

**VENTURE PORTLAND CAPACITY BUILDING AND NEIGHBORHOOD ECONOMIC DEVELOPMENT PROGRAM
2012-2013 FUNDING AGREEMENT**

This Agreement is made this ___ day of June 2012, between the **CITY OF PORTLAND** (the "City"), the **PORTLAND DEVELOPMENT COMMISSION** ("PDC" or "Grantor"), and **VENTURE PORTLAND, INC.** ("Grantee" or "VENTURE PORTLAND").

RECITALS

WHEREAS, pursuant to the Venture Portland Capacity Building Program 2011-2012 Funding Agreement dated June 21, 2011 between the City, PDC, and VENTURE PORTLAND (the "Prior Agreement") PDC (a) provided \$426,374 in financial assistance to VENTURE PORTLAND to assist VENTURE PORTLAND in building its capacity to support and enhance the health of Portland's business districts and (b) permitted VENTURE PORTLAND to retain \$52,000, provided by PDC to VENTURE PORTLAND under other agreements, to fund a special purpose reserve (formerly referred to as the Operating Reserve) (the "Special Purpose Reserve");

WHEREAS, the City has included \$282,245 in General Fund resources (the "City Funds") in its FY 2012-13 Adopted Budget that are designated for VENTURE PORTLAND activities;

WHEREAS, PDC anticipates receiving the City Funds under the terms of an Intergovernmental Agreement with the City;

WHEREAS, PDC desires to use the City Funds to provide financial assistance to VENTURE PORTLAND to further build VENTURE PORTLAND's capacity and support neighborhood economic development efforts during the 2012-2013 fiscal year (as further described in Section 1.5, the "Capacity Building and Neighborhood Economic Development Program")

WHEREAS, PDC also desires to authorize VENTURE PORTLAND to continue maintaining the Special Purpose Reserve;

WHEREAS, VENTURE PORTLAND is an independent non-profit organization dedicated to supporting the Business Districts and related Associations ("BDAs") or similar entities in the City of Portland and desires to receive financial assistance from the PDC to implement the Capacity Building and Neighborhood Economic Development Program during the 2012-13 fiscal year and authorization from PDC to continue maintaining the Special Purpose Reserve;

WHEREAS, the City's 2009 Economic Development Strategy was approved by City Council in July, 2009, and the City's Neighborhood Economic Development Strategy was approved by City Council in May, 2011, and VENTURE PORTLAND was identified as a key implementation partner in both;

WHEREAS, these Strategies recognize the value of business district associations or similar entities in contributing to revitalization, providing assistance to businesses, contributing to the cultural diversity of a community and as a job creation strategy; and

WHEREAS, the City, PDC and VENTURE PORTLAND desire to enter into this Agreement to establish the terms and conditions of the financial assistance from the City through PDC to VENTURE PORTLAND for

the 2012-2013 Fiscal Year and terms and conditions governing continued maintenance of the Special Purpose Reserve.

NOW, THEREFORE, the parties agree as follows:

ARTICLE 1
GRANT GENERALLY

Section 1.1 Grant

To assist VENTURE PORTLAND in implementing the Capacity Building and Neighborhood Economic Development Program, PDC agrees, on the terms and conditions of this Agreement to make a grant ("Grant" or "VENTURE PORTLAND Grant") to VENTURE PORTLAND in an amount up to Two Hundred Eighty Two Thousand Two Hundred Forty Five Dollars (\$282,245). VENTURE PORTLAND acknowledges that funding for this Grant will be from the City's General Fund allocation to PDC who will then disburse the Grant funds to VENTURE PORTLAND in accordance with this agreement, subject to receipt of the City Funds from the City.

Section 1.2 Repayment of Grant and Carryover Funds

Grantee has no duty to repay the Grant funds or the Special Purpose Reserve funds except as provided in Sections 1.7 and 2.17.

Section 1.3 Disbursement of Grant Funds

As noted in Section 1.1, if and to the extent PDC receives sufficient City Funds and provided VENTURE PORTLAND is not in material breach of this Agreement and has submitted an invoice in form and substance satisfactory to PDC, PDC shall disburse the Grant proceeds to VENTURE PORTLAND as described in this Section 1.3.

1. PDC shall disburse \$141,122.50 in Grant proceeds within 30 days after the date of this Agreement.
2. PDC shall disburse \$141,122.50 in Grant proceeds on or about January 31, 2013 (or as soon thereafter as the conditions are satisfied), subject to satisfaction of the following conditions:

VENTURE PORTLAND shall have met with PDC after January 1, 2013 to discuss progress on the Capacity Building and Neighborhood Economic Development Work Plan (as defined below), PDC shall be satisfied with the progress, and VENTURE PORTLAND shall have agreed to any changes in the Capacity Building and Neighborhood Economic Development Work Plan reasonably requested by PDC. PDC shall work collaboratively with VENTURE PORTLAND to identify and implement any changes to the Capacity Building and Neighborhood Economic Development Work Plan.

Section 1.4 Segregation of Special Purpose Reserve Funds

VENTURE PORTLAND shall maintain the Special Purpose Reserve funds in a segregated bank account designated as the Special Purpose Reserve. VENTURE PORTLAND shall not commingle the Special Purpose Reserve funds with any other funds.

Section 1.5 Capacity Building and Neighborhood Economic Development Program.

As part of the Capacity Building and Neighborhood Economic Development Program, VENTURE PORTLAND shall complete the following activities in accordance with and as further described in the work plan attached hereto as Exhibit A ("Capacity Building and Neighborhood Economic Development Work Plan"):

1. Strengthen VENTURE PORTLAND Capacity. Maintain stable and efficient VENTURE PORTLAND operations by implementing strong governance and infrastructure systems, increasing membership and Board engagement, and communicating with key stakeholders.
2. Support Neighborhood Economic Development Efforts by Building Business District Capacity. Strengthen business district governance systems, grow business district membership, identify and support emerging business districts, formalize and share business district best practices. Work with PDC to deliver collaborative capacity building training series.
3. Support Neighborhood Economic Development Efforts by Promoting and Marketing Business Districts. Market and promote business districts. Increase the understanding of the value of business districts to Portland's economy and identity. Maintain online communication and marketing tools.
4. Administer Business District Capacity Building Grant Program. Implement a Business District Capacity Building Grant Program that includes training, bi-annual Benchmark Grants, annual Economic Development Grants, and Emerging Business District Start-up Support Grants. Ensure grant funds are fully distributed, monitored, and reported. VENTURE PORTLAND shall work collaboratively with PDC on roll-out of PDC-sponsored neighborhood opportunity district grants.

Section 1.6 Special Purpose Reserve

To the extent funds are not otherwise available to cover the expenses identified below and provided VENTURE PORTLAND continues to implement programs and projects substantially similar to those described herein, VENTURE PORTLAND may, with the prior written consent of PDC, which consent shall not be unreasonably withheld, utilize funds in the Special Purpose Reserve to cover the following VENTURE PORTLAND expenses incurred from the date hereof through December 31, 2013: salaries and wages, payroll tax, health insurance, IRA contributions, payroll service fees, accounting services, equipment rental, rent, utilities, insurance, telephone and internet service, travel, and office expenses. VENTURE PORTLAND's authority to expend operating reserve funds under the Prior Agreement is terminated.

Section 1.7 Use of Grant Proceeds, Special Purpose Reserve Funds

VENTURE PORTLAND agrees to use Grant funds solely for the Capacity Building and Neighborhood Economic Development Program, as described in the Capacity Building and Neighborhood Economic Development Work Plan. PDC and VENTURE PORTLAND agree and acknowledge that full implementation of the Capacity Building and Neighborhood Economic Development Work Plan will require \$343,495 and VENTURE PORTLAND shall obtain approximately \$61,250 from other sources to implement that plan. VENTURE PORTLAND agrees to use the Special Purpose Reserve funds solely to cover expenses described in Section 1.6.

In the event that the Grant funds are not fully expended on the Capacity Building and Neighborhood Economic Development Program by the Completion Date (set forth in Section 2.11), or refunded to the PDC, then VENTURE PORTLAND shall, within 30 days after the Completion Date, provide an explanation

to PDC and the City as to why such funds were either not fully used by VENTURE PORTLAND on the Capacity Building and Neighborhood Economic Development Program or refunded to PDC. VENTURE PORTLAND must either obtain the written consent of PDC to an alternate use of any unexpended Grant funds or return those funds to PDC. Promptly after December 31, 2013, VENTURE PORTLAND shall pay to PDC any Special Purpose Reserve funds that remain unexpended as of that date, unless PDC and VENTURE PORTLAND have agreed, in writing, on an alternate use or disposition of those funds.

In the event of a substantial failure (in the determination of the PDC) by VENTURE PORTLAND to complete all or any portion of the Capacity Building and Neighborhood Economic Development Work Plan funded by the Grant funds, as described in Section 1.5, VENTURE PORTLAND shall, at PDC's request, repay that portion of the Grant funds reasonably related to the portion of the Capacity Building and Neighborhood Economic Development Work Plan that was not completed.

Section 1.8 Records and Inspection

VENTURE PORTLAND is responsible for establishing and maintaining financial records to accurately account for funds governed by this Agreement. VENTURE PORTLAND shall maintain all fiscal and other records pertinent to this Agreement for at least three (3) years following the later of (a) completion of the Capacity Building and Neighborhood Economic Development Work Plan, or (b) the final expenditure of Special Purpose Reserve funds. VENTURE PORTLAND shall maintain all fiscal records relating to this Agreement in accordance with generally accepted accounting principles and in a manner that clearly documents when and how the Grant funds and the Special Purpose Reserve funds were used in accordance with the requirements of this Agreement. In addition, VENTURE PORTLAND shall maintain all other records pertinent to this Agreement in such a manner as to clearly document its performance hereunder. VENTURE PORTLAND shall make any or all of the foregoing records available to PDC and their representatives, as PDC may reasonably request from time to time, to enable PDC to perform examinations and audits and make excerpts and transcripts. In addition, VENTURE PORTLAND shall permit PDC and their representatives to inspect the work product arising from the Capacity Building and Neighborhood Economic Development Program and the work performed as a part thereof, as PDC may reasonably request from time to time. This Section 1.8 shall survive any termination of this Agreement.

Section 1.9 Audits

PDC, either directly or through a designated representative, may conduct financial and performance audits of the use of Grant funds and the implementation of the Capacity Building and Neighborhood Economic Development Program at any time during implementation of the program and during the three-year period after the Completion Deadline. Audits will be conducted in accordance with generally accepted auditing standards as promulgated in *Government Auditing Standards* by the Comptroller General of the United States General Accounting Office. If an audit finds that payments to VENTURE PORTLAND were in excess of the amount to which VENTURE PORTLAND was entitled, then VENTURE PORTLAND shall repay that amount to PDC. This Section 1.9 shall survive any termination of this Agreement.

ARTICLE 2
MISCELLANEOUS PROVISIONS

Section 2.1 Counterparts

This Agreement may be executed in any number of counterparts, and any single counterpart or set of counterparts signed, in either case, by all the parties hereto shall constitute a full and original instrument, but all of which shall together constitute one and the same instrument.

Section 2.2 Survival

All agreements, representations, and warranties made by VENTURE PORTLAND in this Agreement shall survive the execution and delivery of this Agreement, any investigation at any time made by or on its or their behalf and the making of the Grant.

Section 2.3 Notice

Any notice required or permitted under this Agreement shall be in writing and shall be deemed effective (1) when actually delivered in person, (2) one business day after deposit with a commercial courier service for "next day" delivery, (3) two business days after having been deposited in the United States mail as certified or registered mail, or (4) when transmitted by facsimile (answer back or receipt confirmed), addressed to the parties as follows:

VENTURE PORTLAND:

Heather A. Hoell, Executive Director
Venture Portland, Inc.
240 N. Broadway, Suite 127
Portland, OR 97227
Phone: 503-477-9648 x11
Fax: 503-477-9641
heather@VenturePortland.org

PDC:

Kate Deane, Neighborhood Manager
Portland Development Commission
222 NW Fifth Avenue
Portland, OR 97209
Phone: (503) 823-3313
Fax: (503) 865-3891
deanek@pdc.us

With a copy to:

Portland Development Commission
Attn: General Counsel
222 NW Fifth Avenue
Portland, OR 97209
Phone: (503) 823-3200
Fax: (503) 823-3368

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City of Portland:

Office of Mayor Adams
Attn: Atha Mansoor
1221 SW 4th Ave
Portland, OR 97204
Phone: (503) 823-4572
Fax: (503) 823-3017

With a copy to:

City of Portland
Attn: City Attorney
1221 SW 4th
Portland, OR 97204
Phone: (503) 823-4047
Fax: (503) 823-3089

Section 2.4 Successors and Assigns

This Agreement shall be binding upon and shall inure to the benefit of the parties and their respective permitted successors and assigns.

Section 2.5 Governing Law

This Agreement and all other documents executed in connection with the VENTURE PORTLAND Grant ("Grant Documents") shall be governed by and construed in accordance with the laws of the State of Oregon.

Section 2.6 Assignment

VENTURE PORTLAND may not assign this Agreement, or any interest herein, without the prior written consent of PDC.

Section 2.7 Modification; Headings

This Agreement may not be modified or amended except by an instrument in writing signed by all parties hereto. This Agreement taken together with the other Grant Documents reflect and set forth the entire agreement and understanding of the parties with respect to the subject matter hereof, and supersede all prior agreements and understandings relating to such subject matter. The headings in this Agreement are for the purpose of reference only and shall not limit or otherwise affect any of the terms hereof.

Section 2.8 Validity; Severability

If any provision of this Agreement is held to be invalid, such event shall not affect, in any respect whatsoever, the validity of the remainder of this Agreement and the remainder shall be construed without the invalid provision so as to carry out the intent of the parties to the extent possible without the invalid provision.

Section 2.9 Exhibits

The exhibits to this Agreement are, by this reference, incorporated into and deemed a part of this Agreement as if they were fully set forth in the text hereof.

Section 2.10 Time of Essence

Time is of the essence of this Agreement and each of the Grant Documents.

Section 2.11 Completion Date

VENTURE PORTLAND shall complete the Capacity Building and Neighborhood Economic Development Work Plan no later than June 30, 2013 (the "Completion Date"), on which date VENTURE PORTLAND's authority to expend Grant funds shall end.

Section 2.12 Relationship between the Parties

The parties intend that the relationship created by this Agreement is that of independent contracting parties. No party hereto shall be deemed an agent, partner, joint venturer, or related entity of any other party by reason of this Agreement.

Section 2.13 No Third Party Beneficiaries.

This Agreement is between the parties and creates no third-party beneficiaries. No person not a party to this Agreement is an intended beneficiary of this Agreement, and no person not a party to this Agreement shall have any right to enforce any term of this Agreement.

Section 2.14 Agreement Administration

Atha Mansoori or such other person as may be designated by Mayor Sam Adams is authorized to administer this Agreement on behalf of the City. Kate Deane or such other person as may be designated by the PDC Executive Director is authorized to administer this Agreement on behalf of PDC. Heather A. Hoell or such other person as may be designated by the President of VENTURE PORTLAND is authorized to administer this Agreement on behalf of VENTURE PORTLAND.

Section 2.15 Reporting

VENTURE PORTLAND shall provide to PDC quarterly financial statements that show line-by-line VENTURE PORTLAND expenditures and income, as well as the Special Purpose Reserve. VENTURE PORTLAND shall also provide to PDC quarterly status reports on the implementation of the Capacity Building and Neighborhood Economic Development Work Plan (Exhibit A). These reports shall be delivered within 30 days following the end of the previous quarterly period. VENTURE PORTLAND shall provide to PDC, no later than July 31, 2013, a written report highlighting the year's accomplishments including performance with regard to the requirements of this Agreement, with copies of VENTURE PORTLAND financial statements.

Section 2.16 Indemnity

VENTURE PORTLAND shall indemnify and hold the City of Portland and PDC, and their employees, officers and agents harmless from and against any and all liabilities, claims, losses, damages, or expenses (including attorney fees and expenses) arising out of or related to the Capacity Building and Neighborhood Economic Development Program or any transactions contemplated by this Agreement, other than liabilities, claims, losses, damages, or expenses arising solely from the gross negligence or willful misconduct of the City or PDC. This Section 2.16 shall survive any termination of this Agreement.

Section 2.17 Termination

PDC may, upon thirty (30) days written notice to VENTURE PORTLAND, terminate this Agreement if, through any cause, VENTURE PORTLAND shall fail to fulfill in timely and proper manner its obligations under this Agreement, or if VENTURE PORTLAND shall violate any of the covenants, agreements, or stipulations of this Agreement. Upon termination of this Agreement, VENTURE PORTLAND shall promptly repay to PDC all funds in the Special Purpose Reserve and all Grant funds disbursed to VENTURE PORTLAND that are not necessary to cover costs incurred, prior to the date of termination, in implementing the Capacity Building and Neighborhood Economic Development Program. In addition to provisions of this Agreement that, by their express terms, survive termination, Grantor's rights and remedies arising from VENTURE PORTLAND's material breach of this Agreement, shall survive termination of this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Grant Agreement to be executed by their duly authorized representatives as of the date first above written.

VENTURE PORTLAND

By: _____
Justin Zeulner, President, VENTURE PORTLAND

CITY OF PORTLAND

By: _____
Sam Adams, Mayor, City of Portland

Approved as to form:

City Attorney

THE PORTLAND DEVELOPMENT COMMISSION

By: _____
Patrick Quinton, Executive Director, PDC

Approved as to form:

David Elott, PDC Deputy General Counsel

**Exhibit A: VENTURE PORTLAND Work Plan
2012-2013**

TASK	RESPONSIBLE	VALUE
Strengthen Venture Portland Capacity (\$190,745)		
Host 10 Board meetings and annual membership meeting (April 2013). Facilitate smooth governance transition (elections April/May 2013). Ensure committee structure maintains Board engagement and strategic priorities; host 31 committee meetings. Support Board members' dual role as Director and Delegate.	Staff, Board	Ensure organization's policy and fiduciary oversight. Increase understanding and awareness of business district operations. Provide networking opportunities. Continue successful communication vehicle.
Host annual strategy summit (February 2013).	Staff, Board	Continue Venture Portland momentum. Connect stakeholders to organization. Evaluate year, strategic priorities, and brand.
Complete FY 11-12 external financial review; submit annual tax returns.	Executive Director, CPA, Treasurer	Secure external financial oversight. Accurately track and report revenue and use of funds. Improve transparency and financial management.
Visit each business district 1-4 times.	Staff	Provide information. Solicit feedback. Connect stakeholders to organization. Continue successful communication vehicle.
Facilitate successful annual membership campaign. Retain 90% of current members. Establish realistic new member goals, up to 10%. Maintain member tracking systems. Continue Emerging District Start-up Support program.	Executive Director, Operations Manager	Raise critical operational funds. Increase organizational strength through business district representation. Engage new/lapsed business districts.
Host first annual fund/fundraiser (November 2012).	Staff, Board	Raise critical funds. Celebrate organization. Increase visibility; create recognizable annual event. Brand and market business districts; increase traffic to business districts during critical holiday season.
Strengthen relationships with elected officials; meet electeds at least annually (city, state, federal). Increase opportunities to speak before legislative bodies. Implement advocacy program.	Executive Director, President	Increase visibility of organization and business districts. Grow advocacy capacity. Ensure strong communication with opinion leaders.
Strengthen relationships with city departments, SBAC, PBA, media, and other key partners and stakeholders. Provide quarterly business district	Executive Director, Operations	Increase visibility of organization and business districts. Grow advocacy capacity. Ensure strong communication with opinion leaders. Increase partners

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**Exhibit A: VENTURE PORTLAND Work Plan
2012-2013**

TASK	RESPONSIBLE	VALUE
contact updates to ONI for bureau database.	Manager, President	across city.
Serve as a communication liaison for business districts. Effectively tell story of business district value.	Staff, Board	Increase awareness of organization and business districts.
Support implementation of Portland Plan and Neighborhood Economic Development (NED) Action Plan. Clarify role in Comprehensive Plan.	Executive Director, President	Cement organization's position as a leader in neighborhood economic development. Grow business districts.
Maintain efficient office; ensure supplies and equipment support strategic priorities. Strengthen vendor relationships and leverage business districts resources for service providers. Provide excellent customer service.	Operations Manager	Maintain infrastructure efficiency to ensure business districts come first.
Increase efficient tracking of data including training and technical assistance hours and business district visits. Analyze technical assistance trends and training evaluations to determine future capacity building needs.	Operations Manager	Produce efficient reports for members and funders; clearly articulate organization and program value. Ensure program responsive to member needs.
Implement professional development opportunities for staff to ensure consistent high quality of programs and operations. Continue formal staff meetings and check-ins.	Executive Director, Executive Committee	Maintain excellent staff performance and morale.
Build Business District Capacity (\$10,500)		
Implement annual Capacity Building Training Calendar based on needs assessment (10-15 trainings). Connect training to business district benchmarks. Collaborate with PDC on training topics and venues. Continue successful mini-series trainings. Connect work with governance capacity and best practices programs. Post training toolkits on website.	Staff	Strengthen business district capacity. Respond to business district training needs/requests. Prioritize business district contributions to neighborhood economic development. Strengthen partnerships with PDC and like-minded CBOs.
Continue providing one-on-one technical assistance to business district leaders. Address unique issues	Executive Director,	Provide critical support system for business districts and leaders. Connect districts to external experts.

**Exhibit A: VENTURE PORTLAND Work Plan
2012-2013**

TASK	RESPONSIBLE	VALUE
facing business districts and leaders as they occur. Promote infrastructure excellence. Provide external referrals as appropriate.	Operations Manager	Leverage current and past training materials, best practices, and mentoring connections.
Continue best practices program including: <ul style="list-style-type: none"> • Strong Membership training mini-series • Signature Seasonal Events • Business District Mentoring Connections Connect best practices to training, governance and grants programs.	Executive Director, Operations Manager	Strengthen business district programming. Streamline business district operations. Share valuable experience and community-driven best practices between business districts. Cross-pollinate neighborhood economic development activities.
Facilitate Interest Group meetings: <ul style="list-style-type: none"> • Annual Officer Trainings • Quarterly Officer 'Brown Bag' Discussions • Bi-Annual Event Coordinators Debrief • Quarterly Industrial District Breakfast • Bi-monthly Staffer Lunch Help business districts review and/or amend bylaws to ensure organizational compliance with governing documents.	Executive Director, Operations Manager	Create sense of community among critical groups. Target relevant information to appropriate audience. Ensure consistent communication with stakeholders.
Continue governance capacity building program for business districts: <ul style="list-style-type: none"> • Annual Business District Check-up • Annual Officer training • Quarterly Officer 'Brown Bag' conversations • Bi-monthly Staffer Lunch Provide regular reminders for annual report and tax filings.	Executive Director, Operations Manager, Governance and Membership Committee	Strengthen organizational health of business district associations. Foster efficient and organized business district infrastructures. Groom business district leadership.

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**Exhibit A: VENTURE PORTLAND Work Plan
2012-2013**

TASK	RESPONSIBLE	VALUE
Promote and Market Business Districts (\$15,000)		
Strengthen brand/identity. Implement brand/logo use guidelines and style guide. Increase awareness of brand and business districts. Produce and distribute brochure. Finalize branding suite (electronic signature, PowerPoint template, media kit). Trademark brand and related campaign taglines.	Executive Director, Marketing Manager, Marketing Committee	Increase organization visibility. Provide samples/templates for business districts. Strengthen positioning of business districts; increase visibility. Standardize and professionalize materials and communication.
Implement annual media calendar including 4 annual marketing campaigns: <ul style="list-style-type: none"> • Small Business Week • Summer Local • Entrepreneurs Month • Localize the Season Increase awareness of business district value/neighborhood economic development. Produce campaign collateral; secure at least 5-8 positive media stories; implement paid advertising.	Executive Director, Marketing Manager, Marketing Committee	Increase organization visibility. Provide campaign collateral for business districts. Strengthen positioning of business districts; increase visibility. Educate Portlanders about the value and impact of business districts and neighborhood economic development.
Maintain website including annual update of members list and map, quarterly update of seasonal business district events, and ongoing update of news stories. Increase functionality of site with Phase 2 additions (payment; sponsor recognition). Manage domains and hosting.	Staff, Consultant	Encourage Portlanders to Venture Out; increase traffic to business districts. Increase branding, recognition, and sense of community. Create member marketing opportunities. Provide on-line access to member resources including grant and training information and toolkits.
Manage current social media platforms and post at least weekly content (facebook.com/Venture Portland; @ventureportland); increase followers 20%. Control social media brand. Implement additional social media platforms as strategically appropriate (LinkedIn, Google+, etc).	Marketing Manager	Promote business district events; increase traffic to business districts. Engage Portlanders. Increase supporters.
Produce newsletters to highlight Venture Portland brand and business district events.	Executive Director, Marketing	Increase communication, branding, sense of community, marketing opportunities

Exhibit A: VENTURE PORTLAND Work Plan
2012-2013

TASK	Manager RESPONSIBLE	VALUE
Build relationships with media outlets and stakeholder press teams. Maintain media database; make available to business districts. Secure earned media for Venture Portland and business districts; at least 15 positive media stories and 100 business district mentions. Create partnerships; leverage sponsorships and in-kind advertising.	Executive Director, Marketing Manager	Increase communication, branding, and awareness of organization and business districts. Increase media coverage.
Improve data management: <ul style="list-style-type: none"> • Streamline internal contacts systems maintenance/automate as appropriate (subscriptions, data updates, etc) • Connect contacts management to external communications; target messages and delivery to appropriate audiences • Expand membership and service delivery tracking 	Operations Manager, Marketing Manager	Streamline and professionalize communication. Expand network of influence.
Implement strategic analysis of marketing efforts including: <ul style="list-style-type: none"> • Daily media review/coverage and trends • Extensive Google alerts • Web/social media usage and trends • Newsletter subscriptions and readership 	Marketing Manager	Assess and respond to trends and usage in real time. Ensure strategic response to media. Increase likelihood of securing earned media and additional supporters.
Implement Bi-annual Grants Program (\$66,000)		
Implement revised grant program including expanded training and technical assistance: <ul style="list-style-type: none"> • Annual Grant Training with Certification (September 2012) • Dedicated Grants Office Hours for technical assistance with project planning prior to application release (16-32 hours/cycle) • Dedicated Grants Office Hours for technical assistance with grant applications (40-80 hours/cycle) 	Executive Director, Operations Manager, Grants Committee	Provide seed money/critical funds to business districts. Help business districts establish baselines and steadily progress toward strategic benchmark achievement. Increase business district capacity to seek and secure funding sources outside Venture Portland. Leverage opportunities for partnerships with diverse community stakeholders. Increase percentage of self-sustaining events and activities. Support innovative neighborhood economic development opportunities. Expand potential for business district marketing and promotion. Increase

Exhibit A: VENTURE PORTLAND Work Plan
2012-2013

Distribute bi-annual Benchmark and annual Economic Development Grants. Implement robust stewardship program including benchmark achievement tracking. Ensure compliance and manage variance requests.		evaluation and budgeting skills for use with all operations.
Continue Emerging Business District Start-up Support program.	Executive Director, Operations Manager	Foster emerging and start-up business districts.