



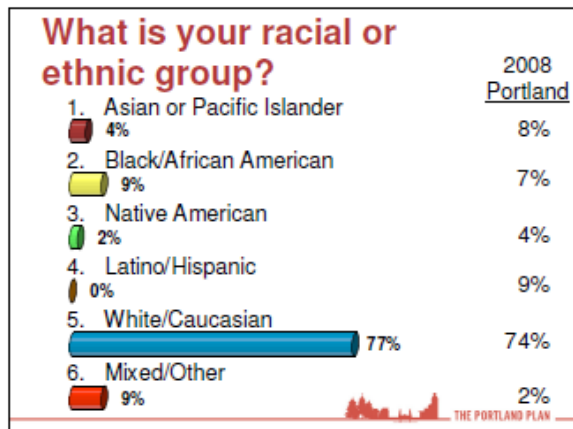
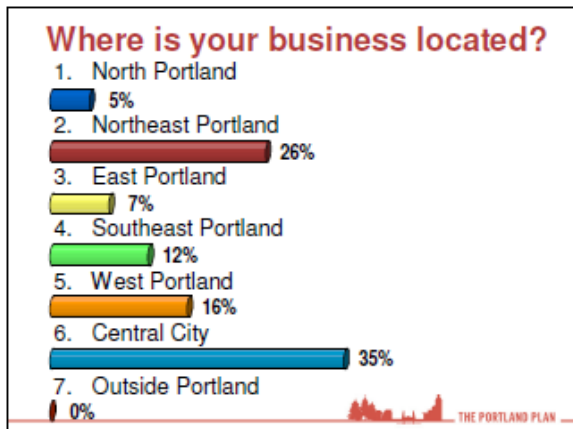
Phase II Business Focus Workshop  
May 17, 2010

**Purpose:**

The purpose of the workshop was to have a focused discussion on the Prosperity and Business Success Action Area directions and objectives. The invitations were sent to individual businesses as well as groups such as the Portland Business Alliance and the Association of Portland Neighborhood Business Associations. The format was a large group presentation with interactive polling and a roving microphone that allowed for individuals to offer comments at key points in the presentation.

**Participants:**

The workshop was attended by about 54 people. There was a strong representation from businesses located in the Central City (the workshop was held in the Pearl District) and larger businesses. In terms of the racial/ethnic profile, the participants were underrepresented for many racial/ethnic groups but typical of the participation in the other Phase II workshops.





## Prosperity and Business Success

### Directions

1. Build a stronger local economy
2. Broaden prosperity
3. Develop better economic development tools

Participants were asked to rate each objective on a scale:

1. On the right track
2. Needs adjustment
3. Should not be an objective
4. Don't know

Most of the objectives received a favorable (on the right track) rating. The highest rate objectives were:

- 2C. Invest in Community Development and Small Business
- 3C. Upgrade Infrastructure and Services
- 3D. Increase Access to Training and Higher Education
- 3E. Increase Partnerships for Economic Development

Objectives #1A (Export Growth) and #1B (Job Growth) received higher “Needs Adjustment” or “Don’t Know” ratings, with the reasoning coming out in the discussion (see below). A general comment was that many of objectives needed a better defined measurable target. In general, the negative ratings for any given objective were relatively low (2-12%).

### Direction 1. Build a stronger local economy



1A: Why does it need an adjustment?

- Concern about building stronger economic ties with China.
- It should be higher than 5% in order to have more employment growth.

- Measuring the value of exports may not adequately reflect the growth of businesses or jobs.
- Value of exports is highly dependent on the currency fluctuations. We need a metric that is independent of the strength of the US dollar.
- Depends on the definition of “export income”. If it measures out of the region (as opposed to out of the US), then the objective should be higher.



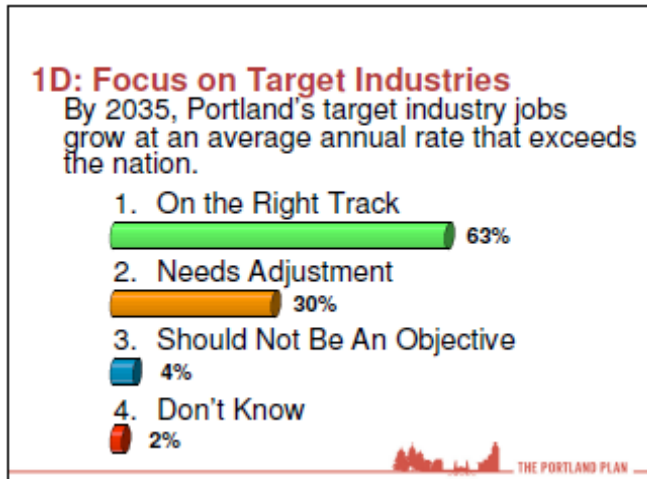
1B: Why does it need an adjustment?

- What if the regional job growth does not keep pace with the US (slow or no growth). We need to have a job growth target for Portland that is independent of the regional growth.
  - Mayor Adams' interpretation: “Let's not grade on a curve. We need to set a job growth goal (number).”



1C: Why does it need an adjustment?

- There should be a hard target for the number of start-ups.
- Need to add something about business retention.
- Local business expansion can be interpreted as retention.
- We could do more in supporting this objective — we need more resources for helping businesses with exporting and sustainability.



1D: Why does it need an adjustment?

- Institutional job growth has been the highest in Portland over the last decade. Those jobs are green, high paying, sustainable jobs and should be a target industry cluster.
- Over the next 25 years, the target industries will likely shift — the plan needs to be flexible over time.
- Are these industries ones that provide living wage jobs? Are they located close to accessible and affordable housing and transportation? Is there training available?
- We need to partner with cities and business that are in the region, close to Portland, not just in Portland.
- Clean tech/sustainability – it is unfortunate that we are defining sustainability as clean tech. Clean tech can be seen as “gizmo green”. Portland is known for its sustainability because of planning, green streets, etc. that do not seem to be covered in this definition of sustainability.
  - Mayor Adams’ response: Sustainability is more broadly defined and we need to better job of communicating that it includes these elements.

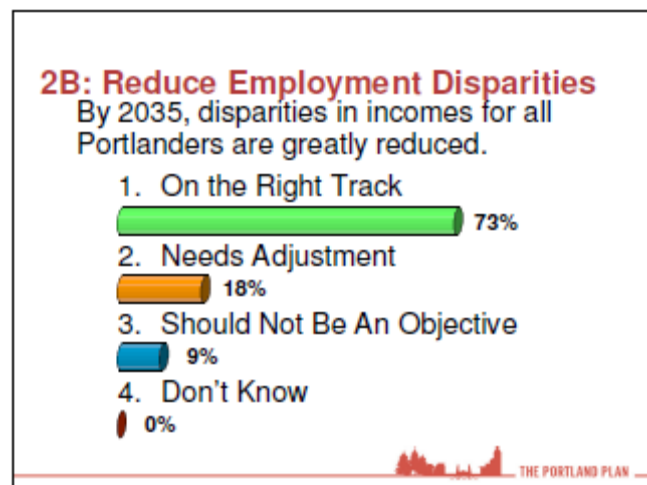
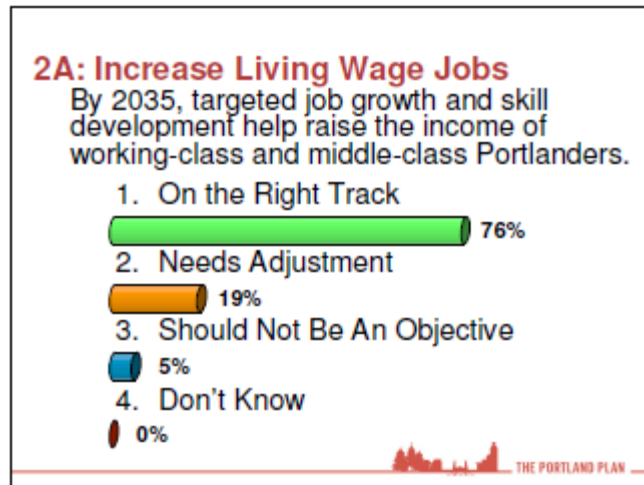


1E: Why does it need an adjustment?

- What will be the measure of success?

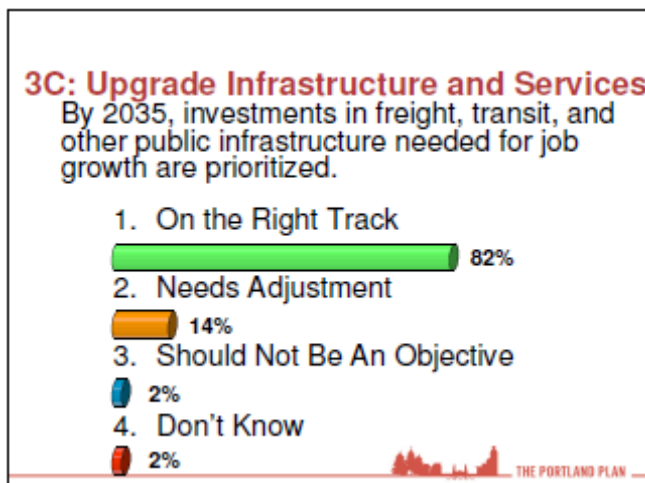
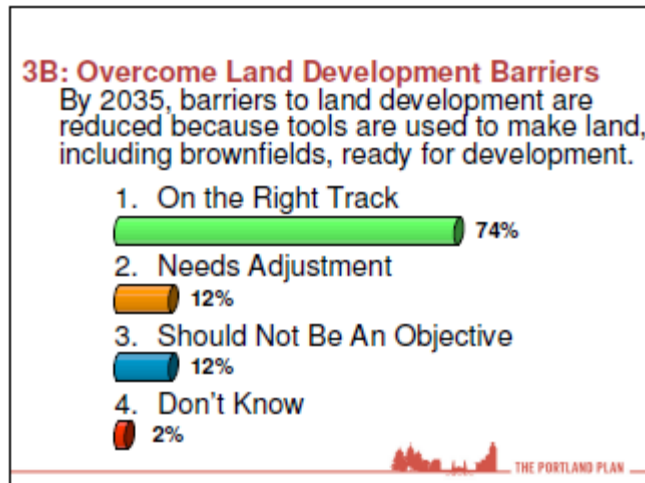
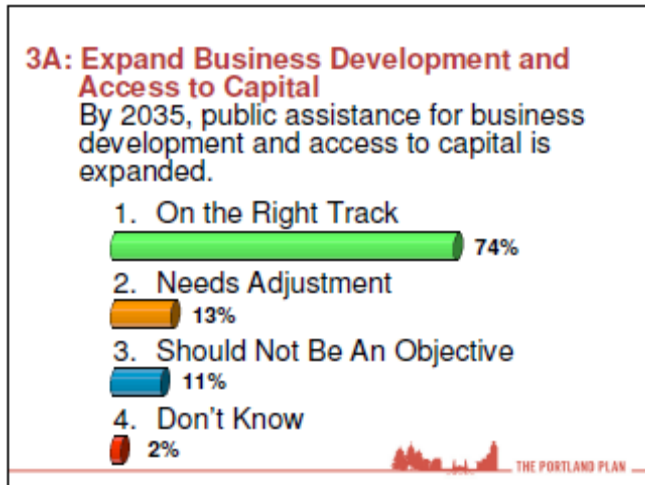
## Direction 2. Broaden Prosperity

These objectives had a high acceptance rate and so the discussion was cut short.



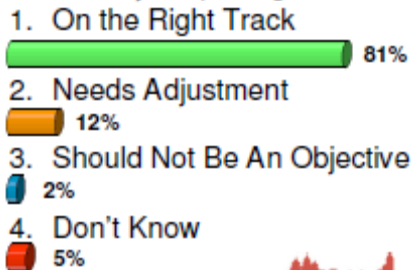
### Direction 3. Develop better economic development tools

These objectives had a high acceptance rate and so the discussion was cut short.



### 3D: Increase Access to Training and Higher Education

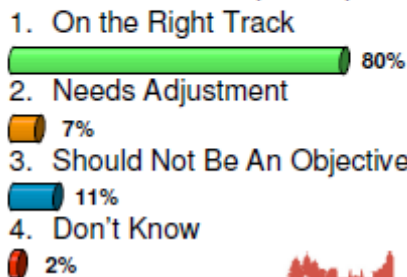
By 2035, training and higher education provide a robust pool of skilled job seekers to match all job openings.



THE PORTLAND PLAN

### 3E: Increase Partnerships for Economic Development

By 2035, public/private/non-profit partnerships facilitate collaboration and help fund economic development priorities.



THE PORTLAND PLAN

### General Comments

- If we don't do a good job of addressing our quality of life issues that we won't get the prosperity we are aiming for. Prosperity and quality of life are intermingled, especially in terms of attracting talent.
- We should be encouraging larger businesses to locate in Portland. We shouldn't just want our smaller businesses to grow in our community.
- There are a lot of educated people living here who are working below their talent level. We need to leverage our talent so people don't move out of Portland. They are here but there is no outlet for them—jobs
- We need to better understand why people perceive Portland as a "crummy place to do business." Minneapolis has very high taxes but has 18 Fortune 500 companies that pay for a lot of their social services and are huge contributors to the arts.
- For the various goals that mention Portland becoming the leader in the nation – how much of that perspective came up from us here in Portland? Where is the help from people outside of the region who might have a good perspective to share?

- When we get down to where we are thinking about the specific leverage points – what is the high payback? What is the logic for that? I’m interested in narrowing down to a really smart set of priorities.
- How will this be integrated into what happens in the bureaus and at City Council? If we are really going to achieve these objectives, there has to be a process every time a decision gets made about whether those decisions take us toward the goals that we lay out in this plan. These priorities/goals should be embedded into the decision making process.
  - Mayor Adams’ response: Yes – but that’s far too narrow. We have to figure out what are the key drivers of change. If there are three and we get three done, we have to move to the fourth. Second, we have to do it smarter than any other region. We just aren’t that big and we might not want to be that big. But the ambition that we put out with this strategy is not just the city bureaus – if we can align the \$9.7 billion in public spending at all levels of government around key drivers of change, then we can have a serious impact.
- Has any analysis been done on what have been the underlying drivers of change in other cities, like San Jose? What are underlying growth factors of other cities and can we emulate them?
- Quality institutions of higher learning are a key stabilizer of economies.
  - Mayor Adams’ response: Portland is the exception. We are busy getting our universities up to standard. We’ve benefited from our quality of life attracting key talent – but that’s not enough.
- Portland doesn’t have an incubator type of space – in other cities there have been places to incubate new businesses in a rather smart way. Do we not have that? Is that on the table? Are we being criticized for that? Why are we not incubating an incubator?

### Workshop Evaluation

1)	Overall, this workshop was a useful event.	STRONGLY AGREE <b>22%</b>	AGREE <b>78%</b>	DISAGREE <b>0%</b>	STRONGLY DISAGREE <b>0%</b>
2)	The workshop was conducted in a way that was fair to everyone.	STRONGLY AGREE <b>48%</b>	AGREE <b>52%</b>	DISAGREE <b>0%</b>	STRONGLY DISAGREE <b>0%</b>
3)	The workshop provided good information about the Portland Plan.	STRONGLY AGREE <b>35%</b>	AGREE <b>61%</b>	DISAGREE <b>4%</b>	STRONGLY DISAGREE <b>0%</b>
4)	This workshop provided me with a sense that the City of Portland is listening to my concerns.	STRONGLY AGREE <b>26%</b>	AGREE <b>74%</b>	DISAGREE <b>0%</b>	STRONGLY DISAGREE <b>0%</b>
5)	Prior to today, I already had a high level of knowledge and involvement on Portland issues.	STRONGLY AGREE <b>26%</b>	AGREE <b>39%</b>	DISAGREE <b>26%</b>	STRONGLY DISAGREE <b>0%</b>
6)	The length of the workshop was . . .	TOO SHORT <b>14%</b>	ABOUT RIGHT <b>86%</b>	TOO LONG <b>0%</b>	