

2017

ANNUAL WORK PLAN

WHAT TO EXPECT IN THE FOLLOWING PAGES

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HOW TO READ THIS DOCUMENT

Each page details one of five GPI campaigns and its associated activities, key partners and key metrics. These activities outline GPI's body of work for the 2017 fiscal year.

KEY PARTNERS

Organizations, institutions and stakeholders that are critical to the activities listed within each campaign.

KEY METRICS

Performance indicators that help evaluate the success of GPI's activities. Annual performance metrics (p7) are reported monthly via GPI's Dashboard. Activities outlined in the work plan are intended to drive performance metrics.

DID YOU KNOW?

Interesting tidbits of information about GPI's efforts and activities.

LETTER FROM PRESIDENT + CEO

Dear Greater Portland Inc Investors and Partners:

In 2017, GPI will continue to place a strong emphasis on marketing and business development, with a steady eye on how to increase local and regional competitiveness by providing economic development expertise to our communities.

We are more clearly articulating our program areas as *Business Development, Marketing + Communications, Business + Market Research, and Investor Relations + Strategic Partnerships*. The last two years have seen greater effectiveness and efficiency in our program delivery, and GPI's team is committed to further optimization of our services in the next year.

The implementation of Greater Portland 2020 is underway, and several organizations across the region are upholding this comprehensive economic development strategy as the path forward to economic prosperity for all.

GPI's pipeline of prospective companies considering Greater Portland is at an all-time high, which assures me that we are satisfying an economic development need in the market for leadership, management and coordination of these opportunities.

We will focus on our performance and more frequently tell GPI's story to more prospective partners so we can broaden our base of supporters across the region. Simultaneously, we are excited to increase the opportunities for our existing investors to engage more directly in GPI's strategies and activities.

On behalf of the GPI team, thank you for your continued support of regional economic development. We are proud to work on behalf of our communities and private-sector investors to creating a more prosperous Greater Portland.

Sincerely,



Janet LaBar
GPI President + CEO

BUSINESS DEVELOPMENT

KEY METRICS

- Target a minimum of 30 new prospects.
- Execute a minimum of 12 sales missions.

DID YOU KNOW?

GPI implements a multi-channel sales approach to maximize business development opportunities.

Companies: those interested in expanding or relocating to Greater Portland.

Site Selectors: professionals who manage the site-selection process on behalf of companies.

Brokers: in-state and out-of-state brokers who represent companies in real estate transactions.

Multipliers: individuals connected to companies who assist in making decisions regarding relocation or expansion.

1

EXECUTE DOMESTIC BUSINESS RECRUITMENT STRATEGY.

- Augment role and reputation as region's go-to team for national site selectors by demonstrating market expertise and effective project management capabilities.
- Continue building local and national brokerage and multiplier networks. Position GPI as trusted partner for economic development projects.
- Pursue connections to companies and decision makers via market opportunities, industry events and through direct marketing.
- Leverage trade shows and events to showcase Greater Portland, identify leads and prospects and stay informed of current trends.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), Economic Development Professionals (EDPs), industry associations, workforce development partners, GPI board and investors

2

ACTIVATE REGIONAL EXPORT + FOREIGN DIRECT INVESTMENT PLAN.

- Build on federal resources through Select USA investment programs, events and networks.
- Evaluate and/or support contractor models at the state and/or regional level.
- Leverage country-specific resources and collaborate with partner organizations around marketing and media outreach to amplify awareness of Greater Portland.
- Identify and apply best practices from other Global Cities metros to build regional role in helping existing companies grow through export activity.

KEY PARTNERS

Federal agencies (US Commercial Service), state agencies (Business Oregon, Choose Washington), foreign consulates, foreign chambers and business associations, peer trade organizations, EDPs, GPI board and investors

MARKETING + COMMUNICATIONS

1

MARKET DIRECTLY TO COMPANIES + SITE SELECTORS.

- Create and send quarterly email marketing campaigns to qualified leads: c-level executives, site selectors and decision makers our business development team has met with during sales missions.
- Produce one to two videos that highlight the Greater Portland region, companies within GPI's target industries, and value proposition for direct marketing.
- Host two familiarization (FAM) tours for site selection consultants, company prospects and foreign direct investment (FDI) multipliers to showcase the region and its offerings, including large sites.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), EDPs, travel and tourism partner organizations, GPI board and investors

2

EXPAND GPI'S PR REACH LOCALLY, NATIONALLY + INTERNATIONALLY.

- Pitch one to two top-tier national media outlets. Possible pitch examples include: work GPI and our partners are doing, unique assets of the Greater Portland region or project wins that have occurred.
- Leverage partner/investor expertise and create co-authored bylines or op-eds.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), EDPs, travel and tourism partner organizations, foreign business organizations, GPI board and investors

3

LEVERAGE GPI'S WEBSITE + SOCIAL MEDIA.

- Enlist local social media consultant to advise on how to better utilize website keyword searches and maximize our social media advertisements. Create a content schedule for Twitter, Facebook, GPI's blog and LinkedIn.
- Ramp up social media and digital marketing strategies to have meaningful communication exchanges with company decision makers and national/international media.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), EDPs, travel and tourism partner organizations, foreign business

KEY METRICS

- Execute 2 regional FAM tours.
- Target minimum of 700 marketing recruitment contacts.
- Execute marketing in 1-2 FDI markets.
- National and international earned media placements.
- Website and social media analytics.

DID YOU KNOW?

GPI has six target industries:

1. Metals + Machinery
2. Computer + Electronics
3. Software + Media
4. Athletic + Outdoor
5. Clean Tech
6. Health Science + Tech

Top-tier national media includes *The New York Times*, *Washington Post*, *Wall Street Journal*, among others.

According to Gartner's 2016 Digital Marketing Channel survey, social media advertising is set to double within in the next year.

BUSINESS + MARKET RESEARCH

KEY METRICS

- Develop a regional market intelligence program.

DID YOU KNOW?

In the 2016 Area Development survey of Corporate Executives, availability of skilled labor is the most important factor in the location decision making process, not incentives.

1

BUILD A STRONG REPUTATION FOR MARKET EXPERTISE + PROFESSIONAL SERVICE.

- Systematize project management process in collaboration with cities and regional economic development partners.
- Maintain a repository of community assets and data to ensure that marketing materials and other key information are current and easily accessible.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), EDPs, Small City Consortium (SCC), Higher Ed Task Force, workforce development partners, GPI board and investors

2

SUPPORT REGIONAL COLLABORATION AROUND DEVELOPMENT OF INDUSTRY CLUSTERS WITH AN EMPHASIS ON EQUITY.

- Build a regional market intelligence program around two industry clusters. Develop a pilot program for data sharing and strategy development in collaboration with cities, cluster organizations and other existing efforts.
- Explore emerging growth clusters.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), EDPs, SCC, industry associations, workforce development partners, GPI board and investors

3

CONDUCT ECONOMIC RESEARCH + ANALYSIS TO MONITOR REGIONAL COMPETITIVENESS.

- Monitor policies that affect Oregon and Washington's business climate.
- Track competitiveness trends among national and international peer regions.

KEY PARTNERS

State agencies (Business Oregon, Choose Washington), EDPs, business organizations, GPI board and investors

INVESTOR RELATIONS + STRATEGIC ENGAGEMENT

1

CREATE + IMPLEMENT GPI AMBASSADOR PROGRAM.

The GPI Ambassador Program – featuring quarterly events and activities to foster learning about and advocacy for regional competitiveness – is designed to bring added value to investors by providing meaningful engagement opportunities, while also serving as an avenue for new investor recruitment.

- Establish Ambassador Advisory Committee with public and private sector leads to coordinate program launch and implementation.
- Develop three-year implementation plan with yearly recruitment goals.

KEY PARTNERS

GPI board and investors

2

CONVENE ADVISORY COMMITTEES + TASK FORCES THAT CONNECT TO GPI'S MISSION-CRITICAL ACTIVITIES + REGIONAL COMPETITIVENESS.

- Continue building on Higher Education Task Force by identifying and promoting research capabilities, workforce development and education competencies to establish the region as a smart investment choice.
- Identify potential for a committee comprising professionals from the commercial real estate industry to assist in identifying challenges to building and developing in Greater Portland, as well as working with local jurisdictions to improve processes that make the region more competitive.

KEY PARTNERS

GPI board and investors, EDPs

3

ENVISION + IMPLEMENT ENGAGEMENT EVENTS TO FURTHER THE MESSAGE OF REGIONAL COMPETITIVENESS + BOLSTER THE POSITION OF GPI.

SUCH EVENTS INCLUDE:

- Annual Economic Summit (Fall)
- Annual Open House (Spring)
- Best Practices Trips

KEY PARTNERS

GPI board and investors

KEY METRICS

- Year One Goal: 8 “certified” ambassadors.
- Add 1-2 new institutions to Higher Education Task Force.
- Increase overall attendance at GPI events by 10%-20% year over year (2016 events drew attendance of nearly 630).

DID YOU KNOW?

GPI investors have the opportunity to share their expertise through blog entries, events, work groups and task forces.

The GPI Ambassador Program will develop a regional network of supporters to champion economic development.

The Higher Ed Task Force brings together colleges and universities to market our greatest educational and research assets.

GREATER PORTLAND 2020

ABOUT GP2020

In 2015, GPI convened business, education and civic leaders to develop an action-oriented, five-year comprehensive economic development strategy. The result is the region's first economic growth plan - Greater Portland 2020 - built on the foundation of latest economic development thinking and that calls for economic prosperity for all across the region. The three core strategies of the plan promote people, business and place infrastructure to chart a course for sustainable economic growth, focused on tradable sectors and innovation, with an intentional approach to diversity and inclusion, and committed to equity.

KEY METRICS

- 5-10 target industry members participating in Greater Portland 2020.
- Alignment with partners (ie, number of MOUs secured).
- Minimum of \$85K (funds) raised from new/alternate sources to support Greater Portland 2020.

DID YOU KNOW?

48 organizations are currently working together to implement Greater Portland 2020.

1

CONTINUE TO PROVIDE OPERATIONAL STRUCTURE + SUPPORT TO GREATER PORTLAND 2020. BUILD MOMENTUM AROUND IMPLEMENTATION.

- Secure institutional alignment and support for Greater Portland 2020.
- Increase industry engagement in Greater Portland 2020.
- Build capacity for implementation through development of Greater Portland 2020 Fellows program.

KEY PARTNERS

GP2020 Council, Biamp Systems, Business Oregon, City of Beaverton, City of Gresham, City of Hillsboro, City of Tigard, City of Vancouver, Clackamas County, Clark College, Columbia River Economic Development Council, Hispanic Metropolitan Chamber, Melvin Mark, Metro, PacifiCorp, Partners in Diversity, Port of Portland, Port of Vancouver, Portland Business Alliance, Portland Community College, Portland Development Commission, Portland General Electric, Portland Public Schools, Portland State University, Prolifiq, Southwest Washington Workforce Development Council, State of Oregon, Technology Association of Oregon, TriMet, United Way of the Columbia-Willamette, University of Oregon, Washington State University Vancouver, Workforce Southwest Washington, Worksystems Inc

2

COMMUNICATE GREATER PORTLAND 2020.

- Develop and implement a communication plan.
- Update and maintain Greater Portland 2020 web site.

KEY PARTNERS

See above for partner list

2017 PERFORMANCE METRICS

	THRESHOLD	TARGET	STRETCH	2016 RESULTS
BUSINESS DEVELOPMENT				
Total Number of New Qualified Prospects <i>Number of new companies that have shortlisted the region since Jan 1, 2017</i>	30	33	36	53
Total Number of Jobs <i>Number of new jobs created resulting from GPI's assistance to companies</i>	360	400	440	437*
Community Assists <i>Number of instances that GPI has provided assistance (i.e. research/data analysis, market intelligence, requested help with company visits), to communities in support of their economic development or business retention/expansion efforts</i>	48	53	58	52
MARKETING + COMMUNICATIONS				
Total Number of Marketing Recruitment Contacts <i>Number of companies or individuals that GPI has made direct contact with through marketing</i>	1,000	1,100	1,210	1,059
Total Earned Media Impressions <i>Number of people who may have seen/heard an article in print, radio, podcast, tv or online news source</i>	8.3M	9.25M	10M	30.1M
Social Media Marketing (IN DRAFT)** <i>Measures of Likes, Reach and Engagement</i>	TBD	TBD	TBD	
INVESTOR RELATIONS				
EDP Satisfaction with Economic + Business Development Services <i>Level of satisfaction that local Economic Development Professionals have with GPI's services</i>	72%	80%	88%	80%
Number of Prospective Investors** <i>Number of new prospective investors identified since Jan 1, 2017</i>	60	66	73	

Activities outlined in GPI's 2017 work plan are intended to drive the above performance metrics.

*Does not include Project Swift

In 2017, GPI's dashboard of performance metrics will also include monitoring information such as some regional economic indicators, international prospects and projects/activities that can shift the Greater Portland's competitiveness.

** New metric in 2017

GPI ANNUAL BUDGET

In-kind investments have been excluded in this proposed budget analysis for the purpose of determining revenue requirements



Greater Portland Inc
 Profit (Loss) Statement
 2017 Budget vs. 2016 Actual

	(1)	(2)	(3)	(3)-(2)
	Actual	Budget	Budget	Increase
	12/31/16	12/31/16 YTD	12/31/17 YTD	(Decrease)
				\$ Variance
Revenue				
Member Investment Revenue	\$ 956,203	\$ 914,045	\$ 888,059	\$ (25,986)
New Investment Revenue	\$ 37,750	\$ 220,000	\$ 140,000	(80,000)
GP 2020 Funding	\$ 61,000			
Grant Revenue	160,000	175,000	160,000	(15,000)
Event Revenue	87,304	100,000	100,000	-
Sponsorships	21,462	45,000	0	(45,000)
In Kind	245,543	297,749	231,809	(65,940)
Bank Interest	426	1,165	480	(685)
Total Revenue	<u>1,569,688</u>	<u>1,752,959</u>	<u>1,520,348</u>	<u>(232,611) (a)</u>
Expenses				
Administrative Expenses	\$ 1,276,421	\$ 1,402,798	\$ 1,293,854	\$ (108,944) (b)
Programmatic Expenses				
Economic Development Campaigns				
Uniting Regionally To Compete Globally	168,132	\$ 186,500		\$ (186,500)
Choose Greater Portland	127,793	179,645		(179,645)
Stay and Grow	45,946	50,000		(50,000)
Business Development			54,600	54,600
Marketing and Communications			15,100	15,100
Business and Market Research			39,294	39,294
Investor Relations and Strategic Partnerships			107,500	107,500
GP2020			10,000	10,000
Total Programmatic Expenses	<u>341,871</u>	<u>416,145</u>	<u>226,494</u>	<u>(189,651) (c)</u>
Total Expenses	1,618,292	1,818,943	1,520,348	(298,595)
Net Ordinary Income (Loss)	<u>(48,604)</u>	<u>(65,984)</u>	<u>(0)</u>	<u>65,984</u>
Special Projects:				
OMIC Project Manager Project Funds (Advanced) Reimbursed	(18,000)		18,000	18,000
Large Site Study Restricted Funds Utilized			(58,818)	(58,818) (d)
Net Ordinary Income net of Special Projects	<u>\$ (66,604)</u>	<u>\$ (65,984)</u>	<u>\$ (40,818)</u>	<u>\$ 83,984</u>

(a) Reconciliation of Investment Income from 2016 Budget - 2017 Budget
 Decrease in US Bank Grant (15,000)
 Decrease in In-Kind, majority Delta Airlines and Oregonian (65,940)
 Decrease in new investment/sponsorships (125,000)
 2016 Investors Decrease in 2017 Investment (47,500)
 Prepaid 2017 Investments 35,000
 Increase in Attrition estimate (7% versus 5%) (13,936)
 Other (235)
 Total: \$ (232,611)

(b) Variance is a reduction of payroll related costs, savings in health and welfare insurance costs, in-kind travel and in-kind legal.

(c) Programmatic expenses have been renamed to better clarify 2017 activities. The decrease in budget reflects investment income available.



Greater Portland Inc
Statement of Cash Flows
2017 Annual Budget

	(1) Actual FY 12/31/16	(2) Budget FY 12/31/16	(3) Budget FY 12/31/17	(3)-(2) Increase (Decrease) Variance
Beginning Cash on Hand:				
Restricted Cash	\$ 68,812	\$ 68,812	\$ 58,818	\$ (9,994)
Operating Reserves	438,844	438,812	331,032	(107,780)
Total Beginning Cash on Hand	\$ 507,656	\$ 507,624	\$ 389,850	\$ (117,774)
Cash Receipts				
Member Investment Revenue	\$ 993,958	\$ 1,202,436	\$ 1,050,680	\$ (151,756) (a)
Grant Revenue	166,750	185,000	160,000	(25,000) (a)
GP 2020 Funding	55,000			
Event Revenue & Sponsorships	105,031	145,000	100,000	(45,000)
In-kind	239,489	297,749	231,809	(65,940) (b)
Bank Interest	426	1,165	480	(685)
Total Cash Receipts	\$ 1,560,653	\$ 1,831,350	\$ 1,542,969	\$ (288,381)
Cash Disbursements				
Administration	\$ 1,315,192	\$ 1,403,040	\$ 1,305,280	\$ (97,760) (c)
Economic Development Campaigns	337,132	416,145	226,494	(189,651) (b) (d)
Total Cash Disbursements	\$ 1,652,324	\$ 1,819,185	\$ 1,531,774	\$ (287,411)
Capital Expenditures	13,780	21,504	9,901	(11,603)
Total Cash Disbursements	\$ 1,666,104	\$ 1,840,689	\$ 1,541,675	\$ (299,014)
Large Site Study Funds Released From Restriction	9,994		58,818	
Large Site Study Funds Utilized			(58,818)	
Best Practices Funds Released From Restriction	5,645			
OMIC Project Manager Project Funds (Advanced) Reimbursed	(18,000)		18,000	
Net Cash Flow	\$ (107,812)	\$ (9,339)	\$ 19,294	\$ 10,633
Ending Unrestricted Cash	331,032	429,473	350,326	(79,147) (e)
Large Lot Funds	\$ (9,994)	\$ (17,142)	\$ (58,818)	\$ (41,676)
Ended Restricted Cash Large Lot Study	58,818	51,670	-	(51,670)

- (a) New member/sponsorships goal decreased by \$140k in 2017, US Bank decreased investment in 2016 by \$15k, assumed 7% attrition rate for 2017.
- (b) Discussions are still in progress with Oregonian and Delta Airlines and therefore are not included in 2017 budget.
- (c) Majority of savings from reduction of 2016 performance incentive and health and welfare insurance savings.
- (d) Reduced programmatic expenditures to reflect investment income budget.
- (e) Ending Unrestricted cash consists of three months of reserves.

GPI BOARD MEMBERS, INVESTORS + KEY PARTNERS

BOARD OFFICERS

Chairman of the Board

Jim Piro, Portland General Electric

Vice Chair, Private Sector

Wally Van Valkenburg, Stoel Rives

Vice Chair, Public Sector

Mayor Lou Ogden, City of Tualatin

Treasurer

Mike Bomar, Columbia River Economic Development Council

Secretary

Erin Flynn, Portland State University

Immediate Past Chair

Greg Ness, The Standard

CORNERSTONE (\$50K+)

Cambia Health Solutions *Mark Ganz*
City of Portland/Portland Development
Commission *Mayor Ted Wheeler*
JPMorgan Chase *Mike Hurley*
Melvin Mark Companies *Jim Mark*
Metro *Council President Tom Hughes*
Port of Portland *Bill Wyatt*

PLATINUM (\$25K+)

Alaska Air Group *Brad Lambert*
Bank of America *Roger Hinshaw*
City of Beaverton *Mayor Denny Doyle*
City of Gresham *Mayor Shane Bernis*
City of Hillsboro *Mayor Steve Callaway*
City of Vancouver *Mayor Tim Leavitt*
Clackamas County *Board of Commissioners*
Chair Jim Bernard
Columbia River Economic Development
Council *Mike Bomar*
Columbia-Willamette Workforce
Collaborative *Jeanne Bennett*
Delta Air Lines *Robert Bourrier*
KeyBank *Michelle Weisenbach*
Miller Nash Graham & Dunn
Dennis Rawlinson
Multnomah County
Commissioner Loretta Smith
NW Natural *David Anderson*
Oregon State University *Brian Wall*
Perkins & Co *Gary Reynolds* (Non-Voting)
Portland Business Alliance
Sandra McDonough
Portland General Electric *Jim Piro*
PricewaterhouseCoopers *Roger Mills*
Portland State University *Erin Flynn*
Portland Trail Blazers *Chris Oxley*
Produce Row Property Management
Randy Miller (At-Large)
Spirit Media *Bill Dolan*
Stoel Rives *Wally Van Valkenburg*
The Standard *Greg Ness*
Washington County *Chairman Andy Duyck*
Washington State University Vancouver
Chancellor Mel Netzhammer
Wells Fargo *Karen Vineyard*

GOLD (\$10K+)

CenturyLink
Clark College *Bob Knight*
Oregon Health & Science University
Port of Vancouver *Julianna Marler*
Portland Timbers
Skanska USA Building
US Bank

SILVER (\$5K+)

adidas
Chevron
Pacific Power
ZGF Architects

BRONZE (\$2.5K+)

AAA
Boeing
City of Roses Disposal & Recycling
Deacon Corp.
Hillsboro Hops
IA Interior Architects
InterWorks *Debbie Kitchin*
Mortenson
Sherwin Williams
Vancouver Energy

SMALL CITY CONSORTIUM

City of Canby
City of Cornelius
City of Estacada
City of Fairview
City of Forest Grove
City of Happy Valley
City of King City
City of Lake Oswego
City of Milwaukie
City of Oregon City
City of Sandy
City of Scappoose
City of Sherwood
City of Tigard
City of Troutdale
City of Tualatin *Mayor Lou Ogden*
City of West Linn
City of Wilsonville
Columbia County Economic Team
Port of Skamania
Skamania County Economic Development
Council

KEY PARTNERS

Association of Washington Business
Associated Oregon Industries / Oregon Business
Association
Business Oregon / Oregon Business
Development Department
Beaverton Chamber of Commerce
Choose Washington / Washington Department of
Commerce
Clackamas County Business Alliance
Clackamas County Tourism & Cultural Affairs
Columbia Corridor Association
Drive Oregon
East Metro Economic Alliance
Experience Washington
Gresham Chamber of Commerce
Hillsboro Chamber of Commerce
Impact Washington
Manufacturing 21
Northwest Environmental Business Council
Oregon Angel Fund
Oregon Bioscience Association
Oregon Built Environment & Sustainable
Technologies Center (Oregon BEST)
Oregon Business Council
Oregon Department of Employment
Oregon Entrepreneurs Network
Oregon Manufacturing Extension Partnership
Oregon Manufacturing Innovation Center
Oregon Nanoscience & Microtechnologies
Institute (ONAMI)
Oregon Sports Authority
Oregon State Chamber of Commerce
Oregon Story Board
Oregon Translational Research & Development
Institute (OTRADI)
Oregon Wave Energy Trust
Pacific Northwest Defense Coalition
Regional Solutions Team - Portland Metro
SOAR Oregon
Technology Association of Oregon
Travel Portland
Travel Oregon
Travel Yamhill Valley
Vancouver Chamber of Commerce
Visit Vancouver USA
Washington Employment Security Department
Westside Economic Alliance



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