

**Venture Portland strengthened business districts;
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76% and revenue increased 487% across business
districts city wide.**

VENTURE PORTLAND annual REPORT

Venture Portland began FY 13-14 with strong leadership, including energized members, an expanded Executive Team and aggressive work plan focused on building business district capacity, promotion and infrastructure excellence that resulted in major successes for Portland's neighborhood business districts. The following report outlines Venture Portland's accomplishments.

Hayden Island COLUMBIA CORRIDOR
KENTON WOODLAWN **PARKROSE**
Industrial **St. Johns** UNI VER CITY INTERSTATE CORRIDOR **Alberta** PORTLAND
PARK INTERSTATE CORRIDOR **Historic Mississippi** WILLIAMS/VANCOUVER N/NE FOX CHASE **42^N AVE** Cully INTER NAT'L ROSEWOOD
OVERLOOK VILLAGE **NE BROAD WAY** **BEAUMONT**
NW **SWAN ISLAND** **Historic** Lloyd **HOLLY** **82nd Ave of Roses**
Nob Hill **PEARL DISTRICT** OLD TOWN **BURN SIDE EAST** Hawthorne **WOOD** **MID GATE WAY**
GOOSE HOLLOW **PEARL DISTRICT** CHINA TOWN CENTRAL EASTSIDE **DIVISION /CLINTON** MONTA/EAST VILLA/TABOR **82nd Ave of Roses** **MID GATE WAY**
West End **HILLS DALE** SOUTH PORTLAND **Greater Brooklyn** Foster Area **WOODSTOCK** Lents
MULTNOMAH VILLAGE **Greater Brooklyn** **WOODSTOCK**
Raleigh Hills **Sellwood-Westmoreland**

2013-2014

Venture Portland provided 1,478 hours of training and technical assistance, to business district leaders from emerging and established districts, an 11% increase over FY 12-13 and a 71% increase over FY 10-11.

BUILD BUSINESS DISTRICT CAPACITY

Working with our partners to align and coordinate resources, Venture Portland implemented a year-long series of capacity building programs including significant training and technical assistance for business district leaders. Representatives from 48 business districts, a 4% increase over FY 12-13 and a 30% increase over FY 10-11, participated in at least one of Venture Portland's capacity building programs. By addressing every stage of a business district association's lifecycle and all aspects of business district operations from good governance to membership services over the last three years, Venture Portland strengthened business districts; between 12/31/09 and 12/31/13, membership increased 76% and revenue increased 487% across business districts city wide. Additional achievements are noted below.

Training and Technical Assistance

Venture Portland increased participation in its training and technical assistance program 13% over FY 12-13 with 422 business district leaders attending one of 27 capacity building events that covered everything from the legal responsibilities of nonprofit officers to successfully managing online assets in the changing media environment. The organization continued its successful 'mini-series' training format with a 2-part 'City Business' and 3-part 'Strategically Social' series. However, as more business districts started providing their own training programs, staff transitioned needed resources to technical assistance, addressing 320 district-specific requests from business districts city wide (57% increase over FY 12-13). Staff provided significant strategic support to 14 districts, helping associations successfully navigate major transitions and Venture Portland awarded two Start-up Support Grants to emerging neighborhood business associations and helped an additional five districts assess formation readiness. Training materials, case studies and resources, including the 'Business District Annual Check-up' and 'Benchmarking Success' tools, along with new 'Benchmark Definitions' were posted on ventureportland.org. In total, Venture Portland provided 1,478 hours of training and technical assistance to business district leaders from emerging and established districts, an 11% increase over FY 12-13 and a 71% increase over FY 10-11.

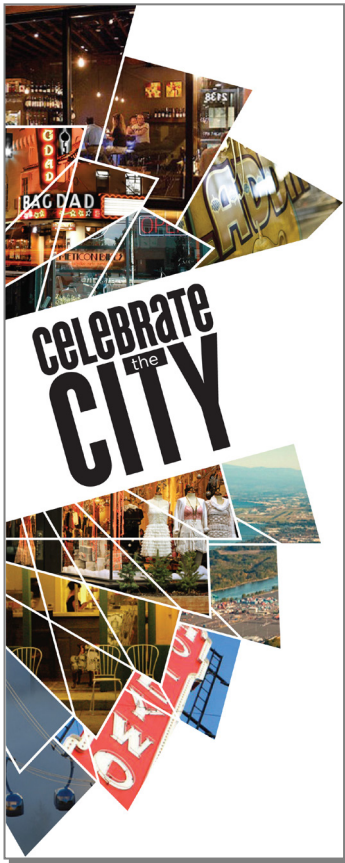
Best Practices

Recognizing the wealth of expertise in Portland's neighborhood business districts, Venture Portland continued business district sharing by featuring business district leaders and case studies at trainings. Venture Portland facilitated 41 'mentoring connections', an 11% increase over FY 12-13, linking leaders from business districts city wide to discuss best practices around district formation, IRS exemption, grants, insurance, banners, membership, personnel, branding, websites and storefront vacancies. Venture Portland brought together leaders from the city's four industrial districts to discuss shared issues and future collaboration and hosted regular 'interest group' meetings for business district officers and staffers to increase collective leadership skills and connect colleagues across districts; restructured trainings for event coordinators focused on the economic development aspect of large-scale public events like street fairs and holiday promotions and the organization's annual Board Orientation and Officer Trainings provided best practice models for districts. Venture Portland continued to use the 'Business District Annual Check-up' and 'Benchmarking Success' tools to help business districts ensure governance, membership and financial infrastructure excellence and created additional best practice tools including 'Benchmark Definitions' and a 4-part toolkit series covering street fairs, meetings, financial management and good governance.

Venture Portland increased social media followers 37% over FY 12-13 with strategic campaigns like #pdxLOVESsmallbiz and consistent posts highlighting business district events city wide.

PROMOTE and MARKET BUSINESS DISTRICTS

Venture Portland continued its run of positive media coverage for the organization and neighborhood business districts. To increase Portlanders' understanding of the value of business districts to the city's economy, Venture Portland strengthened partnerships with key opinion leaders and stakeholders. As a result, the organization facilitated 30 media interviews (18 for business district leaders) and secured 31 positive media stories with 31 business district mentions. Additional successes are noted below.



Partnerships/External Affairs/Special Events

Venture Portland hosted its second annual gala, 'Celebrate the City', highlighting neighborhood businesses and business districts. At the event, Venture Portland presented 'City Awards' to individuals and organizations that have positively impacted neighborhood business districts. Venture Portland strengthened relationships with key stakeholders including City Bureaus, City Council, Green Lane Project, Metro Council, Multnomah County Council, Neighborhood Notes, Oregon Solutions, Port of Portland, Portland Business Alliance, PDC, SBAC and Travel Portland to align and coordinate resources. Venture Portland's Executive Team continued to represent the organization on several business support and city-facilitated groups and consistently appeared before City Council and other legislative bodies, including during proclamations supporting Small Business Saturday and National Small Business Week. In partnership with PBA and SBAC, Venture Portland co-hosted leadership events including the 'City Business' series. Venture Portland worked closely with PDC to support neighborhood economic development activities, BPS to ensure neighborhood economic development and business districts were well represented in the Comprehensive Plan and PBOT to streamline the street closure permit process. In partnership with Commissioners Fish, Fritz and Novick, staff helped neighborhood businesses and business districts implement the City's Sick Leave Ordinance, mitigate the effect of Bureau construction on businesses and events and prepare for the financial impact of the proposed 'Street Fee'. Finally, Venture Portland successfully advocated for an increase in the Owner's Compensation Deduction, securing City Council's unanimous vote to increase it to \$100,000 in Tax Year 2014.

Website/Electronic Communications/Social Media

Venture Portland maintained its online calendar featuring more than 800 business district events and meetings and added a new 'Celebrate' tab to the site, highlighting more detailed event information about annual marketing campaigns and 'Celebrate the City'. After analyzing social media trends, the organization increased Facebook and Twitter followers 37% over FY 12-13 with strategic campaigns and consistent posts highlighting business district events city wide. Venture Portland distributed 14 issues of its newsletters to more than 1,900 business district leaders and supporters (27% increase over FY 12-13).

Venture Portland supported its ‘Summer Local’, ‘Localize the Season’ and ‘Portland Celebrates Small’ campaigns with calendars featuring 800 business district events, earned media and strategic partnerships.

PROMOTE AND MARKET BUSINESS DISTRICTS - CONTINUED

Annual Marketing Campaigns

Venture Portland supported its 'Summer Local', 'Localize the Season' and 'Portland Celebrates Small' campaigns with calendars featuring 800 business district events (13% were campaign-specific), earned media and strategic partnerships. The third annual 'Portland Celebrates Small' campaign once again featured window signs for neighborhood businesses and strategic social media posts. And, in partnership with Commissioner Fish, Venture Portland secured two City Council proclamations for 'Portland Celebrates Small Business Saturday' and 'Portland Celebrates Small' and responded to the severe winter snowstorm with the #pdxLOVESsmallbiz campaign and a concerted media push to get Portlanders to show local love to neighborhood businesses over Valentine's Day weekend.

Brand

Venture Portland continued to trademark its intellectual property, adding campaign taglines and proprietary capacity building tools to its protected portfolio. Working closely with a pro-bono designer, Venture Portland maintained design standards for campaign collateral to reinforce the organization's brand and used its 'Design Guidelines' tool to help business districts better manage and protect their brands. Venture Portland awarded 12 'District Identity' grants to business districts (37% Benchmark Grants) and responded to two dozen requests for brand-related assistance (9% of technical assistance requests).



Venture Portland awarded \$87,450 to fund 45 projects in 31 business districts, leveraging an additional \$354,263 in private investment (142% increase over FY 10-11), a more than 4-to-1 match.

FUND BUSINESS DISTRICT ECONOMIC DEVELOPMENT

Venture Portland continued its robust grantmaking portfolio with biannual Benchmark, annual Economic Development and as-needed Start-up Support grants; using one-time funds, the organization also added three new funding opportunities, catalyzing business district participation in the MLS All Star Game and economic analysis. Representatives from 35 business districts attended the Grant Certification Training which highlighted application evaluation secrets from the Grants Committee. Staff provided 223 hours of technical assistance to business districts over 22 days of dedicated 'Grants Office Hours', helping 31 business districts plan and draft grants. Six districts took advantage of 'Grants Office Hours' for the first time and 17 districts (59% of applicants) used a first-time grant writer. Business districts received 32 Benchmark grants in one of six categories designated as components of a successful and self-sustaining business district, two Economic Development grants focused on job and business retention/creation and neighborhood business revenue growth, five MLS All Star Game 'Soccer' grants and four 'What's Your District Worth' grants. Staff discussed Start-up Support grants with seven emerging districts and awarded funds to Goose Hollow and Overlook Village Business Associations. In total, Venture Portland awarded \$87,450 to fund 45 projects in 31 business districts, leveraging an additional \$354,263 in private investment (142% increase over FY 10-11), a more than 4-to-1 match. Venture Portland maintained formal variance and evaluation processes, including attending 34 grant-funded events, to ensure appropriate stewardship of grant funds and increase transparent Grants Committee oversight across grant cycles.

GRANTS LEVERAGED AN
ADDITIONAL

\$354,263

IN PRIVATE INVESTMENT



THAT'S A MORE THAN

4-to-1
match

Venture Portland's business district members contributed to a 49% increase in membership revenue over 2013.

STRENGTHEN VENTURE PORTLAND CAPACITY

After three years of infrastructure improvement, Venture Portland continued to refine its internal systems and used its successful operations as best practice models for business districts. The organization is financially stable with a strong track record of successful program and brand implementation. As a result, significant positive results were achieved as noted below.

City Council Liaison

The organization welcomed Commissioner Fish's designation as the first official City Council Liaison to Venture Portland and implemented a strong relationship with him and his team. Commissioner Fish spoke at Venture Portland's Board Meeting; City Business; Little Boxes press events (Pearl, Mississippi, Nob Hill); 42nd Ave Holiday Social; Parkrose Holiday Gala; Overlook Village Forum; Valentine's Day press conference (Pearl); Venture Portland Annual Meeting; Midway meeting and Banner Launch; Hawthorne Small Business Week event; and Lloyd District Annual Meeting. The Commissioner facilitated meetings for Venture Portland's staff with the Office of Film and Television, MLS All Star Task Force, BES and Street Fair Permitting Bureaus to ensure neighborhood business districts were represented in City planning and streamline City services for neighborhood businesses. And, Commissioner Fish proclaimed 'Portland Celebrates Small Business Saturday' and 'Portland Celebrates Small' for National Small Business Week.

Membership

Venture Portland ended the year with 36 members, a 92% retention rate and an 80% increase over 2009. Based on individual district membership and revenue growth, 3% of Venture Portland's business district members increased a membership level contributing to a 49% increase in membership revenue over 2013 and a 376% increase over 2009, and one district renewed as the inaugural 'Sustaining District'. Staff worked with seven emerging districts - providing significant technical assistance on association structure and formation, membership, revenue generation and budgeting, events and leadership development - bringing member prospects into Venture Portland. In addition, staff helped five NPI projects and all three Main Streets implement projects and navigate significant transitions. Venture Portland also launched the 'Affiliates' Program, including partners in the organization for the first time.

Strategic Priorities

**Fund Business
District Economic
Development**

**Build Business
District Capacity**

**Market and Promote
Business Districts**

**Strengthen Venture
Portland Capacity**

Venture Portland maintained its six-month operating reserve, a non-profit best practice, and generated more than \$70,000 in private revenue, a 119% increase over 2013 and a 554% increase over 2009.

STRENGTHEN VENTURE PORTLAND CAPACITY – CONTINUED

Governance

For the second year, Venture Portland maintained a stable Board with no turnover. At the organization's 28th Annual Meeting Venture Portland's membership elected 29 delegates, bringing together diverse business district leaders from across the city. Of those elected, 38% were new to the Board, adding fresh perspectives to Venture Portland's leadership while maintaining 100% Board participation on committees. Venture Portland's dedicated leaders came together for 42 meetings (more than 3 per month); contributing 1,784 volunteer hours, a 2% increase over last year and 43% increase over FY 10-11, to build organizational and business district capacity and market and promote business districts. These volunteer hours, equal to .86 FTE or 34.4 hours/week were in addition to each Board member's work in their own business and business district. For the third year, 100% of Board members signed conflict of interest and whistleblower policies and the organization completed its annual governance audit or 'Check-up', ensuring infrastructure excellence and modeling governance best practices for neighborhood business districts.

Finances

Venture Portland successfully completed its fourth external financial review, objectively confirming that business district dues and the City's funds were well-managed and modeling GAAP best practices for business districts. After four years focused on improving Venture Portland's fiscal position, the organization's financial foundation is strong. Venture Portland maintained its six-month operating reserve, a non-profit best practice, and generated more than \$70,000 in private revenue, a 119% increase over 2013 and a 554% increase over 2009. This revenue, combined with business district grant award matching funds, brings Venture Portland's total contract leverage to \$424,395, a 1.5-to-1 match.

Personnel

Despite a vacancy at mid-year, Venture Portland's staff maintained full programming all year. The vacancy provided an opportunity to restructure staffing to better meet the evolving needs of neighborhood business districts; Venture Portland added three positions (50 hours/week or 1.25 FTE over FY 12-13). Staff took advantage of professional development opportunities and gained valuable skills in nonprofit management, change management, grants administration, the changing media environment, legislative advocacy and supervision; and each employee received an annual performance review. Venture Portland continued to leverage staff's expertise with outside consultants. Finally, staff visited business districts 115 times, attending 72 events and 43 meetings (including 34 that were grant funded), increasing understanding of each district's unique character, issues and volunteers to better deliver services and share best practices.

Office/Operations

After three years in the Leftbank Project, Venture Portland moved to a significantly larger office to better serve business districts. The new space features a formal Resource Library, Business District Computer Center and flexible-use Conference Room, as well as expanded work space for staff. Venture Portland utilized contractors, furniture and equipment from 13 business districts for the extensive six-month build-out, and officially moved into the fully branded space 5/28. Using the Board-approved document retention and destruction policy, staff continued to streamline files, protecting the organization's archives and strengthening office record-keeping. Staff utilized 'year start' and 'year-end' in-service periods to thoroughly launch and analyze programs, laying the foundation for ongoing success. And, continued increases in operations efficiency allowed the organization to prioritize building business district capacity and expand external affairs and promotional efforts.

Venture Portland begins FY 14-15 with a clear focus on neighborhood economic development and the programs, leadership and infrastructure to successfully continue its partnership with the City of Portland.

CONCLUSION

Once again, Venture Portland ended the year a much stronger organization than when it began. After four years of strategic change, Venture Portland's efforts to build organizational and business district capacity resulted in significant, sustained growth. Critical partnerships with key stakeholders and a compelling message about the economic importance of neighborhood businesses resulted in increased recognition for the value of Venture Portland and neighborhood business districts to Portland's economy. And, diverse new leaders continued to guide Venture Portland successfully into the future.

The coming year will be one of refinement for Venture Portland. After four years of significant change, the organization is financially stable with a strong track record of success. Venture Portland begins FY 14-15 with a clear focus on neighborhood economic development and the programs, leadership and infrastructure to successfully continue its partnership with the City of Portland.

Venture Portland and neighborhood
business districts work together to
grow Portland's **economy**

About Venture Portland

Venture Portland means business. Through grants, trainings and technical assistance the organization invests in the smart, strategic growth of Portland's unique neighborhood business districts. Together, Portland's neighborhood business districts contain 19,000 businesses and 250,000 jobs. Venture Portland's board leadership comes from the diverse business districts city wide that collectively represent local, regional, national, and international demand for goods and services. For more information visit ventureportland.org.

OUR MEMBERS

42nd Avenue Business Association

82nd Avenue of Roses Business Association

Beaumont Business Association

Belmont Area Business Association

Burnside East Business Association

Central Eastside Industrial Council

Columbia Corridor Association

Cully Boulevard Alliance

Division/Clinton Business Association

Division Midway Alliance

Foster Area Business Association

Gateway Area Business Association

Greater Brooklyn Business Association

Hawthorne Blvd. Business Association

Hillsdale Business and Professional Association

Historic Mississippi Avenue Business Association

Hollywood Boosters Business Association

Jade District

Kenton Business Association

Lloyd District Community Association

Midway Business Association

Montavilla/East Tabor Business Association

Multnomah Village Business Association

NE Broadway Business Association

North/Northeast Business Association

NW Industrial Neighborhood Association

Overlook Village Business Association

Parkrose Business Association

Pearl District Business Association

Raleigh Hills Business Association

South Portland Business Association

St. Johns Boosters

Swan Island Business Association

University Park Business District

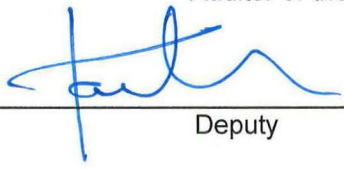
Williams-Vancouver Business Association

Woodstock Community Business Association

Agenda No.
REPORT
 Title

Accept

Venture Portland's 2014 Annual Report (Report)

<p>INTRODUCED BY Commissioner/Auditor: Commissioner Nick Fish</p>	<p>CLERK USE: DATE FILED <u>AUG 01 2014</u></p>
<p>COMMISSIONER APPROVAL</p> <p>Mayor—Finance and Administration - Hales</p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish <i>Handwritten: Hales for Nick Fish</i></p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Novick</p>	<p>LaVonne Griffin-Valade Auditor of the City of Portland</p> <p>By:  Deputy</p>
<p>BUREAU APPROVAL Bureau: Office of Commissioner Fish</p>	
<p>Prepared by: Liam Frost Date Prepared: 7/31/2014</p>	<p>ACTION TAKEN: AUG 06 2014 ACCEPTED</p>
<p>Financial Impact & Public Involvement Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p>	
<p>City Auditor Office Approval: required for Code Ordinances</p>	
<p>City Attorney Approval: required for contract, code, easement, franchise, charter, Comp Plan</p>	
<p>Council Meeting Date August 6, 2014</p>	

<p>AGENDA</p>
<p>TIME CERTAIN <input checked="" type="checkbox"/> Start time: 10:15 AM</p> <p>Total amount of time needed: 30 (for presentation, testimony and discussion)</p>
<p>CONSENT <input type="checkbox"/></p>
<p>REGULAR <input type="checkbox"/> Total amount of time needed: _____ (for presentation, testimony and discussion)</p>

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
		YEAS	NAYS
1. Fritz	1. Fritz	✓	
2. Fish	2. Fish	✓	
3. Saltzman	3. Saltzman	✓	
4. Novick	4. Novick	✓	
Hales	Hales	✓	