



GREATER PORTLAND 2020

Greater Portland Economic Development District // Comprehensive Economic Development Strategy
Development of this plan is funded by the United States Economic Development Administration

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ABOUT GREATER PORTLAND ECONOMIC DEVELOPMENT DISTRICT

The Greater Portland Economic Development District (GPEDD), staffed by Greater Portland Inc, is a 501(c)4, not-for-profit organization serving Clackamas, Multnomah and Washington counties in Oregon and Clark County in Washington. GPEDD is funded primarily through grants awarded by the U.S. Department of Commerce's Economic Development Administration (EDA).

GPEDD focuses on regional economic development in two critical areas. First, GPEDD leads the regular update to the Comprehensive Economic Development Strategy (CEDS)—a cornerstone of the U.S. EDA's programs defined as a strategy-driven plan for regional economic development. The CEDS is a prerequisite for designation by EDA as an Economic Development District (EDD). Second, GPEDD coordinates regional responses to U.S. federal government economic development grant opportunities, such as the Investing in Manufacturing Communities Partnership (IMCP) and the Jobs and Innovation Accelerator Challenge (JIAC) grants.

ACCOMPLISHMENTS

Pacific Northwest Manufacturing Partnership (PNMP)
PNMP was formed in response to IMCP, a federal initiative which aims to accelerate the resurgence of manufacturing in the United States and create a competitive climate for job creation and private investment. On July 8, 2015, a bi-state supra-region led by Business Oregon that includes Greater Portland received the designation of "Manufacturing Community" that gives the supra-region elevated consideration for \$1.3 billion in federal dollars and assistance from 13 cabinet departments and agencies. The strength and synergy of the PNMP is woven in our combined "manufacturing ecosystem". The PNMP region's historical strength in materials and metals forms the basis of the Advanced Materials Science for Advanced Manufacturing cluster.

PNMP's catalytic project component to the IMCP application is related to the commercialization of cross laminated timber (CLT) in the Northwest. CLT and associated advanced wood products manufacturing

technologies combine our region's traditional competitive advantage in softwood timber supply from Pacific Northwest forests with advanced material science.

The JIAC grants are a partnership between the U.S. Department of Commerce's EDA, U.S. Department of Labor's Employment and Training Administration, and the U.S. Small Business Administration, with the Innovations in Advanced Materials and Metals grant also including the U.S. Department of Commerce's National Institute of Standards and Technology and the U.S. Department of Energy.

JIAC Clean Tech Advance Initiative

In October 2011, the Greater Portland region was awarded \$2,150,000 in federal funds to accelerate innovation in clean technologies for the next three years, later extended. The Clean Tech Advance Initiative is a bi-state partnership under the leadership of the Portland Development Commission to support innovation and job creation in the Clean Tech and Advanced Manufacturing Industry Clusters.

JIAC Innovations in Advanced Materials and Metals

In October 2012, the Greater Portland region was awarded \$2,192,000 in federal funds to accelerate innovation in the advanced materials and metals industries for the next three years. The Innovations in Advanced Materials and Metals is a bi-state partnership under the leadership on the Columbia River Economic Development Commission to support advanced manufacturers that specialize in metals, machinery, computer and electronics, plastics, composites, polymers and other advanced materials.

¹ <http://www.eda.gov/ceds/files/CEDS-Content-Guidelines-full.pdf>

GREATER PORTLAND 2020 OVERVIEW

Greater Portland's business, education and civic leaders are collaborating to align economic priorities across the bi-state, multi-county region. For the first time, the region is coming together to develop an action-oriented, five-year comprehensive economic development strategy (CEDS) that builds on existing efforts and spotlights what's needed to achieve economic prosperity in Greater Portland.

Following is a summary of phases that have helped to shape the framework of the CEDS, which is also known as the Greater Portland 2020 plan. This research was guided by Atlanta-based economic development strategy firm, Market Street Services. Specific research relative to each phase is referenced throughout the following pages within each strategy. Data and information from these phases are included as an addendum to this document.

PHASE 1: COMPETITIVE BASELINE ASSESSMENT

The Competitive Baseline Assessment presented a detailed examination of the Greater Portland region's competitiveness as a place to live, work, visit and do business. Nine U.S. metros were selected to show not only those comparable to Greater Portland, but also which metros are ahead of or more competitive than the region, illustrating the strengths and weaknesses through a comparative data set. The Assessment leveraged a number of indicators through the use of benchmarking dashboards to outline the key strengths, weaknesses, opportunities and challenges facing the metro area. The Competitive Baseline Assessment was a starting point to lay the groundwork for the next research phases, stakeholder input, and strategic implications that directly informed the Greater Portland 2020 action agenda.

PHASE 2: REGIONAL TALENT REVIEW

Expanding on the findings and conclusions of the Competitive Baseline Assessment, the Regional Talent Review explored Greater Portland's current talent pool and examined its long-term capacity to drive job growth and prosperity in the region. This evaluation combined data, analysis, existing reports

and some stakeholder input to paint a clear picture of the Greater Portland region's talent standing. This report highlighted the younger and advancing workforce cohort's trends and dynamics in the context of many of the initial indicators from the Competitive Baseline Assessment, and its findings related to the region's occupational structure directly informed the Target Business Analysis phase of the process.

PHASE 3: TARGET BUSINESS ANALYSIS

The Target Business Analysis phase provided a more complete picture of the competitive realities surrounding the development of identified target industries around which Greater Portland Inc (GPI) and partners should focus their economic, talent and site development efforts. Greater Portland has a strong complement of homegrown corporations and exciting startup activity, but the conditions that build economic clusters and launch new ventures are not necessarily the same conditions that sustain and grow these diverse components of the regional economy. The goal of the Target Business Analysis was to ensure that metro leaders gain a better understanding of Greater Portland's strengths and potential areas of challenge in each sector, particularly as they relate to technology, innovation, educational and research development assets. A fundamental belief in the three legs of the economic development stool (retention, recruitment and entrepreneurship) drove the analysis.

REGIONAL STRENGTHS + ADVANTAGES

There are three factors that contribute to the advancement of Greater Portland's economy: **Workforce, Business Infrastructure** and **Quality of Life**. While there are clear strengths within each factor, there are also areas of opportunity to build upon that help to frame the strategies contained within the CEDS. The following findings are derived from the Phase I Competitive Baseline Assessment.

WORKFORCE

High Productivity

Greater Portland businesses benefit from high workforce productivity. Each of the region's workers, on average, generates \$195,143 in exports. Only San Jose (\$201,644 exports per worker) displayed higher productivity levels. Gross metropolitan product (GMP), a measure of total economic output, is the 3rd highest (\$169,209 GMP per worker) of Greater Portland's benchmark metros. Only tech hubs San Jose and Seattle boast higher productivity levels, but that gap is narrowing. In the last five years, Greater Portland (25.8 percent) experienced a larger GMP increase than both San Jose (16.7 percent) and Seattle (17.2 percent).

Talent In-migration

Over the last five years, Greater Portland added more than 110,000 new residents, a gain of five percent since 2008—growth that's on par with San Jose, San Diego and Salt Lake City. Despite moderate growth, the region remains a prime destination for domestic and international migrants. Total net migration between 2000 and 2013 represented 10.4 percent of the region's total 2013 population, the 4th-highest of all benchmark metros.

BUSINESS AND INFRASTRUCTURE

Air and Freight

Whether moving people by air or goods by sea, Greater Portland businesses can easily connect to global economic activity. From 2012-2013, Portland International air passenger departures per capita grew by 4.2 percent, the fastest of 10 benchmark

metro regions. Portland International Airport also demonstrates strong capacity to handle air cargo, moving 437 million pounds in 2013 alone. As a major infrastructure asset to export-oriented trade activity, the Port of Portland handles roughly 11 million tons of exports, 14th out of the 171 ports in the nation. In comparison, the Port moves only four million tons of imported products, the 42nd busiest out of 171 ports.

QUALITY OF LIFE

Livability

While hard to quantify, quality of life is notably the region's strongest asset, nationally and increasingly, globally. The in-migration of talent that Greater Portland is experiencing affirms the region's reputation for livability. A quality of life scan shows that transportation options, job density and civic engagement are high. There is an intricate link between Greater Portland's quality of life and its capacity to provide its businesses with a sustainable pipeline of workers.

REGIONAL CHALLENGES + AREAS OF OPPORTUNITY

Factors that challenge the region's present and future economic growth include **Innovation and Entrepreneurship**, **Equity** and **Cost of Living**.

INNOVATION AND ENTREPRENEURSHIP

Access to Capital

Companies in Oregon received just \$9.3 million in venture capital funding in 2013—0.02 percent of the nation's venture capital investment that year. At the same time, 35.5 percent of the state's total venture capital is generated in Oregon. In comparison, California reports a little over \$10 billion in venture capital activity (68.4 percent from in state), and Texas reports almost \$600 million of activity. Greater Portland has been proactive in filling venture needs through establishment of state- and locally-run venture capital funds to maximize the efficiency of capital used outside of more expensive innovation hubs like San Jose.

EQUITY

Lagging Economic Prosperity

Five-year changes in the region's household incomes show a reduction in the amount of middle-income households, and growth at the poles of the income scale. Between 2008 and 2013, the number of households with incomes of \$24,999 or less increased by 9.4 percent and the number of households earning more than \$100,000 annually rose 11.7 percent. Both of these growth rates far exceeded the increase in the total number of households in Greater Portland, which rose 5.6 percent during the five-year timeframe. This demonstrates a clear need to generate more opportunities for employment and advancement to give households at the low end of the income ladder an opportunity to move up.

COST OF LIVING

Affordability

Greater Portland's cost of living, ranging from annual congestion costs to housing and rental affordability are among the highest of all the 10 benchmark metros. In terms of rental affordability, more than half the region's residents pay 30 percent or more of their gross income on rent—a commonly used measure for housing affordability. With the U.S. cost of living indexed at 100, Greater Portland's cost of living index (121.7), a broad measure of a region's costs of goods and personal services, was well above the national average. While costs in California metros (San Jose and San Diego) were comparatively higher, it is important to note that both region's residents command higher wages and per-capita incomes.

WHERE IS GREATER PORTLAND NOW?

KEY RESEARCH AND INPUT FINDINGS

Market Street Services conducted three research phases, public surveys for input, and a close review of existing research that directly informed many of the objectives and actions of the Greater Portland 2020 strategy. These findings point to urgency for the region to accelerate positive momentum in Greater Portland's components of people, place and business and to address head-on the challenges and vulnerabilities that threaten to chip away at its current status. In order to improve Greater Portland's trends and assets, decisive, collaborative, regional action is necessary. The status quo will result in Greater Portland falling further behind.

At the onset of the Greater Portland 2020 research process, the general public and the Greater Portland 2020 Steering Committee were surveyed on their insights into the economic development climate of the region. They ranked lists of economic development activities on how effective or ineffective these tactics have been for Greater Portland.

This insight was important in understanding the regional context and economic development ecosystem in which the quantitative trends (examined in the research phases) play out. While some key parts of economic development are successful and well understood by the public and steering committee, much of the foundation of a sustainable, vibrant metro economy—the place for business to start and thrive—is on shaky ground. If those areas identified in the surveys as less successful do not improve, the competitive advantages and accomplishments in Greater Portland's startups, talent attraction and quality of life will not survive.

SURVEY RANKING OF ECONOMIC DEVELOPMENT ACTIVITIES

MOST SUCCESSFUL ECONOMIC DEVELOPMENT ACTIVITIES IN GREATER PORTLAND

1. Quality of life
2. Entrepreneurship and innovation
3. International exports and foreign direct investment
4. Existing business retention
5. Talent attraction and retention

LEAST SUCCESSFUL ECONOMIC DEVELOPMENT ACTIVITIES IN GREATER PORTLAND

1. Industrial site development
2. Competitive business climate
3. External marketing and communications
4. Infrastructure development (including transportation, utilities and technology)
5. Incentives and policy

WHERE IS GREATER PORTLAND NOW?

continued

COMPETITIVE BASELINE ASSESSMENT (Phase 1)

Greater Portland’s middle or low rankings on many of the indicators in the five areas examined—economic performance, workforce competitiveness, innovation and entrepreneurship, business environment and quality of life—pointed to a significant amount of growth that must continue to maintain quality of life, economic opportunities and advancement across the region’s businesses and workforce. The Competitive Baseline Assessment against nine other U.S. metros demonstrated that Greater Portland 2020 must have a spirit of urgency to slow or reverse some of the affordability, wage and unemployment trends that threaten the region’s prosperity.

- **Low wages and relatively low share of per-capita income driven by wages** are a major concern for the region’s economic prosperity. Greater Portland showed solid wage growth, but wages still lag competitor metros.
- Job growth has been coming from new establishments and seems to have the **strongest potential in businesses starting and expanding** in the region.
- **Bachelor’s degree attainment and growth, and the potential to raise attainment through educated young adults and in-migrants, lags** peer metros. In addition, the larger share of the workforce who may be aging into retirement in the coming decade poses a concern for workforce sustainability.
- Greater Portland **competes for talent, funding and enterprises against some of the most innovative startup and research hubs in the world.** The region boasts a stronger-than-average startup density and relatively large share of self-employed workers and employment in small firms. However, with lower earnings and income growth and venture capital for these enterprises, it is clear many of the region’s startups and entrepreneurs are bootstrapping, stretching lower revenues and investment dollars. On the positive side, stakeholders pointed to high capital efficiency among the region’s startups and second-stage firms.

- The region has a favorable business climate, especially relative to other West Coast metros. In addition, its infrastructure for the movement of people and goods is competitive. Notable is water availability for businesses and residents, which will be an increasingly critical location decision factor for talent and firms.
- Residents’ well-being—as measured in poverty rates, rates of uninsured, health outcomes and crime—is concerning. Greater Portland does not stack up to many peer metros on these well-being metrics. In addition, as residential growth expands in counties outside of the core while the central business district adds jobs, the already high cost of traffic congestion in Greater Portland could grow even more. A relatively high cost of living coupled with the region’s lagging wages and per-capita income are likely serious hindrances to economic advancement for many residents.

COMPETITOR METROS	
1. Austin, TX	6. Salt Lake City, UT
2. Denver, CO	7. San Diego, CA
3. Minneapolis, MN	8. San Jose, CA
4. Phoenix, AZ	9. Seattle, WA
5. Raleigh, NC	

Nine U.S. metros were selected to show not only those comparable to Greater Portland, but also which metros are ahead of or more competitive than the region, illustrating the strengths and weaknesses through a comparative data set.

WHERE IS GREATER PORTLAND NOW?

continued

REGIONAL TALENT REVIEW (Phase 2)

At its most fundamental level, economic development is about increasing prosperity for individuals through creating, retaining and attracting quality jobs. A prosperous regional economy depends on a talented workforce, and the region's ability to retain and advance those workers. Nationally, businesses have begun to value skilled workforce availability above all other factors (including cost of labor and business climate).

The Regional Talent Review focused on Greater Portland's existing workforce strengths and shortcomings, and its opportunities for future talent growth, leveraging numerous existing reports and strategies. These reports build off a few key themes echoed in Greater Portland 2020 stakeholder input: equity, wages and opportunities for workforce engagement and advancement.

Some of Greater Portland's fundamentals are strong, but the competition is fierce and the region has achieved only modest gains in prosperity relative to comparison metros. The current economy is leaving behind many of the region's residents. Greater Portland must proactively work to boost its economic prosperity in the form of more jobs, better jobs and opportunities for advancement for all of its residents.

- **Young, more educated, increasingly diverse talent—but not at the level of its competitor metros.** Greater Portland has enough younger residents to replace those who will retire in the next 20 years. However, other competitor metros have even more favorable age dynamics. In every age group, the U.S. is more racially and ethnically diverse than Greater Portland, but overall, the region is clearly becoming more diverse. Just over 35 percent of adults have a bachelor's degree or higher—a larger share than the U.S. but behind some competitor metros. Education attainment levels in most of Greater Portland's race and ethnic groups are slightly higher than national averages, but gaps persist between white adults and Black and Hispanic adults.
- Greater Portland's **workers between the ages of 25 to 34 are more likely to be employed in food service or other service jobs** and less likely to hold a business, finance or computer-related occupation than young workers in competitor metros like Denver and Seattle.
- Greater Portland is a significant net attractor of people, particularly from other places in the West—Los Angeles, San Diego, Las Vegas and Honolulu. That said, Greater Portland has experienced a net loss of population to Seattle and Austin. Greater Portland's **status as a major talent magnet is somewhat dependent on the economic opportunities it can provide to new residents.** In the two most recent economic downturns, Greater Portland's in-migration slowed down much more so than out-migration sped up.
- **New residents bring more education but less income.** In-migrants into Greater Portland tend to be young and highly educated, indicating that educational attainment levels in the region are likely to rise as more new residents move in. However, in-migrants to Greater Portland are also less wealthy prior to moving to the region than in-migrants into comparison metros.
- **Mismatch between quality of life and quality of economic opportunities threatens long-term competitiveness.** While many regions must address significant quality of life concerns before they can even begin to attract significant levels of outside talent, Greater Portland's attractiveness as a place to live is perhaps its main strength. At the same time, the region must focus on providing jobs and advancement opportunities to match its overall quality of place.
- **The sheer number of scattered K–12 districts (50 in total) hinder strategies to address systemic issues.** Quantitative data confirms that the performance of the area's largest public school systems runs the gamut, and data show significant equity issues. Complicating matters further, districts are divided between two state systems that have different sets of administrators, funding structures and legislative mandates.

WHERE IS GREATER PORTLAND NOW?

continued

- Despite the lack of a single powerhouse research university, there are **major opportunities ahead for higher education in the region**. Greater Portland has strong higher education assets but produces relatively fewer degrees than its comparison metros. The region also lacks one major research university, but Portland State University (PSU) and Washington State University-Vancouver (WSUV) are growing rapidly. In addition, Oregon State University (OSU) and University of Oregon (UO) are increasingly expanding their reach into Greater Portland. In terms of research, the Life Sciences Collaborative of Oregon Health & Science University (OHSU), PSU, and OSU unites resources and OHSU's Knight Cancer Center will build even more research capacity.
- **Competitive workforce skill sets support Greater Portland's legacy, established and emerging industry sectors**. The region has a several core workforce competencies, including significant corporate capacity, a strong concentration of management occupations, and a thriving base of "creative" talent. Software development, metal manufacturing, semiconductor manufacturing, and engineering talent are also concentrated in Greater Portland relative to other metros. The depth and breadth of these occupational skill sets are highly competitive. It should also be noted that Greater Portland's overall production occupational capacity is average relative to the U.S., but compared to similar metro areas, it stands out as a competitive advantage.
- **Low wages could hurt emerging and nascent tech sectors**. Greater Portland's wages in software development occupations are significantly below the national average and pay levels found in comparison metros. Wages are important in software development—this could impact the region's ability to attract talent. Greater Portland's tech workforce is also older than comparison metros and the U.S. average—the region will need to work harder just to keep pace with its tech firms' talent needs.
- **A call for coordination and amplified efforts is necessary**. There are a number of positive initiatives underway in Greater Portland that help connect individuals, the education pipeline and the region's businesses. However, according to input participants, the major shortcoming is a lack of coordination between these efforts, creating "silos." The big need is for the region to coordinate more of these activities around shared workforce goals that are strategic and regional. Competition in the economic development world has never been more intense, and many of the regions with which Greater Portland competes for talent have similar advantages and are pulling ahead in some key objective workforce measures. This highlights a clear need for the region to take action to boost the skills and competitiveness of its talent, thereby increasing its ability to create wealth and prosperity for all its citizens.

TARGET BUSINESS REVIEW (*Phase 3*)

Targeting is the practice of focusing limited resources on those business sectors—and the asset base that supports them—that have the greatest potential to support future job creation, business investment, and wage growth in Greater Portland. The Target Business Review proposes six targets, which evolve out of Greater Portland's existing four target industries.

Metal + Machinery

With heavy investments from Vigor, Schnitzer Steel, Columbia Steel and Daimler, the region's significant manufacturing base stands apart from other metros. It has historical skill sets that remain entrenched, and the workforce is relatively young. However, the comparatively high business cost structure in Oregon and Washington make recruiting a challenge for any prospects looking at locations beyond the West Coast. There are also few prepared large sites in the region, and despite the presence of Asia-facing ports, transportation infrastructure to support the movement of goods is a concern for firms in this sector. Many of the Metal & Machinery occupations in Greater Portland require only a high school diploma, but regional employers still point to needs in increased STEM and career-preparation training.

WHERE IS GREATER PORTLAND NOW?

continued

Computer + Electronics

Though global competition and uncertainty persist, this is a mature, highly productive and well-known cluster in Greater Portland. While semiconductor manufacturing (anchored by Intel) is the most recognized component of this sector, Greater Portland is also concentrated in computer and peripheral equipment and communications equipment. Crucial to the local economy, this industry has site, regulatory and workforce needs that are critical to these employers' continued investment. The production, talent and market expertise of this sector also have good implications for the growth of emerging fields like Clean Tech or Health Sciences & Technology.

Clean Tech

Propelled by Greater Portland's sustainable mindset and its capacity for innovation, Clean Tech specifically focuses on manufacturing and associated research and development efforts. Clean Tech increasingly aligns with export efforts as U.S. demand is lower overall, and the *We Build Green Cities* program is a promising initiative for exporting Greater Portland's clean tech strengths—especially in consulting. The sector connects to other target strengths like metals and electronics, and these production jobs have low barriers to entry for the workforce. One challenge to address is that Greater Portland's clean tech firms tend to be small, and the field is not ideal for angel investors.

Athletic & Outdoor

Built around homegrown Fortune 500 company Nike, this sector in Greater Portland has since evolved into the most concentrated cluster of these firms in the U.S. The region's beautiful natural setting is ideal as a place to attract talent, innovate products and reach consumer markets. The industry centers on designing products and managing the corporate operations of these companies more than manufacturing products. There are relatively few entry points for less-skilled and local workers. Athletic & Outdoor is a great attraction target for Greater Portland as firms continue to relocate to the region. A major opportunity for this sector is crossing over into the Health Science & Technology emerging area to make the region a leader for "wearable" medical devices and other health and wellness technology that harnesses the Internet of Things.

Software + Media

This sector builds on Greater Portland's reputation as a tech and innovation hub. The diversity of the sector and the products it creates are evident in the region's mix of companies—from Ascension Software (mobile app developer for the hospitality industry) to Elemental Technologies (multiscreen video solution) to Salesforce (cloud-based customer relationship management), Greater Portland has a wide range of homegrown enterprises and major operations of firms headquartered elsewhere. While the software development side of this cluster is established, the emerging field of digital media can help it diversify. These firms are often small and need assistance to scale, but the overlap of Software & Media with so many other target industries is promising. Two major potential threats to this cluster's long-term success in Greater Portland: ages and wages. The region's computer occupations workforce is much older than the U.S. average, and local wages significantly lag competitor metros.

Health Sciences + Technology

Unlike other targets, this is primarily an emerging area. The region's medical devices niche is small but well established. This sector primarily builds off the opportunity from the Knight Cancer Challenge, which could help stimulate additional biotechnology and health innovation in Greater Portland. As found in the Regional Talent Review, there is some life sciences occupational capacity in Greater Portland, but not compared to the true sector hubs, so recruiting outside talent will be an absolute must as this sector gains steam. Still, many lab tech jobs require a two-year degree or less, so with focused STEM training, this sector could connect less-skilled workers to emerging opportunities in Health Sciences & Technology. A special confluence of factors could make Greater Portland a world leader in "wearable" medical devices—factors like its Athletic & Outdoor product innovation, computer manufacturing capacity, and Software & Media firm diversity.

COMMUNITY OUTREACH

Consensus-driven community input was critical to developing this strategy, which includes a diverse mix of realities and needs within the region. To guarantee proper representation of the diverse region, a committee of 40 members serving the public's interests convened regularly over 10 months. Input occurred through Steering Committee meetings, Technical Advisory Committee meetings, Small City Consortium meetings, regional economic development professional roundtables and a public regional community survey. Meetings took place throughout the region in Hillsboro, Portland, Tualatin and Vancouver to accommodate meeting participants and gain firsthand experience of the unique needs expressed about the surrounding area. The community survey was announced in a press release, advertised in the *Portland Business Journal*, distributed to local chambers of commerce and GPI's network.

In total, 21 input and planning meetings took place consisting of eight Steering Committee meetings, nine Technical Advisory Committee meetings, four Small City Consortium meetings and three regional economic development professional roundtables. These meetings were designed around three phases: Competitive Baseline Assessment, Regional Talent review, and Target Business Review.

The Steering Committee included key members of the public and private sectors who, combined, reflect the interests and diversity of the region at large. Committee member characteristics included: business leaders and executives (large and small employers), elected officials, young professionals, civic leaders, technology entrepreneurs and start-up community leaders, education leaders (community college and four-year research postsecondary institutions), public sector representatives, leaders reflecting diverse constituencies, leaders reflecting diverse geographies within the district and leaders representing major economic development assets in the region.

The Technical Advisory Committee was comprised of 24 professionals that provided additional economic development perspectives as needed to inform the

process, review draft deliverables, and contribute input. The committee members consisted of community, economic, and workforce development practitioners from individual communities and organizations throughout the district.

The Small City Consortium is a group of small cities and public entities throughout the region that are represented by the city's mayor or economic development professional. This group provided key insights to their communities' issues and needs, as well as feedback on the development of the plan.

Economic development professional roundtables are meetings of economic development organizations, including cities, counties, economic development corporations, ports and utilities. This group provided key insights to their organizations' issues and needs, as well as feedback on the development of the plan.

PHASE 1: COMPETITIVE BASELINE ASSESSMENT

Phase 1 meetings occurred in September 2014 to assess the key strengths, weaknesses, and opportunities of Greater Portland's economic performance, workforce competitiveness, innovation and entrepreneurship, business environment and quality of life. The following four questions were asked of the meeting's attendees:

1. How do you define regional economic development?
2. What are Greater Portland's three greatest strengths, in terms of economic development?
3. What are Greater Portland's top three opportunities for economic development to further examine and develop in the next five years?
4. What are Greater Portland's three greatest weaknesses to overcome in order to remain economically competitive?

COMMUNITY OUTREACH

continued

PHASE 2: REGIONAL TALENT REVIEW

Phase 2 meetings occurred in October 2014 to explore the current talent pool and examine its long-term capacity to drive job growth and prosperity in the region. The following four questions rose in these meetings:

1. What do you see as Greater Portland's greatest talent advantage for businesses and job creation?
2. Which challenges are the most urgent to address regionally?
3. What big opportunities need to be addressed?
4. What efforts are in place to bridge the talent attraction/wealth creation divide in Greater Portland?
5. How should siloes among workforce development/education initiatives be overcome?

PHASE 3: TARGET BUSINESS ANALYSIS

Phase 3 meetings took place in December 2014 to examine the competitive realities within identified target industries around which GPI and partners should focus their economic, talent and site development efforts. Questions asked during these meetings were:

1. Where is Greater Portland's economy now in terms of job creation, wage growth, business success, economic advancement opportunities, and global and national competitiveness?
2. Where is the opportunity within the economy to build momentum?
3. Where are the weaknesses that would decline the status quo if something is not done about them?
4. What is the desired future for Greater Portland's economy?
5. What is success five years down the road?
6. What could be the region's boldest, most aspirational goal for economic development?
7. What are the biggest threats to getting there?
8. What are the biggest opportunities?

PUBLIC REGIONAL OVERVIEW

In addition to public meetings, a community survey captured the full spectrum of voices across the region and elicited responses aligned with the questions and discussions in the public meetings. Overall, 226 surveys were completed online and analyzed for trends and compelling content. The survey consisted of 45 multiple choice and open-ended questions, and below are a sample of questions.

Tell us about your connection or attachment to the Greater Portland region.

What, in your opinion, is the top action the Greater Portland region could initiate to improve its economy and drive job creation?

In your opinion, what industry faces the biggest challenges in the Greater Portland regional economy?

What do you think needs to be done to improve your school or school system?

Please list any degree programs not currently offered in the area that you feel should be added to local colleges' curricula.

Do you feel there will be job opportunities available to you (or your child) in Greater Portland upon graduation from high school, college, or university, or upon completion of military service?

What must the Greater Portland region do to attract and retain young and mid-career professionals? *(Examples could include efforts to increase nightlife/entertainment options, enhance networking/mentor opportunities, targeted job recruitment from regional colleges/universities, etc.)*

If you could make one recommendation for strengthening the effectiveness of your community's leadership (within the public or private sector), what would it be?

What do you feel is the greatest strength/weakness of the regional workforce?

In your opinion, what is Greater Portland's greatest strength?

In your opinion, what is Greater Portland's greatest weakness or challenge to overcome?

COMMUNITY OUTREACH

continued

RESPONDENT DEMOGRAPHICS

The survey asked a series of demographic questions, which allowed the analysis to consider demographic sub-groups of the 226 respondents. The following is a brief summary of respondent characteristics:

County Residence

- 51% in Multnomah
- 20.8% in Clark
- 11.1% in Clackamas
- 9.3% in Washington
- 3.1% Skamania
- 4.7% did not live in the region

Self-described Area

- 46% urban or central city
- 41.2% suburban, close to an urban area
- 8% rural
- 6.2% small town

Length of Residence (of those living within the region)

- 60.8% for 15 or more years
- 21.2% for 6-15 years
- 8.1% for 3-5 years
- 9.9% fewer than 3 years

Ethnicity

- 87.9% White
- 3.6% Black
- 1.3% Asian or Asian-American
- 0.9% American Indian
- 0.9% Hispanic
- 1.8% Other
- 3.6% preferred not to answer

Age Range (for respondents 25 and older)

- 30.1% ages 55+
- 36.7% ages 40-55
- 31.9% ages 25-39

1.3% respondents were age 24 or younger.

GREATER PORTLAND 2020 ACTION AGENDA

The goal of Greater Portland 2020 is **economic prosperity for all across the region**, which can be accomplished by aligning Greater Portland’s business, education and civic leaders.

Three core strategies frame Greater Portland 2020 and are guided by principles of **equity** and **advancement**:

PEOPLE - Talent development and recruitment

BUSINESS - Growing business and pioneering innovation

PLACE - Infrastructure that meets the needs of people, business and innovation

The Greater Portland 2020 Action Agenda is structured throughout with these components:

CORE STRATEGIES: Broader themes for Greater Portland 2020 which set the direction and urgency of the effort—People, Place, and Business.

OBJECTIVES: Purpose and case building behind the strategies and actions.

ACTIONS: Concrete tactics, tasks, or initiatives that outline the steps to attain each objective.

GREATER PORTLAND 2020

Goal

SHARED ECONOMIC PROSPERITY FOR ALL ACROSS GREATER PORTLAND

Core Strategies

PEOPLE

Talent Development and Recruitment

BUSINESS

Growing Business and Pioneering Innovation

PLACE

Infrastructure that Meets the Needs of People, Business, and Innovation

Guiding Principles

EQUITY + ADVANCEMENT

Lead Organizations to Implement

Portland State University, Columbia-Willamette Workforce Collaborative, Washington State University Vancouver, Portland Community College, Clark College, United Way, Portland Business Alliance, Columbia River Economic Development Council, industry

Greater Portland Inc, Columbia River Economic Development Council, state and local economic development partners, Portland State University, Washington State University Vancouver, Oregon Health and Science University, Oregon State University, University of Oregon, Portland Development Commission, Technology Association of Oregon, Oregon Innovation Council

Ports, Portland Business Alliance, Columbia River Economic Development Council, Metro, state and local economic development partners, utilities

CORE STRATEGY: PEOPLE

PEOPLE

The goal of this core strategy is to **recruit, develop and advance the region's talent.**

PRIORITIES

- Activate industry in training and education to advance career and technical education
- Own, practice, and perfect diversity
- Close the income gap in underrepresented, disadvantaged populations

WHAT WE'RE AIMING FOR

- A workforce fully prepared to advance Greater Portland's target sectors and innovative businesses
- Greater Portland is the best metro in which diverse talent thrives and where businesses are at the forefront of attracting, advancing and effectively engaging diverse talent
- Access to quality jobs through adequate infrastructure between affordable places to live and employment centers

LEAD ORGANIZATIONS

- Portland State University, Columbia-Willamette Workforce Collaborative, Washington State University Vancouver, Portland Community College, Clark College, United Way, Portland Business Alliance, Columbia River Economic Development Council, industry

OBJECTIVE 1

ALIGN WORKFORCE DEVELOPMENT CAPACITY, RESOURCES AND ENERGY

Alignment of the region's collective impact partners is already underway; however, since education and workforce development funding flows from local and state sources, full coordination between Oregon and Washington efforts may be challenging. Improved communication and coordination among workforce development organizations, education partners and companies will help further career technical education objectives.

ACTION 1.1

Advance Career Technical Education (CTE) by Activating Industry in Education

Business and industry groups must continue to commit to communicating with training and education providers along the spectrum of talent development. The states' and region's extensive science, technology, education and mathematics (STEM) initiatives are a great example of how seriously some major employers take preparing Greater Portland's future workforce to support their growth. In addition, as postsecondary institutions grow rapidly and improve their programs, this growth should be aligned with the expansion and success of business partners.

- Integrate emerging and established businesses with roles in these initiatives to ensure a balanced investment from private, public and non-profit sectors.
- Work with public school systems' achievement gap efforts, identifying how the business community and stakeholders can invest in and engage with initiatives to close gaps through mentoring, training and public school foundations.
- Form new skills panels as needed to support target sector development, and partner with relevant organizations to develop appropriate strategies based on the skills panels' findings.
- Build a flexible relationship structure for industry and higher education institutions. Develop input opportunities between universities and target cluster businesses to create clear career pathways within universities.

CORE STRATEGY: PEOPLE

continued

- Understand how and where nascent and emerging sectors (ie, *Health Sciences & Technology* and *Software & Media*) should incorporate career preparedness, skills training and other curricula.
- Work with higher education, community colleges and K-12 institutions to design and implement world-class career pathway programs focused on preparing students and workers for the increasingly technology-driven jobs of the future.
- Advance the current career pathway programs by developing standards and systems to be applied throughout the region.

OBJECTIVE 2

ATTRACT AND EMBRACE DIVERSE TALENT

Greater Portland is known as a place for talent, yet its workforce is not growing as quickly and is older than most of its competitor metros. In addition, the share of in-migrants bachelor's degree or higher—while higher than the national average—still falls behind new residents in high-performing peer metros. The region's communities of color and international populations, however, are growing quickly and pose an incredible opportunity to build the long-term sustainability, vibrancy, and competitiveness of Greater Portland's talent.

ACTION 2.1

Own, Practice and Perfect Diversity

As consumer markets open up and expand across the world, businesses have increasingly understood the value of embracing a diverse global workforce. Still, the practice of and investment in diverse talent development are major hurdles for many businesses to overcome. As Greater Portland's population grows and changes, and as business actively recruits talent from outside of the area, it is important that leadership structures represent the changing stakeholders of the region. There is an opportunity to maximize existing programs that develop the current and next generation of leaders, to also develop more diverse leadership in the public, private and non-profit spheres of influence in the region.

Greater Portland also falls behind some of its larger competitor metros like Seattle in international in-

migration, although 19 percent of the region's population growth between 2003 and 2013 came from new residents moving from outside of the U.S. With the integration of Greater Portland Global into GPI's business development efforts, the region will be better positioned to interact with talent from companies around the world. This is a prime opportunity for Greater Portland to embrace an approach for immigrant talent in industries with high demand.

- Draft a Greater Portland diversity and equity charter that defines the region's diversity values and intentional objectives to advance diverse, homegrown talent within target sectors and be the most welcoming global metro in the nation.
- Through Partners in Diversity and organizations with a diversity focus, gather best practices and innovative approaches to diverse talent attraction and leadership development from Greater Portland's businesses, non-profit organizations and public agencies and institutions, like Intel's Global Diversity Initiative and Clackamas County's Diversity, Equity and Inclusion program.
- Develop a "Next Generation Leadership" plan for the two-state region to tactically lay out an approach to advancing the types of voices and implementers that Greater Portland needs.
- Develop a plan to attract, embrace and advance global talent in target sectors.
- Develop an earned media campaign about Greater Portland's diverse talent and the commitment of employers to embrace and advance a dynamic, rapidly changing workforce base.
- Create a web presence to serve as the first stop for information for diverse talent to connect them with information about the region, schools, jobs (especially for trailing spouse) and civic or social groups.
- Outline pathways to employment for international talent in Greater Portland, and identify where gaps exist that need to be addressed through policy.

CORE STRATEGY: PEOPLE

continued

- Work with major employers in the region that sponsor international workers to ensure that new companies seeking to attract talent from outside of the U.S. are following best practices and federal and state guidelines.
- Identify ways to draw international talent to invest in Greater Portland as foreign direct investment grows and the region's international networks expand.
- Work with existing immigrant communities, resources, and employment hubs for immigrants to connect these efforts to a broader view of international investment in the region.

OBJECTIVE 3 FOSTER EQUITY AND ACCESS

One of the region's biggest opportunities for a healthier economy is to achieve equity in talent development, which requires the support and participation of many partners. As the Regional Talent Review uncovered, significant equity issues in the region's K-12 systems. Students of color and students from low-income households are struggling the most—and as incomes lag, housing costs increase, and the region diversifies, these achievement gaps and access to career opportunities could widen and spread out further across Greater Portland. The region cannot afford to let these students and workers fall further behind.

In addition, the region has expressed a commitment to equity and addressing Greater Portland's relatively lower—but growing—wages as jobs, wealth and investment increase during this period of post-recession growth. The Brookings Institution and other economic researchers have examined the trends of inequality and stagnant wages that are increasing in many of the nation's most vibrant metro economies. Greater Portland's time to address this dynamic is now, while there is urgency at the regional level and many local efforts to leverage.

ACTION 3.1

Close the Income Gap in Underrepresented, Disadvantaged Populations

Equity is often defined on a human capital scale, but businesses and other parts of the regional

economy also have a stake in equity. As the value of equity for business is articulated, the leaders in developing Greater Portland's homegrown talent must convene around a common definition and metrics for human capital equity. Equity is inherently a human concept so the main outcome of this coordination is to determine how equity will be measured and actionably advanced. Too many in Greater Portland's minority populations fall behind their white peers in educational attainment.

The region's diversity is also not reflected in many of the visible leadership roles. The region's education leaders must decide what equity means for each point on the talent development spectrum and ensure that they are all playing their part advance a common agenda.

The region's relatively low wages are a major concern for long-term economic prosperity. The Oregon Business Plan (OBP) has a goal to raise per-capita income (PCI) to above the national average by 2020. With 66.8 percent of Greater Portland's PCI driven by its relatively low wages, the region faces an uphill climb in meeting its share of the OBP goal. Supporting business and quality-of-life infrastructure, and attracting and retaining top talent depend on regional wage advancement. Yet, the lower cost of labor is a competitive advantage for employers. Regional economic development partners must understand how businesses view wages and create a plan to address accordingly—either market this as a strength to attract more business, or accept the results and implications of less-competitive wages.

- Implement public-private programs and practices to improve wages and incomes in underserved-communities due to hurdles to quality employment. These populations may include communities of color and people who do not speak English at home.
- Create and agree upon a set of regional equity indicators with support from the business case for equity. Utilize these indicators to track and report inequality's growth and decline across key communities of the regional population.

CORE STRATEGY: PEOPLE

continued

- Align with existing metrics across the region such as All Hands Raised, Portland Public Schools' Racial Educational Equity Policy and Milestones Framework, and City of Beaverton's Diversity, Equity and Inclusion Plan.
- Identify partners to actionably address negative or concerning trends. Create short-term task forces and work plans to dig into these issues and prioritize next steps for action.
- Through meetings with business leaders and other tools for gathering information, identify employers' barriers to and concerns with raising wages for workers.
- Focus specifically on target sectors with wages below peer metro's averages, like *Software & Media*, to determine if low wages are the result of a lower flow of capital to startups in the region or overall less competitive pay at larger firms.
- Ensure the connection between wages and regional economic development goals are clearly defined and articulated to support complementary outcomes.
- Support studies and analyses that examine disconnected workers, communities and other stakeholders in the region. Ensure that as research is conducted in Greater Portland on mobility and access, actionable strategies are developed and partners are activated to address these findings.
- Partner with bus, light rail and commuter rail transit services TriMet and C-TRAN to create or extend routes to efficiently connect disconnected workers to employment and training hubs.
- Work across state lines to update transportation planning and investments based on workforce commute flows and the movement of goods.
- Collect and share regional best practices of local economic development partners' improvements in neighborhoods, corridors and other place-based infrastructure that connect businesses to their workforce.

ACTION 3.1a

Build a Framework for Access to Economic Opportunities, and Identify/Eliminate Hurdles to Quality Employment

Partners must ensure that the region's residents have access to quality job opportunities. As the workforce shifts to find affordable housing, the network that connects these workers to jobs must also be modified. While options for transportation to and from jobs exist, these transit investments are not evenly distributed throughout the region, especially across state lines. Traffic congestion continues to be a costly burden for workers and businesses, and as housing gets less affordable, low- and middle-income workers will continue to be pushed into communities within the region that are farther from developed job hubs.

- Through input from businesses, workforce data, and community-pattern data, identify transportation gaps that limit worker mobility and access to jobs and workforce development resources.

CORE STRATEGY: BUSINESS

BUSINESS

The goal of this core strategy is to **grow business and pioneer innovation**.

PRIORITIES

- Implement regional approach to traded-sector industries; advance Greater Portland as the global leader in its legacy, established and emerging target sectors; and develop opportunities to grow and converge sectors
- Formalize a global marketing program for business recruitment and expansion, trade and investment
- Build out the region's innovation infrastructure to capitalize on Greater Portland's entrepreneurial ecosystem
- Develop a regional public-private higher education innovation network

WHAT WE'RE AIMING FOR

- Net-new jobs in the region's core traded-sector industries and new target sectors
- Diverse, sustainable range of successful firms in every community within the region
- Cross-cluster connections among targets to develop new opportunities for job creation
- Greater Portland is the best location for foreign direct investment
- Early- and second-stage firms have access to support that enables them to launch and expand
- Higher education institutions are a platform for new business creation and innovation

LEAD ORGANIZATIONS

- Greater Portland Inc, Columbia River Economic Development Council, state and local economic development partners, Portland State University, Washington State University Vancouver, Oregon Health and Science University, Oregon State University, University of Oregon, Portland Development Commission, Technology Association of Oregon, Oregon Innovation Council

OBJECTIVE 4

GROW AND RECRUIT BUSINESSES

Existing businesses are the nation's job creation engine—studies show that between 70 and 95 percent of the country's employment gains is attributable to the expansion of existing companies. For early-stage, mid-sized or high growth-potential firms to scale within the region, stakeholders identified needs for improved infrastructure and tech transfer capabilities, support for potentially emerging clusters, public-private research and development collaboration and unified, efficient communication to existing businesses.

Likewise, it is also important to look beyond the boundaries of the region for business growth. Greater Portland has compelling assets for business recruitment—including its position in a region with two state business climates—but operates in constraints that require strategic and realistic plans for business recruitment. A balanced approach to business expansion and recruitment is especially critical in order to support the growth and competitiveness of firms in the region's target industries, since their suppliers, workforce and infrastructure cross city limits, county boundaries, state lines and even oceans.

ACTION 4.1

Execute a Regional Approach to Industries

Cluster strategies build off the foundation of a robust, well-coordinated regional business retention and expansion (BRE) program and sophisticated, multi-dimensional marketing and recruitment program. The region's targets and clusters—*Metals & Machinery, Computer & Electronics, Clean Tech, Athletic & Outdoor, Software & Media, and Health Sciences & Technology*—all have different needs but many overlapping assets.

As the principal regional business recruitment and attraction organization for Greater Portland, GPI must lead communication with prospective and existing firms to ensure the region remains highly competitive for these dynamic sectors of the economy. GPI must also be nimble enough to attract burgeoning opportunities for the region that fall outside of the established portfolio of target sectors. GPI's role as

CORE STRATEGY: BUSINESS

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recruiter of and marketer to external businesses can be more effective with direct and regular relationships with firms and leaders in the industries on which it has built an investment attraction platform.

- Build industry expertise through in-depth research to understand projected growth, and evaluate and pursue opportunities that align with market strengths and advantages.
- Develop and implement industry and stage-specific strategies (nascent, emerging, established and legacy).
- Engage industry leaders and partners in further identifying local/global trends to support marketing, recruitment and expansion efforts. Strategies should include these key activities:
 1. Improve services to businesses and entrepreneurs.
 2. Build capacity to respond quickly to changing industry trends and new opportunities.
 3. Develop and align better networks to connect businesses within the clusters.
 4. Create better cross-cluster collaboration across industries.
- Establish a research and competitiveness resource for regional partners and policy makers tied to place-based assets and challenges for businesses.
- Inventory industries pursued by city and county economic development professionals to identify where local targets are part of the broader regional clusters and where they differ from the regional portfolio. Acknowledge that regional target pursuits should not undercut local efforts to pursue a different range of targets.

OBJECTIVE 5

EXPAND GLOBAL REACH AND INVESTMENT

Having launched Greater Portland Global (GPG)—the region’s global trade and investment plan—the opportunity exists to increase the region’s international standing and reputation as a place for

business investment and growth. GPG identified that while Greater Portland is the 23rd largest economy in the U.S., it is 50th in foreign direct investment (FDI) intensity. Greater Portland’s persistent external perception as a “Tier 2” metro means significant work must be done to elevate its image and brand among global decision makers.

ACTION 5.1

Make Greater Portland a Top Location for Global Investment and Trade

GPG identified that recent export growth is lagging. However, conditions for FDI are ideal due to dynamic clusters of economic activity, diverse place-based and higher education assets, name-brand firms and existing international ties from Greater Portland to key markets. Market assessments of Greater Portland have uncovered overlap between the region’s exports, FDI and innovation. Greater Portland is a smaller metro compared to other regions embarking on similar foreign investment plans, which makes it more nimble in implementation but also means some assets may not have as much capacity to leverage. GPI’s parallel roles in business attraction and keeper of GPG strategies are key for maximizing the region’s potential, recruiting investment and jobs from global markets, and coordinating myriad local, regional, state and federal partners.

- Use market prioritization findings to expand regional marketing activities and target foreign markets, industries and investors. In addition to stage-specific interventions, develop BRE and merger-and-acquisition strategies to apply to the continuum.
- Work with state/local partners and companies to coordinate global marketing and sales mission activities.
- Develop a regional economic development clearinghouse for data and analysis related to the region’s exports, FDI, supply chains, existing business trends, economic competitiveness, economic development equity and other research useful to local economic development professionals, prospective investors and location decision makers.

CORE STRATEGY: BUSINESS

continued

- Ensure economic development projects get extensive coverage in local media. Demonstrate how business investments strengthen quality of life, talent, access, equity and other priorities of Greater Portland's stakeholders.

OBJECTIVE 6 ADVANCE POLICY SOLUTIONS TO COMPETITIVE ISSUES

Greater Portland's distinct advantages for business and talent cannot be separated from the region's policy climate. The region's leaders must be responsible for advocating for policies that make the region competitive for sustainable, quality investments, while also aiming for the Greater Portland 2020 vision of economic prosperity across the region.

ACTION 6.1

Sharpen the Region's Competitiveness for Jobs and Investment from Target Sectors

Marketing Greater Portland, attracting business and investment, and working to expand existing companies cannot be effective if the business climate for traded-sector industries is uncompetitive. Without a strong product, business development efforts will fall short. GPI should influence conversations that inform policy relative to investment from target industries but not lead actual policymaking. This requires the ongoing leadership of many groups already engaged in this area to support a unified voice, alignment of goals and consensus actions that result from dialogue around economic development policy. From major tools like Oregon's Strategic Investment Program, enterprise zones and new market tax credits, to the city- and county-level regulations for businesses, Greater Portland has both significant advantages and challenges for which traded-sector businesses and regional economic development partners must take on a more vocal advocacy role.

- Examine gaps in advocacy on regional competitiveness and align efforts to more effectively relay the need for sound economic development programs.
- Develop an annual two-state economic development advocacy agenda.

- Through industry intelligence, site-selector insights and best practices from competitor markets, identify policy, programs, legislative and regulatory factors that encourage the growth of firms in the six target sectors.

OBJECTIVE 7 ADVANCE GREATER PORTLAND'S INNOVATION INFRASTRUCTURE

Over the past decade, the entrepreneurial ecosystem in Greater Portland has exploded with high-performing firms and new opportunities. Through more sophisticated opportunities for capital, an infusion of Bay Area-talent and money, advancement of universities into entrepreneurship and tech transfer, international visibility as a competitive location for startups and high-growth companies, and a cast of supporting organizations helping to create and scale new ventures, Greater Portland's innovation landscape has dramatically changed.

In addition to developing the future leaders and workers of the region, higher education institutions across Greater Portland must better align with each other and key traded sectors around entrepreneurship, licensing, technology transfer and commercialization as they build their own capacities in those areas. With investment from the Knight Cancer Center coming online, the region's ability to augment its higher education capabilities to create and leverage new products will be immense.

The role of the region's economic development leaders is to invest in this emerging infrastructure of innovation to maintain its momentum.

ACTION 7.1

Connect Entrepreneurial Support Initiatives and Networks

Greater Portland is home to a wide range of groups, programs and tools that support innovation and entrepreneurs, but efforts and outcomes need to better connect across the communities they serve while still maintaining the strategic purposes on which these programs were launched.

CORE STRATEGY: BUSINESS

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- Map and detail the range of incubators, accelerators, innovation zones, competitions, capital funds, networking and membership groups, and other efforts across the two-state region. Use this inventory to market the region as a destination for investment and capital.
- Convene these entities and groups to identify needs, where gaps exist and any urgent issues for the region's economic development professionals, industry leaders, public sector leaders and partners to act on.
- Ensure startup and second-stage firm information and input are captured in industry cluster research, BRE data and other intelligence that drives regional economic development priorities and business climate policy.

ACTION 7.2

Develop a Regional Public-Private Higher Education Innovation Network

With access to major employers and corporate innovators concentrated in Greater Portland, there are vast opportunities for corporate-sponsored innovation and more industry-university research collaboration.

The region is home to a number of pioneering university-led initiatives like the Portland State University (PSU) Business Accelerator. The Collaborative Life Sciences Building (Oregon Health & Science University, Oregon State University, and PSU) represents one type of cross-institutional collaboration, as does the partnership of Columbia River Economic Development Council, Clark College and Washington State University Vancouver around Vancouver's Innovation Partnership Zone. The entrepreneur development and business-facing programs of Greater Portland's universities and colleges could have an even farther-reaching impact on the innovation and new venture success of the region, if aligned and leveraged with each other and private industry.

While building better connections among institutions is critical, so is improving communication and an understanding among universities and industry. In a talent- and innovation-fueled regional economy like Greater Portland, the roles of both of these sectors cannot be understated.

- Work with partners like Business Oregon's innovation and entrepreneurship task force, Oregon InC innovation plan, local economic development plans and universities, to identify where industry and university players can partner directly in implementation.
- Identify local and national best practices in university-private sector innovation and commercialization that can be expanded in Greater Portland.
- Partner with community colleges and private universities and colleges to define their roles and strategies for advancing commercialization and industry engagement in innovation.
- Invest in and promote targeted initiatives, like the Northwest Collaboratory for Sustainable Manufacturing and Innovate Collaborate Oregon that bring together industry and universities around Greater Portland's target sectors.
- Work with partners to identify current nascent efforts to increase innovation between private sector and universities.
- Ensure these efforts to develop innovation partnerships among industry and businesses in the Greater Portland region are adequately resourced, staffed and have the capacity to get off the ground and meet the needs of their constituent institutions and businesses.

CORE STRATEGY: PLACE

PLACE

The goal of this core strategy is to **improve infrastructure to meet the needs of people, business and innovation.**

PRIORITIES

- Improve Greater Portland's transportation capabilities to mitigate congestion, enhance the positive impact of regional transit and augment freight movement
- Identify future needs for jobs-ready industrial and employment lands
- Address regional housing supply and affordability
- Plan for Greater Portland's economic resiliency

WHAT WE'RE AIMING FOR

- A coordinated portfolio of competitive offerings across the two-state metro in sites, access and cost for business investment and growth
- State and local policies that encourage investment from Greater Portland's high-value, traded-sector firms and industries
- Seamless movement of goods, people and ideas that enhance Greater Portland's global influence

LEAD ORGANIZATIONS

- Ports, Portland Business Alliance, Columbia River Economic Development Council, Metro, state and local economic development partners, utilities

OBJECTIVE 8

ACCELERATE SITE AND INFRASTRUCTURE OPPORTUNITIES

As the low-cost labor and land in other parts of the U.S. become increasingly imbalanced with the disadvantages of less-educated workforces and under-invested infrastructure in those regions, Greater Portland's assets in human capital and infrastructure will be even more critical for business growth. However, the region has distinct challenges that must be addressed to provide the type of place where businesses can expect to invest for the long term.

ACTION 8.1

Improve Greater Portland's Transportation Capabilities

Greater Portland's seaports and waterways, international airport, Class I rail, air and port cargo capacity, intermodal terminals, utility networks and interstates and highways facilitate the flow of commerce and wealth through the region. According to the Competitive Baseline Assessment, they are vital to the competitiveness of the regional business climate. However, Greater Portland is facing increasing road congestion, which threatens to chip away at the region's advantages for trade and mobility.

- Starting with the 2014 Cost of Congestion data, identify key points of congestion impacting freight and employee movement in the region.
- Develop plans for mitigating congestion from and augmenting freight activity for international trade.
- Prioritize regional investments, actions and locations that provide the most significant near-term impacts.
- Launch a bi-state coordination committee that includes public- and private-sector participation to address transportation issues across state lines. Identify regional priorities based on research, data and greatest return on investment.
- Generate ongoing advocacy for stable transportation funding for the Washington and Oregon region.

CORE STRATEGY: PLACE

continued

- Secure the regional transportation plan priorities in the tri-county Metro and Clark County regional transportation plans.

ACTION 8.2

Identify Future Needs for Jobs-ready Industrial and Employment Lands

Sites and buildings are at the critical convergence of the region's infrastructure assets. While much are constrained in the short-term by an urban growth boundary, Greater Portland still has a number of greenfield and brownfield sites that offer opportunities for local, national and foreign direct investment. As demand for office space increases (and as the cost for Class A and industrial space climbs), the region must ensure that permitting and responsiveness to development needs are keeping pace with the growth of business. Still, Greater Portland retains competitive advantages as the costs of industrial electricity and real estate, as well as the availability of water are all highly competitive relative to other West Coast metros.

- Implement the existing work of the Regional Industrial Site Readiness, Lands for Jobs and Regional Large Site Industrial Recruitment Strategy.
- Develop protocols to keep site data updated to share with prospects, key partners in business development and local economic development professionals.
- Maintain an up-to-date inventory of the region's brownfield sites and their development needs to market through GPG initiatives with prospective foreign investors.
- Develop a regional inventory of permitting and site development best practices to assist local governments in adopting and transitioning to responsive, streamlined, timely and efficient permitting protocols for businesses. Develop regional best practices for jurisdictions to provide business incentives and develop prepared sites.
- Identify and pursue projects that leverage Greater Portland's freight infrastructure through ports, airports and rail for international trade over the long term.

- Continue to study and market the advantages of Greater Portland's access to water.
- Pursue opportunities to increase competitive fiber capacity and connectivity throughout the region.

ACTION 8.3

Address the Regional Housing

Supply and Affordability

Greater Portland's cost of living seems low compared to other West Coast metros, but when accounting for the lower wages of the region's workers and the constrained developable land, it is clear that workforce housing will increasingly be an issue, not only for individuals and families but also for businesses that need to attract and retain a skilled workforce. The region's high cost of living coupled with lagging wages and per-capita income are likely serious hindrances to economic advancement for many workers.

- Develop a region-wide housing plan.
- Ensure an adequate supply of workforce housing that is both affordable for middle-income workers and accessible from middle-income job sites.
- Create a plan that also addresses the regional availability of affordable housing for low-income workers.

ACTION 8.4

Plan for Greater Portland's Economic Resiliency

The departure of Hanjin and Hapag-Lloyd from the Port of Portland container cargo shipping and the resignation of Oregon's Governor show how quickly a chain of events can impact a significant share of the region's businesses or negatively skew the image of Greater Portland. More globally, natural or economic disasters in Greater Portland's priority markets like Japan and Germany could also wreak havoc on the regional economy. Greater Portland's larger global presence also makes it more exposed to cycles of international markets and disasters that happen far from the Pacific Northwest. While embracing the opportunities of global trade and increased FDI, it is also important to prepare for these unexpected catastrophes that can send shockwaves through Greater Portland's businesses.

CORE STRATEGY: PLACE

continued

- Develop the regional capacity to deploy support, make quick decisions and chart a new path in the face of major vulnerabilities to the regional economy.
- Through BRE and GPG intelligence, identify regional businesses' primary international and domestic markets, major infrastructure resources and other information so in the face of internal/ external disaster, firms can be quickly contacted for support and assistance in developing alternatives and accessing capital.
- Gather emergency preparedness plans for Greater Portland's communities, counties, Metro and major assets (like Port of Portland and Port of Vancouver), and aggregate the response to businesses at the regional level.
- Through existing business data gathered at the local level, identify barriers to businesses' adoption of disaster preparedness plans and protocols.
- Work with state and local officials to develop mitigation, preparedness, financial, response and outreach tools for businesses that can be activated in the event of a disaster.

IMPLEMENTATION PLAN 2016-2020

#	PEOPLE OBJECTIVES AND ACTIONS	YEAR 1	YEARS 2-5
1	ALIGN WORKFORCE DEVELOPMENT CAPACITY, RESOURCES AND ENERGY		
1.1	<i>Advance Career Technical Education (CTE) by Activating Industry in Education</i>		X
	<ul style="list-style-type: none"> Integrate emerging and established businesses with roles in these initiatives to ensure a balanced investment from private, public and non-profit sectors. 		X
	<ul style="list-style-type: none"> Work with public school systems' achievement gap efforts, identifying how the business community and stakeholders can invest in and engage with initiatives to close gaps through mentoring, training and public school foundations. 		X
	<ul style="list-style-type: none"> Form new skills panels as needed to support target sector development, and partner with relevant organizations to develop appropriate strategies based on the skills panels' findings. 		X
	<ul style="list-style-type: none"> Build a flexible relationship structure for industry and higher education institutions. Develop input opportunities between universities and target cluster businesses to create clear career pathways within universities. 		X
	<ul style="list-style-type: none"> Understand how and where nascent and emerging sectors (ie, <i>Health Sciences & Technology</i> and <i>Software & Media</i>) should incorporate career preparedness, skills training and other curricula. 		X
	<ul style="list-style-type: none"> Work with higher education, community colleges and K-12 institutions to design and implement world-class career pathway programs focused on preparing students and workers for the increasingly technology-driven jobs of the future. 	X	
	<ul style="list-style-type: none"> Advance the current career pathway programs by developing standards and systems to be applied throughout the region. 		X
2	ATTRACT AND EMBRACE DIVERSE TALENT		
2.1	<i>Own, Practice and Perfect Diversity</i>		
	<ul style="list-style-type: none"> Draft a Greater Portland diversity and equity charter that defines the region's diversity values and intentional objectives to advance diverse, homegrown talent within target sectors and be the most welcoming global metro in the nation. 	X	
	<ul style="list-style-type: none"> Through Partners in Diversity and organizations with a diversity focus, gather best practices and innovative approaches to diverse talent attraction and leadership development from Greater Portland's businesses, non-profit organizations and public agencies and institutions, like Intel's Global Diversity Initiative and Clackamas County's Diversity, Equity and Inclusion program. 	X	
	<ul style="list-style-type: none"> Develop a "Next Generation Leadership" plan for the two-state region to tactically lay out an approach to advancing the types of voices and implementers that Greater Portland needs. 		X
	<ul style="list-style-type: none"> Develop a plan to attract, embrace and advance global talent in target sectors. 	X	
	<ul style="list-style-type: none"> Develop an earned media campaign about Greater Portland's diverse talent and the commitment of employers to embrace and advance a dynamic, rapidly changing workforce base. 		X
	<ul style="list-style-type: none"> Create a web presence to serve as the first stop for information for diverse talent to connect them with information about the region, schools, jobs (especially for trailing spouse) and civic or social groups. 		X
	<ul style="list-style-type: none"> Outline pathways to employment for international talent in Greater Portland, and identify where gaps exist that need to be addressed through policy. 	X	
	<ul style="list-style-type: none"> Work with major employers in the region that sponsor international workers to ensure that new companies seeking to attract talent from outside of the U.S. are following best practices and federal and state guidelines. 	X	

IMPLEMENTATION PLAN 2016-2020

continued

#	PEOPLE OBJECTIVES AND ACTIONS	YEAR 1	YEARS 2-5
2	ATTRACT AND EMBRACE DIVERSE TALENT		
2.1	<i>Own, Practice and Perfect Diversity</i>		
	<ul style="list-style-type: none"> Identify ways to draw international talent to invest in Greater Portland as foreign direct investment grows and the region's international networks expand. 	X	
	<ul style="list-style-type: none"> Work with existing immigrant communities, resources, and employment hubs for immigrants to connect these efforts to a broader view of international investment in the region. 	X	
3	FOSTER EQUITY AND ACCESS		
3.1	<i>Close the Income Gap in Underrepresented, Disadvantaged Populations</i>		
	<ul style="list-style-type: none"> Implement public-private programs and practices to improve wages and incomes in underserved-communities due to hurdles to quality employment. These populations may include communities of color and people who do not speak English at home. 	X	
	<ul style="list-style-type: none"> Create and agree upon a set of regional equity indicators with support from the business case for equity. Utilize these indicators to track and report inequality's growth and decline across key communities of the regional population. 	X	
	<ul style="list-style-type: none"> Align with existing metrics across the region such as All Hands Raised, Portland Public Schools' Racial Educational Equity Policy and Milestones Framework, and City of Beaverton's Diversity, Equity and Inclusion Plan. 	X	
	<ul style="list-style-type: none"> Identify partners to actionably address negative or concerning trends. Create short-term task forces and work plans to dig into these issues and prioritize next steps for action. 	X	
	<ul style="list-style-type: none"> Through meetings with business leaders and other tools for gathering information, identify employers' barriers to and concerns with raising wages for workers. 		X
	<ul style="list-style-type: none"> Focus specifically on target sectors with wages below peer metro's averages, like <i>Software & Media</i>, to determine if low wages are the result of a lower flow of capital to startups in the region or overall less competitive pay at larger firms. 		X
	<ul style="list-style-type: none"> Ensure the connection between wages and regional economic development goals are clearly defined and articulated to support complementary outcomes. 		X
3.1a	<i>Build a Framework for Access to Economic Opportunities, and Identify/Eliminate Hurdles to Quality Employment</i>		
	<ul style="list-style-type: none"> Through input from businesses, workforce data, and community-pattern data, identify transportation gaps that limit worker mobility and access to jobs and workforce development resources. 		X
	<ul style="list-style-type: none"> Support studies and analyses that examine disconnected workers, communities and other stakeholders in the region. Ensure that as research is conducted in Greater Portland on mobility and access, actionable strategies are developed and partners are activated to address these findings. 		X
	<ul style="list-style-type: none"> Partner with bus, light rail and commuter rail transit services TriMet and C-TRAN to create or extend routes to efficiently connect disconnected workers to employment and training hubs. 		X
	<ul style="list-style-type: none"> Work across state lines to update transportation planning and investments based on workforce commute flows and the movement of goods. 		X
	<ul style="list-style-type: none"> Collect and share regional best practices of local economic development partners' improvements in neighborhoods, corridors and other place-based infrastructure that connect businesses to their workforce. 		X

IMPLEMENTATION PLAN 2016-2020

continued

#	BUSINESS OBJECTIVES AND ACTIONS	YEAR 1	YEARS 2-5
4	GROW AND RECRUIT BUSINESSES		
4.1	<i>Execute a Regional Approach to Industries</i>		
	<ul style="list-style-type: none"> Build industry expertise through in-depth research to understand projected growth, and evaluate and pursue opportunities that align with market strengths and advantages. 	X	
	<ul style="list-style-type: none"> Develop and implement industry and stage-specific strategies (nascent, emerging, established and legacy). 	X	
	<ul style="list-style-type: none"> Engage industry leaders and partners in further identifying local/global trends to support marketing, recruitment and expansion efforts. Strategies should include these key activities: <ol style="list-style-type: none"> Improve services to businesses and entrepreneurs. Build capacity to respond quickly to changing industry trends and new opportunities. Develop and align better networks to connect businesses within the clusters. Create better cross-cluster collaboration across industries. 	X	
	<ul style="list-style-type: none"> Establish a research and competitiveness resource for regional partners and policy makers tied to place-based assets and challenges for businesses. 	X	
	<ul style="list-style-type: none"> Inventory industries pursued by city and county economic development professionals to identify where local targets are part of the broader regional clusters and where they differ from the regional portfolio. Acknowledge that regional target pursuits should not undercut local efforts to pursue a different range of targets. 	X	
5	EXPAND GLOBAL REACH AND INVESTMENT		
5.1	<i>Make Greater Portland a Top Location for Global Investment and Trade</i>		
	<ul style="list-style-type: none"> Use market prioritization findings to expand regional marketing activities and target foreign markets, industries and investors. In addition to stage-specific interventions, develop BRE and merger-and-acquisition strategies to apply to the continuum. 	X	
	<ul style="list-style-type: none"> Work with state/local partners and companies to coordinate global marketing and sales mission activities. 	X	
	<ul style="list-style-type: none"> Develop a regional economic development clearinghouse for data and analysis related to the region's exports, FDI, supply chains, existing business trends, economic competitiveness, economic development equity and other research useful to local economic development professionals, prospective investors and location decision makers. 	X	
	<ul style="list-style-type: none"> Ensure economic development projects get extensive coverage in local media. Demonstrate how business investments strengthen quality of life, talent, access, equity and other priorities of Greater Portland's stakeholders. 	X	
6	ADVANCE POLICY SOLUTIONS TO COMPETITIVE ISSUES		
6.1	<i>Sharpen the Region's Competitiveness for Jobs and Investment from Target Sectors</i>		
	<ul style="list-style-type: none"> Examine gaps in advocacy on regional competitiveness and align efforts to more effectively relay the need for sound economic development programs. 	X	
	<ul style="list-style-type: none"> Develop an annual two-state economic development advocacy agenda. 	X	
	<ul style="list-style-type: none"> Through industry intelligence, site-selector insights and best practices from competitor markets, identify policy, programs, legislative and regulatory factors that encourage the growth of firms in the six target sectors. 	X	

IMPLEMENTATION PLAN 2016-2020

continued

#	BUSINESS OBJECTIVES AND ACTIONS	YEAR 1	YEARS 2-5
7	ADVANCE GREATER PORTLAND'S INNOVATION INFRASTRUCTURE		
7.1	<i>Connect Entrepreneurial Support Initiatives and Networks</i>		
	<ul style="list-style-type: none"> Map and detail the range of incubators, accelerators, innovation zones, competitions, capital funds, networking and membership groups, and other efforts across the two-state region. Use this inventory to market the region as a destination for investment and capital. 	X	
	<ul style="list-style-type: none"> Convene these entities and groups to identify needs, where gaps exist and any urgent issues for the region's economic development professionals, industry leaders, public sector leaders and partners to act on. 	X	
	<ul style="list-style-type: none"> Ensure startup and second-stage firm information and input are captured in industry cluster research, BRE data and other intelligence that drives regional economic development priorities and business climate policy. 	X	
7.2	<i>Develop a Regional Public-Private Higher Education Innovation Network</i>		
	<ul style="list-style-type: none"> Work with partners like Business Oregon's innovation and entrepreneurship task force, Oregon InC innovation plan, local economic development plans and universities, to identify where industry and university players can partner directly in implementation. 		X
	<ul style="list-style-type: none"> Identify local and national best practices in university-private sector innovation and commercialization that can be expanded in Greater Portland. 	X	
	<ul style="list-style-type: none"> Partner with community colleges and private universities and colleges to define their roles and strategies for advancing commercialization and industry engagement in innovation. 		X
	<ul style="list-style-type: none"> Invest in and promote targeted initiatives, like the Northwest Collaboratory for Sustainable Manufacturing and Innovate Collaborate Oregon that bring together industry and universities around Greater Portland's target sectors. 		X
	<ul style="list-style-type: none"> Work with partners to identify current nascent efforts to increase innovation between private sector and universities. 		X
	<ul style="list-style-type: none"> Ensure these efforts to develop innovation partnerships among industry and businesses in the Greater Portland region are adequately resourced, staffed and have the capacity to get off the ground and meet the needs of their constituent institutions and businesses. 		X
	PLACE OBJECTIVES AND ACTIONS		
8	ACCELERATE SITE AND INFRASTRUCTURE OPPORTUNITIES		
8.1	<i>Improve Greater Portland's Transportation Capabilities</i>		
	<ul style="list-style-type: none"> Starting with the 2014 Cost of Congestion data, identify key points of congestion impacting freight and employee movement in the region. 	X	
	<ul style="list-style-type: none"> Develop plans for mitigating congestion from and augmenting freight activity for international trade. 	X	
	<ul style="list-style-type: none"> Prioritize regional investments, actions and locations that provide the most significant near-term impacts. 	X	
	<ul style="list-style-type: none"> Launch a bi-state coordination committee that includes public- and private-sector participation to address transportation issues across state lines. Identify regional priorities based on research, data and greatest return on investment. 	X	
	<ul style="list-style-type: none"> Generate ongoing advocacy for stable transportation funding for the region. 	X	
	<ul style="list-style-type: none"> Secure the regional transportation plan priorities in the tri-county Metro and Clark County regional transportation plans. 	X	

IMPLEMENTATION PLAN 2016-2020

continued

#	PLACE OBJECTIVES AND ACTIONS	YEAR 1	YEARS 2-5
8.2	<i>Identify Future Needs for Jobs-ready Industrial and Employment Lands</i>		
	<ul style="list-style-type: none"> Implement the existing work of the Regional Industrial Site Readiness, Lands for Jobs and Regional Large Site Industrial Recruitment Strategy. 	X	
	<ul style="list-style-type: none"> Develop protocols to keep site data updated to share with prospects, key partners in business development and local economic development professionals. 	X	
	<ul style="list-style-type: none"> Maintain an up-to-date inventory of the region's brownfield sites and their development needs to market through GPG initiatives with prospective foreign investors. 	X	
	<ul style="list-style-type: none"> Develop a regional inventory of permitting and site development best practices to assist local governments in adopting and transitioning to responsive, streamlined, timely and efficient permitting protocols for businesses. Develop regional best practices for jurisdictions to provide business incentives and develop prepared sites. 		X
	<ul style="list-style-type: none"> Identify and pursue projects that leverage Greater Portland's freight infrastructure through ports, airports and rail for international trade over the long term. 		X
	<ul style="list-style-type: none"> Continue to study and market the advantages of Greater Portland's access to water. 		X
	<ul style="list-style-type: none"> Pursue opportunities to increase competitive fiber capacity and connectivity throughout the region. 		X
8.3	<i>Address the Regional Housing Supply and Affordability</i>		
	<ul style="list-style-type: none"> Develop a region-wide housing plan. 	X	
	<ul style="list-style-type: none"> Ensure an adequate supply of workforce housing that is both affordable for middle-income workers and accessible from middle-income job sites. 	X	
	<ul style="list-style-type: none"> Create a plan that also addresses the regional availability of affordable housing for low-income workers. 	X	
8.4	<i>Plan for Greater Portland's Economic Resiliency</i>		
	<ul style="list-style-type: none"> Develop the regional capacity to deploy support, make quick decisions and chart a new path in the face of major vulnerabilities to the regional economy. 	X	
	<ul style="list-style-type: none"> Through BRE and GPG intelligence, identify regional businesses' primary international and domestic markets, major infrastructure resources and other information so in the face of internal/external disaster, firms can be quickly contacted for support and assistance in developing alternatives and accessing capital 	X	
	<ul style="list-style-type: none"> Gather emergency preparedness plans for Greater Portland's communities, counties, Metro and major assets (like Port of Portland and Port of Vancouver), and aggregate the response to businesses at the regional level. 		X
	<ul style="list-style-type: none"> Through existing business data gathered at the local level, identify barriers to businesses' adoption of disaster preparedness plans and protocols. 		X
	<ul style="list-style-type: none"> Work with state and local officials to develop mitigation, preparedness, financial, response and outreach tools for businesses that can be activated in the event of a disaster. 		X

PERFORMANCE MEASURES

To record meaningful economic development, a set of measurements have been established to determine whether the regional economy is growing as planned by meeting the goals and objectives of the strategy. The strategy will be assessed by the performance measures and allow for modifications to reflect the changing economy. The measures will be accessible on the Greater Portland Pulse website (portlandpulse.org) and within annual GPEDD reports to EDA.

PEOPLE

ACTION 1.1

Advance Career Technical Education by Activating Industry in Education

1. Number of school districts covered by cradle-to-career collective impact initiative
2. Percent of public school enrollees covered by a cradle-to-career collective impact initiative
3. Share of students engaged in career pathway program
4. Number of businesses engaged in career pathway education programs and curricula
5. Members of community college workforce alliance
6. Number of businesses in “idea and action lab”
7. Number of higher education institutions in “idea and action lab”

ACTION 2.1

Own, Practice and Perfect Diversity

1. Number of people of color and international residents engaged in leadership development programs
2. Number of signees to Greater Portland diversity and equity charter
3. Number of employers engaged in international talent recruitment
4. Number of national/international news stories about Greater Portland’s value of diverse talent
5. Percent of in-migrants who are not white and non-Hispanic

ACTION 3.1

Close the Income Gap in Underrepresented, Disadvantaged Populations

1. Percent unemployed
2. Percent of personal income derived from wages
3. Percent of adults 25 and over with postsecondary degree (associates or higher)
4. Median household income
5. Continuing education rate/percent going to college for high school seniors
6. Poverty rate
7. PCI in communities of color as a % of PCI in white, non-Hispanic
8. Postsecondary degree attainment for adults 25 and over in communities of color (aggregated)
9. Dollar amount companies investing in training new employees

ACTION 3.1a

Build a Framework for Access to Economic Opportunities and Identify/Eliminate Hurdles to Quality Employment

1. Percent of transit riders with at least one-hour commute to work
2. Number and type of short-term actions executed and/or developed into projects
3. Number of expanded/added transit routes to connect more workers to jobs

BUSINESS

ACTION 4.1

Execute a Regional Approach to Industries

1. Total employment
2. Employment by industry
3. Productivity (gross metro product) per worker

PERFORMANCE MEASURES

continued

ACTION 5.1

Make Greater Portland a Top Location for Global Trade and Investment

1. Dollar amount of foreign exports per worker
2. Port of Portland exports minus pass through
3. Port of Vancouver exports minus pass through

ACTION 6.1

Sharpen the Region's Competitiveness for Jobs and Investment from Target Sectors

1. Employment in identified target traded sectors
2. Productivity in identified target sectors

ACTION 7.1

Connect Entrepreneurial Support Initiatives and Networks

1. Number of new startups in high-tech industry
2. Number of commercialization licenses

ACTION 7.2

Develop a Regional Public-Private Higher Education Innovation Network

1. Total higher education R&D expenditures
2. Startups spun off from university technologies
3. Percent of startups spun off from university technologies that locate in the region

PLACE

ACTION 8.1

Improve Greater Portland's Transportation Capabilities

1. Annual PDX air freight cargo (lbs.)
2. Port of Portland exports
3. Port of Vancouver exports
4. Port of Portland value of exports
5. Port of Vancouver value of exports
6. Port of Portland leakage
7. Port of Vancouver leakage

8. PDX retention of nonstop flight destinations

9. PDX international travel – time to market

10. PDX air passengers

11. Aggregate congestion costs

12. Commute time

13. Volume of vehicles between Vancouver and Portland

14. Number and type of short-term tactics executed and/or developed into projects

ACTION 8.2

Identify Future Needs for Jobs-ready Industrial and Employment Lands

1. Number and type of short-term tactics executed and/or developed into projects

ACTION 8.3

Address the Regional Housing Supply and Affordability

1. Housing affordability index
2. Renters spending 30% or more of income on rent

ACTION 8.4

Plan for Greater Portland's Economic Resiliency

1. Grant funding proposals developed and grants received
2. Establishment of emergency preparedness plan for businesses

ADDENDUM

KEY

The table below is provided as a quick reference guide to the terminology and requirements necessary for a Comprehensive Economic Development Strategy (CEDS) document and those equivalents found in this Greater Portland 2020 plan.

CEDS	GREATER PORTLAND 2020	PAGE
Background	Where is Greater Portland Now?	5
Analysis of Economic Development Problems and Opportunities	Regional Strengths + Advantages	3
	Regional Challenges + Areas of Opportunity	4
CEDS Goals and Objectives – Defining Regional Expectations	Greater Portland 2020 Action Agenda	13
Community and Private-sector Involvement	Community Outreach	10
Strategic Projects, Programs and Activities	Core Strategy: People	14
	Core Strategy: Business	18
	Core Strategy: Place	22
CEDS Plan of Action	Implementation Plan 2016-2020	25
Performance Measures	Performance Measures	30



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