



2015

ANNUAL WORK PLAN

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How to Read This Document

Each page details one of three GPI campaigns and its associated activities, key partners and key metrics. These activities outline GPI's body of work for the 2015 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.

Letter from the President & CEO

Dear Greater Portland Inc Stakeholders and Partners:

It is with great pleasure that I share the enclosed strategies and activities that GPI will pursue in our 2015 fiscal year. While our core strategies—Uniting Regionally to Compete Globally, Choose Greater Portland and Stay and Grow in Greater Portland—remain consistent as in years past, we have refined our approach in each of these areas and identified clear outcomes. It is time for GPI to move from planning to execution, and we are well positioned to do this. With an intentional focus on marketing the region to decision makers and diligently pursuing opportunities that lead to quality job creation and investment, GPI is ready to deliver real value to our communities.

We are creating a research and data analysis competency within GPI that will support our communities' economic development efforts and inform GPI's work with our cities and chamber partners in helping existing companies expand and export their goods and services. We are deploying a multi-channel sales approach in our recruitment missions, and repositioning our website to more clearly articulate our region's business case for growing companies.

GPI is driving the unprecedented process for Greater Portland 2020, the five-year comprehensive economic development plan for the two-state, multi-county region. With the collective guidance of local practitioners, elected officials, business and community leaders, we will transform our region's competitiveness for jobs and investment. Within the 2020 plan, GPI will stay focused on marketing the region and seeking out opportunities for job creation. But through the work and championing by key partners, Greater Portland will see a renewed commitment to building a strong economy for all our residents.

Resources to the organization have improved, yet there is still much work we have to do in growing our investor base and increasing existing investment. Our ability to implement our mission most effectively requires sustainable funding, sound fiscal management and a team of talented professionals. GPI is outfitted with terrific expertise and a solid commitment to advancing our region to its best. So we have the will, and we are creating the way to a path forward.

Thank you all for your continued support of GPI. I am proud to work on behalf of our communities and for Greater Portland.

Sincerely,



Janet LaBar
President and CEO
Greater Portland Inc

UNITING REGIONALLY TO COMPETE GLOBALLY

Build cross-border and cross-sector collaboration that leverages the region's assets, engages leadership and aligns efforts to compete in the global market.



KEY METRICS

Create and launch five
year plan

Send quarterly
newsletters, achieve
min open rate of 20%

Ensure 80%
satisfaction by EDPs
with GPI economic
and business
development services

Based on participant
survey, 85% extremely
satisfied, 15% satisfied

1. DEPLOY GREATER PORTLAND 2020

Work with a national economic development consultant to create a comprehensive five-year plan that will drive job creation and improve Greater Portland's competitive position. The economic development plan will also help the region to create a Comprehensive Economic Development Strategy (CEDS) for 2015-2020.

Explore possibility of leadership exchange visits with comparable regions to learn how success in their regional economic development plans was achieved.

Conduct community forums to generate interest, support and broader engagement for Greater Portland 2020.

Explore key focus areas within the 2020 plan that would benefit from GPI's partnership with the Brookings Institution and determine how to best leverage in implementation.

Align partners to champion the implementation of Greater Portland 2020 and conduct a resource development effort to deliver outcomes.

Key Partners: Market Street Services, GPI Board of Directors

2. SECURE FEDERAL FUNDING

Convene the Greater Portland Economic Development District (GPEDD) Board and Strategy Committee to oversee GPEDD work in relation to the 2020 plan.

Maintain and deepen partnership between GPEDD and the U.S. Department of Commerce Economic Development Administration, positioning the region for increased federal grant funding in 2015-16. Participate in Oregon and Washington Economic Development Districts.

Key Partners: U.S. Economic Development Administration

3. ENGAGE AND BROADEN THE INVESTOR BASE

Develop communications and engagement plan that informs and leverages GPI stakeholders and raises GPI's visibility and awareness among prospective investors.

Provide a forum for EDPs to learn best practices, share GPI updates, tour regional assets and identify trends in business retention, expansion and recruitment efforts.

Convene GPI board members and prospective investors around a dinner table for thoughtful dialogue about the region and current economic development initiatives. This is an opportunity to introduce key investor prospects to GPI's mission, work and relationship-building potential.

4. CONVENE THE REGION'S BUSINESS COMMUNITY

Use the Annual Summit to give visibility to GPI's work, the economy and forward-thinking economic development strategies.

CHOOSE GREATER PORTLAND

Create targeted awareness of the value proposition for the region as a place for business; grow the recruitment funnel to bring traded-sector expansion and relocation projects to the region



1. ALIGN RECRUITMENT EFFORTS WITH REGIONAL ASSETS

Respond to and manage inbound inquiries, coordinate regional response and research, and effectively utilize Executive Pulse database to inform recruitment efforts.

Conduct domestic and international outbound recruitment activities and proactively engage qualified company prospects that offer optimal growth opportunity and export potential.

Identify supply chain gap and export opportunities within computer and electronics.

Enhance sales-channel approach and integrate into Bay Area sales missions. Partner with Technology Association of Oregon to identify specific recruitment opportunities within tech industry; conduct international recruitment trips to Japan/Korea and UK/France and continue partnering with OSU to engage alumni in Bay Area.

Key Partners: Technology Association of Oregon, OregonBio, Team Oregon, Oregon State University, GPI Regional Recruitment Team, Portland Business Alliance, Choose Washington, Business Oregon

2. REACH DECISION MAKERS THROUGH DYNAMIC EXCHANGES

Host familiarization tours for location consultants, Foreign Direct Investment (FDI) agencies and company prospects to showcase the region and its offerings. Engage GPI investors in forum with location/investment experts.

Revamp GPI website with lead-generation tools and analytics that drive business recruitment and expansion activity.

Utilize digital marketing tools to promote the region and more directly target decision makers, and broaden the Greater PDX app for Android tablets

Develop individual community profiles to showcase specific assets and rollout with launch of new GPI website.

Leverage marketing expertise among partner organizations to maximize opportunities to tell the region's story and elevate Greater Portland's brand.

Launch a social media strategy that drives meaningful communication exchanges with company decision makers and positions GPI as the economic development authority for the region.

Build and expand marketing for Greater Portland's export and FDI work.

Key Partners: Business Oregon, Technology Association of Oregon, GPI Stakeholders

KEY METRICS

Target 15 new prospects and recruit min of 4 companies creating 200-400 jobs

Execute 4-6 sales missions

Meet with 25 local industrial/office brokers

Meet with 25 national site selectors

Execute 2-3 regional fam tours

Launch new, mobile website

Generate 210 recruitment contacts

Complete 100% of community profiles

Achieve 2 million impressions through earned media placements

Increase social media reach by 50%

STAY AND GROW IN GREATER PORTLAND

Develop tools and services that support local community partners in their ongoing efforts to retain and grow existing traded-sector companies in the region



KEY METRICS

Support local retention efforts and leverage information gathered from retention visits to top 50 regional employers

Establish Action Team to assist in driving public/ private sector solutions for issues identified through market intelligence

Compile regional HR contacts into executive pulse database to leverage for attraction and retention efforts

Create Greater Portland Impact and Metropolitan Comparative Operating Cost models

1. SUPPORT COMMUNITIES AND REGION'S COMPANIES IN EXPANDING NEW JOBS

Create a market intelligence program for the region's top 50 traded-sector firms that supports our communities and partners, raises awareness of workforce delivery successes and/or concerns, and uncovers opportunities for growth and expansion.

Work with Small Cities Consortium to assess economic development strategies that will improve competitiveness and readiness for projects looking to expand.

Provide business-case support for existing companies to stay and grow in region, including creating impact models, custom research and existing company case studies to promote regional economic competitiveness.

Create tools to arm communities with additional resources to execute recruitment and retention/ expansion efforts. The Greater Portland Impact model will enable communities to understand the economic and revenue impacts of attracting or retaining businesses. The Metropolitan Comparative Operating Cost model will provide communities with an understanding of the regional cost-competitive advantages or disadvantages. GPI will utilize each tool, which will be customizable to unique project specifications, and results can be used to develop value propositions and build business cases.

Explore ways to leverage GPI's project management platform (Executive Pulse) to seamlessly connect existing companies with workforce professionals and work boards to help facilitate matching of jobs and candidates

Assess business development, recruitment and expansion opportunities forthcoming from the Greater Portland 2020 plan and Global Trade and Investment Plan (GTIP).

Develop traded-sector industry profiles in support of large sites and GTIP, and identify supply chain gap opportunities for existing company outreach based on opportunities from supply chain studies.

Engage in press coordination for intra-regional retention projects.

Key Partners: Business Oregon, Technology Association of Oregon, Workforce Development Partners, GPI Stakeholders

2. DEVELOP GLOBAL TRADE AND INVESTMENT PLAN (GTIP)

Oversee implementation of five-year GTIP providing strategic direction to the Global Leaders and Global Work Team.

Work with a select group of key manufacturers to access new markets and provide market intelligence, product diversification information and business-to-business mentoring.

Increase the number of small and medium-size businesses exporting, including improved access to export services for SMEs through EDPs and train EDPs in exports and FDI.

Key Partners: Chambers of Commerce, Workforce Development Partners, Economic Development Professionals, GPI Stakeholders

GPI 2015 ANNUAL BUDGET

	(1)	(2)	(3)	(3)-(2)
	Actual	Budget	Budget	Increase
	12/31/14 YTD	12/31/14 YTD	12/31/15 YTD	(Decrease)
				\$ Variance
REVENUE				
Member Investment Revenue	\$ 1,043,000	\$ 1,124,500	\$ 974,392	\$ (150,108) (a)
New Member Revenue	\$ 89,250	\$ 75,000	\$ 180,000	105,000
Grant Revenue	150,000	150,000	200,000	50,000
New Grant Revenue	50,000	0	0	-
Event Revenue	90,391	100,000	100,000	-
Sponsorships	0		48,000	48,000
Special Projects	155,000	150,000	0	(150,000) (b)
In Kind	177,215	192,064	142,012	(50,052)
Bank Interest	1,309	900	1,165	265
Total Revenue	1,756,165	1,792,464	1,645,568	(146,896)
EXPENSES				
Administrative Expenses	\$ 1,238,797	\$ 1,224,324	\$ 1,343,881	\$ 119,557 (c)
Programmatic Expenses				
Economic Development Campaigns				
Uniting Regionally to Compete Globally	198,833	\$ 215,121	\$ 165,500	\$ (49,621) (d)
Choose Greater Portland	330,412	391,946	109,750	(282,196) (b),(f)
Stay and Grow	19,362	20,500	58,250	37,750 (f)
Total Programmatic Expenses	548,607	627,567	333,500	(294,067)
Charitable Contribution	109,618	113,373		(113,373) (e)
Total Expenses	\$ 1,897,022	\$ 1,965,264	\$ 1,677,381	\$ (287,883)
Net Ordinary Income (Loss)	\$ (140,857)	\$ (172,800)	\$ (31,813)	\$ 140,987

(a) Decreased Annual Member Investments from 2014 with an additional 5% attrition factor.

(b) 2014 budget included Large Lot Study project for \$150,000 and a PR campaign.

(c) Increase in 2015 of one FTE and taxes, benefits associated with FTE.

(d) Reflects Annual Summit Budget decrease of \$57,000 from 2014.

(e) One-time event in 2014 relating to WyEast Entity dissolving.

(f) In 2015, GPI is shifting dollars from Choose Greater Portland to Stay and Grow.

2015 ORGANIZATIONAL METRICS

- Target 15 new prospects and recruit min of 4 companies creating 200-400 jobs
- Generate 210 recruitment contacts
- Achieve 2 million impressions through earned media placements
- Support local retention efforts and leverage information gathered from retention visits to top 50 regional employers
- Ensure 80% satisfaction by EDPs with GPI economic and business development services

GPI BOARD MEMBERS, INVESTORS AND KEY PARTNERS

GPI Board Members

ACME Business Consulting
 Bank of America
 Cambia Health Solutions
 City of Beaverton
 City of Gresham
 City of Hillsboro
 City of Portland
 City of Vancouver
 Clackamas County
 Columbia-Willamette Regional Workforce Collaborative
 Columbia River Economic Development Council
 J.P. Morgan Chase
 KeyBank
 Kuni Automotive Group
 Melvin Mark Companies
 Metro
 Miller Nash
 Multnomah County
 NW Natural
 Oregonian Media Group
 Oregon State University
 Perkins & Co
 Portland Business Alliance
 Portland Development Commission
 Portland General Electric
 Portland State University
 Portland Trail Blazers / Rose Quarter
 Port of Portland
 Port of Vancouver
 PricewaterhouseCoopers
 Produce Row Property Mgmt Co
 Small Cities Consortium
 Stoel Rives
 The Standard
 US Bank
 Washington County
 Washington State University Vancouver
 Wells Fargo

Investors

AAA
 Adidas
 Biamp Systems
 Cascade Web Development
 CBRE
 CenturyLink
 Chevron
 City of Roses Disposal & Recycling
 Clark College
 K&L Gates
 Oregon Health & Science University
 Oregon Institute of Technology
 Pacific Power
 Pamplin Media Group
 Portland Timbers
 Prolifiq Software
 Skanska USA Construction
 Spirit Media
 TMT Development
 University of Portland
 Viewpoint Construction Software
 ZGF Architects

Key Partners

Business Oregon
 Choose Washington
 Clackamas County Business Alliance
 Columbia Corridor Association
 East Metro Economic Alliance
 Local Chambers of Commerce
 Manufacturing 21
 Oregon Bio
 Regional Solutions Team - Portland Metro
 Technology Association of Oregon
 Westside Economic Alliance



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