



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, June 27, 2017

2:00 PM

Metro Regional Center, Council Chamber

AGENDA REVISED 6/23/17

1:00 EXECUTIVE SESSION ORS 192.660(2)(E), TO CONDUCT DELIBERATIONS WITH PERSONS DESIGNATED BY THE GOVERNING BODY TO NEGOTIATE REAL PROPERTY TRANSACTIONS

2:00 Call to Order and Roll Call

2:05 Chief Operating Officer Communication

Work Session Topics:

2:10 GPI and Metro Collaboration [17-4829](#)

Presenter(s): Janet LaBar, Greater Portland Inc

Attachments: [Work Session Worksheet](#)

2:40 Operational Sustainability at the Oregon Zoo [17-4825](#)

Presenter(s): Don Moore, Oregon Zoo
Sarah Keane, Oregon Zoo

Attachments: [Work Session Worksheet](#)
[PowerPoint: Operational Sustainability](#)

3:30 Legislative Update [17-4823](#)

Presenter(s): Andy Shaw, Metro

3:45 Councilor Liaison Updates and Council Communication

3:50 Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្រិតបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

إشعار بعدم التمييز من Metro

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GPI AND METRO COLLABORATION

Metro Council Work Session
Tuesday, June 27, 2017
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: 6/27/2017

LENGTH: 30 Minutes

PRESENTATION TITLE: GPI and Metro Collaboration

DEPARTMENT: Planning & Development

PRESENTER(S):

Janet LaBar, 602-319-0681, janet.labar@greaterportlandinc.com

Jeffrey Raker, x1621, jeffrey.raker@oregonmetro.gov

Malu Wilkinson, x1680, malu.wilkinson@oregonmetro.gov

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Discuss current and potential opportunities to align Greater Portland Inc. (GPI) and Metro activities to support the region's economy.
- Outcome: Further Metro Council's understanding of how Metro and GPI staff are working together to leverage joint activities.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro and Our Economy

In addition to other important elements, Metro's six desired outcomes call for current and future residents to benefit from the region's sustained economic competitiveness and prosperity and for equity to exist relative to the benefits and burdens of growth and change to the region's communities. Economic and workforce development serve a crucial role in fulfilling these shared regional values and supporting the vitality of the Portland-Vancouver region. Proactive steps are needed to advance outcomes specific to the region's economic needs, including:

- Competitive business productivity and efficiencies
- Inclusive economic opportunity and financial security.
- Vibrant, interconnected communities that attract and grow business and talent.
- Resilient asset and systems management.

Economic Value Atlas (EVA)

Metro has initiated efforts in support of economic development activities by working together with key partners and stakeholders to develop an Economic Value Atlas (EVA). The EVA is a collaborative project to establish tools and an analytical framework to align the region's planning and infrastructure investment with economic development to strengthen our regional economy. It will provide a data picture of the regional economy we can use to align investments. The EVA will be a tool that can be used to help inform future investment decisions by defining outcomes to be achieved to support the economy across the region. It can also help identify future investment areas, where regional attention can support local partners to establish needed infrastructure, strategies, or policy changes to create beneficial economic outcomes. Metro's EVA work is supported by a significant partnership with The Brookings Institution.

Greater Portland Inc. and Our Economy

GPI provides support and services to companies seeking to relocate or expand in the region. GPI is supported by a public-private partnership involving more than 70 public-sector partners and private investors who are committed to advancing regional economic development through job growth and investment. GPI also serves as the Greater Portland Economic Development District

(GPEDD). The GPEDD is a not-for-profit organization working in Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. As the region's Economic Development District, GPI is directed by the Economic Development Administration (EDA) to develop and implement Greater Portland 2020 (GP2020) - the Comprehensive Economic Development Strategy (CEDS) for the region. GPI ensures that local economic development efforts are coordinated in pursuing business recruitment and retention, the region remains competitive relative to other markets, and engages in marketing activities that highlight the region's advantages nationally and internationally.

Greater Portland 2020 (GP2020)

GP2020 is a five-year, comprehensive economic development strategy to put the region on a path to shared economic prosperity. The plan calls for economic growth, while recognizing equal value in pursuing investments in social equity, diversity and inclusion to achieve its vision. The GP2020 strategy aligns business, education and civic leaders around regional economic priorities, pursuing results-oriented collaboration to implement the plan.

A set of three strategies have been enacted to pursue this vision and indicators have been established to track progress on each strategy as well as the overall plan:

1. **People** – Recruit, develop, and advance the region's talent.
1. **Business** – Grow business and pioneer innovation.
2. **Place** – Improve infrastructure to meet the needs of people, business, and innovation

GPI and Metro Collaboration

Metro is renowned for its efforts to direct growth and support place-making by aligning transportation and land use investments. GPI and its link with economic development professionals provides a better understanding about larger market forces and what is currently needed to grow existing and bring new businesses to the region. Together, Metro and GPI are better able to pursue implementation efforts that reach a wider group of stakeholders and set a course to achieve targeted aspirations for economic competitiveness and prosperity based on inclusion, equity, and advancement for communities throughout the region.

Metro Involvement in GPI Activities

Through its membership with GPI, the Metro Council is represented on the GPEDD board. Metro staff have served on the CEDS Strategy Committee, participate in monthly Economic Development Professional meetings, and GP2020 Workgroups specific to each of the above Strategies (People, Business, and Place). Metro's membership with GPI leverages the region's economic development expertise to build a better understanding of the regional economy to ensure the region's investments are responsive to changing economic and workforce conditions. The EVA supports GP2020 implementation by ensuring the strategy informs public investments and by visually exhibiting how these economic conditions and competitive advantages are distributed in local communities throughout the region.

GPI Involvement in Metro Activities

GPI leadership and staff have participated heavily in the early development of the EVA. GPI co-hosted the launch and the organization's ongoing involvement will ensure economic development professionals are knowledgeable about the tool and can apply it in local community and business development. The EVA benefits from the region's CEDS (GP2020) through its framing of economic conditions, stated objectives for economic development, comparative economic indicators region-to-region, and the involvement of GPI partners with infrequent interaction in Metro's activities - an essential link to local economic development professionals and the private sector.

Additionally, intermittent collaborations on spatial analysis (e.g. mapping foreign direct investment activities in the region) and data sharing has supported each organizations' initiatives and the organizations regularly provide letters of support when pursuing financial resources from higher level federal, state, and philanthropic resources.

Next Steps to Explore

Metro and GPI are exploring how to leverage this existing collaboration on the EVA and GP2020 and deepen our partnership on these and other initiatives. Next steps to be discussed include:

- a) more formalized data resource sharing and alignment on analytical activities,
- b) establishing agreements for ongoing staff-to-staff partnerships and communication,
- c) collectively pursuing federal, state, and philanthropic resources in support of complementary initiatives, and
- d) foster additional private sector interest and involvement with Metro activities.

QUESTIONS FOR COUNCIL CONSIDERATION

- Are there other opportunities Metro Council would like staff to pursue in collaboration with GPI?
- What questions does Council have for staff?

PACKET MATERIALS

Would legislation be required for Council action Yes No

If yes, is draft legislation attached? Yes No

What other materials are you presenting today?

OPERATIONAL SUSTAINABILITY AT THE OREGON ZOO

Metro Council Work Session
Tuesday, June 27, 2017
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: June 27, 2017

LENGTH: 30 minutes

PRESENTATION TITLE: Operational Sustainability at the Oregon Zoo

DEPARTMENT: Oregon Zoo

PRESENTER(S): Dr. Don Moore, Executive Director, 503.220.2450, Don.Moore@oregonzoo.org;
Sarah Keane, Finance Manager, 503.220.5705, Sarah.Keane@oregonzoo.org

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Provide an overview of the zoo's financial situation and key financial dynamics. Describe the process zoo staff are going through to create a long term financial plan.
- Outcome: Council members will have increased understanding of the zoo's financial situation and the work being done to create a long term financial plan.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

At the May 30th Council work session, Metro's Finance Director reviewed the third quarter financial results and emphasized the revenue shortfall experienced by the zoo due to weather. During the session the Finance Director offered to bring zoo staff to an upcoming work session.

Oregon Zoo has a forecasted deficit spending over the next 5-year period, largely due to external economic forces on staffing costs and factors limiting attendance growth. The zoo does not have a sustainable business model at this time, despite years of planning and working with Oregon Zoo Foundation to raise additional monies to support the zoo's mission.

Therefore, the zoo needs to reexamine the current business plan, to review efficiency and effectiveness of all zoo programs, activities, events and processes.

Oregon Zoo staff are assessing current business plans and will create an updated plan, and take thoughtful proactive steps to design a sustainable operating model that balances expenses against available resources. Oregon Zoo management will go through the process of aligning financial capacity with long-term organizational vision, mission and values.

QUESTIONS FOR COUNCIL CONSIDERATION

List questions for Council's consideration that will help/guide the Council in providing policy direction.

- Does council have any questions about the long term financial planning process?
- What additional information would council like to see regarding the zoo's long term financial plan in the future?

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? PowerPoint



Operational Sustainability: A Balanced Budget Initiative

Creating a long-term financial plan

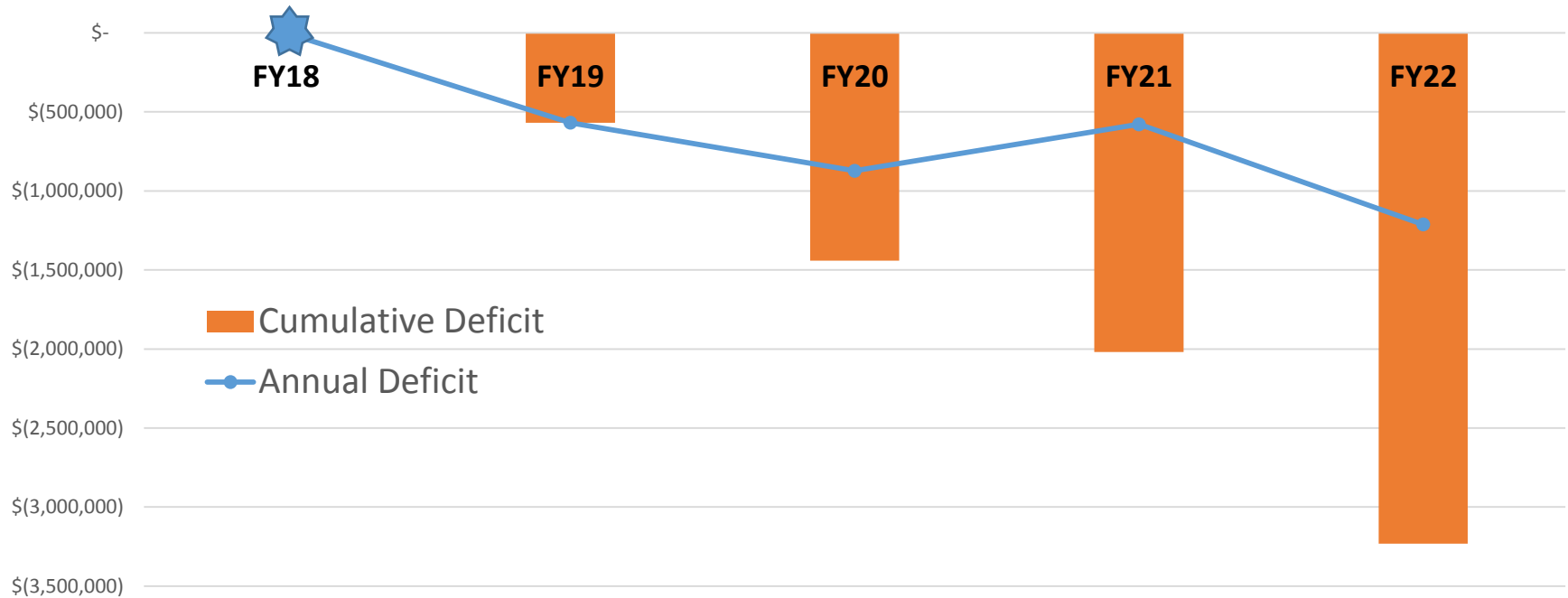
Audience: Metro Council Work Session

June 27, 2017

Today's goals

- Provide overview of zoo financial situation and key financial dynamics
- Describe process zoo staff are going through to create a long-term financial plan
- Answer any questions about process
- Provide opportunity for Council input

Current projections



Structural Budget Deficit

Revenue growth rate at 3.4%

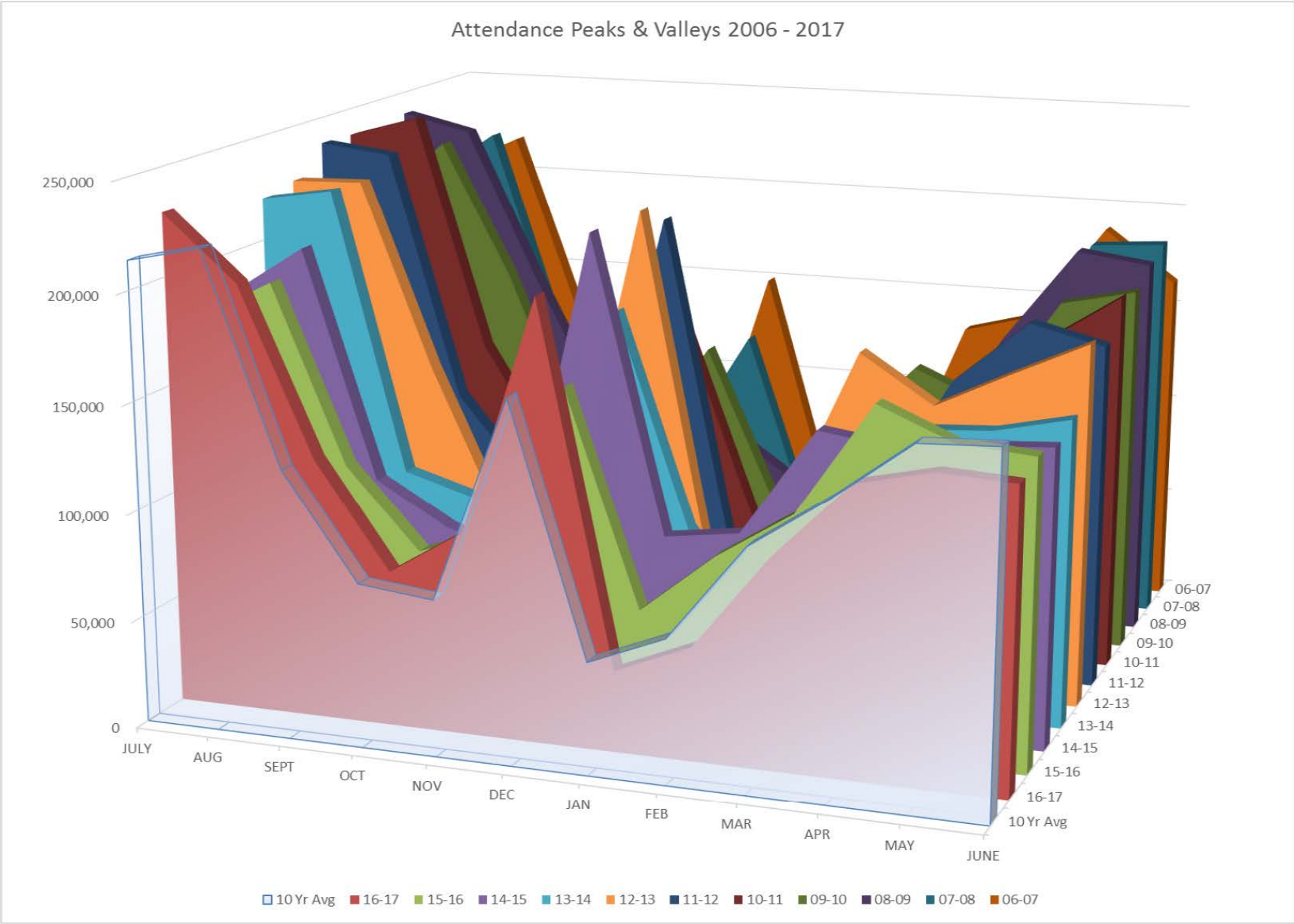
Expense growth rate at 5.1%



\$800,000 annual imbalance

Attendance trends

Attendance Peaks & Valleys 2006 - 2017



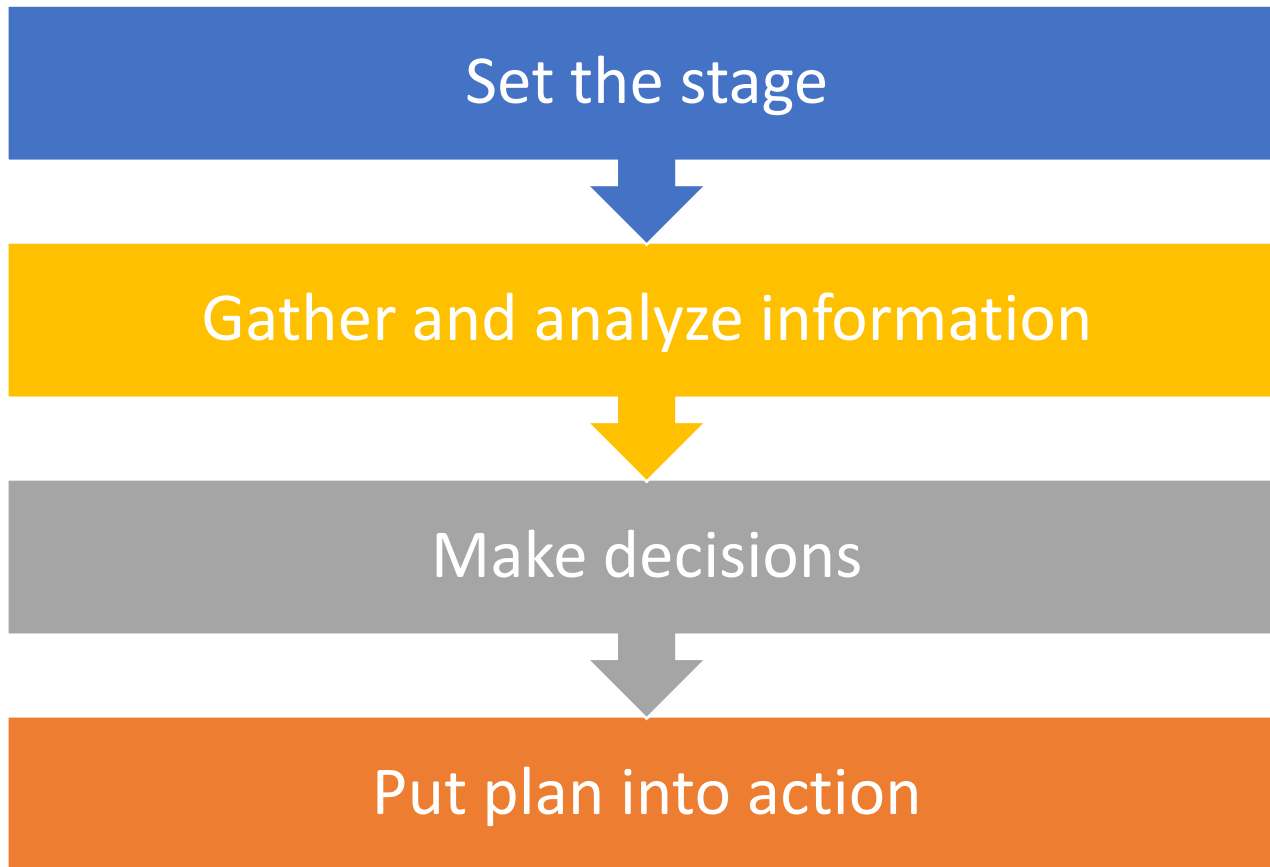
Zoo as an enterprise fund

Overview of Annual Zoo Financials based on a 3 yr historical average

Metro General Fund Transfer	\$ 11,800,000	33%
Oregon Zoo Foundation Support	2,700,000	8%
Zoo Generated Revenues	21,350,000	60%
	<hr/>	
	\$ 35,850,000	
Zoo Personnel Expenses	\$ 19,000,000	54%
Zoo Materials & Services	\$ 12,655,000	36%
Central Services Transfer to General Fund	3,600,000	10%
	<hr/>	
	\$ 35,255,000	
Zoo Operating Fund Surplus	<u><u>\$ 595,000</u></u>	

- As an enterprise fund, the zoo keeps any operations surplus and absorbs any deficits.
- Central Services Transfer is an allocated cost of the general fund for services provided to all the Metro Departments and includes legal, risk management, information systems, accounting and human resources.

Our planning process



Future projections

Current year

- Facing a revenue shortfall due to weather.
- However, thanks to careful management of spending and generous Foundation support, zoo staff are narrowing the budget gap for the current year and holding a stronger position going into FY18.

FY17 Attendance: 100,000 visitors generates approximately \$1.5M

Compared to the 3 year average. ↑ represents a 5,000 visitors increase and ↓ represents a 5,000 visitors decrease.

YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
↑↑↑	↑↑↑↑↑ ↑↑	↓↓	↑↑↑↑	↓	↑↑↑↑	↑↑↑↑	↓↓↓↓↓ ↓↓	↓↓↓	↓↓↓↓↓	↓	↑↑↑

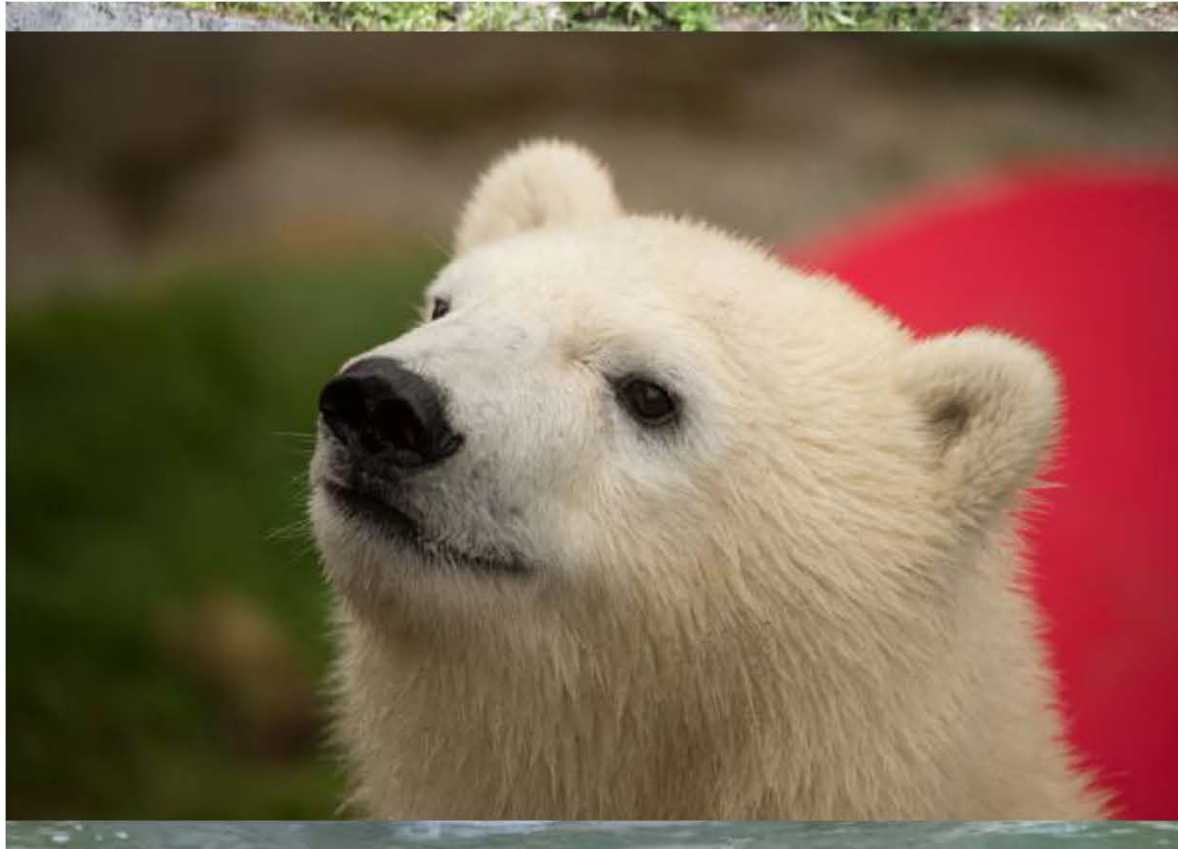
Future projections

Future fiscal years at a glance

- **FY18** expenses balanced to revenues
- **FY19** expenses are forecasted to exceed revenues by \$600K
- **FY20 and beyond** expenses are forecasted to exceed revenues by > \$1M

Action: Planning is underway to now to balance the FY19 budget

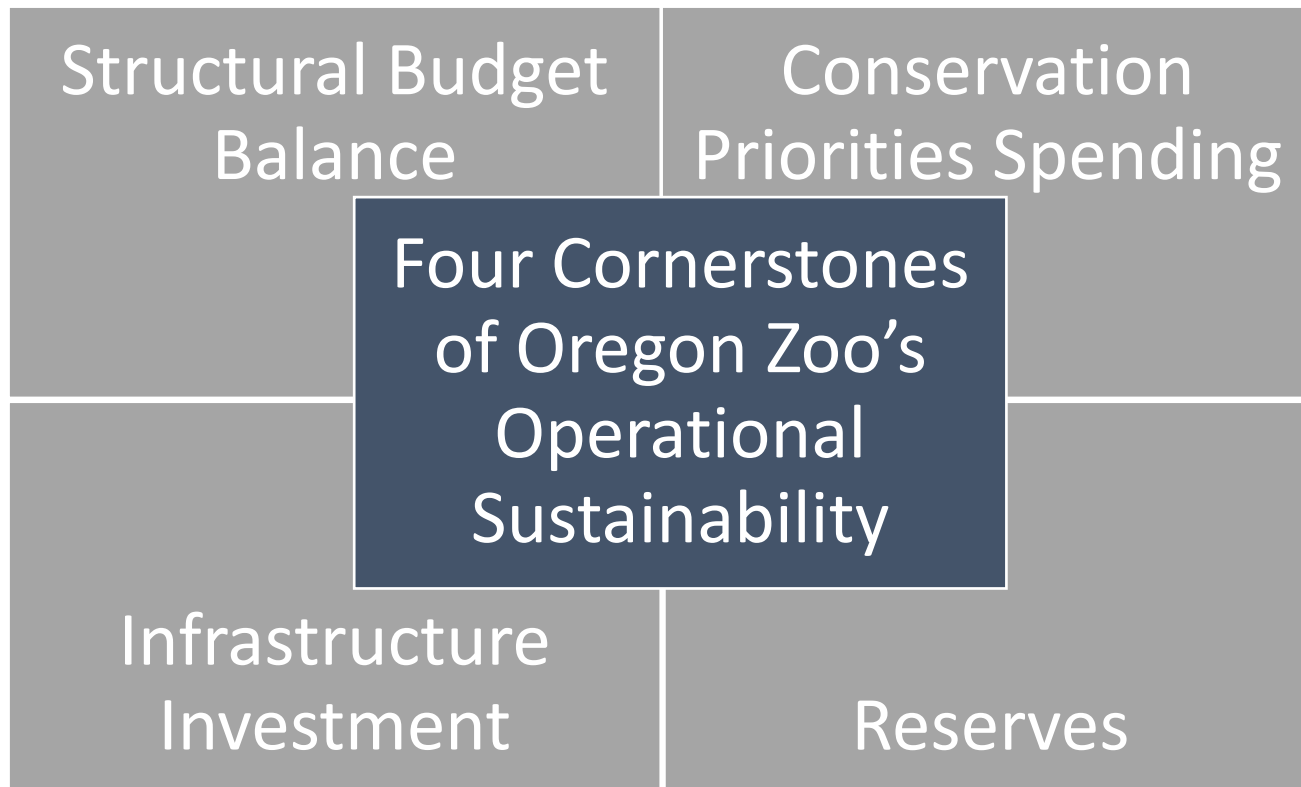
Deeper impact



Strategic initiatives

1. Integrated Conservation Action Plan (ICAP)
2. Financial sustainability
3. Employee engagement and audit response
4. Polar Passage, Primate Forest and rhino habitat design
5. Construction impacts on visitor experience
6. Summer (peak visitor season)
7. Washington Park Master Plan

Long-term financial plan



Long-term financial plan

Goals and measurable outcomes

GOAL 1: Recurring revenues cover recurring expenses

Measurable outcome: Balance FY19 budget.



GOAL 2: Choose percentage of budget for conservation spending target.

Measurable outcome: Define conservation spending and measure on regular report card.

Long-term financial plan

Goals and measurable outcomes

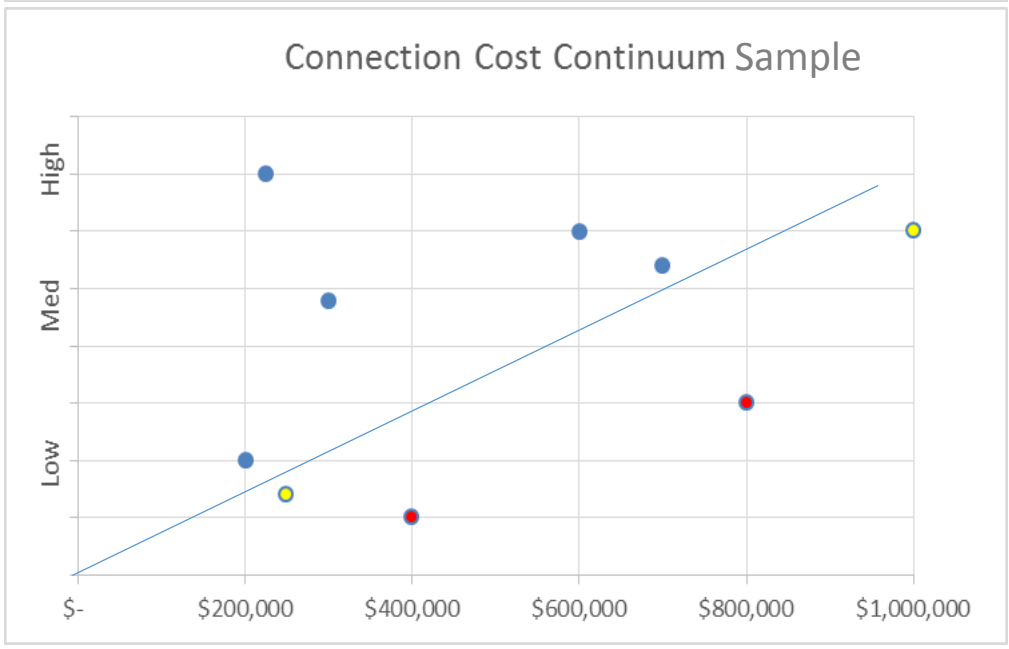
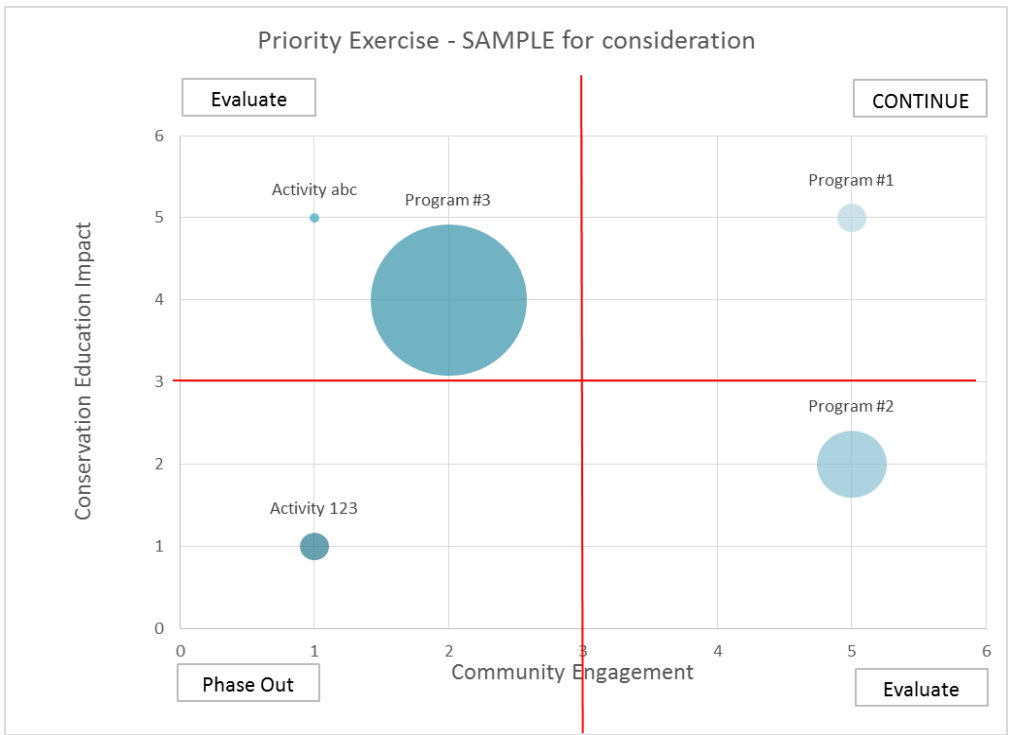
GOAL 3: Develop strategy to address deferred maintenance.

Measurable outcome: Determining funding gap and working to develop strategies to fill that gap.

GOAL 4: Build appropriate level of reserves to weather downturns in attendance and to absorb emergencies.

Measurable outcome: Create reserve policy for Zoo Operating Fund.

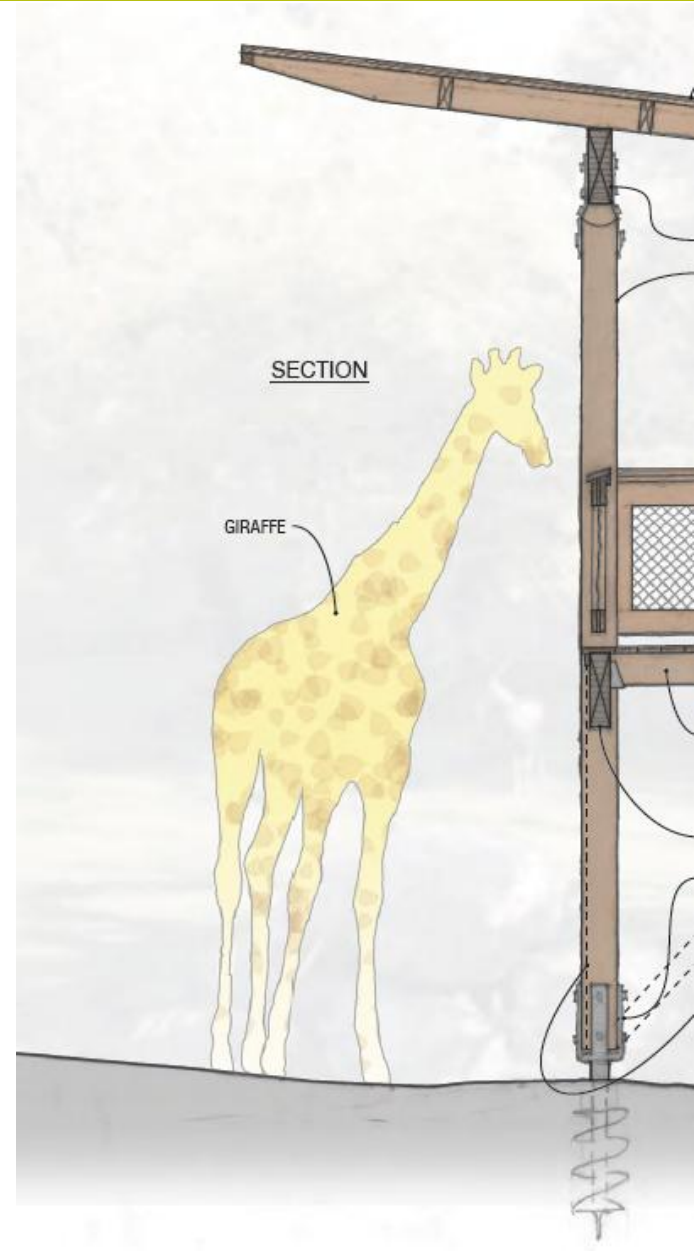
Program evaluation frameworks



***Disclaimer:
These are
samples to give
you an idea.
The numbers
and titles are
arbitrary.***

Resources

- **Growing existing** revenue channels (seasonal pricing, increased food per caps, collaborating funders)
- Creating **new revenue streams** (giraffe feeding, carousel, event spaces, grants)
- Hosted **revenue brainstorming workshop** with partners from Metro's other visitor venues (P5, Oregon Convention Center and Expo)
- **Partnership with OZF** (special program initiatives, capital projects, donor development, etc.)



Timeline

Communication & employee engagement

Set the stage (now)



Gather and analyze information
(now - June)



Make decisions (July - October)

★ Heavy investment of Exec Team's time for discussion internally and in collaboration with Metro & OZF



Put plan into action

(Preliminary plan in October with 5 year forecast. Final in January with FY19 Budget submission, ongoing assessment of goal achievement and targets)



Metro Council Involvement

Communication: Zoo financials presented on regular basis to Metro Council.

Support: Appreciate continued support of the zoo.

Next Steps

Questions/Comments?



Legislative Update

Metro Council Work Session
Tuesday, June 27, 2017
Metro Regional Center, Council Chamber

Materials following this page were distributed at the meeting.



Metro

600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

Metro Council President Tom Hughes

June 22, 2017

U.S. Army Corps of Engineers, Portland District
Attn: CENWP-PM-E/Kelly Janes
P.O. Box 2946
Portland, OR 97208-2946

Re: Willamette Falls Locks Integrated Disposition Study CENWP-PM-E-17-01

On behalf of Metro, the Portland area regional government, we are pleased to submit comments to the Corps of Engineers on the recently released Final Disposition Study for the Willamette Falls Locks. Metro was created by the voters of the region to address policy issues and deliver public services of metropolitan significance. The Willamette Falls Locks are a good example of a facility that benefits the entire region and a substantial portion of the State of Oregon.

We understand that the Corps of Engineers finds that the Willamette Falls Locks are no longer of sufficient national significance to justify continued investment by the Corps in ongoing operating and capital costs. As a result, the facility has been closed to marine traffic since 2011 because of life/safety concerns resulting from deterioration. Due to the lack of nationally significant benefit, it is the Corps' intent to permanently divest of the facility, preferably through a transfer to a state or local entity or through permanent decommissioning and closure and subsequent abandonment.

Overall, we support the fundamental direction the Corps is recommending: that is, to seek a transfer to a state or local entity. We believe the Locks should be repaired and returned to public service, which would allow them to provide benefits for many more years. We believe the Locks can provide benefits serving locally significant movement of cargo (thereby taking trucks off the region's congested highways), as well as serving the recreation and historic tourism markets and supporting culturally significant activities by the Native American Tribes. In fact, the Locks are an essential element of the newly created Willamette Falls State Heritage Area and the pending Willamette Falls National Heritage Area, which are intended to market the historical significance of the area as the early place of western settlement and industrial development. Metro has also been active in the Willamette Falls Legacy Project, which is working on redevelopment plans for the Blue Heron site on the Oregon City side of Willamette Falls. Repair and continued operation of the Locks would reinforce the viability of this site.

We are concerned, however, that the Corps is not proposing to repair the Locks to a good operating condition. Rather, the extent of repairs proposed in the Final Disposition Study is limited to issues that represent a long-term liability to the Corps. We urge the Corps to place a greater emphasis on successfully implementing a transfer to a state or local entity that enables the Locks to be repaired and returned to public service. With the minimal level of repair proposed by the Corps and the resulting high repair (estimated around \$8 million) and operating cost that would need to be borne by a transferee, we are doubtful a state or local

entity will be found that is willing to accept the facility. Furthermore, the Corps' minimal expenditure to restore the Locks helps to safeguard the Corps' intention to spend approximately \$500 million on upstream fish-habitat restoration efforts. For this reason, we recommend that the Corps commit to a greater share of the needed repairs and focus on assisting a new state or local entity in implementing the capabilities required to take on this new endeavor.

Thank you for your consideration.

Sincerely,

Metro Council President Tom Hughes
On behalf of the Metro Council



ECONOMIC PROSPERITY FOR ALL

Greater Portland 2020 is a five-year, comprehensive economic development strategy to put the region on a path to shared economic prosperity. Business, education and civic leaders are implementing the plan through results-oriented collaboration.

WHERE WE STAND | Economic Indicators

People

37.9%

Population 25+ with bachelor's degree or higher, 2015

Business

4.6%

Real GDP growth, 2015

Place

30%

Percent Cost of Living Index above national average

66.4%

Percent of jobs that are family sustaining, 2015

11%

Advanced industries' share of all jobs

6.4%

Percent of workforce commuting via public transit

19.8%

Poverty rate, people of color

4.1%

Growth in value of exports, 2008-2014

\$1,273

Annual congestion cost per auto commuter

Visit GreaterPortland2020.com for more data and peer rankings.

WHERE WE WANT TO BE | Desired outcomes

- Equal opportunities abound for quality jobs, education and housing
- Wealth is more evenly distributed
- Residents live in healthy and connected neighborhoods
- Businesses are thriving and investing in Greater Portland



HOW WE GET THERE | Diversity and equity

People

Equip residents to excel through sector-focused education and training while removing obstacles so people of color, diverse cultural backgrounds, and women can achieve leadership positions.

Business

Support creation and retention of middle and high-wage jobs by developing our regional assets, traded sectors, and innovation ecosystems. Promote global trade and in-bound investment.

Place

Commit to sustainable growth, invest in systems and infrastructure that connect people and jobs, and improve access to affordable housing and quality of life for all residents.

WHO IS LEADING | Greater Portland 2020 is steered by:

Greater Portland Inc

As the region's economic development organization, Greater Portland Inc represents a dynamic and innovative metro that spans two states and seven counties. GPI and its public and private-sector partners are committed to advancing job growth and investment. It functions as a convener for the plan, and facilitates cross-sector collaboration that is critical to the implementation of GP2020.

Greater Portland Economic Development District

Staffed by Greater Portland Inc, GPEDD is a 501c4 organization doing business as Greater Portland 2020. Comprised of Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington, GPEDD works with communities within the district to secure federal infrastructure funding through the U.S. Department of Commerce - Economic Development Administration.

FUNDED BY



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Portland General Electric



SKANSKA

[INTERWORKS]™

GPI Small City Consortium

PRODUCE ROW
PROPERTY MANAGEMENT



PARTNERS

Private Sector

Adelsheim Vineyard
Biamp Systems
Cambia
Cascade Web Development
Civic Innovation NW
Daimler
DHM Research
eROI
Interior Architects
InterWorks
JPMorgan Chase
John Southgate Consulting
Melvin Mark
Miller Nash Graham & Dunn
PacifiCorp
Portland General Electric
Produce Row Property Management
Prolifiq
Ruby Receptionists
ScaleUp Partners
Skanska
The Standard
Stoel Rives LLP
Townquared

Public Sector

Business Oregon
City of Beaverton
City of Gresham
City of Hillsboro
City of Tigard
City of Vancouver
Clackamas County
Metro
Port of Portland
Port of Vancouver
Portland Development Commission
Small City Consortium
Southwest Washington Regional Transportation Council
State of Oregon Regional Solutions
TriMet

Economic Development Organizations

Columbia River Economic Development Council
Greater Portland Inc

Higher Education

Clark College
Portland Community College
Portland State University
Oregon State University
University of Oregon
Washington State University-Vancouver

Workforce Development

Columbia-Willamette Workforce Collaborative

Chambers and Nonprofits

Hispanic Metropolitan Chamber
Partners in Diversity
Portland Business Alliance
Portland Leadership Foundation
Technology Association of Oregon
Travel Portland
United Way of the Columbia-Willamette

Federal Government

U.S. Export Assistance Center
Portland Economic Development Administration

CONTACT US

Greater Portland Inc
111 SW Columbia, #830
Portland, OR 97201
(503) 445-8065

Online: greaterportlandinc.com
greaterportland2020.com

Twitter: @GreaterPDX
@GreaterPDX2020

[Facebook.com/GreaterPortlandInc](https://www.facebook.com/GreaterPortlandInc)



GREATER PORTLAND INC
METRO COUNCIL WORK SESSION

June 27, 2017
@GreaterPDX

POSITIONING GREATER PORTLAND FOR

COMPETITIVENESS + PROSPERITY



501c6

Recruitment + Marketing



501c4

Convening + Strategy



501c3

Research + Collaboration

WHO WE ARE **70+** PUBLIC + PRIVATE SECTOR PARTNERS



WHO WE ARE

GREATER PORTLAND REGION

Portland-Vancouver MSA

- 2.4M population
- 2 states
- 7 counties
- 6 port districts
- 102 cities





WHAT WE DO

WE TELL GREATER PORTLAND'S STORY

We market and sell the region to companies thinking of expanding or relocating their business



WHY WE DO IT

CREATING OPPORTUNITY

THROUGH JOBS + INVESTMENT

If successful: we've helped companies land, creating opportunity for others through jobs and investment in our region



HOW WE DO IT

LINES OF BUSINESS / GPI SERVICES

- ▲ Prospect generation

Raising awareness of region as business location to decision makers

- ▲ Prospect management

Ensuring site-selection process is a seamless, professional experience

- ▲ Connectivity

Serving as a trusted convener and connector to multipliers

- ▲ Market research

Providing original, repurposed and applied research

- ▲ Community assistance

Furthering the aims of partner community and economic development objectives

WHAT GETS MEASURED GETS DONE

	2016 ACTUAL	2017 ANNUAL METRICS		
		THRESHOLD	TARGET	STRETCH
BUSINESS DEVELOPMENT				
Total Number of New Qualified Prospects*	53	30	33	36
Total Number of Jobs	437	360	400	440
Community Assists	52	48	53	58
MARKETING + COMMUNICATIONS				
Total Number of Marketing Recruitment Contacts	1,059	1,000	1,100	1,210
Total Earned Media Impressions	30.1M	8.3M	9.25M	10M
Social Media Marketing**	N/A	TBD	TBD	TBD
INVESTOR RELATIONS				
EDP Satisfaction with Economic & Business Development Services	80%	72%	80%	88%
Number of Prospective Investors**	N/A	60	66	73



2016 RESULTS

INVESTORS + GPI = ECONOMIC WEALTH

692

JOBS

Our 2016 work will result in a total impact of 437 direct and 255 indirect jobs to the region

\$37M

ANNUAL INCOME

2016 wins spurred \$23M of direct income translating to \$37M in annual income to the region

**EVERY DOLLAR OF
GPI'S OPERATING
BUDGET FOR 2016
YIELDED DIRECT
INCOME OF
\$14.57—A 55%
INCREASE OVER
2015 IMPACTS.**

OUR ROLE

Work at regional level to **deliver a coordinated economic development response to clients**

OUR GOAL

MAKE THE SITE-LOCATION PROCESS AS SEAMLESS + STREAMLINED AS POSSIBLE



Business Oregon
Choose Washington

GPI

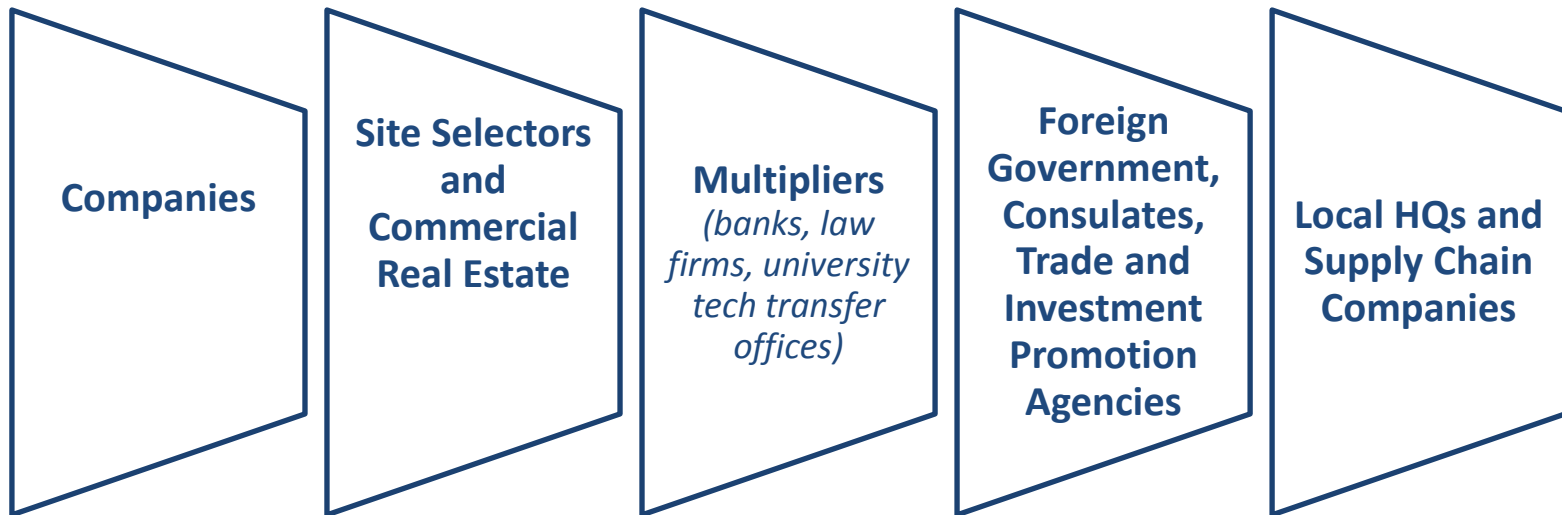
CREDC
Counties
Cities
Ports
Metro

BUSINESS DEVELOPMENT

LINES OF BUSINESS WE DEVELOP

Prospect Generation

Selling the region to companies considering relocation and/or expansion



BUSINESS DEVELOPMENT



BUSINESS DEVELOPMENT

TESTIMONIALS OF RECENT PROJECTS



Site selectors rely heavily on assistance from local/regional/state groups... GPI (along with the state)

helped carry the ball across the goal line, not block a kick... That can't be said earlier, as I couldn't begin to tell you how many projects Portland didn't see. The reason being - I couldn't recommend a market where my client (not just my organization) couldn't get supper in a timely matter. Speed kills deals. This deal wouldn't have happened as successfully without your support.

JEFF PAPPAS

Managing Director
E Smith Realty Partners, Dallas



BUSINESS DEVELOPMENT

TESTIMONIALS OF RECENT PROJECTS



In terms of feedback, as usual, you guys did a fantastic job. Every aspect was helpful, but the employer/

company meetings were particularly so and the profile/relevancy of the companies we met with was spot on.

TODD OHLANDT

Managing Principal
Cresa Consulting Group, Atlanta





BUSINESS DEVELOPMENT

WHO BENEFITS FROM OUR SERVICES?

Four customer bases

- ▲ Communities

Deliver prospects, manage them, provide connectivity, market research, and other community assistance

- ▲ Private-sector investors

Deliver on metrics, connectivity, market research

- ▲ Prospects

Deliver solutions, connectivity, research

- ▲ Consultants

Deliver the market

TELLING OUR STORY EVERYWHERE

24

SALES MISSIONS
(2014-YTD)



GLOBAL REACH

via BD, Marketing, Media

**USA, JAPAN, CANADA,
UK, IRELAND, CHINA,
SWEDEN, AUSTRALIA +**



TELLING OUR STORY TO DECISION MAKERS

1,000+

CORPORATE DECISION MAKERS
NATIONAL SITE-SELECTION CONSULTANTS
CORPORATE REAL ESTATE EXECs





REGIONAL COMPETITIVENESS

ECONOMIC DEVELOPMENT 3.0

In the new economy, winning regions compete on value.

- EMBRACE COMPLEX CHALLENGES
- REFINE OUR ECONOMIC DEVELOPMENT PRACTICE
- SEEK REGIONAL COLLABORATION FOR SCALABLE SOLUTIONS
- CULTIVATE TRANSFORMATIVE LEADERSHIP

GREATER PORTLAND 2020



ECONOMIC
GROWTH



DIVERSITY &
INCLUSION



EQUITY



**ECONOMIC
PROSPERITY
FOR ALL**

Focus on traded
sectors, value
added activities

Unemployed,
underemployed,
Communities of
Color

Capabilities,
opportunities for
upward mobility



GREATER
PORTLAND
20|20
Greater Portland Economic
Development District



THREE CORE STRATEGIES



PEOPLE

RECRUIT, DEVELOP, AND ADVANCE THE REGION'S TALENT



BUSINESS

GROW BUSINESS AND PIONEER INNOVATION



PLACE

IMPROVE INFRASTRUCTURE TO MEET THE NEEDS OF PEOPLE, BUSINESS, AND INNOVATION

GREATER PORTLAND 2020

CHAMPIONS

Public Sector
Industry
Economic Development
Higher Education
Workforce Development
Chambers
Nonprofits
Federal Govt

GP2020 PILLARS

PEOPLE

- Targeted inclusive training
- Career paths

BUSINESS

- BRE programs/Exports
- Business attraction /FDI
- Innovation

PLACE

- Industrial land readiness
- Reuse / redevelopment
- Innovation districts

OUTCOMES

Quality jobs

Better standard of living

More even distribution of wealth

Healthy, vibrant neighborhoods

ALIGNMENT WITH METRO

METRO'S DESIRED OUTCOMES

People live, work and play in vibrant communities where their everyday needs are easily accessible.

Current and future residents benefit from the region's sustained economic competitiveness and prosperity.

People have safe and reliable transportation choices that enhance their quality of life.

The region is a leader on climate change, on minimizing contributions to global warming.

Current and future generations enjoy clean air, clean water and healthy ecosystems.

Equity exists relative to the benefits and burdens of growth and change to the region's communities.

GP2020 OUTCOMES

Quality jobs

Better standard of living

More even distribution of wealth

Healthy, vibrant neighborhoods

ALIGNMENT WITH METRO

METRO	GP2020
Equity Strategy	PEOPLE: Diversity in Leadership, Regional Equity Charter
Greater Portland Global	BUSINESS: Greater Portland Global, Brookings Global Cities Initiative with JPMC
Economic Value Atlas	PLACE: Regional industrial lands supply, adaptive reuse strategy
Evaluation Framework (Dialogues in Action)	Evaluation Framework (Dialogues in Action)



CIVIC INNOVATION NW



The Columbia-Willamette Workforce Collaborative



JPMORGAN CHASE & Co.



Portland General Electric



DAIMLER



Daimler Trucks North America

PRODUCE ROW PROPERTY MANAGEMENT



QUESTIONS + THANK YOU



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503.445.8065