

Appendix A: Action Matrix

The Action Matrix delineates actions to support Comprehensive Economic Development Strategy priorities. Multiple stakeholders and organizations will contribute to the actions, as one organization alone cannot implement the strategy. Regional ownership is established by identifying Lead Organizations that champion and guide implementation.

Potential partners are listed but are *not* exhaustive. More organizations will be engaged as implementation advances. Without the structural organizational support, an action will simply remain a good idea. The Matrix is a flexible tool that allows for the introduction of new actions over the years if they align with the strategy objectives and are represented by a Lead Organization.



CEDS ACTION MATRIX

GOAL 1: FOSTER UPWARD ECONOMIC MOBILITY

Objective 1.1: Provide comprehensive and coordinated skills development starting with child care through higher-ed, including vocational, post-secondary, and life-long learning

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|---|------|------|------|--------|---------|--|--|--|--|--|
| A. Support and scale the Shared Service Alliance (SSA) pilot program to share business administration for 50 child care programs. Automate child care management software, develop a backbone agency, and implement the business coaching framework. | X | X | X | X | | Automate support for child care programs | A regional care organization exists and it has dedicated staff | Shared Service Alliance | Oregon Community Foundation, Social Venture Partners, CCR&R, Early Learning Division, United Way, Neighborhood House | Grant secured from the Oregon Community Foundation, Ford Family Foundation |
| B. Develop and scale a work group around student engagement to leverage state education agency and foundation dollars to address attendance and enrollment decline for PK-12 students of color. | X | X | | | | BIPOC students (PK-12) are enrolled in school with intentional support for engagement | Number of BIPOC students enrolled in school with regular attendance | United Way | All Hands Raised, School Districts, ELD, ODE | Varied |
| C. Convene regional STEM organizations to inventory current programs offered to connect students with employers and identify gaps. Consider a bi-state regional marketplace for employers and K-12 schools to expose students to STEM and STEAM opportunities , particularly those from BIPOC communities to interact with professionals through coordinated collaboration. Also work with regional employers on company culture to ensure BIPOC employees are retained and advanced in careers. | | X | X | X | | More K-12 BIPOC students are exposed to STEM and STEAM opportunities with regional employers | Number of BIPOC students engaged in STEM and STEAM programming | East Metro STEAM, Oregon STEM Hubs, Career Connect SW WA | OBC STEM Committee, WorkReady Program, TiE Oregon, MESO, CTE, United Way, NW Natural, PGE, Economic Development Partners | Leverage existing; State of Oregon |
| D. Advance the Quality Jobs Initiative to design and develop a regional approach to help employers introduce, change and leverage business practices to make jobs better and foster positive outcomes for their employees, especially front-line workers. | | X | X | X | | Increase workforce program participant hires by businesses who meet Quality Jobs standards | Number of workforce program hires by businesses engaged in Quality Jobs initiative | Columbia Willamette Workforce Collaborative | | New Program |

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|---|------|------|------|--------|---------|--|---|-----------------------------------|---|-------------------|
| E. Evaluate gaps and needs with partnerships between Greater Portland's K-12 and higher education leaders to identify and develop opportunities for intentional engagement. Research national models and best practices for K-12/higher education partnerships to emulate in our region. | | | X | X | | Enhance early skills development to prepare for higher-education opportunities | New programs identified and implemented | GPI Higher Education Committee | K-12 districts, All Hands Raised, Education NW, Adelante Chicas, TRIO, United Way | Leverage existing |
| F. Expand the capacity of Community Based Organizations and Non-profits through technical support and incubation . Early focus will address challenges resulting from the pandemic and subsequent recovery. | | X | X | | | Develop a regional incubator to support non-profit organizations through incubators and accelerators | Provide funding and technical support to multiple cohorts of strategically selected non-profits | Oregon Technology Business Center | Oregon Association of Non-Profits, foundations | New program |
| G. Advance Greater Portland Economic Recovery Plan recommendations for Target Impact Area 2 (Advance economic mobility for individuals) and Target Impact Area 3 (Support families and children) | X | X | | | | See Economic Recovery Plan | See Economic Recovery Plan | GPI | Varied | Varied |

| Objective 1.2: Expand economic opportunities for all individuals with a focus on the BIPOC and underrepresented communities | | | | | | | | | | |
|---|------|------|------|--------|---------|---|---|---|---|-------------------|
| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
| A. Secure resources to advance five-year goals of SINE (Survival Is Not Enough) to create a more diverse and inclusive region. Investments in SINE will provide opportunities to college graduates from communities of color and rural areas because the future of our communities' hinges on the leaders of our organizations reflecting the people who live here. | X | X | X | X | | More BIPOC college graduates are exposed to job opportunities with regional employers | Track number of BIPOC participants in the program | SINE | GPI | Leverage Existing |
| B. Increase business support for Future Leaders Project (FLP) as a long-term strategy for ensuring business and community leaders are more representative of all the people that live in Southwest Washington. FLP provides college students from historically underserved communities a platform to build social capital and gain professional development through paid internships and mentoring from business, non-profit and public leaders. | X | X | X | X | | More college BIPOC students are exposed to job opportunities with regional employers | Track number of BIPOC participants and participants from historically underrepresented communities in the program | Washington State University Vancouver | CREDC, Workforce SW WA | Leverage Existing |
| C. Expand Construction and Health Care industry workforce programs through additional funding and support. | | X | X | X | | Increase job opportunities, particularly for BIPOC individuals, within these industries | Report number of jobs within the industries and percentage of BIPOC hires | Columbia Willamette Workforce Collaborative | PBDG, Metro, Port of Portland, NW Natural, PGE | Leverage Existing |
| D. Encourage development of a unifying umbrella to facilitate management of micro-enterprises with financial support via a statewide office for micro/small businesses . This management will help existing micro-enterprise organizations provide information, guidance and support for clients to expand, recruit and retain BIPOC talent. It is not envisioned that the management organization would provide direct services. | | X | X | X | | Provide coordination of existing micro/small business organizations to enhance efficiencies and sustainable funding | A statewide staff person/program is identified to meet this need. | Community Chamber Coalition of Oregon | MESO, Oregon Entrepreneurs Network, PBDG, TiE, PCC SBDC, Mercy Corps NW, Business Oregon, WEDA, Washington County Business Recovery Centers | New program |
| E. As identified in the Greater Portland Economic Recovery Plan, develop a responsive regional technical assistance network to more broadly support micro-small businesses and entrepreneurs, after completing Action 2.1.A. | X | X | | | | Enhance service provision to micro-small businesses and entrepreneurs | Survey number of businesses served and percentage of BIPOC companies | Community Chamber Coalition of Oregon, MESO, PBDG | Oregon Entrepreneurs Network, CREDC, TiE, PCC SBDC, Mercy Corps NW, Washington County Business Recovery Centers, Washington County | Varied |

GOAL 2: SUPPORT A COMPETITIVE ECONOMY

Objective 2.1: Develop an entrepreneurial ecosystem that supports robust local small businesses and scales traded sector industry

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|--|------|------|------|--------|---------|---|---|----------------------|--|---|
| A. Evaluate whether a study is needed to evaluate the existing regional system of small business support services and assistance (ecosystem), including the support of innovation-based startups. Evaluate existing ecosystem to determine priority gaps to fill. | | X | X | | | Elevate existing programs and identify gaps/needs for new programs | Stakeholder consensus on investing resources in a regional study | GPI | BBPDX, CREDC, SBDC, local incubators and accelerators, MESO, Venture Catalyst | Varied |
| B. Determine feasibility of and support for a Regional Innovation Hub designation to incentivize regional collaboration and creation of an innovation-based ecosystem. | | X | X | X | | Innovation-based services delivered through a collaborative and cohesive regional innovation ecosystem | Increase in networking, connectivity, and collaborative/entrepreneurial culture in the region | Business Oregon | GPI, WA Dept of Commerce, SBDC, local incubators and accelerators, Venture Catalyst | Leverage Program; state funding to implement recommended action |
| C. Foster the further development of Oregon’s risk capital stack per the Oregon Innovation Plan, January 2021 and consider opportunities such as the Angel Investment Tax Credit (Oregon only because credits reflect income tax), expanding CDFI support, and angel, pre-seed, and seed funds, sector-specific risk-capital, and working capital loan funds. | | X | X | X | X | Private-sector market gap for investment dollars needed by innovation-based entrepreneurs is addressed | Additional risk capital created and available in the regional ecosystem | Business Oregon | GPI, WA Dept of Commerce, SBDC, Oregon Growth Board, MESO, local incubators and accelerators, Venture Catalyst | Leverage Existing; state investment in existing programs |
| D. Develop customized technical assistance to help companies transition to e-commerce and maintain a continued online presence. | X | X | | | | Help small retailers diversify into expanded market opportunities | Number of BIPOC and underrepresented community members completed program | Prosper Portland | Community Chamber Coalition of Oregon, PBDG, MESO, SBDC, economic development partners | Prosper Portland proposed general funds |
| E. Recruit traded sector business leadership from across the region to participate in the innovation opportunities assessment outlined in the Oregon Innovation Plan, January 2021, to determine the innovation needs of Oregon's existing traded-sector firms, identify emerging market opportunities and help guide strategic investments in new Centers of Excellence. | | | X | X | | Identify potential candidate opportunities for new Centers of Innovation Excellence that address existing or emerging market opportunities. | Representative cross-section of traded sector business leadership from across the region and number of potential Centers for Innovation Excellence candidates identified. | Business Oregon, GPI | Economic development partners | Leverage existing |
| F. Advance Greater Portland Economic Recovery Plan actions for Priority 1 (Help Small Businesses Recover and Grow) | X | X | | | | See Economic Recovery Plan | See Economic Recovery Plan | GPI | | Varied |

Objective 2.2: Invest in innovations that strengthen and grow the Portland region traded sector clusters

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|---|------|------|------|--------|---------|--|---|-----------------|--|--|
| A. Support Centers of Innovation Excellence to facilitate the commercialization of research as a place to catalyze investments in new innovations. | | X | X | X | | Foster the commercialization of new technology emerging from R&D in higher-ed institutions | Number of federal grants leveraged | Business Oregon | GPI Higher-Ed Partners, Venture Catalyst | Leverage Existing; state investment in existing programs |
| B. Develop regional industry cluster work groups to advance cluster-specific strategies for innovation, business recruitment, retention, and expansion. | X | X | X | X | | Hear directly from private business regarding barriers and opportunities to inform cluster-specific strategies | Number of new businesses or expansions within industry clusters | GPI | EDPs, CREDC, Higher Ed partners, Prosper Portland cluster leads, Business Oregon, WA Dept. of Commerce, Venture Catalyst | Leverage Existing; EDA Technical Assistance |
| C. Support programs such as Growing Small Businesses Globally and state and regional investment in CDFIs to ensure BIPOC and marginalized entrepreneurs are able to scale their businesses for traded sector opportunities, after completing Action 2.1.A. | | X | X | X | | BIPOC entrepreneurs increase access to traded sector opportunities. | Number of marginalized entrepreneurs engaged in scaling programs. | GPI | SBDC, Global Trade Center, TiE, Venture Catalyst | Banking & Philanthropic partners |

Objective 2.3: Enhance the Portland regional identity and brand for talent, capital and business

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|--|------|------|------|--------|---------|--|---|------------------------------|---|-----------------------------|
| A. Support/develop a steering committee of stakeholders and experts, including marketing specialists, to facilitate a regional branding process and implement recommendations . Focus on sustainability, innovation, global connections, bcorp/corporate shared values. | X | X | | | | Develop a message that resonates with existing and potential new businesses regarding the Portland region's authentic assets | Improvement to existing Travel Portland and ULI survey results. Improvement to Site Selection Magazine's Top Metro's list and YOY state Business Tax Climate Index. | PBA, City of Portland | GPI, Travel Portland, Visit Vancouver, Port of Vancouver, CREDC, City of Vancouver, Business Oregon | New Program |
| B. Explore and promote regional strengths such as the region's inclusive culture to international markets. Leverage resources of SelectUSA and overseas representatives of Business Oregon and the State of Washington to position the Greater Portland region to international investors. | X | X | X | X | | Develop a message that resonates with foreign businesses regarding the Portland region's authentic assets | Foreign Direct Investment estimates for Washington and Oregon from Select USA | Greater Portland Global, GPI | JASO, Business Oregon, WA Dept of Commerce | U.S. Department of Commerce |
| C. Secure support to ensure the NW Equity Summit is an annual event and can expand into an integrated regional program. Consider TRUE Northwest Arkansas as a model and visit with foundation and civic leaders to understand the program, level of investment and staff necessary to have a significant regional impact. | | X | X | | | Enhance the Portland region culture of diversify to be more welcoming to BIPOC individuals particularly | Increase annual participation in NW Equity Summit | Partners in Diversity | PGE, GPI, NW Natural | Leverage Existing Program |
| D. Develop a business success & job creation table to help local businesses reopen safely by creating and implementing tools. | X | X | | | | Convey to existing business in the City of Portland that they are needed assets for the city to prosper and they are supported | Engage at least 100 businesses per year | City of Portland | GPI, City of Portland business leaders | New program |

GOAL 3: BUILD A RESILIENT REGION

Objective 3.1: Construct resilient physical infrastructure

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|---|------|------|------|--------|---------|--|---|---|---|---|
| A. Secure resources and facilitate construction of transportation projects listed in Appendix E. Engage private sector, economic and workforce development practitioners to confirm priority projects to include in the next Regional Transportation Plan (RTP) and advocate for existing projects that align with upcoming state and federal grant/funding opportunities. | X | X | X | X | X | Construct resilient infrastructure | Number of resilient projects advanced and completed | Metro, RTC | Regional cities and counties, GPI, Port of Portland, Port of Vancouver USA | Leverage Existing |
| B. Support critical regional infrastructure projects , including Seismic Lifeline Route and Regional Emergency Transportation Route projects and other key projects such as the Interstate 5 Bridge Replacement Project, the Burnside Bridge Project, and Port of Portland's Resilient Runway Project. | | X | X | X | X | Construct resilient infrastructure | Number of resilient projects advanced and completed | Multnomah County, Clark County, RTC, Metro, Port of Portland, Port of Vancouver | Regional cities | Leverage Existing |
| C. Support a process that collaboratively engages property owners to consider how unreinforced masonry (URM) buildings can be improved for resilience. | | | X | X | X | Increase supply of resilient buildings | Number of URM projects completed | State engineering and building associations | Regional cities and counties | U.S. Economic Development Admin. |
| D. Assess, develop and test emergency fuel management plans and emergency water provision plans for the bi-state region. | X | X | X | X | | Determine measures to prioritize fuel and water, and to mitigate shortages in emergencies. | Completed emergency fuel needs assessment and fuel management plans and conducted action report. Completed emergency water needs assessments and plans for emergency water provision in place for all counties. | Regional Disaster Preparedness Organization | Oregon Department of Energy, Regional Water Providers Consortium | Homeland Security Urban Areas Security Initiative or U.S. Economic Development Admin. |
| E. Invest in R&D for climate technology innovation by finding, funding, and supporting startups working to reverse the climate crisis and solve other environmental challenges. | | X | X | X | | Foster new technologies that will address impacts on climate change | Inventory VertueLab startups addressing climate change and climate technology innovation. | VertueLab | Regional cities and counties, Washington Procurement Technical Assistance Center, NW Natural, PGE | New Program |
| F. Explore the adoption of local policy across the region to use clean building materials in publicly funded infrastructure projects. | | | X | X | | Encourage the use of clean manufactured building materials in publicly funded projects | Survey local jurisdictions to see if a policy is adopted. | Port of Vancouver USA, Port of Portland | Regional cities and counties, NW Natural | New Program |

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|--|------|------|------|--------|---------|---|---|---|--|----------------------------------|
| G. Incorporate regional work completed by partners in executing on broadband infrastructure investments as prioritized in Governor Brown’s 10 Point Economic Recovery Plan and in the Washington State Department of Commerce’s Statewide Broadband Office. | | X | X | X | | Residents and businesses throughout the region have access to fast, reliable, and affordable broadband. | Deliver broadband to all communities in the region. | Business Oregon, Washington State Dept. of Commerce | Cities and Ports, Oregon Broadband Advisory Council | U.S. Economic Development Admin. |
| H. Support ability to compete in the river economy through multimodal connections to domestic and international markets via bi-state dredging sites. | | X | X | | | Assess opportunities and gaps in river transportation network | Completed report | Port of Vancouver USA, Port of Portland | Lower Columbia River Channel Maintenance Plan, Friends of Frog Ferry, Columbia River Steamship Operators' Association, Pacific Northwest Waterways Association | U.S. Economic Development Admin. |
| I. Collaborate with community partners to ensure that public schools, hospitals, water systems, and other critical facilities have long duration backup power . | | | X | X | X | Construct resilient infrastructure | Number of sites identified as suitable for clean backup generation. | PGE, NW Natural, GPI | Regional cities and counties | Federal infrastructure funds |

Objective 3.2: Strategically invest in public policies that align with economic development priorities

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|--|------|------|------|--------|---------|--|--|---|--|----------------------------------|
| A. Retain and enhance incentives such as Opportunity Zones, R&D tax credits, Enterprise Zones (OR), Tax Increment Financing (TIF), and SIP (Strategic Investment Program). Develop and advocate for new incentives to improve business competitiveness. | X | X | X | X | X | Retain, enhance, and develop new incentives important to traded sector companies | Legislative summaries from OEDA/WEDA | OEDA/ WEDA | Business Oregon, economic development partners, Venture Catalyst | Leverage Existing |
| B. Implement Oregon Brownfields Coalition priorities to incentivize brownfield cleanup and redevelopment with short-term focus to enable landowners to pursue insurance assets associated with dissolved companies in support of brownfield redevelopment opportunities (OR HB2377) | | X | X | | | Increase number of buildable sites that are already served by infrastructure for business expansion and/or recruitment | Number of new sites available and number of sites advancing tiers in readiness | Port of Portland / Metro | OEDA, NW Natural, PGE, communities with brownfields | U.S. Economic Development Admin. |
| C. Implement recommendations in the Site Readiness Toolkit to move underused land into active economic uses – includes expanding use of existing development tools, legislative tool modifications, and prospective application of new real estate and finance tools. | | X | X | | | Invest in recommended actions to increase number of buildable sites for business expansion and/or recruitment | Number of new sites available and number of sites advancing tiers in readiness | Port of Portland, Metro, GPI | Port of Vancouver, WEDA/OEDA, NW Natural, PGE, economic development partners, NAIOP | Leverage Existing |
| D. Evaluate key economic and employment trends affecting the region, including employment land supply , demand, and constraints in Metro's Emerging Growth Trends work program which will serve to inform Metro's 2024 Urban Growth Management decision. | X | X | X | | | Ensure growth management review cycle and land management policies reflect economic, employment, and industry needs and are structured to respond to market conditions. Maximize development capacity of existing lands and incorporate needed finance for construction and maintenance of supportive transportation and utility infrastructure. | Clear and updated understanding of employment land needs. | Metro, GPI | Regional cities and counties, Port of Portland, Port of Vancouver USA, GPI, NAIOP, Urban Land Institute, NW Natural, PGE | U.S. Economic Development Admin. |
| E. Ensure regional support for Business Oregon, Oregon Department of Agriculture, and Washington Department of Commerce to position exporters to secure new markets overseas | | X | X | X | | Region continues to invest and actively engage in outreach with foreign markets | Summary of engagements and number of contacts. | Port of Vancouver USA, Port of Portland | Business Oregon, WA Dept of Commerce, US Commercial Service | U.S. Economic Development Admin. |
| F. Examine supply chain deficiencies and pursue nearshoring opportunities especially as it relates to the semiconductor industry that enhance the region's ability to recruit and retain traded sector companies including an assessment of land development capacity. | X | X | X | | | Determine gaps in advanced manufacturing supply chain that need to be addressed. | Completed report | Port of Vancouver USA, Port of Portland | Business Oregon, WA Dept of Commerce, Washington County | U.S. Economic Development Admin. |

| Action | 1 yr | 2 yr | 3 yr | 4-5 yr | 6-10 yr | Priority Outcome | Recommended Metric | Lead Org | *Potential Partners | Resources |
|---|------|------|------|--------|---------|--|---|--------------------------------------|---------------------|----------------------------------|
| G. Identify potential projects that support economic development that will provide affordable housing funded by the Metro bond measure | X | X | X | | | Bring more affordable housing units into the region | Number of new affordable housing units | Metro, city housing departments | NW Natural, PGE | Leverage Existing |
| H. Identify potential projects that support economic development that will provide houseless services funded by the Metro bond measure | X | X | X | | | Support houseless individuals and provide them with indoor shelter and housing | Decrease in unsheltered population as reported bi-annually by PSU | Metro, city housing departments | | Leverage Existing |
| I. Support strategic remote work and placemaking investments region-wide to support job and housing growth and reduce climate impacts. | X | X | X | | | Foster environment for remote workers to live and work in suburban or rural communities to reduce commuting and climate impacts. | Number of workers moving to and living in suburbs/Number of remote workers in suburbs | Metro, economic development partners | | U.S. Economic Development Admin. |