, [venture capital funding in clean tech increased 3,750%](#) and the Portland region can genuinely leverage its brand and policies to access this opportunity for emerging businesses. By some estimates, 25 percent of the U.S. workforce may remain "remote workers" after the pandemic with the freedom to pick and choose their home locations. By addressing barriers and elevating authentic opportunities that enhance a more welcoming regional brand, Greater Portland can compete for that diverse talent pool, while attracting investment to help grow its industry base and BIPOC enterprises.

3) Build a Resilient Region

Resilience and economic growth are both vital for healthy economies in uncertain times. If a local economy is resilient, the recovery period will be much shorter than an economy with little or no resilience. If a local economy is not resilient, it may never return to its former economic growth path. Places that recovered from the 2008-2009 Great Recession included regions with high educational attainment, a diverse and adaptable workforce, attainable housing prices and rents, ongoing capital investment indicating the availability of significant public resources, and those that are not dependent on the cyclical nature of a single industry. Likewise, resilient regions invest equally in addressing chronic stressors associated with economic inequality, which plagues all of our communities: poverty, limited education attainment, unemployment, health disparities, racial biases, and other factors. As the current pandemic is showing, disasters disproportionately impact our most vulnerable populations. Regions will need to address those left behind and hit the hardest before they can jump forward.

3.1) Construct resilient physical infrastructure

Measured by value, 74% of the commodities traveling in the Portland region are moved by truck and trucking will remain the predominant mode of freight transport in the region for the foreseeable future. Recent studies on the advancement of e-commerce indicate that the rise in demand for quick deliveries is adjusting how truck freight interacts with local distribution networks with fulfillment, warehouse, and distribution centers located in ex-urban locations within or adjacent to the Central City. Last-mile carriers have increased their workforces, expanded hours of operation and fleets, and employ not just trucks, but also vans, automobiles, and bicycles to fulfill customer requirements for

rapid, local distribution.⁵ These recent shifts and the necessity of moving between modes to meet consumer demand elevate the importance of a well-connected multi-modal freight system that leverages these localized delivery methods alongside strong intermodal connections between the trucking system and air, rail, and marine shipping methods.

In addition to freight delivery, high-growth industry clusters tend to be located in and rely on investments in multi-modal transportation infrastructure. This includes better traffic management and increased rates of carpooling to reduce unmet capacity when widening is not feasible, involves significant community impact, and transit availability is also a competitive advantage in attracting skilled workers.⁶

Rebuilding the I-5 and Burnside bridges, which cross the two major rivers in the region, and understanding gaps in our fuel supply chain and emergency water provision plans, are vital for a resilient region that can withstand earthquake impacts and support the economic base. Investments in TriMet and C-TRAN support real estate development activity and help concentrate economic activity in addition to the traditional role providing mobility options for workers.

Additionally, targeted investment in other infrastructure such as broadband and climate technology innovation will contribute to our regional vitality. Broadband in underserved communities, both urban and rural, will increase resilience to economic shocks, help with recovery, and support more robust growth. High speed, quality, and affordable broadband is critical for businesses and households. Furthermore, fostering new technologies that address impacts on climate change are of critical importance to the region.

3.2) Strategically invest in public policies that align with economic development priorities

Businesses require available sites for expansion opportunities. The average site size needed is 17 acres, according to recruitment requests managed by GPI over the last five years. Public and private collaboration is required to provide appropriately sized sites that meet the location and infrastructure needs while implementing land use policies that address climate change. Focused alignment with Opportunity Zones, especially as the Biden Administration looks to expand this program, can enhance outcomes of targeted site expansion. Additionally, continued investment in supportive infrastructure such as affordable housing and transit is vital for underserved individuals to access opportunity.

The COVID-19 pandemic has accelerated the adoption of remote work across the world. Researchers [estimate](#) that 25 percent of workers will remain working remotely after the pandemic (up from 2 percent before pandemic). An additional 20 percent of the workforce will do so part-time on a flexible basis. Greater Portland should support placemaking investments in diverse communities throughout the region to meet the needs of residents. [Placemaking](#) fosters public gathering in open accessible

⁵ <https://www.portlandoregon.gov/transportation/article/751002>

⁶

<http://clustermapping.us/sites/default/files/files/resource/The%20Role%20of%20Transit%20in%20Support%20of%20High%20Growth%20Business%20Clusters%20in%20the%20U.S..pdf>

areas such as public parks or private retail and restaurants. Such environments may encourage remote workers to live and work in suburban or rural communities to reduce commuting and climate impacts.

Greater Portland Industry Clusters

Conventional economic development strategies have focused on clusters that represent a competitive advantage (as measured by location quotients (LQ) – a measure for the level of job or industry presence industries have in an area). The unique three pillar approach for this CEDS required new thinking – highlighting cluster strength along three dimensions instead of one. The table below includes key clusters in the region. For each criterion, they are ranked, with the lowest number being the strongest rank. There is a more detailed understanding of the barriers and opportunities facing each industry – some of which apply to several industries and some of which are specific to vital growth sectors in the region. For example, business leaders from computer and electronics, apparel and outdoor and software sectors identified the critical importance of improving the culture of the Portland region to make it more open and welcoming to diverse people.

	Economic Growth Score (Rank Summary)		Equity Score (Rank Summary)		Resilience Score (Rank Summary)		Overall Score Summary
Computer and Electronics	12		23		48		83
Software	25		34		53		112
Apparel and Outdoor	30		22		67		119
Metals	28		31		61		120
Food and Beverage	30		22		73		125
Clean Tech	38		31		60		129
Design and Media	33		33		66		132

Source: Bridge Economic Development

Therefore, implementation should focus on improving diversity across all industries, not just one. Other examples of cross-sector investments include efforts to scale up small businesses, support entrepreneurs, enhance existing infrastructure and shared assets between industries, and foster new technological innovations.

Key takeaways about the region's seven target clusters are listed below. Additional analysis for each cluster is available in the Conditions Assessment (Appendix D):

Computer and Electronics

- A sector that is 15 times more competitive than the U.S. average; more than 90 percent of the region's workforce in this cluster is employed in sub sectors that are at least 25 percent more competitive than the U.S. This gives Greater Portland a strong competitive advantage.
- Responsible for 41,00 employees in the region and \$12 billion in economic output
- While competitive, just 2 in 10 workers are women and less than 3 percent are Black. That said 4 in 10 workers are BIPOC because of a strong Asian American presence in this cluster.
- 4 in 10 jobs are at risk for automation, per EMSI's automation index.
- From 2014 to 2019, employment in Greater Portland C&E cluster grew by 9.5 percent

Software

- Greater Portland's software sector is 53 percent larger than the U.S. average, employing approximately 32,000 up nearly 30 percent since 2019
- Accounts for \$8.8 billion in gross domestic product, ranking it second among the area's key clusters
- 3 in 10 software employees are female, indicating a need for a regional effort to increase opportunity
- Just 2 in 10 software employees are BIPOC
- Of all the target sectors, Software faces the lowest threat for automation in the future; just 1.5 percent of jobs are susceptible.

Apparel and Outdoor

- With the likes of Nike, Columbia and a very strong ecosystem, Portland's strength in apparel and outdoor is 4 times the U.S. average
- Employs 8,100 workers - up 18.5 percent since 2019
- Eight in 10 workers are employed in sectors with a location quotient greater than 1.25, representing a very competitive sector for the region
- 4 in 10 workers in apparel and outdoor are female - the greatest share of all target sectors
- 3 in 10 workers are BIPOC, a share that is second to food and beverage processing
- One-half of the jobs represented by this sector are at risk for automation, however, 75 percent of the jobs in this cluster do not require a college degree. This represents a pathway to increasing upward mobility, even with the challenges posed by automation

Metals

- While a legacy sector for the region, the metals sector is 4 times greater than the U.S. average and employees 22,270 employees.
- Since 2019, the sector has shown a slight decrease in employment of less than 1 percent.
- Accounts for \$3.3 billion in gross regional product.
- 18 percent of the sector's workforce is female; 25 percent are BIPOC employees.

- 7 in 10 jobs are at risk for automation, the highest of any target sector; 80% of those employed in greater Portland's metal sector do not have a college degree

Food and Beverage

- A burgeoning cluster for the region, food and beverage employees 18,500 workers - 2 times the U.S. average for a region Portland's size.
- Employment in the sector has increased by 25 percent, demonstrating a strong opportunity for expansion in the future.
- 33 percent of workers are BIPOC residents and 36 percent of are female.
- While just 3 percent of all jobs in the sector requires a college degree, 9 in 10 jobs are at risk for automation.

Clean Tech

- A sector representative of Greater Portland's sustainability brand, clean tech employs 14,200 in the region - a share than 79 percent greater than the national average
- Clean tech employment has increased 10.5 percent 2019
- Women represent 30 percent of the sectors workforce; BIPOC residents make up 23.7 percent of the employment
- 4 in 10 jobs are at risk for automation; 50 percent of jobs in the sector require a Bachelor's degree or higher

Design and Media

- Employing approximately 26,000 - a sector that is 48 percent larger than the U.S. average
- Represent \$4.2 billion in economic output
- 4 in 10 employees in design and media are female - a share that is second highest among the region's target sectors
- 34 percent of jobs in design and media require a college degree; while just 9 percent of jobs are at risk for automation

The CEDS does not identify specific industry clusters for targeted investment. However, it is recommended that GPI regularly convene focus groups with a significant private sector presence for each sector to determine the opportunities and barriers that each industry is facing. Understanding this information will provide meaningful direction for future program development as well as critical detailed industry data to support recruitment efforts.

A consistent and important theme shared by industry leaders is the need for improving and expanding the regional talent pipeline. Currently, workforce organizations in the region are focused on jobs in health care and construction. These industries have lower barriers to entry and higher than minimum wages and are also projected to continue growing. They are important industries for local economies.

Industry Sector	Current Regional Workforce Training Programs
Computer and Electronics	
Software	x
Apparel and Outdoor	
Metals & Machinery (Manufacturing)	x
Food and Beverage	
Clean Tech	
Design and Media	
Health Care (local sector)	x
Construction (local sector)	x

An expanded focus in science, technology, engineering, art, and math (STEAM) is encouraged for the development of the future workforce. While this is a longer-term and more challenging proposition, it is necessary to propel innovation in the Greater Portland traded sector industries, such as computer and electronics, clean tech, software, design and media.

It is also important to recognize that clusters are not just tied to the regional economy, but also to the regional identity. Industry clusters such as apparel and outdoor (Nike and Columbia), food and beverage (Bob's Red Mill and Smith Tea), and design and media (stop-motion filming and international architects) help define the Portland region's brand, ethos, and authentic reputation.

Finally, because this strategy is forward-thinking as declared in the vision statement, the Greater Portland region will be responsive and supportive of emerging or aspirational clusters. Regional partners have the ability to evolve through the implementation of the CEDS to collaborate in support of emerging clusters such as bioscience, biotechnology, and digital health in order to pursue business attraction, retention, expansion, and entrepreneurial activities.

Action Matrix

The Action Matrix (Appendix A) delineates actions to support CEDS priorities. Multiple stakeholders and organizations will contribute to the actions, as one organization alone cannot implement the strategy. Regional ownership is established by identifying Lead Organizations that champion and guide implementation. Potential partners are listed but are *not* exhaustive. More organizations will be engaged as implementation advances. Without the structural organizational support, an action will simply remain a good idea. The Matrix is a flexible tool that allows for the introduction of new actions over the years if they align with the strategy objectives and are represented by a Lead Organization.

Evaluation Framework

Metrics serve three purposes: (1) measure progress towards outcomes, (2) determine if the actions are meeting the plan's defined objectives (impact), and (3) allow for transparent communication on progress and impact to the broader community.

Outcomes: Within the Action Matrix, each objective has an associated outcome to determine if the desired impact is achieved. The outcomes are measurable and where applicable, define metrics for BIPOC individuals to assess if equitable outcomes are achieved.

Benchmarks: At a broader community level, key benchmarks can be tracked and reported annually to communicate both progress and impact. It will take several years to improve the statistics but consistent progress tracking will show that the region is maintaining a vital focus on the long-term goals. Annual reporting of the benchmarks will help maintain stakeholder engagement throughout the implementation process. Benchmarks should be compared with peer regions to provide a stronger context for the region. Metrics and peer regions are provided in Appendix B.

Metro Brownfield Program and the Brownfield Coalition
Work Session Topic

Metro Council Work Session
Tuesday, November 16, 2021

METRO BROWNFIELD PROGRAM AND THE OREGON BROWNFIELD COALITION

Date: October 28, 2021
Department: Planning & Development
Meeting Date: November 16, 2021

Prepared by: Brian Harper,
brian.harper@oregonmetro.gov
Presenter(s): Brian Harper, Malu
Wilkinson
Length: 30 minutes

ISSUE STATEMENT

One approach to supporting an inclusive economy is efficient use of land, and through the Brownfield Program Metro helps property owners clean up and develop land across the region. Since 2006, the Planning & Development Department has implemented a Brownfield Assessment Program, with a cumulative \$2.4 million in EPA Grant Funds, acquired through an ongoing, competitive process.

The current program focus is on supporting the creation of affordable housing units, leveraging Metro's affordable housing bond funds. In 2014, Metro was instrumental in bringing together a diverse group of private, public, and non-profit partners to form the Oregon Brownfield Coalition (OBC). The OBC is dedicated to identifying and implementing new brownfield finance and policy tools to address the issue of contaminated property throughout the State of Oregon. Metro's ongoing leadership is key to maintaining the strong and effective Coalition that exists today.

ACTION REQUESTED

1. Review progress and the successes of the Metro Brownfield Program.
2. Review and discuss the ongoing work of the Oregon Brownfield Coalition.

IDENTIFIED POLICY OUTCOMES

Both the Metro Brownfield Program and the work of the Oregon Brownfield Coalition are in alignment with Metro's other policies, plans and programs. Specifically, these efforts support Metro's Urban Growth Boundary work, Climate Smart Communities Transportation Outcomes, various Equitable Development efforts throughout the organization, and enhanced environmental outcomes for both wildlife habitat and water quality.

Staff is not seeking a change in policy, but a focused discussion to ensure the program is focused to best align with regional goals.

POLICY QUESTION(S)

- Are there ways Council would like to be included in ongoing legislative work of the Oregon Brownfield Coalition?
- Would Council like to see a different approach or area of focus with the current Brownfield Program?

STAFF RECOMMENDATIONS

Staff recommends Metro continues to seek EPA Grant funds for future environmental assessments around the Region. The EPA Grant program has provided positive outcomes for a range of development types in our region and continues to support Metro's effort to utilize land inside the Urban Growth Boundary effectively.

Additionally, staff further recommends that Metro continue to support the Oregon Brownfield Coalition (OBC) through the utilization of staff resources. The OBC has proved instrumental in securing funding resources and new policy tools at the Oregon Legislature over the last seven years, and additional legislative/funding work will be needed to address contaminated properties in communities around the Metro region.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Consistent with policies to efficiently develop land within the UGB, Metro has been working to support reuse of brownfield properties in the region since 2006, primarily through a grant program funded with EPA Brownfield Assessment funds. That effort was enhanced with the creation of the Oregon Brownfield Coalition in 2014, as Metro sought to leverage coalition members individual work programs to develop enhanced funding and policy tools statewide.

Metro has built a strong and varied coalition of partners, with a diverse set of backgrounds and work programs, in support of a common effort: to address contaminated properties in communities that harm the environment & human health and safety and discourage active re-use of underutilized properties, limiting the economic benefit those properties bring to a local community.

As Metro continues to focus on efficient utilization of properties within the Urban Growth Boundary, an equitable and inclusive economy, better quality of life outcomes for residents, and the enhancement of environmental conditions for both water quality and wildlife, the Metro Brownfield Program and the Oregon Brownfield Coalition will play an important role in that effort.

BACKGROUND

Many properties in communities throughout the Portland metropolitan area sit underutilized because of real or perceived environmental contamination. Often referred to as "Brownfields", redevelopment of these sites is often overlooked due to concerns about liability and the cost of assessment and cleanup.

Starting in 2006, Metro's Planning & Development Department applied for and was awarded its first EPA Brownfield Grant. Since then, Metro has been the recipient of three more EPA Brownfield Grants, totaling \$2.4 million dollars. Grants have been regional as well as targeted to a specific geography. The most recent EPA completed grant was focused on the McLoughlin Corridor, from North Milwaukie to Oregon City. This grant assisted almost a dozen properties with environmental due diligence, a necessary component in pre-development work. Sites included multiple affordable housing developments, commercial properties, and the former Blue Heron Paper Mill.

Metro's newest EPA Coalition Assessment Grant is a partnership with Multnomah, Clackamas, and Washington Counties to focus on supporting the development of new affordable housing units throughout the region. Staff have worked closely with the Affordable Housing Bond Program to ensure applicants to those funds are aware of the availability of these EPA funds. Additionally, the program is focused on outreach to all affordable housing developers, thus ensuring wide access to these necessary pre-development funds. The current grant is a little over a year old, and has already invested in eight (8) separate properties, each of which are in various stages of development into affordable housing projects. These include vacant sites, greenfield sites, structures being used as temporary housing, and sites with existing affordable housing units that will be deconstructed and rebuilt at higher densities.

Since 2014, Metro has led a statewide Oregon Brownfield Coalition (OBC) that represents diverse interests from the public, private, and non-profit sector. In 2014 the coalition's legislative workgroup identified a list of priority funding and policy tools to address contaminated property throughout the State. In 2021, the OBC implemented its last identified legislative priority from that original list, highlighting a successful 7 year effort. These new funding mechanisms and tools to address brownfield cleanup are now in various stages of implementation throughout the State. With initial work of the group in various stages of completion, a long-term discussion about the next steps for the OBC is needed. As the current convener of the group, staff are seeking Council's input and ideas on what important policy goals the work should strive to address.

ATTACHMENTS

No attachments

[For work session:]

- Is legislation required for Council action? ☐ Yes ☒ No
- If yes, is draft legislation attached? ☐ Yes ☐ No
- What other materials are you presenting today? Power Point Presentation

Brownfields Program background:

<https://www.oregonmetro.gov/tools-partners/grants-and-resources/brownfields-assessment-grants/background>

Oregon Brownfield Coalition:

<https://sites.google.com/view/oregonbrownfieldcoalition//>

Materials following this page were distributed at the meeting.

Metro Council
11/16/2021 Work Session



ECONOMIC RECOVERY + BUILDING
AN INCLUSIVE ECONOMIC FUTURE

Greater Portland
**COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY**



Partnership in action



What is GPEDD?

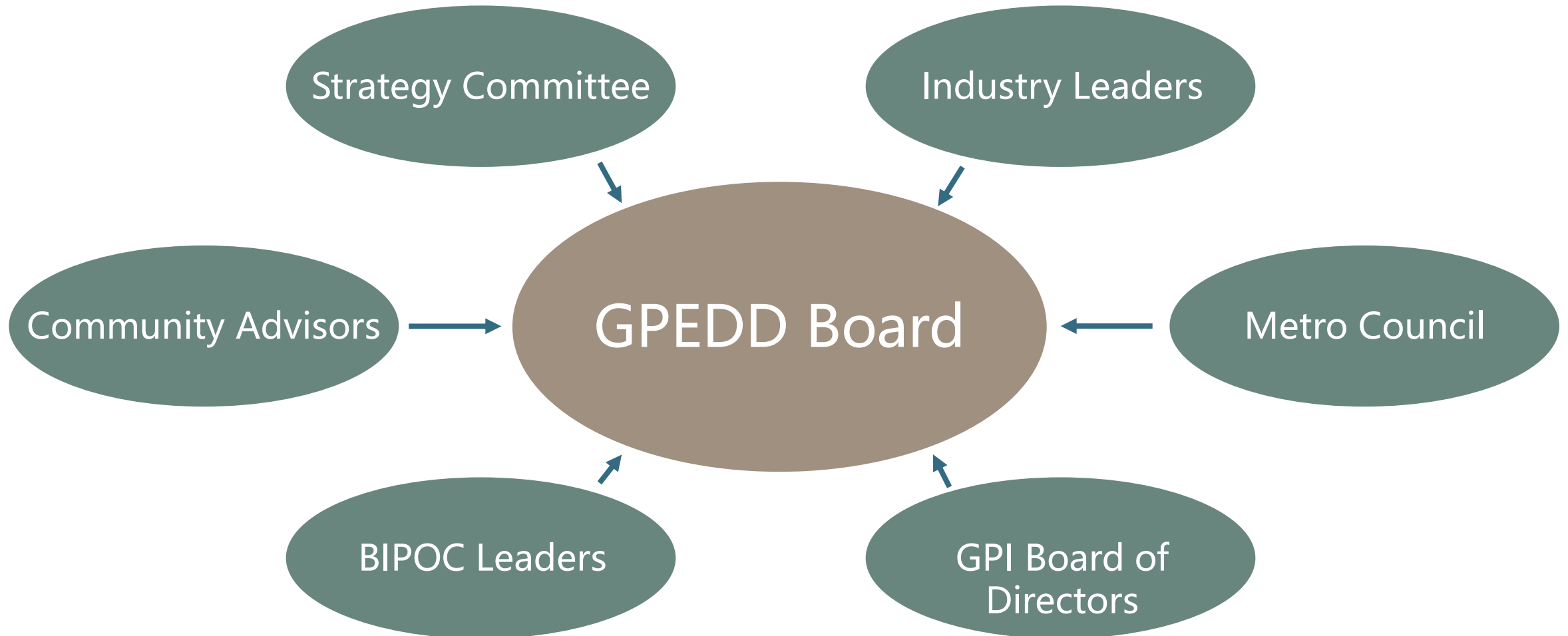
Four-County
Bi-State Region

GREATER PORTLAND ECONOMIC DEVELOPMENT DISTRICT



Public engagement

250+ individuals representing
100+ organizations



What is a CEDS?

A Comprehensive Economic Development Strategy (CEDS) is an action-oriented strategy for regional economic development.

It is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of our region.



How to use the CEDS

Educate

The documents will be used to engage elected officials and business leaders to help amplify the vision and provide support through actions.

Invest

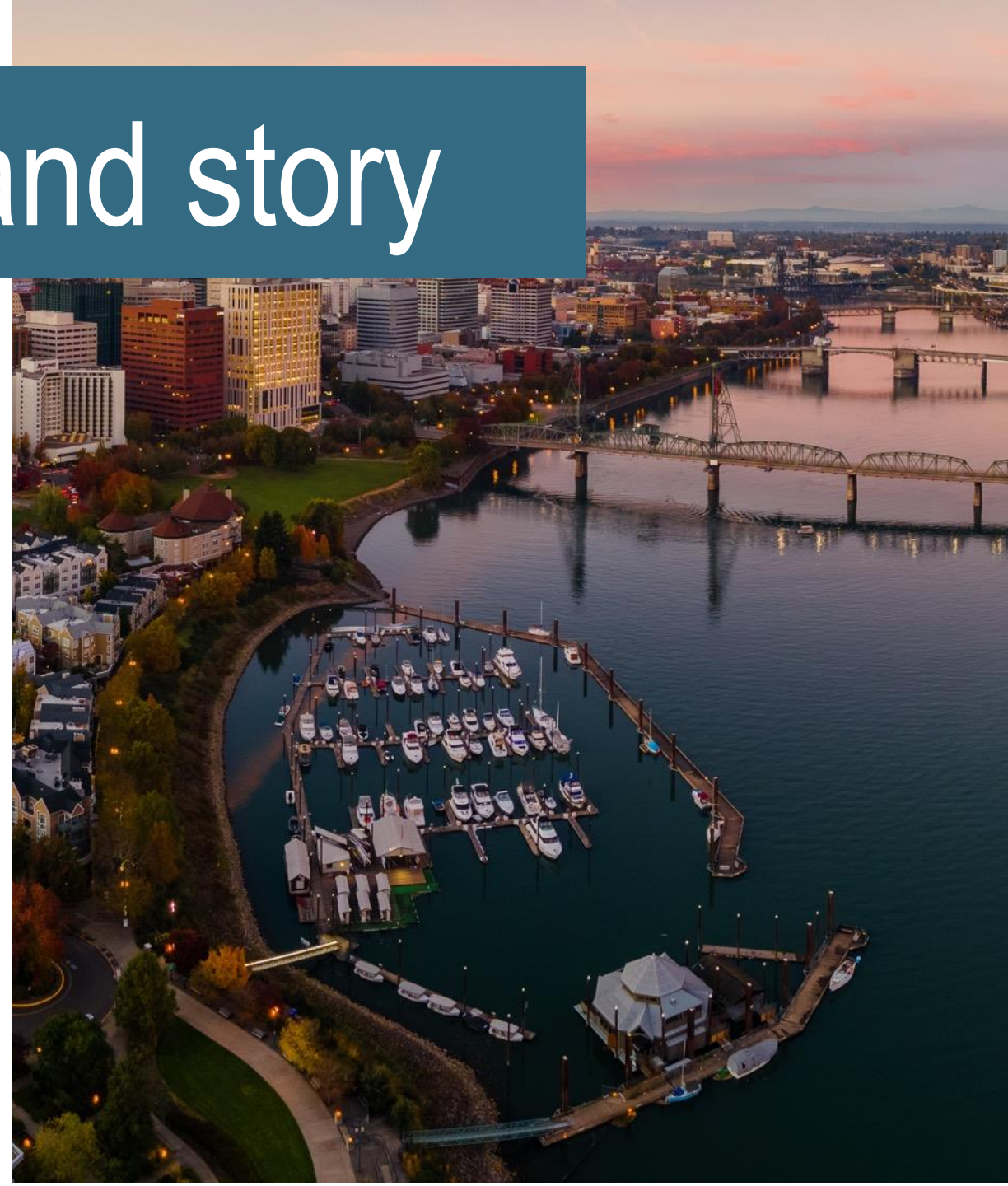
The strategy will be used to leverage greater investment in the region by providing data and rationale that can be used to obtain grants to fund implementation and align federal and states' legislative agendas to collaboratively solicit funding.

Collaborate

Many organizations are actively working to create equitable economic growth across the region. It is important to collaborate to maximize collective efforts by coordinating with GPI and engaging other organizations or departments.

The greater Portland story

Companies in this region are purpose-driven. The philosophy of the region is to advance equitable economic opportunity and development in ways that promote shared prosperity and address racial disparities.



Core Pillars

Equity

Ensure under-represented and under-resourced people have the same level of access to the economy and wealth creation as all other residents.

Resilience

Capacity of regional assets and diverse labor force can respond to chronic stresses and acute shocks the region experiences.

Strong economic growth

Increasing GDP over time and at higher rates than peers. Realized by a globally connected economy tied to emerging technologies.



20 year vision statement

The Greater Portland region is an equitable, innovative, resilient, and forward-thinking economy that fosters upward economic mobility for individuals and prosperity for businesses.



Values & guiding principles

Guiding principles

- Cultural and racial equity lens
- Private sector engagement
- Clear and transparent roles and lead organizations
- Collaborative bi-state leadership

values

- Equitable economic growth
- Comprehensive skills development
- Innovation and creativity
- Sustainable environment
- Resilient regional investments
- Favorable environment for businesses to thrive
- Expansion of job opportunities in traded and local sectors



Goals & objectives



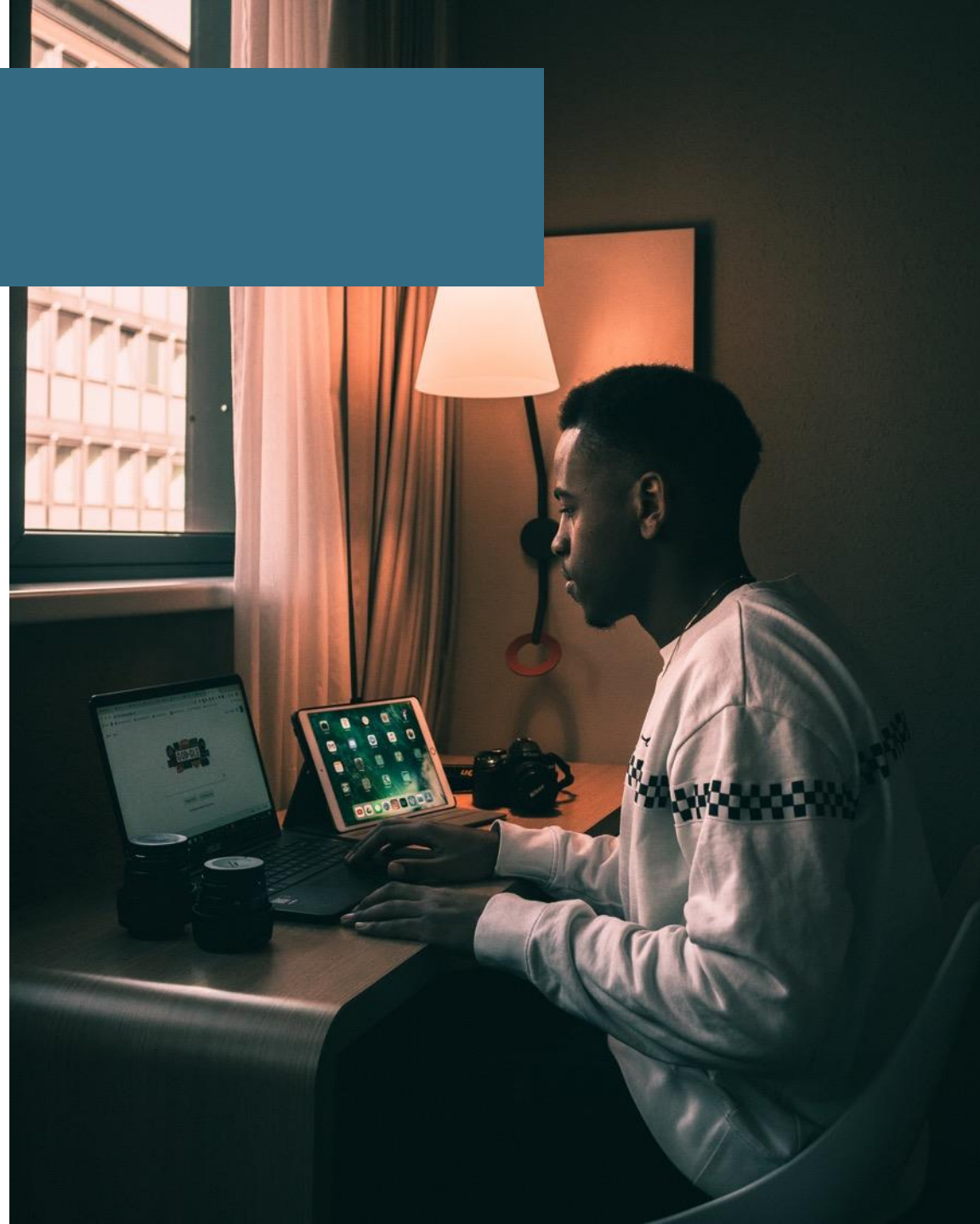
1 FOSTER UPWARD
ECONOMIC MOBILITY



2 SUPPORT A
COMPETITIVE ECONOMY



3 BUILD A RESILIENT
REGION



A NEW APPROACH

EQUITY



Embrace Our Diversity



Expand Access to Opportunity + Address Disparities



DISRUPTION

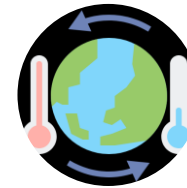


Automation and "Amazon" effect



Gig/sharing economy + remote work

RESILIENCE



Climate Resilience



Disaster Response and Preparedness

Clusters

Evaluating equity + resiliency

Climate Tech



Software



Design & Media



Apparel & Outdoor



Metals & Machinery



Food & Beverage



Computers & Electronics



Recommended action example

Action: Invest in R&D for climate technology innovation by finding, funding, and supporting startups working to reverse the climate crisis and solve other environmental challenges.

Priority Outcome:

Foster new technologies that will address impacts on climate change.

Recommended Metric:

Inventory VertueLab startups addressing climate change and climate technology innovation.

Lead organization: VertueLab

Potential Partners:

Regional cities and counties, Washington Procurement Technical Assistance Center, NW Natural, PGE

Resources: New Program – EDA Build Back Better Regional Challenge

Equitable Climate Tech Cluster Transformation



ELECTRIC MOBILITY



GRID RESILIENCE



**CLEAN MATERIALS INNOVATION
AND GREEN BUILDING**



TALENT DEVELOPMENT



ENTREPRENEURSHIP



**INDUSTRY DECARBONIZATION
AND CLIMATE SOLUTIONS**

PILOT PROJECTS

PILOT PROJECTS

City of Gresham: Equitable Food Systems

CREDC: Metals and Machinery Cluster Analysis and Redefinition

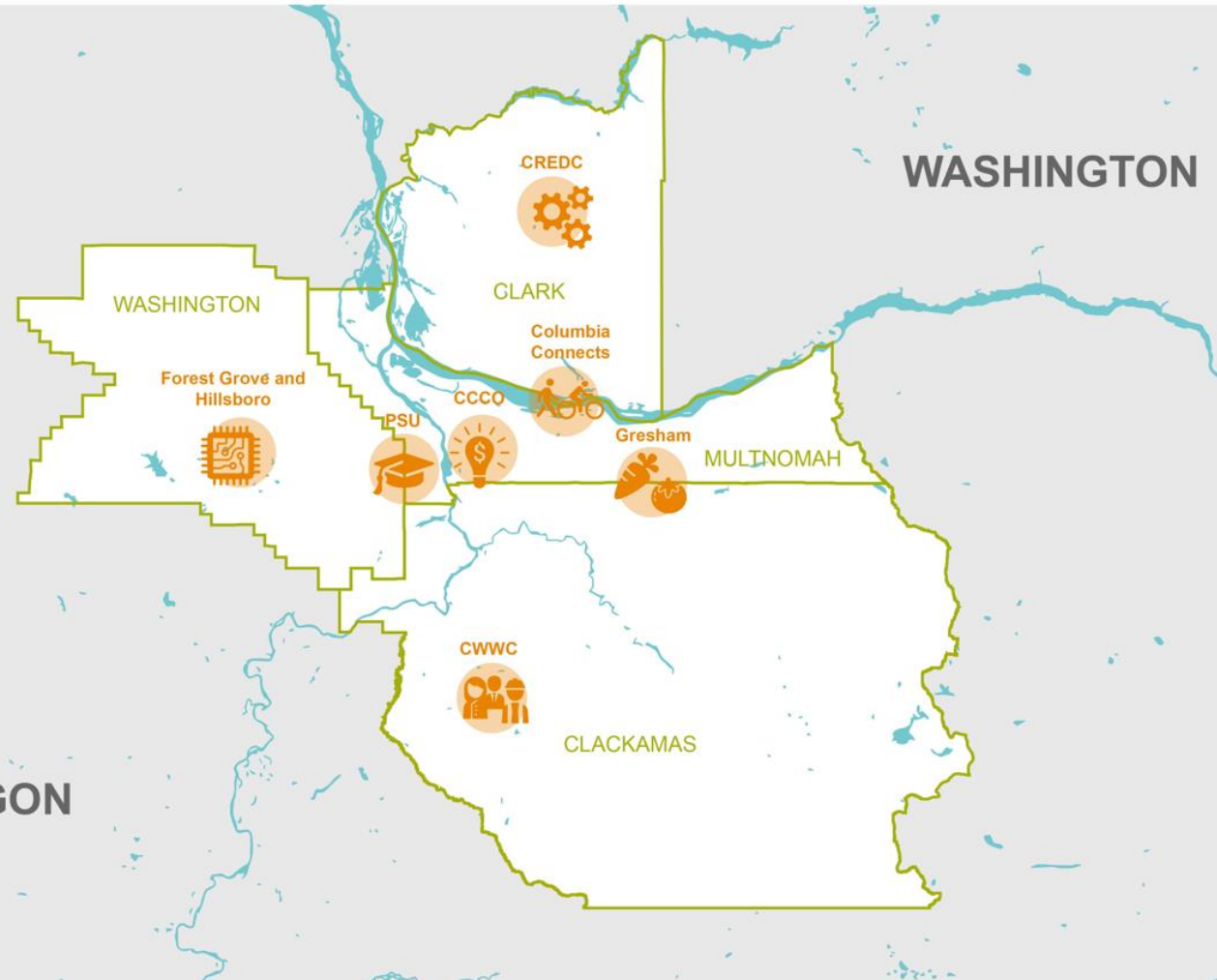
PSU: Helping BIPOC students access traded-sector jobs

CWWC: Columbia Willamette Workforce Collaborative (CWWC) Quality Jobs Initiative

CCCO: Community Chamber Coalition of Oregon Campus Site Selection

Forest Grove and Hillsboro: Preliminary Supply Chain Gap Analysis for Semiconductor & Closely Related Industry Cluster

Columbia Connects: Leverage and strengthen bi-state collaboration pertaining to transportation and workforce investments



LOOKING FORWARD

To guide implementation, GPI and Metro staff will convene lead and partner organizations identified in the action matrix to advance the strategy.



Ongoing Metro Programs

- **Coordination of Regional Investment**
 - Economic Recovery Plan implementation
 - Implementation of CEDS (in collaboration with GPI and partners)
 - DEI Construction and Health Care workforce programs
 - Housing measures implementation
- **Grant Making**
 - 2040 Planning and Development Grants
 - Community Placemaking Grants
- **Land Use + Infrastructure**
 - Oregon Brownfields Coalition
 - Site Readiness Toolkit implementation
 - Columbia Connects Shared Investment Strategy
 - UGB Employment Land

Business Stabilization



- \$500K – BIPOC + Underserved business lending
 - 9 loans placed with Metro funds (\$265K)
 - 6 loans with POC owners
 - 3 black owned business



- \$100K - 40/60 Forgivable Loan Program
 - 100 inquiries + 30 applications in process
 - 8 loans placed with Metro Metro funds (\$75,279)
- \$400K - Impact Fund II
 - Metro pledged \$400K in in LLR to be leveraged for for Impact Fund II \$5M goal goal - now advancing on on \$10M.
 - Currently 10 Inquiries, \$1M \$1M in request.



Potential Focus Areas

- **How can Metro best target resources to support upward economic mobility and equity?**
 - Economic recovery and business/workforce stabilization
 - Expanding access to workforce and business formation
 - Addressing racial and other disparities in hiring/contracting
- **How might emerging growth trends inform future urban growth management decisions?**
 - Automation/E-Commerce and remote work
 - Climate, Health, and Emergency Preparedness
 - Understand variations between subareas – Industries, Occupations/Wages, Labor, Land/Site Readiness
 - Distinct infrastructure needs for jobs/employment area access, freight mobility, critical/essential facilities.
 - Supply chains and interrelationship with existing firms and land uses
 - Business demand trends

Discussion Questions

- Which economic development program and focus areas are of most interest to Council? Are there other economic issues Council is interested in exploring?
- Given upcoming policy decision (e.g. RTP, UGB), which economic development issues are most important to Council to inform and shape policies?
- Are there other Emerging Growth Trends or questions that Council want to ensure are included in this work?
- How does Council want to continue to be engaged in CEDS and Recovery Plan implementation?

Questions?

FOR QUESTIONS

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Metro Brownfield Program

November 16,
2021



Metro

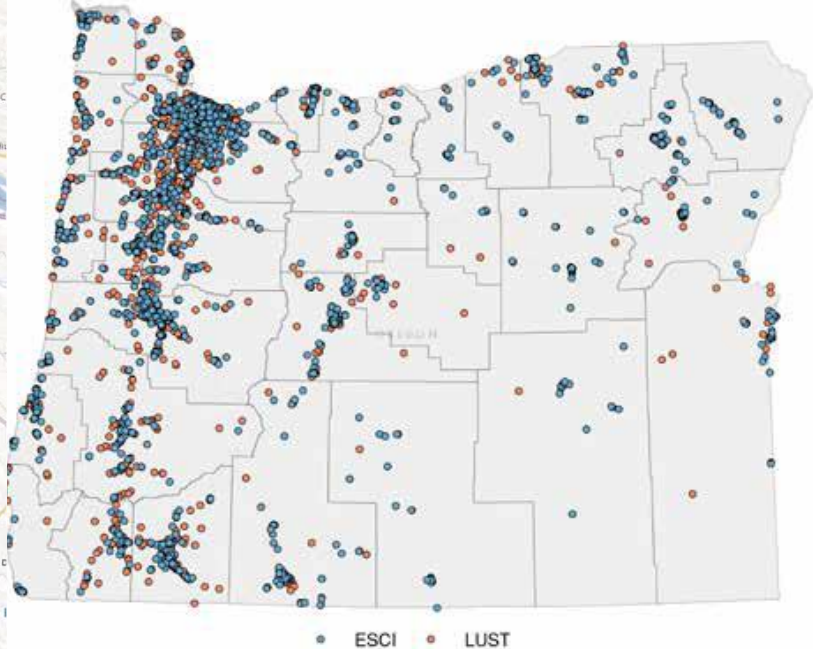
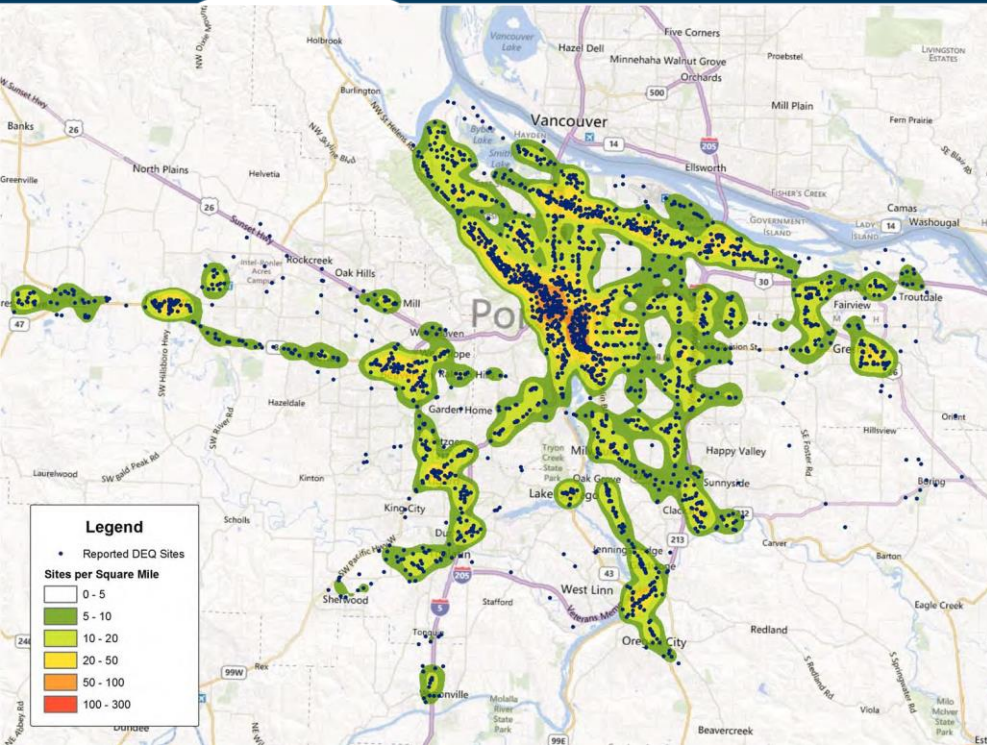


What is a Brownfield?

“Real property, the expansion, redevelopment, or reuse of which may be complicated by the presence, or potential presence, of a hazardous substance, pollutant, or contaminant”

-U.S. Environmental Protection Agency

Where are the Brownfields?



Types of sites

- Gas stations
- Lumber processing
- Hazardous building materials
- Heating oil tanks
- Industrial uses



Why invest in Brownfields?

- Efficient use of land
- Environmental Justice & Equity
- Expanded tax base
- Environmental remediation



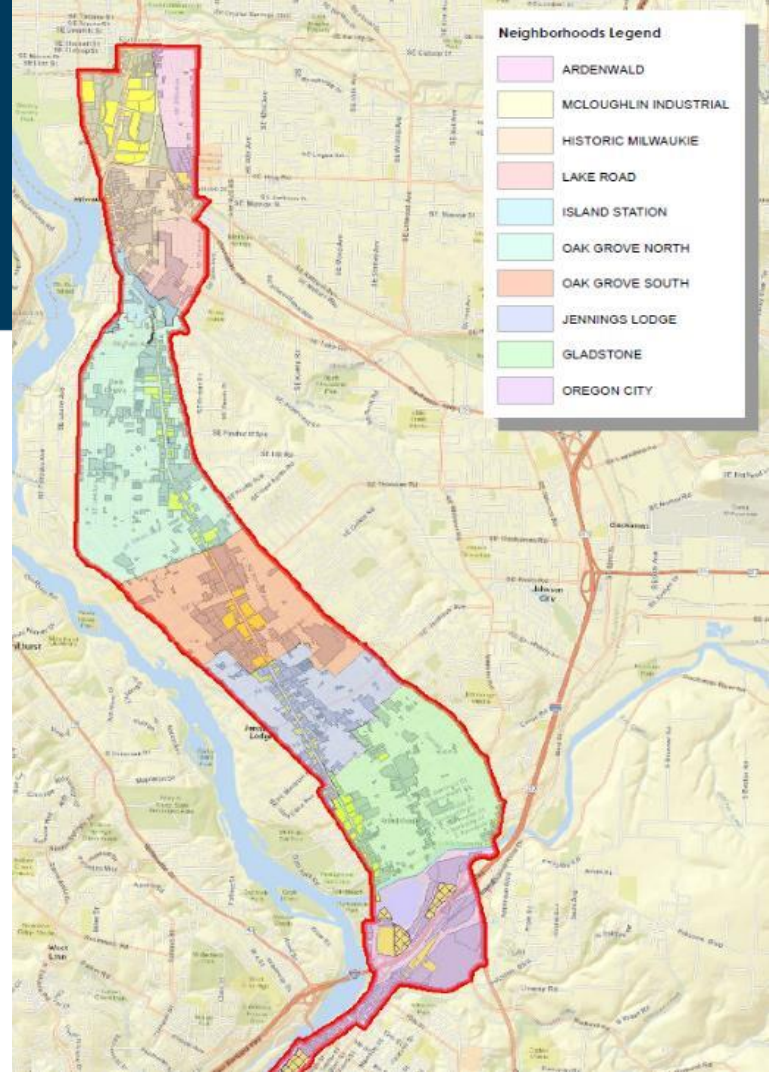
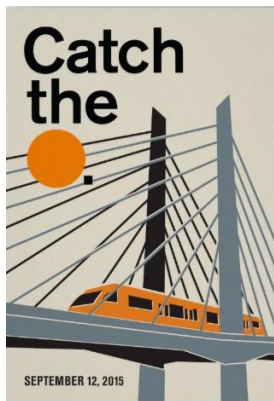
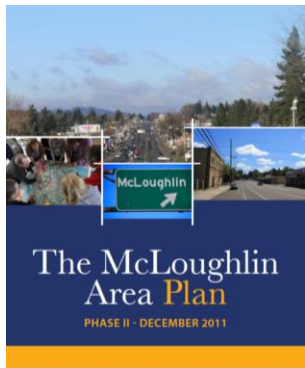
Metro Brownfield Program

- EPA Grant funded
- Program started in 2006
- \$2.4 million in EPA Grants
- Assessed over 165 acres from 2006-2021



McLoughlin Corridor

- Milwaukie to Oregon City
- Leveraging past work



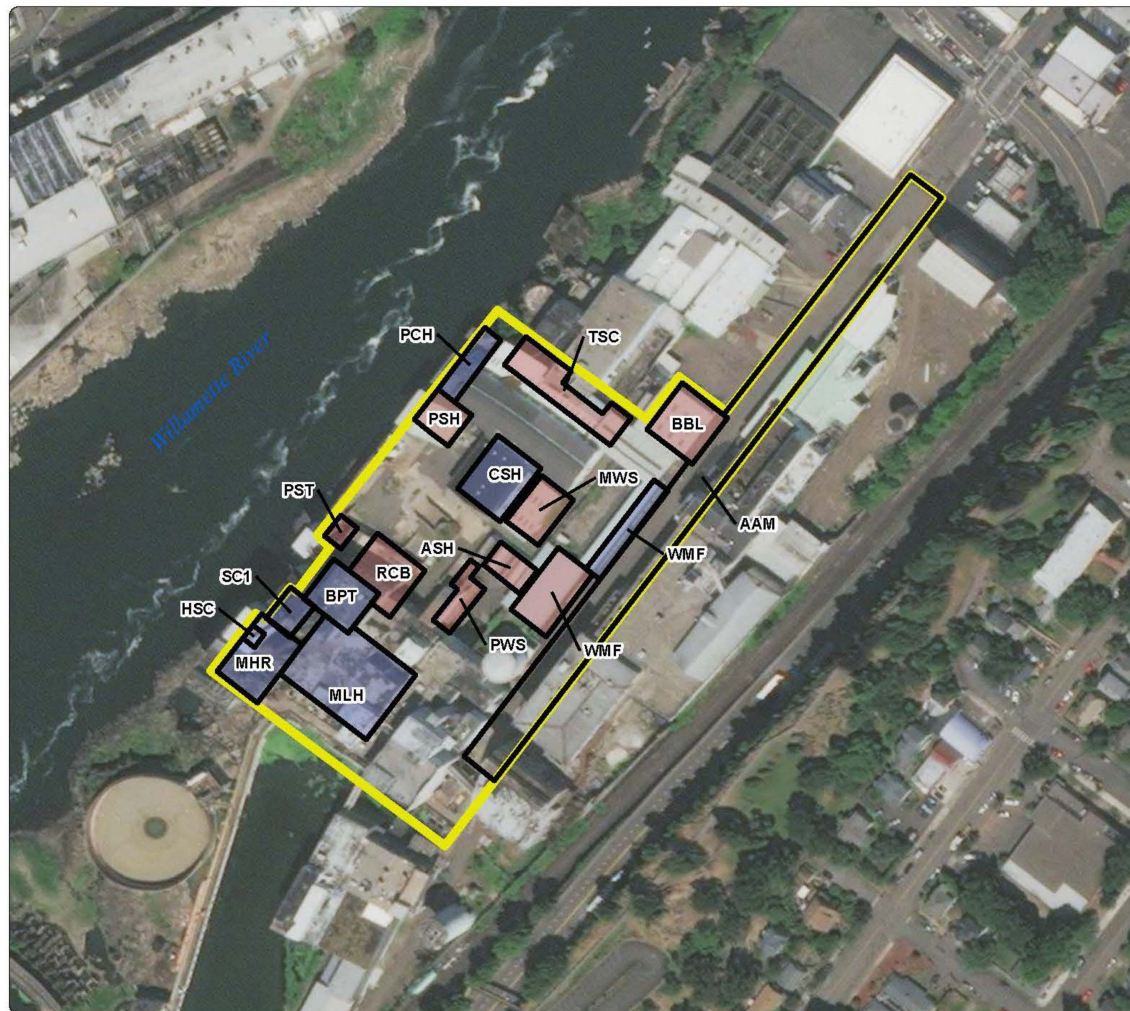
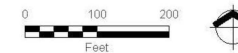


Figure
Hazardous Building
Material Survey
Willamette Falls Legacy Project
Oregon City, Oregon

Legend

- Project Area
- Building Footprint
- Buildings or structures for re-use
- Buildings to be demolished

AAM = Access Along Main Street
 ASH = Auto Shop
 BBL = Butler Building
 BPT = Boiler Plant
 CSH = Carpentry Shop
 HSC = High-Density Stock Cylinder #2
 MHR = Mill H Reject
 MLH = Mill H
 MWS = Millwright Shop
 PCH = Pipe Chase
 PSH = Pipe Shop
 PST = Pump Station
 PWS = Power Station
 RCB = Recovery Boiler
 SC1 = Stock Cylinder #1
 TSC = Third Street Covered Areas
 WMF = Woolen Mill Foundation
 and Covered Areas



Source: Background imagery obtained from Esri,
 ArcGIS Online.

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New EPA Brownfield Grant

- Partnership with Clackamas, Washington, and Multnomah Counties
- Focus is on supporting affordable housing development
- Past year has seen 10.83 acres apply to the program in support of over 455 new affordable housing units

Portland Value Inn



- Acquired via Metro Bond funds
- Temporarily used as a shelter facility by Multnomah County
- Hazardous Building Material Survey led to other issues

Other Projects

- **Washington County**
 - Plaza Los Amigos in Cornelius
- **Clackamas County**
 - Orange Line remnant parcel for City of Milwaukie
- **Multnomah County**
 - Affordable Housing project for NAYA in N. Portland

But wait! There's more!

Oregon Brownfield Coalition

- Formed in 2014
- Diverse representation
- Long-term effort
- Legislative focus

GOALS ACCOMPLISHED!!!

- ✓ Recapitalize the Oregon Brownfield Fund (2015 & 2021)
- ✓ Pass Land Banking Enabling Legislation (2015)
- ✓ Pass a Brownfield Property Tax Incentive option for local governments (2016)
- ✓ Create a new Brownfield Cleanup Program (2021)

Discussion

- Would Council like to see a different approach or area of focus with future Brownfield Program efforts?
- Are there ways Council would like to be included in ongoing legislative work of the Oregon Brownfield Coalition?

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