2017
ANNUAL WORK PLAN
WHAT TO EXPECT IN THE FOLLOWING PAGES

1 Letter from President and CEO  
2 Business Development  
3 Marketing and Communications  
4 Business and Market Research  
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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.
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
**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

**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

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**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.
MARKETING + COMMUNICATIONS

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

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

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


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

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.
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

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

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.
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

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

DID YOU KNOW?
48 organizations are currently working together to implement Greater Portland 2020.
# 2017 Performance Metrics

**Business Development**

<table>
<thead>
<tr>
<th>Total Number of New Qualified Prospects</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new companies that have shortlisted the region since Jan 1, 2017</td>
<td>30</td>
<td>33</td>
<td>36</td>
<td>53</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Number of Jobs</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new jobs created resulting from GPI’s assistance to companies</td>
<td>360</td>
<td>400</td>
<td>440</td>
<td>437*</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Assists</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>48</td>
<td>53</td>
<td>58</td>
<td>52</td>
</tr>
</tbody>
</table>

**Marketing + Communications**

<table>
<thead>
<tr>
<th>Total Number of Marketing Recruitment Contacts</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of companies or individuals that GPI has made direct contact with through marketing</td>
<td>1,000</td>
<td>1,100</td>
<td>1,210</td>
<td>1,059</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Earned Media Impressions</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people who may have seen/heard an article in print, radio, podcast, tv or online news source</td>
<td>8.3M</td>
<td>9.25M</td>
<td>10M</td>
<td>30.1M</td>
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</table>

<table>
<thead>
<tr>
<th>Social Media Marketing (IN DRAFT)**</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures of Likes, Reach and Engagement</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**Investor Relations**

<table>
<thead>
<tr>
<th>EDP Satisfaction with Economic + Business Development Services</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of satisfaction that local Economic Development Professionals have with GPI’s services</td>
<td>72%</td>
<td>80%</td>
<td>88%</td>
<td>80%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Number of Prospective Investors**</th>
<th>Threshold</th>
<th>Target</th>
<th>Stretch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new prospective investors identified since Jan 1, 2017</td>
<td>60</td>
<td>66</td>
<td>73</td>
</tr>
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</table>

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

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

*Does not include Project Swift
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

<table>
<thead>
<tr>
<th></th>
<th>Actual 12/31/16</th>
<th>Budget 12/31/16 YTD</th>
<th>YTD 12/31/17</th>
<th>(3)-(2) Increase (Decrease) $ Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member Investment Revenue</td>
<td>$956,203</td>
<td>$914,045</td>
<td>$888,059</td>
<td>($25,986)</td>
</tr>
<tr>
<td>New Investment Revenue</td>
<td>$37,750</td>
<td>$220,000</td>
<td>$140,000</td>
<td>($80,000)</td>
</tr>
<tr>
<td>GP 2020 Funding</td>
<td>$61,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>$160,000</td>
<td>$175,000</td>
<td>$160,000</td>
<td>($15,000)</td>
</tr>
<tr>
<td>Event Revenue</td>
<td>$87,304</td>
<td>$100,000</td>
<td>$100,000</td>
<td></td>
</tr>
<tr>
<td>Sponsorships</td>
<td>$21,462</td>
<td>$45,000</td>
<td>0</td>
<td>($45,000)</td>
</tr>
<tr>
<td>In Kind</td>
<td>$245,543</td>
<td>$297,749</td>
<td>$231,809</td>
<td>($65,940)</td>
</tr>
<tr>
<td>Bank Interest</td>
<td>$426</td>
<td>$1,165</td>
<td>480</td>
<td>($685)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$1,569,688</td>
<td>$1,752,959</td>
<td>1,520,348</td>
<td>($232,611)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Expenses</td>
<td>$1,276,421</td>
<td>$1,402,798</td>
<td>$1,293,854</td>
<td>($108,944)</td>
</tr>
<tr>
<td><strong>Programmatic Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Development Campaigns</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Uniting Regionally To Compete Globally</td>
<td>$168,132</td>
<td>$186,500</td>
<td>($186,500)</td>
</tr>
<tr>
<td></td>
<td>Choose Greater Portland</td>
<td>$127,793</td>
<td>$179,645</td>
<td>($179,645)</td>
</tr>
<tr>
<td></td>
<td>Stay and Grow</td>
<td>$45,946</td>
<td>$50,000</td>
<td>($50,000)</td>
</tr>
<tr>
<td></td>
<td>Business Development</td>
<td></td>
<td>$54,600</td>
<td>$54,600</td>
</tr>
<tr>
<td></td>
<td>Marketing and Communications</td>
<td>$15,100</td>
<td>$15,100</td>
<td>$15,100</td>
</tr>
<tr>
<td></td>
<td>Business and Market Research</td>
<td>$39,294</td>
<td>$39,294</td>
<td>$39,294</td>
</tr>
<tr>
<td></td>
<td>Investor Relations and Strategic Partnerships</td>
<td>$107,500</td>
<td>$107,500</td>
<td>$107,500</td>
</tr>
<tr>
<td></td>
<td>GP2020</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>Total Programmatic Expenses</strong></td>
<td>$341,871</td>
<td>$416,145</td>
<td>$216,494</td>
<td>($199,651)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,618,292</td>
<td>$1,818,943</td>
<td>1,520,348</td>
<td>($298,595)</td>
</tr>
<tr>
<td><strong>Net Ordinary Income (Loss)</strong></td>
<td>($66,604)</td>
<td>($65,984)</td>
<td>($40,818)</td>
<td>$83,984</td>
</tr>
<tr>
<td><strong>Special Projects:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OMIC Project Manager Project Funds (Advanced) Reimbursed</td>
<td>($18,000)</td>
<td>$18,000</td>
<td>$18,000</td>
<td></td>
</tr>
<tr>
<td>Large Site Study Restricted Funds Utilized</td>
<td>($58,818)</td>
<td>($58,818)</td>
<td>($58,818)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Ordinary Income net of Special Projects</strong></td>
<td>($66,604)</td>
<td>($65,984)</td>
<td>($40,818)</td>
<td>$83,984</td>
</tr>
</tbody>
</table>

(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

<table>
<thead>
<tr>
<th></th>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
<th>(3)-(2)</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual FY 12/31/16</td>
<td>Budget FY 12/31/16</td>
<td>Budget FY 12/31/17</td>
<td>Variance</td>
<td></td>
</tr>
</tbody>
</table>

### Beginning Cash on Hand:

<table>
<thead>
<tr>
<th></th>
<th>$68,812</th>
<th>$68,812</th>
<th>$58,818</th>
<th>$9,994</th>
<th>($9,994)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted Cash</td>
<td>$68,812</td>
<td>$68,812</td>
<td>$58,818</td>
<td>$9,994</td>
<td>($9,994)</td>
</tr>
<tr>
<td>Operating Reserves</td>
<td>438,844</td>
<td>438,812</td>
<td>331,032</td>
<td>(107,780)</td>
<td>($107,780)</td>
</tr>
<tr>
<td><strong>Total Beginning Cash on Hand</strong></td>
<td><strong>$507,656</strong></td>
<td><strong>$507,624</strong></td>
<td><strong>$389,850</strong></td>
<td><strong>$117,774</strong></td>
<td><strong>($117,774)</strong></td>
</tr>
</tbody>
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### Cash Receipts

<table>
<thead>
<tr>
<th></th>
<th>$993,958</th>
<th>$1,202,436</th>
<th>$1,050,680</th>
<th>($151,756)</th>
<th>($151,756)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Investment Revenue</td>
<td>$993,958</td>
<td>$1,202,436</td>
<td>$1,050,680</td>
<td>($151,756)</td>
<td>($151,756)</td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>166,750</td>
<td>185,000</td>
<td>160,000</td>
<td>(25,000)</td>
<td>(25,000)</td>
</tr>
<tr>
<td>GP 2020 Funding</td>
<td>55,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event Revenue &amp; Sponsorships</td>
<td>105,031</td>
<td>145,000</td>
<td>100,000</td>
<td>(45,000)</td>
<td>(45,000)</td>
</tr>
<tr>
<td>In-kind</td>
<td>239,489</td>
<td>297,749</td>
<td>231,809</td>
<td>(65,940)</td>
<td>(65,940)</td>
</tr>
<tr>
<td>Bank Interest</td>
<td>426</td>
<td>1,165</td>
<td>480</td>
<td>(685)</td>
<td>(685)</td>
</tr>
<tr>
<td><strong>Total Cash Receipts</strong></td>
<td><strong>$1,560,653</strong></td>
<td><strong>$1,831,350</strong></td>
<td><strong>$1,542,969</strong></td>
<td><strong>($288,381)</strong></td>
<td><strong>($288,381)</strong></td>
</tr>
</tbody>
</table>

### Cash Disbursements

<table>
<thead>
<tr>
<th></th>
<th>$1,315,192</th>
<th>$1,403,040</th>
<th>$1,305,280</th>
<th>($97,760)</th>
<th>($97,760)</th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$1,315,192</td>
<td>$1,403,040</td>
<td>$1,305,280</td>
<td>($97,760)</td>
<td>($97,760)</td>
</tr>
<tr>
<td>Economic Development Campaigns</td>
<td>337,132</td>
<td>416,145</td>
<td>226,494</td>
<td>(189,651)</td>
<td>(189,651)</td>
</tr>
<tr>
<td><strong>Total Cash Disbursements</strong></td>
<td><strong>$1,652,324</strong></td>
<td><strong>$1,819,185</strong></td>
<td><strong>$1,531,774</strong></td>
<td><strong>($287,411)</strong></td>
<td><strong>($287,411)</strong></td>
</tr>
</tbody>
</table>

### Capital Expenditures

<table>
<thead>
<tr>
<th></th>
<th>$13,780</th>
<th>$21,504</th>
<th>$9,901</th>
<th>(11,603)</th>
<th>(11,603)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Capital Expenditures</strong></td>
<td><strong>$1,666,104</strong></td>
<td><strong>$1,840,689</strong></td>
<td><strong>$1,541,675</strong></td>
<td><strong>($299,014)</strong></td>
<td><strong>($299,014)</strong></td>
</tr>
</tbody>
</table>

### Net Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>($107,812)</th>
<th>($9,339)</th>
<th>$19,294</th>
<th>$10,633</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Cash Flow</strong></td>
<td>($107,812)</td>
<td>($9,339)</td>
<td>$19,294</td>
<td>$10,633</td>
<td></td>
</tr>
</tbody>
</table>

### Ending Unrestricted Cash

<table>
<thead>
<tr>
<th></th>
<th>$331,032</th>
<th>$429,473</th>
<th>$350,326</th>
<th>(79,147)</th>
<th>(79,147)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ending Unrestricted Cash</strong></td>
<td><strong>$331,032</strong></td>
<td><strong>$429,473</strong></td>
<td><strong>$350,326</strong></td>
<td><strong>(79,147)</strong></td>
<td><strong>(79,147)</strong></td>
</tr>
</tbody>
</table>

### Large Lot Funds

<table>
<thead>
<tr>
<th></th>
<th>($9,994)</th>
<th>($17,142)</th>
<th>($58,818)</th>
<th>($41,676)</th>
<th>($41,676)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ending Restricted Cash Large Lot Study</strong></td>
<td><strong>58,818</strong></td>
<td><strong>51,670</strong></td>
<td>-</td>
<td>($51,670)</td>
<td>($51,670)</td>
</tr>
</tbody>
</table>

(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

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Vice Chair, Private Sector
Wally Van Valkenburg, Stoel Rives
Vice Chair, Public Sector
Mayor Lou Ogden, City of Tualatin
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Mike Bomar, Columbia River Economic Development Council
Secretary
Erin Flynn, Portland State University
Immediate Past Chair
Greg Ness, The Standard

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City of Portland/Portland Development Commission  Mayor Ted Wheeler
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Port of Portland  Bill Wyatt

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Miller Nash Graham & Dunn  Dennis Rawlinson
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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
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Wells Fargo  Karen Vineyard

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CenturyLink
Clark College  President 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 Milwaukee
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

GPI Board Members are listed