

PDC

PORTLAND DEVELOPMENT COMMISSION

DATE: June 8, 2011

TO: Board of Commissioners

FROM: Patrick Quinton, Executive Director

SUBJECT: Report Number 11-43
Authorize Pacific Northwest College of Art Predevelopment Grant

EXECUTIVE SUMMARY

BOARD ACTION REQUESTED

Adopt Resolution No. 6884

ACTION SUMMARY

This action will authorize a \$740,000 predevelopment grant to the Pacific Northwest College of Art ("PNCA"). PNCA will provide an equal funding match, for a total project budget of \$1,480,000. The predevelopment work is intended to better define the financing and redevelopment requirements for PNCA's use of the federally owned property located at 511 NW Broadway (511 Building) and potential expansion to the surrounding properties. The scope of work includes:

- Preparation of 20% construction documents for the rehabilitation of the 511 Building;
- Predevelopment due diligence for the reuse of the 511 Building; and
- Conceptual planning for the consolidation and further expansion of PNCA facilities and amenities in the surrounding area, including PDC-owned Block R.

The 511 Building and Block R (See Project Summary, Attachment B) are located in the River District Urban Renewal Area.

Board authorization of the predevelopment grant is required because it exceeds the expenditure authority of the Executive Director and the terms are outside of an established loan or grant program.

PUBLIC BENEFIT

The 511 Building is listed on the National Register for Historic Places and was identified by the General Services Administration (GSA) as a building to be vacated and offered as surplus. The completion of predevelopment due diligence and 20% construction documents for redevelopment of the 511 Building will allow PNCA to better define the financing, capital campaign, and development requirements necessary for their reuse of the building.

The preliminary cost estimate for the rehabilitation of the 511 Building is \$26 million. This translates to approximately 280 temporary jobs (as estimated by the Council of Economic Advisors multiplier of one job per \$92,000 expended).

The completion of the 511 Building will add approximately 130,000 sf to the PNCA campus. The additional space is needed to continue growing the college's overall student enrollment to approximately 1,000 full-time students by 2015. PNCA currently enrolls over 600 undergraduate and graduate students in nine BFA programs and three MFA programs. As part of the 2016 PNCA Plan, the college anticipates adding two additional BFA programs and three additional MFA/MA programs.

PNCA's growth projections also anticipate an increase in overall permanent administrative jobs by approximately 50 individuals by the start of the 2015 academic year. The college currently employs 71 full-time equivalent hourly and salary positions on campus, mostly in the areas of student support services, admissions, registration, information technology and academic affairs. PNCA anticipates 50 of these positions to be permanently relocated from the Main Campus Building on NW Johnson to the 511 Building.

The major programmatic elements of the 511 building are to include instructional spaces, classrooms, studios, laboratories, and supporting administrative and faculty spaces. It will also include a black box theater for lecture, performance, and installation purposes; and a multi-functional resource center providing major library functions including book stacks, periodicals, archives, resource material check out, individual and group study areas, and computer labs.

Occupancy of the 511 Building is intended to be a first phase of implementing PNCA's campus vision. PNCA is also seeking to complete a conceptual campus master plan, focusing on relocating, consolidating, and expanding certain functions and amenities affiliated with the college to the area surrounding the 511 Building. As noted in the Background section of this report, PNCA currently occupies multiple locations in Northwest and Southwest Portland. Proposed uses for further study in the conceptual plan include: approximately 100,000 sf for the relocation of existing campus functions (in addition to the redevelopment of the 511 Building); the replacement and expansion of student housing to provide approximately 250 beds; and other ancillary amenities.

Additional public benefits are discussed in the "Compliance with Adopted Plans and Policies" section below.

This action will support the following PDC goals:

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

PUBLIC PARTICIPATION AND FEEDBACK

No outreach has been conducted specific to this action to authorize the predevelopment grant to PNCA. However, PNCA's plans to pursue acquisition and redevelopment of the

511 Building did receive public support during discussions in 2007- 2008 regarding the future of the 511 Building. A representative of PNCA serves on the River District Urban Renewal Advisory Committee and the funds for the project are called out as a line item in the budget, which has received substantial review. Additionally, a letter of support for the project from John Jay, Executive Creative Director at Wieden & Kennedy, is included as Attachment C.

COMPLIANCE WITH ADOPTED PLANS AND POLICIES

The project furthers the following goals defined in the Portland Economic Development Strategy and the PDC Strategic Plan, including meeting or exceeding the requirements of PDC's Green Building and Business and Workforce Equity policies.

- Strong Economic Growth and Competitiveness: In addition to PNCA's growth projections noted above, Attachment D provides further detail and examples regarding PNCA's impact in training workforce for employment in various cluster industries and high growth firms. Attachment D also discusses PNCA's role in attracting out-of-state resources and developing corporate partnerships.
- Sustainability and Social Equity: The provision of the \$740,000 predevelopment grant does not trigger compliance with PDC's Green Building or Business and Workforce Equity policies. However, per the grant agreement, the 511 Building will be designed to meet a minimum of LEED Gold, surpassing PDC's Green Building policy requirements. Additionally, the Grant Agreement will require compliance with PDC's Business and Workforce Equity Policy if/when construction on the 511 Building commences.
- A Vibrant Central City: PNCA's potential investment in the 511 Building and/or surrounding properties furthers the defined objective to "enhance the vitality and distinctiveness of the Central City to showcase our sustainable way of life and attract creative class talent." PNCA's proposed investment in the area helps bridge a perceived barrier at Broadway Avenue between the Pearl District and Old Town/Chinatown; will activate what would otherwise become a vacant historic landmark; and sets the stage for the potential future investment in an employment district at the Post Office site. Additionally, the combined efforts and public programs developed in collaboration between the Museum of Contemporary Craft (MoCC) and PNCA will have a visible impact on the economic vitality and activity along the North Park Blocks. The 511 Building is proposed to house a 200-seat black-box auditorium that will host numerous lectures, speaker series, symposia, and public programs. PNCA anticipates significant growth in community visitors at both MoCC and the revitalized 511 Building, and a recent survey of MoCC visitors suggests that 40% of visitors come outside the Portland metro region.

FINANCIAL IMPACT

Sufficient funds for the grant are available. The River District URA Revised FY 2010/11 + Forecast Budget (Attachment A) has allocated \$756,000 for PNCA (H60027). A summary of the project sources and uses is below.

The grant agreement states PDC's intention that the grant is to be the extent of funds invested by PDC in the 511 Building redevelopment. PNCA may elect to pursue New Market Tax Credits and Historic Tax Credits, in addition to their capital campaign to fund the future construction. Any funding request and/or interest in exclusive negotiations by PNCA for the PDC-owned Block R would be further defined through the proposed scope of work.

| Source | Amount |
|------------------------|--------------------|
| PNCA Match | \$740,000 |
| PDC Grant (RD URA TIF) | \$740,000 |
| Total Sources | \$1,480,000 |

| Use | Amount |
|---|--------------------|
| A&E: Surrounding Area Concept Planning | \$50,000 |
| A&E: Surrounding Area Concept Planning Reimbursables | \$4,000 |
| A&E: 511 Building (Schematic, DD, 20% CD) | \$1,155,000 |
| A&E: 511 Building (Schematic, DD, 20% CD) Reimbursables | \$89,567 |
| Survey | \$10,000 |
| Environmental (Phase II ESA) | \$25,000 |
| Historic Consultant | \$30,000 |
| LEED, including Energy Model & Commissioning | \$51,033 |
| City Fees (Pre-app, DAR) | \$5,400 |
| Project Management (Gerding Edlen) | \$60,000 |
| Total Uses | \$1,480,000 |

RISK ASSESSMENT

Legal: Staff will review the final consultant scope of work and interim work products for compliance with the grant, including TIF eligibility, prior to releasing funds. PDC is not providing exclusive negotiations rights for any PDC-owned parcels at this time.

Financial: Funds will be released on a 50% reimbursement basis to ensure compliance with the terms of the grant, including the requirement for PNCA's financial match. PNCA is required to refund all PDC monies that have been expended if PNCA chooses to stop work, unless the reason for stopping work is beyond PNCA's control (e.g.: decision by GSA to not transfer ownership of the 511 Building). The grant agreement also clearly states PDC's intention that the grant is the extent of funds to be invested by PDC in the 511 Building redevelopment, in order to inform PNCA's financial planning.

Operational: The grant agreement requires PNCA to provide PDC with sufficient notice prior to commencing any construction contract bidding or negotiations for the rehabilitation of the 511 Building, to ensure PDC is able to assist with and monitor compliance with the Business and Workforce Equity policies. Failure to comply with the terms of the grant can result in the requirement for PNCA to repay the PDC grant funds.

Public Trust: Investment of this size by PDC in a long-standing, neighboring, educational institution is not unprecedented. As noted above, PDC is not providing exclusive negotiations for any PDC owned properties. PNCA is also aware that PDC may elect to commence master planning work for the Broadway Corridor/USPS area in the future, during which PNCA's campus master planning work may inform the effort, but will not necessarily be the sole use considered.

WORK LOAD IMPACT

Authorization of the grant will impact staff work load. Additional time will be required from existing staff in the Central City Division and Central Services for the monitoring of project deliverables and disbursement of funds. Additionally, the grant requires future compliance with PDC's Business and Workforce Equity Policies during rehabilitation of the 511 Building, thereby requiring additional staff time to monitor if/when construction commences.

ALTERNATIVE ACTIONS

The Board may elect to not authorize the predevelopment grant as proposed or specify alternative terms.

CONCURRENCE

The proposed terms of the grant agreement have been approved by the Financial Investment Committee (May 3, 2011) and Executive Director (May 4, 2011).

BACKGROUND

PNCA is an independent college providing professional education in the visual arts, and granting Bachelor of Fine Arts degrees and Master of Fine Arts degrees, including:

- [BFA Degree](#) (majors in General Fine Arts, Communication Design, Contemporary Animated Arts, Illustration, Intermedia, Painting, Photography, Printmaking, or Sculpture)
- [MFA in Visual Studies](#)
- [MFA in Applied Craft and Design](#)
- [MFA in Collaborative Design](#)
- [Continuing Education Programs](#)

PNCA's facilities are currently spread between multiple locations, including:

- PNCA Main Campus Building, 1241 NW Johnson
- Sculpture & Ceramics Studios, 1302 NW Kearney St.
- Stevens Painting Studios, 1432 NW Johnson
- MFA Visual Studies Studios, 1830 NW 19th Ave.
- MFA Applied Craft & Design Studios, 421 NE 10th Ave.
- Student Housing, 1630 SW Clay St. and 1604 SW Clay St.
- Museum of Contemporary Craft, 724 NW Davis St.

Occupancy of the 511 Building is intended to be a first phase of implementing PNCA's campus vision, described in greater detail below. The 511 Building is currently occupied by Department of Homeland Security agencies, and owned by the General Service Administration (GSA), who has initiated efforts to relocate the existing tenants. In March 2008, PNCA was informed that the GSA and U.S. Department of Education (DOE) had approved the college's application to acquire the 511 Building through the government's Transfer of Surplus Property for Education Services program, with a Public Benefit Allowance discount of 100%. The public benefit conveyance program allows for the transfer the property (with deed restriction) to the college at no cost, so long as the college utilizes the facility for educational purposes over a 30 year period. Depending on progress made in relocating the existing tenants, as well as PNCA's capital campaign to fund redevelopment, PNCA anticipates occupying the building in 2014.

Additionally, PNCA is seeking to complete a conceptual campus master plan, focusing on relocating, consolidating, and expanding certain functions and amenities affiliated with the college to the area surrounding the 511 Building. Proposed uses for further study in the conceptual plan include approximately 100,000 sf for the relocation of existing campus functions (in addition to the redevelopment of the 511 Building), the replacement and expansion of student housing to provide approximately 250 beds, and other ancillary amenities. Properties to be considered in the conceptual campus master plan include Block R, located across Broadway Avenue from the 511 Building, and owned by PDC. Block R offers significant development potential with 6:1 FAR (bonusable to 9:1) and 350' height limits.

The proposed grant agreement between PDC and PNCA includes the following conditions:

- The PDC funding will be provided on a 50% reimbursement basis, and matched by PNCA.
- PNCA intends to commence work immediately, but in no instance later than December 31, 2011, and will complete the work within twelve months.
- PNCA will provide PDC with regular updates, including at least monthly status reports and copies of interim and final deliverables.
- PNCA will refund all PDC monies that have been expended if PNCA chooses to stop work, unless the reason for stopping work is beyond PNCA's control.
- In the event PNCA proceeds with redevelopment of the 511 Building, the project will meet or exceed PDC policies, including the Green Building and Business & Workforce Equity Policy. To ensure this, PNCA is required to prepare and submit to PDC for review and approval a written summary of PNCA's proposed contractor selection process to comply with the Business and Workforce Policy, promptly after completion of the 20% construction documents for the 511 Building. In addition, PNCA will provide PDC with advance written notice of any bidding, negotiation or other contractor selection process for the purposes of coordinating and monitoring PNCA's compliance.

ATTACHMENTS:

- A. URA Financial Summary
- B. Project Summary
- C. Letter of Support
- D. PNCA Alumni & Job Creation Profile

URA FINANCIAL SUMMARY

Financial Summary

Fund Summary - Five-Year Budget Projections

| | Revised FY 2010-11 | Proposed FY 2011-12 | Forecast FY 2012-13 | Forecast FY 2013-14 | Forecast FY 2014-15 | Forecast FY 2015-16 |
|---------------------------------------|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| River District URA | | | | | | |
| Resources | | | | | | |
| Beginning Fund Balance | 12,157,166 | 6,602,768 | 11,855,602 | 1,806,329 | 1,108,380 | 758,217 |
| Fees and Charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest on Investments | 100,000 | 30,000 | 0 | 0 | 0 | 0 |
| Loan Collections | 456,741 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| Property Income | 1,016,000 | 1,352,000 | 652,000 | 652,000 | 652,000 | 652,000 |
| Reimbursements | 125,000 | 200,000 | 426,562 | 0 | 0 | 394,419 |
| TIF Proceeds | 46,523,874 | 50,450,100 | 20,314,110 | 37,024,952 | 56,327,237 | 46,300,387 |
| Total Resources | 60,378,781 | 59,084,868 | 33,698,274 | 39,933,281 | 58,537,617 | 48,555,023 |
| Requirements | | | | | | |
| Program Expenditures | | | | | | |
| Business Development | | | | | | |
| Business Lending | | | | | | |
| H79020 Business Finance | 1,250,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Cluster Industry Development | | | | | | |
| H72026 Cluster Development | 0 | 200,000 | 0 | 0 | 0 | 0 |
| H79023 Design Forum/PDX | 0 | 1,000,000 | 0 | 0 | 0 | 0 |
| H79100 Site Recruitment | 0 | 71,250 | 71,250 | 71,250 | 0 | 0 |
| Business Development Total | 1,250,000 | 3,271,250 | 2,071,250 | 2,071,250 | 2,000,000 | 2,000,000 |
| Housing | | | | | | |
| PHB Housing | | | | | | |
| H12030 Fairfield Apartments | 430,000 | 500,000 | 0 | 0 | 0 | 0 |
| H32138 Pearl Family Housing | 7,000,000 | 0 | 0 | 0 | 0 | 0 |
| H37937 RAC - Access Center | 10,329,607 | 16,046,927 | 0 | 0 | 0 | 0 |
| H37938 Blanchet House Redev | 200,000 | 4,000,000 | 0 | 0 | 0 | 0 |
| H37940 New Avenues for Youth | 9,190 | 0 | 0 | 0 | 0 | 0 |
| H80036 Yards at Union Station | 0 | 3,973,438 | 0 | 0 | 0 | 0 |
| H89030 Affordable Rental Housing | 0 | 1,227,314 | 0 | 4,000,000 | 9,000,000 | 3,500,000 |
| Housing Total | 17,968,797 | 25,747,679 | 0 | 4,000,000 | 9,000,000 | 3,500,000 |
| Infrastructure | | | | | | |
| Parks | | | | | | |
| H13119 Neighborhood Park (The Fields) | 400,000 | 1,550,000 | 4,130,000 | 0 | 0 | 0 |
| H13120 Neighborhood Park SDC Credit | 0 | 400,000 | 0 | 0 | 0 | 0 |
| Public Facilities | | | | | | |
| H13138 Streetcar LID | 0 | 0 | 500,000 | 0 | 0 | 0 |
| H80020 Union Station | 826,500 | 1,706,500 | 5,446,500 | 6,500 | 6,500 | 6,500 |
| H80034 Community Facilities | 78,000 | 0 | 0 | 0 | 0 | 0 |
| Transportation | | | | | | |
| H11233 Public Site Improvements | 177,000 | 0 | 0 | 0 | 0 | 0 |
| H13137 Streetcar Loop Project | 11,523,396 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure Total | 13,004,896 | 3,656,500 | 10,076,500 | 6,500 | 6,500 | 6,500 |
| Property Redevelopment | | | | | | |
| Commercial Real Estate Lending | | | | | | |
| H28030 Redevelopment Loan | 3,200,000 | 2,080,000 | 3,800,000 | 3,800,000 | 4,000,000 | 4,000,000 |

Financial Summary

Fund Summary - Five-Year Budget Projections

| Projects | Revised FY 2010-11 | Proposed FY 2011-12 | Forecast FY 2012-13 | Forecast FY 2013-14 | Forecast FY 2014-15 | Forecast FY 2015-16 |
|--|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Community Redevelopment Grants | | | | | | |
| H27001 Storefront Grants | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| H27050 DOS Grants | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Property Redevelopment | | | | | | |
| H11244 One Waterfront Place | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| H12101 Downtown Retail Strategy | 450,000 | 500,000 | 500,000 | 250,000 | 250,000 | 250,000 |
| H12145 Blocks A&N | 20,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| H13104 Centennial Mills Redevelopment | 569,000 | 464,000 | 2,860,000 | 5,260,000 | 3,060,000 | 0 |
| H13112 North Pearl District Plan | 0 | 500,000 | 0 | 0 | 0 | 0 |
| H13115 Station Place Garage/Parcels | 378,700 | 207,000 | 197,000 | 197,000 | 197,000 | 197,000 |
| H13143 RD Environmental | 100,000 | 65,000 | 75,000 | 0 | 0 | 0 |
| H22500 Post Office | 518,500 | 420,000 | 5,000,000 | 8,000,000 | 20,000,000 | 30,000,000 |
| H28032 Vestas | 8,100,000 | 0 | 0 | 0 | 0 | 0 |
| H80021 10th and Yamhill Redevelopment | 250,000 | 0 | 0 | 3,750,000 | 9,200,000 | 0 |
| H80027 PNCA | 6,000 | 750,000 | 0 | 0 | 0 | 0 |
| H80029 Block 25 | 14,000 | 0 | 0 | 0 | 0 | 0 |
| H80031 Block 11 | 150,000 | 0 | 0 | 0 | 0 | 0 |
| H80032 Horse Barn Relocation | 0 | 750,000 | 1,250,000 | 0 | 0 | 0 |
| H80037 Grove | 130,000 | 2,700,000 | 0 | 0 | 0 | 0 |
| Property Redevelopment Total | 14,267,200 | 8,822,000 | 14,068,000 | 21,643,000 | 37,093,000 | 34,833,000 |
| Administration | | | | | | |
| Finance Admin | | | | | | |
| H98001 Debt Management | 70,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Strategic Planning/Policy & Prgm Dvlpmt | | | | | | |
| H92110 Westside/Central City Study | 150,000 | 0 | 0 | 0 | 0 | 0 |
| Administration Total | 220,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Total Program Expenditures | 46,710,893 | 41,547,429 | 26,265,750 | 27,770,750 | 48,149,500 | 40,389,500 |
| Personal Services | 877,300 | 1,066,352 | 1,318,611 | 3,499,747 | 1,733,382 | 1,454,022 |
| Transfers - Indirect | 5,498,256 | 4,136,778 | 3,624,674 | 6,832,364 | 6,644,631 | 5,573,751 |
| PHB Staff/Admin | 689,564 | 478,707 | 682,910 | 722,040 | 1,251,887 | 1,050,127 |
| Total Fund Expenditures | 53,776,013 | 47,229,266 | 31,891,945 | 38,824,901 | 57,779,400 | 48,467,400 |
| Contingency | 6,602,768 | 11,855,602 | 1,806,329 | 1,108,380 | 758,217 | 87,619 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | 60,378,781 | 59,084,868 | 33,698,274 | 39,933,281 | 58,537,617 | 48,555,023 |

PROJECT SUMMARY

Project Name: PNCA Predevelopment Grant

Description: \$740,000 predevelopment grant to PNCA, requiring an equal funding match, for a total project budget of \$1,480,000. The scope of work includes:

- Preparation of 20% construction documents for the rehabilitation of the 511 Building;
- Predevelopment due diligence for the reuse of the 511 Building; and
- Conceptual planning for the consolidation and further expansion of PNCA facilities and amenities in the surrounding area.

Location: 511 NW Broadway and surrounding properties, including PDC's Block R

URA: River District

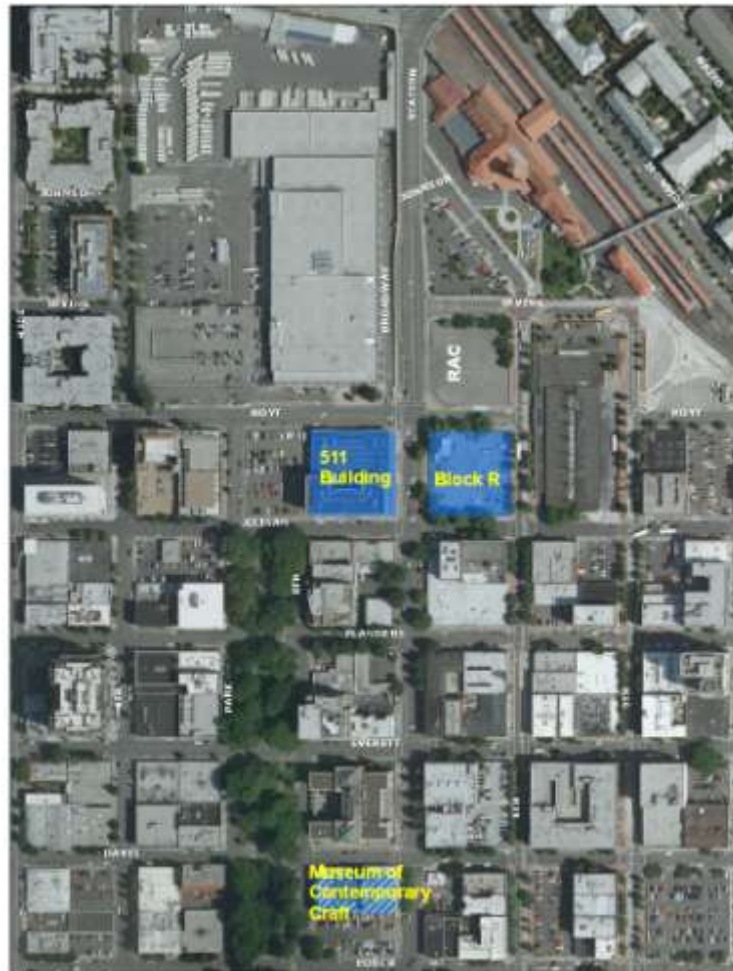
Current Phase: Predevelopment Feasibility

Next Milestone: Construction Bidding

Completion Target: Construction completion/occupancy by 2014+

Outcome: Expansion and relocation of PNCA campus

Site/Project Map:



April 26, 2011

Portland Development Commission
Board of Commissioners
222 NW Fifth Ave
Portland, OR 97209-3859

Dear Commissioners,

I am writing today to urge your support of the Pacific Northwest College of Art (PNCA) in their pre-development request for the 511 NW Broadway Project. PNCA's forthcoming renovation of the iconic old city post office will be leveraged for the benefit of the community as a major new base on Portland's Creative Corridor. In my opinion, PNCA and the 511 project is *the* catalytic development that will finally bridge the raw and dynamic energy of Old Town with the newly developed Pearl District.

President Tom Manley and I have had numerous conversations about what I call 'the Creative Corridor,' a term I coined several years ago to underscore the importance of developing Portland's bases for creativity/innovation. One can map these bases, so the Corridor has physical/geographical dimension, but they are not intended to be confined within a dedicated zone or district. Rather, it is a way of marking the places from which a high degree of creative activity, ideation, and energy arise, especially as they relate to new generations.

Creative Corridor spots like PNCA serve as idea spaces where informal social and professional networks link them like a connect-the-dots drawing until the whole picture fills in. These spaces are characterized by the tools, technologies, beliefs, values, metaphors, and objects of study and play that use imagination as a springboard. (Some current "idea Spaces" on the Creative Corridor include W+K, PNCA, Ziba, art galleries, the Museum of Contemporary Craft, the White Stag Building, the Ace Hotel and the soon to be developed Grove Hotel).

As a city that is increasingly styled as a center of creativity and which in fact is home to an increasing population of individuals and institutions that are centered in creative practice, strengthening understanding and developing the Corridor is vital economic and social work. In addition to PNCA itself and their students, many arts education and design partners across the city, state and region will benefit from the expanded programming the 511 Building will provide.

Sincerely,



John Jay
Executive Creative Director
W+K

JOB CREATION BY CLUSTER INDUSTRY, HIGH GROWTH & OTHER SECTORS

PNCA’s mission is to prepare students for a “life of creative practice”. PNCA interprets creative practice widely, and many PNCA alums leverage their skills into careers ranging from architecture to web development, software designers and independent filmmakers. PNCA alumni are employed by some of Oregon’s largest creative firms including Nike, adidas America, Columbia Sportswear, Intel, and Wieden+Kennedy. Additionally, many graduates launch new businesses and are embedded in the entrepreneurial enterprises that make up the new economy. Examples of PNCA alums and their careers are summarized below, and categorized by target cluster, high growth firms, and other related sectors.

Athletic & Outdoor Industry Cluster

| Job Description | Firm | Alum |
|-------------------------------------|---------------------|-------------------------|
| VP Design & Global Brand Management | Nike Golf | Ron Dumas, '80 |
| Color Designer | Nike | Melissa Gallagher, '06 |
| Operations Specialist | Showers Pass | Stephanie Leikas, '05 |
| Founder/Owner | Signal Bicycles | Matt Cardinal, '07 |
| Design Associate | Columbia Sportswear | Erin DeBray, '05 |
| Sales Manager | Adidas America | David Trowbridge, '03 |
| Designer | Gravity Design | Brijean Brennan, '03 |
| Graphic Designer/Production Artist | Komar Sleepwear, NY | Gregory Clodfelter, '97 |
| Apparel Developer | Toklat | Kari Dehn '04 |

Cluster Alumni Profile: Signal Cycles

In 2007, Matt Cardinal graduated with a Bachelor of Fine Arts from PNCA. Matt moved to Portland from Mesa, Arizona to be a part of the active creative community that is found among the college’s student population. Using the skills he developed while at the College, he started Signal Cycles with fellow designer and painter Nate Meschke to create some of the best hand-made custom bicycles in the nation. Their experience at art school made them perfectly equipped to open a world-class bike shop. Signal Cycles has garnered national attention for their exquisite detail, unique collaborations, and sleek and elegant design. In 2011, Signal Cycles won the Best City Bike prize at the North American Handmade Bike Show in Austin, Texas. Matt and Signal Cycles were recently chosen to participate in the 2011 Oregon Manifest bike design challenge in collaboration with Ziba Design and Core 77.

Software Industry Cluster

| Job Title | Firm | Alum |
|-------------------------|------------------------|--------------------|
| Interactive Designer | Downstream | Tyler Jackson, '05 |
| 3D Game Animator | Aptus Games | Marisa Cole, '92 |
| Photo Editor | Cybernet Entertainment | Maile Thiesen, '07 |
| Program Manager | Intel Corporation | Melinda Geist, '96 |
| Graphics/GIS Specialist | CH2MHILL | Jodie Hodson, '85 |
| Designer | Cinco Design | Justin Gorman, '08 |
| Owner/Founder | Lodestar Studios | Deb White, '83 |

Cluster Profile: Cinco Design

Justin Goreman graduated with a degree in Communication Design in 2008 from PNCA. Justin was recently hired by Cinco Design to work with their project teams in branding, digital application and product design. Cinco works with clients such as adidas, Electronic Arts, Nike, Verizon, and Microsoft to create connected brand and product experiences in the digital age.

High Growth Firms

| Job Title | Firm | Alum |
|----------------|-------------------------|------------------------|
| Founder/Owner | Pratt & Larson Ceramics | Michael Pratt, '74 |
| Founder/Owner | Michael Curry Design | Michael Curry, '84 |
| Graphic Artist | HumphreyLine | Tamara Carasco, '82 |
| Founder/Owner | Bamboo Craftsman Co. | Leslie Marie Lake, '03 |

High Growth Firm Profile: Pratt & Larson Ceramics

Artist Michael Pratt, '74 and his partner Reta Larson began the unique production of art tile in 1980. Thirty-one years later, the company has grown to be a national leader in tile design and manufacturing. Employing over 100 people in all phases of design and production, *Pratt & Larson Ceramics* create high quality ceramic tiles that are distributed across the United States and Canada. Their unique hand-crafted product reflects the art, interest and spirit of a PNCA education.

Other Related Sectors: Branding the Creative City

Portland's growing reputation as an incubator for young creative professionals didn't happen overnight. For every Nike, there is a Wieden+Kennedy who was instrumental in creating the brand identity that has crossed over into Portland's economic drivers. PNCA is a vital link to these creative thinkers, individuals and agencies who must create the connection for buyers, consumers and audiences across an increasingly complex media landscape. PNCA produces the graphic designers, art directors, illustrators and printers that create the media-rich environment of the 21st Century.

| Job Title | Firm | Alum |
|----------------------------|-------------------------------|----------------------|
| Founder/Creative Director | Leopold/Ketel & Partners | Jerry Ketel, '85 |
| Founder/Owner | HUB Collective | Lindsey Hammond, '99 |
| National Creative Director | Adams Outdoor Advertising | Brian Haselton, '85 |
| Owner/Principal | The Felt Hat | Don Rood, '86 |
| Owner/President | Ulven Design Group | Melvin Ulven, '70 |
| Creative Director | Hemisphere Design & Marketing | Heather Stajgr, '05 |
| Photo Retoucher | Wieden + Kennedy | Sef McCullough '06 |
| Designer | Mutt Industries | Damien Webb, '05 |

Branding Profile: Mutt Industries



Damien Webb graduated from PNCA with a BFA in Communication Design in 2005. With his clean lines and understated comprehension for the ethos of Oregon and the Pacific Northwest, he embarked on a career path that landed him a job at Mutt Industries, one of the most innovative and groundbreaking firms in Portland. Launched by three partners with rich histories award winning work in advertising and marketing with Wieden+Kennedy; Mutt and Webb in particular, landed the job of re-branding the Pacific Ten athletic logo. Since its unveiling in 2010, the logo has received widespread praise for its use of symbols, history and new media.

ATTRACTING OUT OF STATE RESOURCES

Over the past 10 years, PNCA has shifted from a small locally based art college to a growing national attraction for students seeking an art and design education. In 2010, nearly 60% of all incoming students came to PNCA from outside of Oregon compared to only 22% in 2005.

Demand for student housing for a more traditional collegiate experience is at an all-time high. When surveyed, a tremendous number of new students site Portland as a primary reason why they chose to come to PNCA for their education.

BFA Gross Tuition and Fees for the upcoming academic year will be \$29,532; MFA Gross Tuition and Fees will be \$33,588. To offset additional expenses related to student growth and the delivery of a first-rate art and design education, PNCA has implemented a three-year tuition increase plan to achieve parity with its peer institutions.

An overwhelming number of alums recently surveyed have decided to stay in Oregon and contribute to our local economy. The table below shows alumni location based on survey responses in the 2008 and 2010 Alumni Survey.

| STATE | ALUM RESPONSES |
|------------|----------------|
| Oregon | 66% |
| Washington | 8% |
| California | 7% |
| New York | 5% |
| Other | 14% |

PNCA CORPORATE PARTNERS

PNCA has developed several corporate partners over the past five years to secure a stable foundation for innovative programs, internships, professional opportunities and providing a better workforce for the 21st century. PNCA's corporate partners include:

| Corporation | Field |
|----------------------------|--|
| AWS Real Estate | Urban Planning, Development |
| Laika Entertainment | Contemporary Animation, Moving Images, Design |
| Allied Works | Architecture, Design |
| ZGF | Design, Interiors, Architecture |
| ZIBA | Industrial Design, Applied Craft, Product |
| Wieden + Kennedy | Comm. Design, Advertising, Marketing, Branding |
| Leupold & Stevens | Product Design, Applied Craft |
| XPlane | Illustration, Design thinking, |
| Vibrant Table | Culinary Arts |
| Boora Architecture | Architecture, Design |
| Walker Macy | Landscape Design |
| Czopek & Erdenberger | Interior Design, Space Planning |
| Gerding Edlen | Sustainability, Urban Planning, Development |
| Miller Nash | Law |
| The Standard | Insurance |
| Boeing | Aeronautics, Industrial Design |
| Key Laser Institute | Medical Technology |
| Bank of America | Finance |
| Schwabe Williamson & Wyatt | Law |
| Howard S. Wright | Contracting, Urban Design |