



MAYOR ADAMS TERM IN REVIEW

PORTLAND AT WORK

Over the last four years, the Office of the Mayor has focused on widespread economic prosperity and job creation in the midst of a global economic recession. Our first acts in office were to make government more efficient and responsive to all citizens. We fashioned the [Portland Housing Bureau](#) out of the [Portland Development Commission](#) to allow each agency to focus on its core strengths. We improved delivery of business services by streamlining the permitting process and creating [one access point for businesses wanting to learn more about Portland](#). To get our economy moving again, we fast-tracked local capital improvement projects such as the \$75 million [East Side Streetcar Loop](#), and obtained a \$21.5 million [Federal Transportation TIGER Grant to fund improvements on North Macadam](#).

In July 2009, we adopted the City's first [Economic Development Strategy](#) in over 15 years. It outlined a plan to expand opportunities and create 10,000 jobs in 5 years by [maximizing competitiveness](#), [stimulating neighborhood vitality](#), and [driving urban core innovation](#). We adopted new initiatives that build on the framework of the economic development strategy and increase the impact of our collective economic development activities. These include:

- The [Neighborhood Economic Development Strategy](#) that implements neighborhood-specific plans in East and North/Northeast Portland to enhance

business success and promote local prosperity;

- Our [Entrepreneurship Action Plan](#) that increases investments in high-growth firms and entrepreneurs, while building synergies with local research universities and increasing access to risk capital and mentor opportunities;
- The creation of the [Education Urban Renewal Area](#) that sets forth long-term partnerships between Portland State University, Portland Public Schools, Multnomah County and the City to deliver educational excellence, attract private investment, develop the region's workforce and enhance research and commercialization capabilities; and
- Our [Metro Export Plan](#), developed in partnership with Greater Portland, Inc. and the Brookings Institution, to connect local companies to international opportunities and drive export activity.

Job Creation

Three years after the strategy was adopted, Multnomah County has added more than [27,000 jobs](#)—surpassing the goal of creating 10,000 new jobs by 2014—and the area's unemployment rate has dropped to [7.5 percent](#), well below the [state](#) average and on par with the [national](#) average.

From the strategy's inception, we have worked proactively and collaboratively to nurture local business success, build on our competitive advantages and focus attention on those areas that need it most. Through deliberate investments we have:

- Retained approximately 1,500 jobs and created more than 2,750 jobs through financial assistance to 176 local companies and the recruitment of 19 new companies.
- Leveraged more than \$740 million of investment, spurred an estimated 4,700 construction jobs and helped 526 businesses with \$75 million in incentives.

Maximize Competitiveness

The City's [Economic Development Strategy](#) recognizes the city's traded sector industries as integral to the region's economic sustainability—driving job growth and helping to develop a diverse network of supply-chain and service-related firms. In addition, the City has made purposeful investments in entrepreneurship, workforce development training, and export capacity that have helped usher in new era of economic vitality.

Targeted Industries

While the Economic Development Strategy recognizes the importance of the entire region's traded sector industries, it identifies four target industry "clusters"—Software, Advanced Manufacturing, Clean Technology, and Athletic & Outdoor—industries where Portland has a competitive advantage, and where economic development resources can best be leveraged to meet the region's overall goals.

Leveraging its reputation as an open source hub, the [software and technology](#) industry is quickly gaining momentum as a digital media source and represents over 2,000 firms with an average salary of \$89,000 and projected 10-year growth of over 25 percent.

[Advanced manufacturing](#), the largest of the four clusters, has substantial impacts across all traded sectors and accounts for 26.2 percent of the Portland Gross Metropolitan Product.

Portland has long been a leader in [clean technology](#). The City's lead on and investment in energy management, clean energy, and green development and infrastructure will lead the way for the next generation of green products and services.

The [Athletic and Outdoor](#) cluster, anchored by world leaders such as Nike, Adidas, and Columbia Sportswear, continues to thrive. These firms have laid the foundation for smaller firms, such as Keen, Icebreaker, and Nutcase Helmets, to innovate, attract global talent, and thrive.

Entrepreneurship Initiative

Portland's [Entrepreneurship and Innovation Initiative](#) has focused on making catalytic investments in small, scalable, entrepreneurial firms. Efforts such as the Central Eastside Industrial District's "[Produce Row](#)" brand, in conjunction with the [Startup:PDX Challenge](#), help leverage the district's dynamic edge, helping attract early stage firms with high growth potential.

Organizing and hosting events such as the Oregon Start-Up Summit, and investments in incubators such as [PDX 11](#) and the [Portland SEED Fund](#), bolster a startup and

entrepreneurship community that has enjoyed consistent year-on-year increases in investment capital, and which strives to build upon Portland's reputation as a great place to live and work.

JIAC Grant

In late 2011, clean tech and advanced manufacturing [got a boost through the Portland Regional Clean Tech Advance Initiative](#)—a consortium of several regional organizations—which won a \$2.1 million grant through the federal government's Jobs and Innovation Accelerator Challenge (JIAC). A key purpose of the JIAC grant, which is administered by PDC, is to expand the clean tech supply chain and confront the decline in traditional manufacturing head-on by providing new market opportunities for traditional manufacturers.

E-zone Expansion

The City's [Enterprise Zone](#) ("E-Zone") program has proven to be a powerful tool in the pursuit of business growth, expansion, retention and job growth. Since 1996, Portland's E-Zone programs have leveraged over one billion dollars in private investments and have created and retained over 5,000 full-time, quality jobs. In June/July of this year, the Portland Development Commission submitted an application to the State seeking approval of a [new E-Zone program](#) for portions of East Portland, the approval of which would drive continued economic growth, as well as community and overall public benefit.

Driving Urban Core Innovation

A vibrant urban core is the cornerstone of a healthy city and helps drive the regional

economy. With a strong foundation, we have the building blocks on which to inspire, transform, and innovate, driving cultural and economic growth for the Portland metropolitan region.

Downtown Retail

The [2009 Downtown Retail Strategy](#) has made positive developments in the newly created [Pioneer District](#). The Strategy identified SW Yamhill and SW Morrison as signature retail streets with high-end national retailers serving as anchors for the region. Despite a recession, it has led to an increase in business license tax revenue generated from retail and stabilized vacancy rates in the Pioneer District. The Strategy boasts successful business recruitment and retention efforts including retailers such as Apple, City Target, Nike, Tory Burch, and restaurants including Café Yumm, Ruth's Chris Steak House, and Ringside Fish House.

Streetscape improvements such as new planters and banner armatures featuring the new Pioneer District logo enhance the pedestrian experience along the retail corridor.

Veteran's Memorial Coliseum

The [Veterans Memorial Coliseum](#) is a historic landmark located in the heart of the central eastside. As part of the larger Rose Quarter Development Project, it is a strategic site located at the nexus of transit linking N, E, and W Portland. It honors Veterans from all wars and its renovation is a catalyst for eastside development and job creation. The \$31 million upgraded spectator facility will serve as a vibrant cultural centerpiece and as a community gathering place for special events and activities.

Education URA

The [Education Urban Renewal District](#) is a long-term funding tool that will help Portland State University continue to accelerate the region's growth and excellence, partner with the business community, attract investment, and educate the region's workforce. It is projected to provide up to \$169 million for investment in educational facilities, affordable housing, and private taxable development.

June Key Delta Community Center

The [June Key Delta Community Center](#) is an inspirational grassroots example of a living building at neighborhood scale. A former gas station and brownfield, it is on track to be the first commercial living building in Oregon. It is an example of how a wide range of diverse stakeholders, ranging from the June Key Delta Sorority to the Portland Development Commission, can work together to develop and achieve a "greener" future for the communities most impacted by environmental and health disparities. The community center features a meeting hall, kitchen, and urban garden.

Stimulate Neighborhood Vitality

Portland is a city born of its diverse neighborhoods. Over the years, the City has worked to develop resources to support these neighborhoods and their local businesses. However, these resources were often not coordinated, and strategic opportunities languished. With the adoption of the [Neighborhood Economic Development Strategy](#) (NED) in 2011, the City took a significant step towards aligning resources and increasing coordination across

Portland's neighborhoods, helping to further support existing business while attracting new businesses that meet neighborhood needs.

Collaborations with community partners such as [Venture Portland](#) have [allowed neighborhood businesses and business districts to thrive](#), resulting in increased business revenue growth, increased business district membership, and increased job growth.

In early 2011, the Bureau of Planning and Sustainability and PDC implemented the [Grocery Store Initiative](#), with an eye towards improving access to affordable, healthy, and nutritious foods. Through that initiative, PDC collaborated with Hacienda Community Development Corporation on their [Portland Mercado](#) concept. With the recent securing of federal funds, the Portland Mercado is scheduled to open in 2014.

The City of Portland continues to support the [Main Street](#) program with great success in [St. Johns](#), [Alberta](#), and [Hillsdale](#) Main Street areas. Now two years in, the Main Street Program has leveraged nearly \$300,000 in private funds to make Portland's commercial districts great places to work and live.

More recently, the City and PDC have worked closely with six priority neighborhoods to implement the [Neighborhood Prosperity Initiative](#) (NPI). The NPI implements key objectives outlined in the [Portland Plan](#) by focusing investments intended to boost neighborhood business growth, provide economic development opportunities and improve community-wide prosperity.