

**DATE:** January 11, 2012  
**TO:** Board of Commissioners  
**FROM:** Patrick Quinton, Executive Director  
**SUBJECT:** Report Number 11-77  
Adopting Revised PDC 2010 - 2014 Strategic Plan

**EXECUTIVE SUMMARY**

**BOARD ACTION REQUESTED**

Adopt Resolution No. 6913

**ACTION SUMMARY**

This action adopts the Portland Development Commission's Revised 2010-2014 Strategic Plan. With the adoption of major program strategies, the agency's previous strategic plan needed to be revised to be in alignment with program implementation priorities.

This action also adopts a revision to PDC Goals to highlight Social Equity and to acknowledge that sustainability has become engrained in PDC's everyday actions. The five (5) PDC Goals are:

- Strong Economic Growth and Competitiveness;
- Social Equity;
- Healthy Neighborhoods;
- A Vibrant Central City; and
- Effective Stewardship over our Resources and Operations, and Employee Investment.

Within each of these goals articulated in the plan are the desired outcomes PDC is working towards and the key actions PDC will take to achieve those outcomes and the goals.

This action delegates authority to the Executive Director to revise and modify the Key Actions as deemed necessary to achieve the five Goals set forth in the Strategic Plan. Each year the Executive Director shall provide the Board with an annual performance report that discusses PDC's work accomplished within each of the five goal areas, and inform the Board of any revisions or modifications made to the Key Actions.

This action replaces the Strategic Plan adopted by the Board through Resolution No. 6767 on January 27, 2010.

## **PUBLIC BENEFIT**

Strategic planning is a core activity supporting sound performance management and public accountability. PDC's annual performance management cycle includes:

- annually reporting Commission-wide performance;
- annually reviewing PDC's Strategic Plan and modifying the Plan as necessary;
- developing goal-specific and agency-wide workplans; and
- budgeting and conducting work in alignment with the Strategic Plan and the workplans.

By articulating its direction and annually reporting progress, PDC improves its organizational decision-making, and its accountability to citizens and elected officials.

## **PUBLIC PARTICIPATION AND FEEDBACK**

PDC regularly solicits public input and feedback on our agency actions through our Urban Renewal Advisory Committees, stakeholder meetings, and a variety of community events. In the fall of 2006 and early 2007, PDC leadership embarked on a series of conversations with Portland's underrepresented communities to determine ways of improving our service. The results of those conversations laid the groundwork for our 2007-2012 Strategic Plan and launched our focus on sustainability and social equity. The Strategic Plan 2010, and its corresponding five (5) goals, was based on those 2006 conversations as well as ongoing feedback from customer and stakeholder groups. Public feedback during the development of the City's Economic Development and Neighborhood Economic Development Strategies was used to shape the Key Actions identified under each of the five (5) Goals.

PDC's Board held a 5-hour public meeting on December 5, 2011, that was focused on two items: discussing a final draft version of this revised 2010- 2014 Strategic Plan and gathering Board input to the draft 2012- 2013 Agency-wide workplan in preparation for budget development. In addition, PDC has been using the Strategic Plan and a draft agency-wide workplan as tools to guide the input from stakeholder advisory committees on their 2012-2013 budget priorities.

## **COMPLIANCE WITH ADOPTED PLANS AND POLICIES**

This Revised PDC 2010-2014 Strategic Plan aligns with the City of Portland Economic Development Strategy adopted by the City of Portland, July 2009 (City of Portland Resolution No. 36714) and with the City of Portland Neighborhood Economic Development Strategy adopted by the City of Portland, May 25, 2011 (City of Portland Resolution No. 36864). PDC Resolution No. 6767, which adopted the PDC Strategic Plan 2010, required the Executive Director to report back on modifications made to the Key Actions of that plan and to seek Board approval for any modifications to the Goals and the Outcomes. The modification to one goal and revisions to many of the Outcomes and Key Actions warrant the adoption of a new Strategic Plan.

## **RISK ASSESSMENT**

There is no appreciable risk associated with this action.

## **WORK LOAD IMPACT**

Ensuring alignment between the Strategic Plan and department business and employee performance is a routine part of budgeting and performance management. During the budget cycle each year, goal-specific and agency-wide workplans are reviewed to ensure projects and activities align with the Strategic Plan and its Goals. In the FY 2011-12 performance management planning, employees continue to link their individual work plans to the Goals articulated in the Strategic Plan.

## **ALTERNATIVE ACTIONS**

Not adopting the Strategic Plan would require that PDC operate under an outdated plan adopted in January 2010.

## **CONCURRENCE**

The final draft of the Revised 2010-2014 Strategic Plan has been shared with the Mayor's Office and with the Portland Business Alliance PDC Budget Subcommittee to provide them with background on PDC's activities in preparation for development of PDC's 2012-2013 budget. In addition, it will be shared with the Portland City Commissioners in January 2012.

## **BACKGROUND**

With the continued implementation of the Portland Economic Development Strategy adopted in June 2009, and the adoption of the Portland Neighborhood Economic Development Strategy in May 2011, PDC has continued to evolve its mission to focus on what matters to Portland: job creation, economic development, collaboration and good stewardship of public funds. The agency makes explicit investments in business expansion and retention, workforce training, innovation, catalytic projects and an ecosystem that nurtures entrepreneurs and small businesses, with particular emphasis on the city's signature industry clusters: athletic & outdoor, clean technology, advanced manufacturing and software.

This Revised 2010-2014 Strategic Plan is intended to guide PDC's workplans and budget decisions over the remaining three years of this planning cycle. It serves as the basis for PDC's annual report on accomplishments and performance, where the agency measures the success of its goals and desired outcomes and evaluates the effectiveness and efficiency of its key actions. Key measures of success include overall job and wage growth, the expansion of firms in our target industries, and how well PDC maximizes the private and public funds in agency projects.

The Strategic Plan adopted through this resolution was discussed with the Board of Commissioners, the Executive Director, and the PDC Leadership Team at a Public Meeting on December 5, 2011 that was focused on the Strategic Plan and the draft 2012-2013 agency-wide workplan.

## **ATTACHMENTS**

A. None