FY 2014-15
Portland Development Commission
Requested Budget

Office of Mayor Charlie Hales
City of Portland

TO: Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

FROM: Mayor Charlie Hales

DATE: February 3, 2014

RE: PDC FY 2014-15 Requested Budget

Attached is the PDC FY 2014-15 Requested Budget. The request includes:

- Executive Director's Transmittal Letter
- Budget Advisory Committee letters on priorities
- PDC Financial Summary
- PDC General Fund Requested Budget and Program Narratives
- Summary of Urban Renewal Funds/Other Funds
- Fee Structure and Analysis

The PDC Requested Budget is the result of a process that began in November 2013 with the drafting of agency work plans in accordance with PDC's Strategic Plan. Through December and January, PDC met with two budget advisory groups (Central City and Neighborhood) to review work plans and budget priorities while creating the FY 2014-15 draft budget. Most recently the draft budget was reviewed with the PDC Board on January 23, 2014.

PDC's General Fund request includes the current appropriation level of $5.045 million divided between Traded Sector and Neighborhood Economic Development priorities. PDC's request also includes an add-package request of $100,000 to provide grants to three community based organizations to focus on economic development activities that cannot be funded by tax increment funds in Lents Town Center, along Martin Luther King Jr. Blvd., and in the Old Town/Chinatown neighborhood.

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Mayor

Patrick Quinton
Executive Director

DATE: February 3, 2014

TO: Mayor Charlie Hales
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

COPY: Chair Scott Andrews
Commissioner Aneshka Dickson
Commissioner Tom Kelly
Commissioner John Mohlis
Commissioner Charles Wilhoite

FROM: Patrick Quinton, Executive Director

SUBJECT: Transmittal of the FY 2014-15 Requested Budget

Following is Portland Development Commission's (PDC's) FY 2014-15 Requested Budget totaling $119 million in expenditures. The Requested Budget was created by staff between November and January and is informed by the Strategic Plan and draft FY 2014-15 Agency-Wide Work Plans for each department which were reviewed by the Board and Mayor Hales at the December 17, 2013 Board Retreat. The FY 2014-15 Requested Budget aligns with the Strategic Plan as follows:

- ***Traded Sector: $7.9 million***
  - Business Development
  - Industry Growth and Global Competitiveness
  - Innovation and Entrepreneurship
- ***Healthy Neighborhoods: $28.6 million***
  - Community Capacity
  - Business Growth
  - Commercial Districts
- ***Vibrant Central City: $47.3 million***
  - Employment Districts
  - Next Generation Placemaking
  - Regional Assets
- ***Effective Stewardship and Social Equity: $18.9 million***
  - Asset Management and Disposition Strategy
  - Communications and Social Equity
  - Finance, Legal and Human Resources

Budget development was also informed by the latest estimates of staffing and administrative expenditures based on implementation of the reduction in force and the goal of reducing the

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agency's staff and administrative expense by 30% between FY 2012-13 and FY 2014-15. The FY 2014-15 Requested Budget includes 95 positions (down from 123 positions in the FY 2013-14 Adopted Budget). The Requested Budget is balanced using 1.) the latest tax increment forecasts developed in conjunction with debt management staff at the City Office of Management and Finance , 2.) the City Budget Office's current service level funding of General Fund resources for economic development, and 3.) updated estimates for loan and property income revenues.

PDC is using a new model to collect input on the FY 2014-15 budget, using two advisory groups with stakeholders who represent a broad cross-section of the community. The Central City Budget Advisory Committee and the Neighborhood Budget Committee have each met three times since December to review the FY 2014-15 draft work plans and begin reviewing draft budgets. The FY 2014-15 Requested Budget includes letters from both groups.

Similar to previous years, PDC's total budget is divided across three primary business lines that include specific programs to achieve PDC's Strategic Plan Goals: Business Development, Property Redevelopment, and Infrastructure. All Housing Set Aside resources that are transferred to the Portland Housing Bureau are accounted for within the Housing category. Administration reflects recent staffing and other administrative reductions, decreasing 19% from $15.2 million to $12.3 million in FY 2014-15.

Business Line	**FY 2013-14 Expenditures**		**FY 2014-15 Expenditures**	
Business Development	$22.6 million	(12%)	$18.5 million	(16%)
Property Redevelopment[1]	$95.3 million	(50%)	$59.9 million	(50%)
Infrastructure	$16.5 million	(9%)	$11.8 million	(10%)
Administration	$15.2 million	(8%)	$12.3 million	(10%)
Housing[2]	$40.5 million	(21%)	$17 million	(14%)
Total	**$190.2 million**		**$119.5 million**	

PDC's General Fund request prioritizes resources essential to continue neighborhood economic development and business assistance functions for the city. The budget request represents current appropriation levels and does not include any add-packages:

- Traded Sector (Business Development, Cluster Industry Development, Innovation and Entrepreneurship): $1.9 million

[1] Property Redevelopment includes $27 million for an IGA with Multnomah County for the Health Headquarters and $20 million for the Veterans' Memorial Coliseum project in the FY 2013-14 budget.
[2] Housing is less than 30% for two reasons: (1) the set aside is based on TIF debt proceeds while PDC's budget includes resources in addition to TIF debt proceeds, and (2) cumulative set aside spending has exceeded 30% in many districts and budgeted to equal 36% in FY13/14; with this level of investment the cumulative investment is approximately 35% in FY14/15.

- Neighborhood Economic Development (Neighborhood Prosperity Initiative and Main Street Network, Venture Portland, Small and Micro Business Technical Support, Adult and Youth Workforce Training): $3.1 million

Over the next several months, PDC will begin to refine the estimates included in the draft budget, including personnel and administrative costs as well as FY 2013-14 project carryover assumptions for work in process. The Requested Budget will also be vetted further with Central City and Neighborhood advisory committees before being presented as the Proposed Budget to City Council on May 14, 2014.

Portland Development Commission
FY 2014-15 Requested Budget

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February 3, 2014

To: Mayor Hales
Portland City Council Members
Portland Development Commission Board Members

We are pleased to submit this letter on behalf of the Central City Budget Advisory Committee. Our Committee has met on three occasions since December 2013 to review the Portland Development Commission's (PDC) fiscal year 2014/15 Central City work plan and draft budgets for seven urban renewal areas. Below you will find a summary of our recommendations to the PDC Board and City Council as you consider the proposed 2014/15 budget. We welcome and appreciate the opportunity to provide comment and look forward to further discussion as the budget process moves forward.

As part of our review, the Committee considered priorities across the Central City; opportunities unique to specific neighborhoods and individual Central City Urban Renewal Areas (URAs); and the import of General Fund traded sector to business development activities in the Central City as the region's employment center.

Keeping in mind the opportunity to align PDC investments and activities with longer range City plans for the next 30 years of neighborhood and business growth within the Central City, the following are broad recommendations from the Committee regarding PDC activities. We acknowledge that, at times, there may be tension between these recommendations and that prioritization shall occur on a case-by-case basis.

- Invest in projects that have a **return on investment** and will fund PDC activities going forward, especially in an age of limited tax increment financing (TIF) resources.
- **Balance** economic development with place-making activities – while **continuing to invest in job growth**, especially in those areas with unique potential to house the City's future commercial and industrial jobs.
- Issuing debt and holding resources for projects over numerous years can drag on property values and potential revenue streams for the community; consider **clear criteria and/or a limit on the amount of time** these projects are carried over year-to-year.
- There are key opportunities to shape the future of the Central City, where public investment can be leveraged to realize the unique economic hub that the Central City plays for all Portlanders, including **Old Town/Chinatown; U.S. Post Office site; OMSI and the ODOT blocks; and the OHSU Schnitzer campus** with the Knight Cancer Challenge.

<u>Central Eastside URA</u>
The Central Eastside has and will continue to be a unique opportunity for Portland to grow its industrial and commercial job base – as evidenced by positive growth in the district despite an economic downtown. Given this, the Committee recommends:

- Build on the SE Quadrant work underway by the Bureau of Planning and Sustainability and the City to implement development through strategic acquisition/control and investment at sites that can maximize job growth and leverage transit-oriented development in coordination with

the Portland Milwaukie light rail alignment opening.

- New industrial and commercial space to grow job density is of greater priority than specific strategic sites where that development occurs; that said, the ODOT Blocks and OMSI station offer important redevelopment opportunities in the district.
- Focus redevelopment dollars on commercial space that accommodates cluster job growth; this approach has been successful in the Central Eastside and should be encouraged.
- Continued commercial and industrial development will add to the need for parking in the Central Eastside; consider district parking as an opportunity to provide supportive infrastructure necessary to stimulate adjacent development and generate revenue for PDC.

North Macadam, South Park Blocks & Education URAs

The Committee shares a broad recognition that the south end of downtown, anchored by the Oregon Health & Science University (OHSU) and Portland State University (PSU) are key to the economic development of the region. Given this, the Committee recommends:

- The South Waterfront has ongoing infrastructure investments required for future development to be realized – three key improvements that benefit the district and the region are SW Bond Avenue, South Portal accessibility and capacity, and the greenway.
- The Knight Cancer Challenge has the opportunity to play a critical role in the development of South Waterfront and the City of Portland –pursue actions and facilitate partnerships to maximize the likelihood that this opportunity comes to fruition.
- Immediately adjacent, the Zidell family properties is positioned to house the majority of South Waterfronts new private sector jobs and to create significant tax increment for the district. Given the scale of opportunity, tax increment generation is critical and a higher priority than targeted cluster investment.
- Invest in projects that draw research opportunities, innovation, and high tech jobs secured by OHSU and PSU proximity and presence. Specifically, enhance connectivity and development between new Collaborative Sciences building and PSU Business Accelerator. Where appropriate, update and/or expand clean tech and tech incubation space to reflect changing trends in economic cluster growth/opportunity.
- Portland State University is an important anchor institution and priority for the Central City. PSU's pursuit of a new business school provides an immediate opportunity to ground the innovation and entrepreneurship goals of the URA in the heart of campus, leveraging Portland's reputation as a top entrepreneurial ecosystem in the nation and paving way for anticipated growing demand for its entrepreneurial education and programs.
- Connectivity between South Downtown/PSU and the Central Business District continues to be a challenge and can be improved, especially along SW 4th Avenue, primarily south of SW Market.

River District and Downtown Waterfront URAs

At the north end of the Central City, there continue to be unrealized revitalization and redevelopment opportunities that can shape the future of the city while acknowledging and preserving some of its earliest history. Given this, the Committee recommends:

- Invest in Old Town/China Town (OTCT) – the Committee supports the OTCT Five-Year Action Plan. In addition to the focus on the core of Old Town Chinatown, include the Skidmore area that faces similar challenges. Investment in key sites, like the Grove Hotel can and will change the perception of OTCT. Properties in historic districts face unique challenges that should be

taken into account. Also focus on investments that incent market-rate housing.

- PDC and other public and private partners are already making substantial investment west of Broadway and along the North Park Blocks. Future investment should focus on areas east of Broadway.
- Burnside is a barrier for pedestrians and an obstacle to OTCT's vitality – develop strategies to encourage more foot traffic between businesses on both sides of Burnside as part of the PDC's partnership with the OTCT Community Association and the Portland Business Alliance as called for in the OTCT Action Plan.
- There are considerable resources in the five year River District URA budget tied up in numerous long-term and large scale single projects (Centennial Mills, 10th & Yamhill, USPS). PDC should identify a process to resolve and/or walk away from projects to avoid having the budget carry projects over multiple years at the opportunity cost of other investments and/or activity.
- Based on this and because the resources have been redirected to the needs identified above, the Committee agrees with PDC's proposal to reduce the five-year U.S. Post Office site budget line. PDC should continue to pursue an alternative structure and/or partnership and to identify alternative mechanisms that PDC and the City can have leverage over the USPS site redevelopment.
- The redevelopment of the 10th & Yamhill Garage (with note of a similar opportunity at the 3rd & Alder garage) should continue to be considered as the garage's retail presence continues to dampen retail core vibrancy and new housing would add to the retail core as a live/work/play district.

<u>Oregon Convention Center URA</u>

The Lloyd District is seeing a resurgence of development, and strategic investment by PDC can build on this increased private sector activity. Given this, the Committee recommends:

- The Convention Center Hotel and Veteran's Memorial Coliseum (VMC) are continued priorities of the Committee, and the Committee encourages the PDC Board and City Council to move towards certainty on both projects.
- If moneys become available due to either project not moving forward or the projects require less public funding than currently estimated, the Committee feels any available resources would be best targeted to redeveloping a "Broadway Bridgehead" along NE Broadway from the the bridge eastward.
- New mixed use and residential development will be key to getting the 24/7 feel of an entertainment district at the Rose Quarter and along NE Broadway– focus on redevelopment that attracts mixed use.
- The partnership between PDC and the Lloyd EcoDistrict has been an important component to the easterly development of the district – this partnership commitment continues to be a priority for infill and renovation of the Lloyd District.

Finally, we would like to take this opportunity to convey our support for PDC's General Fund request related to the agency's traded sector industries. We see a direct correlation and impact between PDC's investment in business development activities and the region's traded sector industry growth. For example, our investment in Portland Seed Fund, in less than three years, has attracted an additional $80+ for every dollar invested by PDC. 75% of those funds came from outside of Oregon and were invested in tech job creation, commercial leasing and related services in the urban core. We encourage the preservation, and in fact the increase of PDC's General Fund allocation, to expand their citywide

business development programs. We also see many opportunities to leverage the City's General Fund economic development investments with tax increment related activities, such as the StartUp PDX Challenge which helps the foundation of Portland's economy – our small businesses – start up, stay and grow within the Portland market.

Thank you for the opportunity to comment.

Respectfully,

Central City Budget Advisory Committee

Name	Affiliation
Angela Jackson	Managing Director, Portland Seed Fund
Bernie Bottomly	Vice President, Portland Business Alliance
Brian Newman	Director, Campus Planning & Development, OHSU
Brent Hieggelke	Chief Marketing Officer, Urban Airship
Damien Hall	Attorney, Ball Janik
Greg Goodman	Co-President, Downtown Development Group
Helen Ying	Consultant, Chinese American Citizens Alliance Portland Lodge
Jonathan Malsin	Real Estate Principal, Beam Development
Juliana Lukasic	President, @Large Films
Justin Zeulner	Senior Director/Sustainability and Public Affairs, Portland Trailblazers
Monica Rimai	Vice President for Finance & Administration, Portland State University
Nolan Lienhart	Director of Planning & Urban Design, ZGF Architects
Patrick Gortmaker	Project Manager, Kalberer Company
Randell Leach	Chief Credit Officer, One PacificCoast Bank
Rick Saito	Insite Development

Brian Alfano
VP of Member Services, Unitus Community Credit Union
Jonath Colon
Business Development Coordinator, Hispanic Metropolitan Chamber of Commerce
Tony DeFalco
Living Cully EcoDistrict Coordinator, Verde
Rey Espana
Director of Community Development, Native American Youth Family Center
Steve Messinetti
Executive Director, Habitat for Humanity Portland/Metro East
Fred Sanchez
Owner, Realty Brokers
Karis Stoudamire-Phillips
Director of Corporate Responsibility and Community Relations, Moda Health
Adam Zimmerman
Executive Vice President, Craft3
Mary Edmeades
VP/Branch Manager, Albina Community Bank
Jeff MacDonald
Immigrant & Refugee Community Organization (IRCO)
John Notis
Operations Manager, Oregon Health Sciences University
Cora Potter
Service Specialist, Ride Connection
Steve Rupert
Senior Associate, GBD Architects

February 3, 2014

Mayor Charlie Hales
Portland City Council
Portland Development Commissioners

We, the members of the Neighborhood Economic Development Leadership Group Budget Sub-Committee (Sub-Committee), are pleased to submit this letter to accompany the Portland Development Commission's (PDC) submission of the draft fiscal year (FY) 2014/15 budget. The Sub-Committee has met three times since early December 2013 to review the draft PDC work plans and budgets. We support the draft budget, and submit the following additional comments and suggestions.

The General Fund is a key component to Neighborhood Economic Development (NED) and non-restricted funding is key for business development, including grant and loan programs. There also needs to be some **resources set aside for businesses just outside of Urban Renewal Areas** (URAs). We would like to explore using general funds to help expand the storefront grants beyond the current URAs. This has been authorized by City Council in the past and it was a very popular and helpful program. After seeing some of the success from the Alberta Main Street model we would like to see consideration of providing resources to staff a **district manager in Lents focusing on the Town Center**. Should there be additional resources we would like to explore staffing a district manager in other priority areas. The Sub-Committee strongly supports the PDC's use of an Equity Impact Analysis to screen projects for potential adverse impacts on low-income and minority populations.

The Sub-Committee supports the **Halsey/Weidler Investment Strategy** as part of Gateway Regional Center URA, particularly the focus on infrastructure, business development, and the four-acre PDC/City owned site at NE 106th & Halsey. We would like to see continued support to provide **storefront improvement grant funds** to Gateway businesses. The PDC should move additional funding into opportunity funds in order to maintain needed flexibility.

In recognition of particularly acute gentrification pressures in the Interstate Corridor URA, we would like the **Equity Impact Analysis** utilized to screen potential projects for equity considerations and the impacts that these projects have on local residents. The Sub-Committee would like to see construction finalized on the **Killingsworth Avenue Streetscape** project (Commercial St to Martin Luther King, Jr. Blvd), which will complete the corridor improvements and has been a long-standing item. The **Downtown Kenton** redevelopment is key and there is significant support for this effort. We are pleased to see the focus on the district, the PDC owned property, and

hope to see correlated cross-bureau work with TriMet on their property in Kenton. We would like to explore the **Lombard Avenue** corridor for potential streetscape and other improvements.

The Sub-Committee is pleased that PDC and City staff is working with community stakeholders on the **Lents Five-Year Action Plan**. The Sub-Committee supports year one, FY 2014/15 investments that lead **to mixed-use development** in the Lents Town Center. As noted earlier, the Sub-Committee is in favor of a General Fund supported Lents Town Center district manager position. We would like to see the continual assistance of local businesses and property owners with Storefront Improvement Program grants.

In general the Sub-Committee would like to **strengthen partnerships with neighborhood economic development partners**, such as Venture Portland, workforce development providers, business districts, etc. Exploring and replicating the Multnomah County Regional Investment Board program, or **rethinking financial products** so they work better for businesses would be an added benefit. This along with exploring programs that forgive loans if job growth/retention figures are met within a certain period of time can help all build the business vitality of the City. We would also like to bring NED programs and activities, redevelopment and infrastructure work together in a more integrated way. This could apply to other PDC initiatives so that we are speaking about NED goals and URA goals in a more consistent manner.

Finally, we look forward to the opportunity to continue to work with PDC staff on the development of the FY 2014/15 budget and are eager to have direct interactions with both City Council and the PDC Board.

Thank you for the opportunity to comment,

Brian Alfano
Chair

Total PDC Appropriations (All Funds)

All Funds	Actuals FY 2011-12	Actuals FY 2012-13	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Resources								
Beginning Fund Balance	78,589,952	142,434,117	157,146,886	59,899,341	30,643,377	31,864,108	57,354,654	58,383,678
Transfers In	995,000	564,063	1,044,607	388,919	116,748	69,558	807,639	47,068
Fees and Charges	501,089	1,088,029	553,139	385,341	383,641	394,251	405,178	416,433
Interest on Investments	533,046	684,315	676,600	216,500	185,000	150,000	140,000	110,000
Intergovernmental Revenues	7,370,821	7,970,747	10,229,125	8,700,691	8,482,877	7,160,464	7,160,464	7,160,464
Loan Collections	6,199,539	12,277,492	7,427,650	11,115,017	8,954,589	9,515,173	8,385,153	8,246,649
Long Term Debt	75,816,733	15,922,528	2,000,000	7,000,000	26,000,000	63,487,874	3,300,000	3,000,000
Miscellaneous	1,672,580	1,155,167	1,460,012	543,917	969,411	1,341,874	1,275,554	1,393,517
Property Income	5,362,433	6,254,884	12,958,882	9,733,048	6,322,749	8,048,866	8,923,851	7,339,734
Reimbursements	2,180,459	1,091,201	701,454	632,158	628,550	628,550	628,550	628,550
Short Term Debt	57,970,574	57,431,903	51,743,754	51,969,382	53,967,650	43,283,083	55,378,950	47,890,200
Service Reimbursments	14,318,426	14,092,956	14,989,251	12,561,534	11,835,386	12,171,452	12,637,168	13,245,318
Total Resources	**251,510,652**	**260,967,402**	**260,931,360**	**163,145,848**	**148,489,978**	**178,115,253**	**156,397,161**	**147,861,611**
Requirements								
Program Expenditures								
Administration	15,244,482	14,702,238	15,232,858	12,251,438	11,304,432	11,573,231	12,043,780	12,531,210
Business Dev	8,919,530	9,468,990	22,634,895	18,557,457	18,266,299	18,582,026	18,705,903	17,261,164
Infrastructure	8,838,440	19,683,082	16,510,916	11,808,502	4,022,347	10,147,287	282,814	9,939
Portland Hsg Bureau	41,194,834	24,509,762	40,509,977	17,062,505	20,771,944	15,628,601	12,823,199	13,861,305
Property Redev	19,552,885	20,612,923	95,312,404	59,872,115	50,308,712	52,588,443	40,712,981	32,002,808
Total Program Expenditures	**93,750,171**	**88,976,995**	**190,201,050**	**119,552,017**	**104,673,734**	**108,519,588**	**84,568,677**	**75,666,426**
Transfers - Indirect	14,318,426	14,092,956	14,989,252	12,561,534	11,835,386	12,171,452	12,637,168	13,135,754
Total Fund Expenditures	**108,068,597**	**103,069,951**	**205,190,302**	**132,113,551**	**116,509,120**	**120,691,040**	**97,205,845**	**88,802,180**
Contingency	0	0	54,696,451	30,643,376	31,864,107	57,354,653	58,383,678	59,012,363
Operating Transfers Out	995,000	564,063	1,044,607	388,919	116,748	69,558	807,639	47,068
Ending Fund Balance	142,447,056	157,333,384	0	0	0	0	0	0
Total Requirements	**251,510,653**	**260,967,398**	**260,931,360**	**163,145,846**	**148,489,975**	**178,115,251**	**156,397,161**	**147,861,611**

Department Personnel Services (Staffing)

Department	Total FTE	Salary	Benefits	Total Salaries and Benefits
Communications and Social Equity	**6**	**579,140**	**224,029**	**803,170**
Executive	**2**	**227,893**	**82,771**	**310,664**
Finance & Business Operations				
Accounting and Payroll	7	534,866	228,662	763,528
FBO Administration	1	140,983	47,666	188,648
Financial Planning	3	233,722	99,042	332,764
Information Technology	8	544,015	215,870	759,885
Professional Services	5	374,748	161,635	536,383
Total Finance & Business Operations	**24**	**1,828,334**	**752,874**	**2,581,208**
Legal				
Human Resources	3	301,917	114,883	416,800
Legal	4	410,385	154,995	565,380
Total Human Resources and Legal	**7**	**712,302**	**269,878**	**982,180**
Opportunities Cooperative	**3**	**277,343**	**109,175**	**386,518**
Real Estate and Lending				
Lending and Investment	5	417,436	171,550	588,986
Real Estate and Lending Administration	2	180,724	71,814	252,538
Real Estate Development and Construction	8	657,220	272,000	929,220
Total Real Estate and Lending	**15**	**1,255,379**	**515,365**	**1,770,744**
Urban Development				
Central City	8	659,054	272,426	931,481
Community Economic Development	8	655,810	271,673	927,483
Economic Development	12	987,300	408,342	1,395,642
Neighborhood	7	564,215	235,480	799,695
Strategy and Operations	3	324,921	120,226	445,147
Total Urban Development	**38**	**3,191,300**	**1,308,147**	**4,499,447**
Total	**95**	**$8,071,692**	**$3,262,239**	**$11,333,931**

Total does not include non-departmental personnel services and PERS Pension Obligation bonds

City General Fund Budget Summary

Program	FY 2013-14 Adopted	FY 2014-15 CAL Target	FY 2014-15 Requested
NPI and Main Street Network	$ 748,000	$ 768,271	**$ 748,000**
Venture Portland	$ 295,000	$ 302,994	**$ 302,994**
Small & Micro Business Technical Assistance*	$ 870,327	$ 893,913	**$ 888,831**
Adult and Youth Workforce EOI	$ 1,157,945	$ 1,189,325	**$ 1,186,778**
Neighborhood Economic Development Grants (Add Package)	$ -	$ -	**$ 100,000**
Neighborhood Subtotal	**$ 3,071,272**	**$ 3,154,503**	**$ 3,226,603**
Cluster Development	$ 1,346,165	$ 1,326,156	**$ 1,360,704**
Entrepreneurship Support	$ 360,000	$ 410,840	**$ 404,192**
Traded Sector Subtotal	**$ 1,706,165**	**$ 1,736,996**	**$ 1,764,896**
Small Business Working Capital	**$ -**	$ 154,065	**$ 154,065**
TOTAL/TARGET	**$ 4,777,437**	**$ 5,045,564**	**$ 5,145,564**

CAL: Current Appropriation Level (ongoing funds)

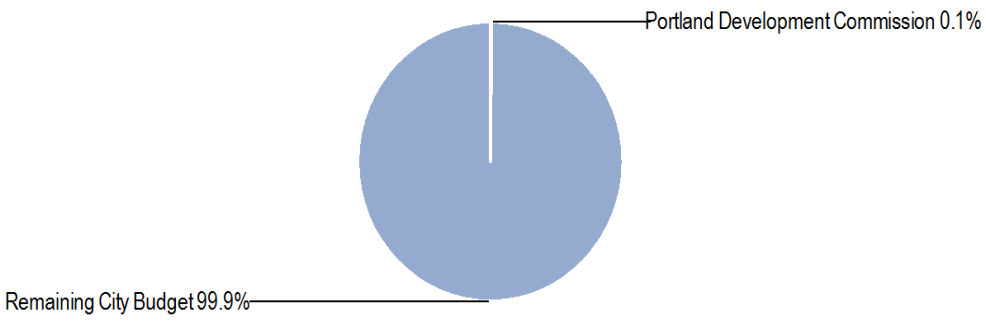
**Includes $100,000 Add Package Request for Neighborhood Economic Development Grants*

Portland Development Commission

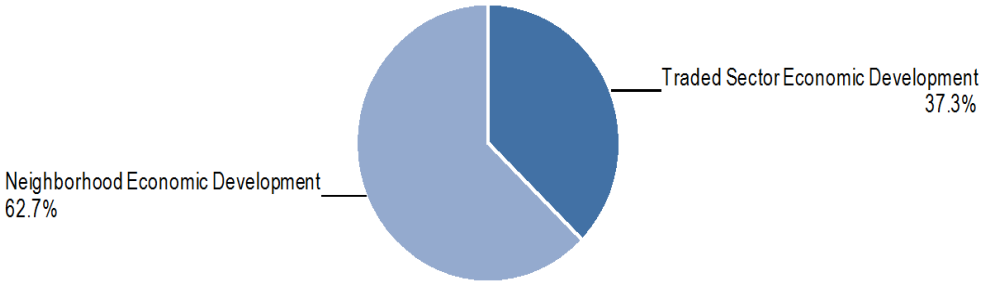
Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Patrick Quinton, Executive Director

Percent of City Budget

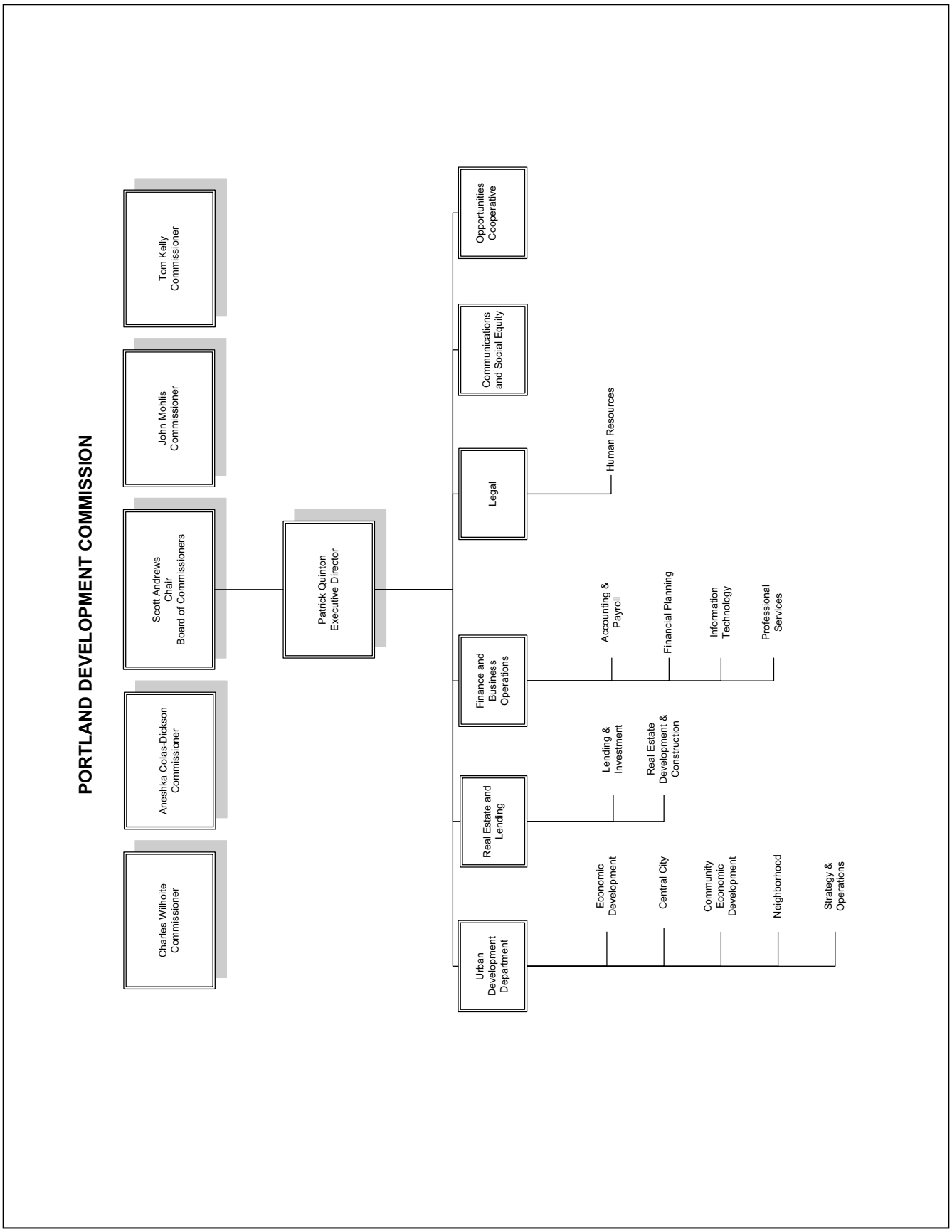


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2013-14	Requested FY 2014-15	Change from Prior Year	Percent Change
Operating	4,577,437	5,145,564	568,127	12.41
Capital	0	0	0	0.00
Total Requirements	**4,577,437**	**5,145,564**	**568,127**	**12.41**


PORTLAND DEVELOPMENT COMMISSION
Charles Wilhoite Commissioner
Aneshka Colas-Dickson Commissioner
Scott Andrews Chair Board of Commissioners
John Mohlis Commissioner
Tom Kelly Commissioner
Patrick Quinton Executive Director
Urban Development Department
Economic Development
Central City
Community Economic Development
Neighborhood
Strategy & Operations
Real Estate and Lending
Lending & Investment
Real Estate Development & Construction
Finance and Business Operations
Accounting & Payroll
Financial Planning
Information Technology
Professional Services
Legal
Human Resources
Communications and Social Equity
Opportunities Cooperative

Bureau Summary

Bureau Mission

The Portland Development Commission (PDC) creates growth and economic opportunity for Portland.

Bureau Overview

The Portland Development Commission is the City's economic development and redevelopment agency and is responsible for achieving the City's key placemaking, job creation and economic development objectives. In July 2009, the Portland City Council adopted the City of Portland's Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The primary goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable, equitable and competitive economy in the world.

The Neighborhood Economic Development Strategy, which was adopted by City Council in 2011, builds on this agenda and calls out social equity and the importance of community partnerships as an integral part of how the agency delivers its services. Implicit within this goal is determining how to enable community involvement, governance, and mutual accountability as a core value in how the agency works with the community.

The Portland Development Commission manages 12 traditional and six micro Urban Renewal Areas (URAs) and engages in public-private partnerships to redevelop and revitalize key commercial corridors and centers across the city. Alongside private partners, the commission continues to pursue strategic and/or catalytic redevelopment projects both downtown and in neighborhoods, with a focus on projects that match current market needs and generate the maximum social and financial return for the City.

Resources from the City's General Fund allow the commission to fulfill job growth and economic growth goals that are not eligible for funding through Tax Increment Financing (TIF). General Fund support extends the commission's work beyond URA boundaries and real estate investments to provide critical non-physical assistance that supports business growth through staff expertise, working capital, and technical assistance.

Together, TIF and General Fund support allow for a web of activities that connect people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope but share the consistent goals of facilitating business activity that fuels the retention and creation of living-wage jobs that support families, generates community wealth, and creates healthy and vibrant neighborhoods throughout the city.

Strategic Direction

The Commission's economic and urban development activities are guided by three strategies adopted by City Council: the Portland Plan, Economic Development Strategy and Neighborhood Economic Development Strategy.

Neighborhood Economic Development

Description

The Neighborhood Economic Development (NED) program and the City's Neighborhood Economic Development Strategy foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under the NED program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. The Requested Budget for the Neighborhood Economic Development program includes:

- Neighborhood Prosperity Initiative (NPI) and Main Street Network
- Venture Portland
- Small and Micro Business Development Program
- Youth and Adult Workforce - Economic Opportunity Initiative

Goals

The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and the corresponding objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative. The final initiative described in this section (Economic Opportunity Initiative) also supports the City's Ten-Year Plan to End Homelessness.

Performance

The four citywide NED initiatives advance implementation of the NED Strategy. Each initiative and its performance is described below.

NPI and Main Street Network

PDC partners with eight community-based organizations located in North, Northeast and East Portland to drive economic development in priority neighborhoods. Each district focuses on the unique needs of its community with the goal of growing businesses and increasing employment opportunities. Grants from PDC enable the organizations to hire full time staff, make small-scale physical improvements and increase the visibility of the district. PDC staff provides technical assistance training to districts.

Amount Requested: $748,000 City General Fund. *This program is also anticipated to be funded with: $140,000 EZone Community Contributions, $60,000 NW Area Foundation, up to $327,000 in Tax Increment Revenue.*

In FY2014-15 each district will continue to build their organizational capacity and establish and deliver on district-defined capital improvement and social equity plans. The accomplishments listed below provide an overview of key accomplishments in the first six months of the current fiscal year and will act as the foundation for each district's workplan in the upcoming fiscal year.

Accomplishments by District

Our 42nd Avenue District - Key Accomplishments in FY 13-14

- Our 42nd Avenue is actively working on bi-laws and application for 501(c)3 federal tax exempt status; Central Northeast Neighbors is current fiscal sponsor.
- Conducted proactive business development activities for the district including: 1:1 business visits, business office hours, creating business to business mentoring relationships, and providing referrals to PDC-funded technical assistance providers.
- In partnership with the 42nd Avenue Business Association, selected the recipients of the second round mini-storefront improvement projects.
- Organized successful a Fall Harvest Festival attended by 400-plus people with Cully Blvd Alliance and the Cully Farmers Market.

Cully Boulevard Alliance - Key Accomplishments in FY 13-14

- The Cully Blvd Alliance (CBA) is a project of NAYA, and NAYA provides staff and financial support to the work in Cully.
- Provided 7 businesses in the district with Storefront Improvement Mini-Grants.
- Contracted with local graphic artist to assist with district branding and involve local students in creating brand image.
- Initiated Cully Blvd District Business Meetings provide support and networking opportunities; working to complete the district business survey and enter data into comprehensive district database.

Historic Parkrose - Key Accomplishments in FY 13-14

- Received notification from the IRS that the organizations 501C3 status was approved.
- Conducted 10 well-attended business networking events for local business owners.
- Began hosting regular business office hours in collaboration with a PDC-funded business technical assistance provider and PDC business development officer.
- Made considerable progress in planning district entryway sign including discussions with PDOT and ODOT. Tree trimming for the district is planned for the Spring of 2014.
- Implemented a Buy One Get One Free event at Halloween with fourteen participating businesses and 3,500 discount coupon flyers distributed.
- Hosted well attended first annual Holiday Market in partnership with Parkrose Business Association.

Jade District - Key Accomplishments in FY 13-14

- Asian Pacific American Network of Oregon (APANO) provides staff and organizational support to manage the district.
- District Steering Committee membership and participation has grown to 15 people and is working to build subcommittees for individual projects/ initiatives.
- Moved to a new permanent office located in a prominent space in the district.

- Continued work in building partnerships for Asian Night Market and community garden; actively pursuing foundation and other support for this project.
- Community volunteers joined together to assist with district trash and graffiti removal event in October. Documenting best practices for this annual event.
- Pursuing culturally specific business development and technical assistance relationship to better meet the needs of area businesses.

Division-Midway - Key Accomplishments in FY 13-14

- Division-Midway Alliance (DMA) organizations 501C3 status was approved.
- Hosted first annual Fall Festival with over 700 people attending.
- Moved into an office in the Midway Plaza providing greater visibility in the community.
- Secured a $10,000 grant from Wells Fargo.
- Organized a trash and graffiti clean-up in October; amounts are down almost 50% from the first clean up in July 2012.
- Held well attended Open House and Networking Event with focus on connecting businesses and property owners to technical and financial assistance.
- Established office hours for PSU's business development program beginning the second week in January.

The Rosewood Initiative - Key Accomplishments in FY 13-14

- Held quarterly business networking meetings; in January, the meeting frequency is increasing to once a month.
- Created a Rosewood Bucks program where Police and Sheriffs officers reward children in the neighborhood with certificate redeamable for a prize at Rosewood
- Collaborated with SE Works and to have a workforce placement specialist at Rosewood 3 days a week.
- Collaborated with PDC-funded business technical assistance provider to have office hours in Rosewood once a week.
- Organized a successful Holiday Market in December with 30 vendors and 150 community member attending.

Alberta Main Street - Key Accomplishments in FY 13-14

- Actively working on the creation of a district-wide equity plan to increase the organizations focus on and involvement of business owners, property owners and community members who are people of color.
- Hosted monthly small business seminars and business mixers within the district. Seminars are well attended and topics are focused on issues that affect small businesses and property owners.
- Implemented the annual Alberta Street Fair in August which was attended by brought in $60,000 supported by over 380 volunteer hours.
- Launched a successful fundraiser with sales of a card deck called Only on Alberta. The card deck contains 54 drawings by local artist depicting Alberta business, landmarks and community members.
- Implemented a mini-grant program to allow property owners and business to make very-small scale improvements.

St Johns Main Street Coalition - Key Accomplishments in FY 13-14

- Completed a successful transition of Board leadership and very active participation by the newly re-formed Board.
- Hired a new full-time District Manager.
- Planned a project to landscape the traffic island at entrance to district and secured strategic partnership with Burgerville for restaurant to regularly maintain the area.
- Created a Mini-Storefront Improvement Program and in the process of soliciting applications.
- Hosted monthly business seminars and secured Albina Bank as a sponsor of the series.
- Applied for a $50,000 grant from the Metro North Portland Enhancement Grant and was invited to submit information for the final round of grant selection.

Venture Portland

Venture Portland is the City's local partner in building the capacity of Portland's 37 neighborhood business districts. Venture Portland's work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support. The list below identifies Venture Portland performance over the last two fiscal years. Performance in FY 2013-14 and FY 2014-15 is expected to be similar.

Amount requested: $302,994 City General Fund.

Small and Micro Business Development

The Small and Micro Business Development Program provides business technical assistance and support to businesses owned by people with low incomes, people of color and people with limited English proficiency. Technical assistance and support is delivered though PDC contracts with 8 non-profit groups:

- Hacienda
- Immigrant and Refugee Community Organization (IRCO)
- Microenterprise Enterprise Services Organization (MESO)
- Native American Youth and Family Center (NAYA)
- Neighborhood House
- Portland State University
- Hispanic Metropolitan Chamber of Commerce
- PCC's Small Business Development Center

The program also has contracts with three specialized programs to provide specialized support as needed to businesses.

- Small Business Legal Clinic
- Oregon Microenterprise Network - Market Link Program
- Metropolitan Family Services - Credit Repair Program

In FY 14-15 providers are anticipated to serve 460 businesses: 60% of businesses in NPI and Main Street areas, and 50% will be owned by people of color. Amount Requested: $888,831 City General Fund. *This program is also anticipated to be funded with $504,074 Community Development Block Grant Funds.*

Adult and Youth Workforce Development

PDC collaborates with Worksystems, Inc., also known as WSI, to co-fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with eleven non-profit providers which serve approximately 1000 individuals, with up to three years of individualized support and training with an emphasis on career track employment:

Adult Workforce Providers

- Oregon Tradeswomen/Constructing Hope
- Immigrant and Refugee Community Organization (IRCO)
- SE Works
- Central City Concern
- Human Solutions Inc./Self Enhancement Inc.

Youth Workforce Providers

- Native American Youth and Family Center (NAYA)
- Open Meadow Alternative School
- Immigrant and Refugee Community Organization (IRCO)
- New Avenues for Youth
- Portland Opportunities Industrialization Center (POIC)
- Portland Youth Builders

PDC's $2 million investment leverages at least $2 million in investment from WSI. PDC is proactively connecting the workforce development providers with NPI and Main Street Managers with the goal of connecting under and unemployed residents of NPI areas to career track employment opportunities.

Amount Requested: $1.186 million City General Fund. *This PDC-funded portion of this program is also anticipated to be funded with $1.6 million in Community Development Block Grant funds, $57,000 from Multnomah County, and $100,000 grant from the NW Area Foundation.*

Add Package Request

PDC's Neighborhood Economic Development Strategy relies on an approach of building community capacity to achieve positive economic development outcomes. A key means of building local capacity is to empower local organizations to address their unique local economic challenges through financial and technical assistance. Often, addressing economic challenges involves initiating activities that cannot be funded with Tax Increment Financing, including: marketing, promotions, events, and business networking.

In FY 2014-2015 PDC proposes to provide grants to three community-based organizations who are focused on economic development issues in Lents Town Center, along Martin Luther King Jr. Blvd., and in the Old Town/China Town neighborhood. Organizations will receive grants of up to $30,000 to conduct economic development activities that cannot be supported with TIF funds. Grantees will receive technical assistance and support from PDC and other partners.

Expected Results:

- Develop a realistic work plan to address a defined neighborhood economic development need/issue
- Provide any required matching funds to implement the grant
- Demonstrated collaboration with key partners
- Implementation of work plan activities on a timely basis
- Define and report on unique outcomes for each grant
- Track and report on expenditures of grant and matching funds

Amount Requested: $100,00 City General Fund

Changes to Services and Activities

The Requested Budget maintains current appropriation levels for the Neighborhood programs with a net increase from FY 2013-14 of $155,331.

FTE & Financials	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested No DP FY 2014-15	Requested FY 2014-15
Expenditures					
Community Economic Development	(122,315)	0	0	0	0
Local Partner Initiatives	347,006	288,350	295,000	302,994	302,994
Neighborhood Business Development	0	0	1,348,055	888,831	888,831
Neighborhood Commercial Corridor Initiatives	0	0	748,000	748,000	748,000
Neighborhood Economic Development	1,193,838	1,674,201	0	0	100,000
Trade Sector Job Create & Retain	257,555	0	0	0	0
Workforce Development	0	0	680,217	1,186,778	1,186,778
Total Expenditures	**1,676,084**	**1,962,551**	**3,071,272**	**3,126,603**	**3,226,603**

Performance	Actual FY 2011-12	Actual FY 2012-13	Yr End Est. FY 2013-14	Base FY 2014-15	Target FY 2014-15
Effectiveness					
Number of volunteer hours provided by NPI and Main Streets Districts	10,252	17,939	27,000	24,000	24,000
Net number of businesses (NPI and Main Street Districts)	24	15	27	24	24
Net number of full-time hires (NPI and Main Street Districts)	81	80	54	54	54
Net number of part-time hires (NPI and Main Street Districts)	50	13	27	27	27
Operating funds raised by NPI & Main Streets Districts	$197,137	$481,131	$480,000	$400,000	$40,000
Number of technical assistance hours to Business District Associations by Venture Portland	430	486	480	480	480
Number of training hours provided to Business District Associations by Venture Portland	841	848	850	850	850
Number of volunteer hours provided by Venture Portland Board Members and other volunteers	1,063	1,743	1,700	1,700	1,700
Amount of grant to Venture Portland	$68,000	$85,525	$80,000	$80,000	$80,000
Amount of private funds raised by Business District Associations to match Venture Portland grants	$260,348	$338,728	$340,000	$340,000	$340,000
Number of projects funded by Venture Portland	30	32	30	30	30
Number of Business District Associations receiving grants from Venture Portland	21	23	23	23	23
Number of businesses served by the Small and Micro Business Development Program	129	476	460	460	460
Number of technical assistance hours provided by the Small and Micro Business Development Program	762	12,300	9,000	9,000	9,000
Percentage of businesses of color served by the Small and Micro Business Development Program	60%	61%	60%	60%	60%
Percentage of business owners with limited English proficiency served by the Small and Micro Business Development Program	21%	32%	30%	30%	30%
Percentage of businesses with a Median Family Income (80% or less) at enrollment served by the Small and Micro Business Development Program	78%	86%	80%	80%	80%
Rating of overall client satisfication with business technical assistance (range 1 to 5)	3	4	5	5	5
Rating of value of business technical assistance to clients (range 1 to 4)	3	4	4	4	4
Number of youth participants in workforce development	NA	487	487	487	487
Percentage of youth participants people of color in workforce development	NA	66%	50%	50%	50%
Number of adult participants in workforce development	NA	NA	450	450	450
Percentage of adult participants people of color in workforce development	NA	NA	50%	50%	50%

Traded Sector Economic Development

Description

Consistent with the City's Economic Development Strategy, the Portland Development Commission prioritizes investments and focuses resources to help create family-wage jobs and grow target traded sector industries to maximize the city's economic competitiveness. The Traded Sector program also includes cross-industry initiatives focused on export promotion, business attraction, enhancing Portland's entrepreneurial ecosystem, and small business lending. This budget includes the following strategic initiatives:

- Cluster Development
- Entrepreneurship Support

Goals

Since the adoption of the City's Economic Development Strategy in July 2009, Multnomah County has added more than 40,000 new jobs; on pace to meet the goal of 45,000 new jobs by June 2014. The FY 2014-15 Traded Sector Economic Development program builds on this success and focuses on new job growth by maximizing the opportunities for existing, emerging and relocating businesses to produce and sell products and services nationally and abroad.

Performance

Employment trends within the target industries over the past three years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote entrepreneurship and identify international business opportunities. Core traded sector initiatives and their performance are described below.

Cluster Development

The cluster development activities focus on four related and complementary sets of activities:

A. Individual business development to support traded sector business retention and expansion

B. Business recruitment in partnership with Greater Portland Inc.

C. The implementation of target industry initiatives

D. International trade and investment development

Collectively, these core activities promote local traded sector job growth and enhance the competitiveness of Portland based companies and target industries.

A. Individual Business Development

During the first half of FY 2013-14, PDC business development staff completed more than 150 business visits with traded sector companies to encourage retention and expansion. Business development visits focus on providing direct or referral assistance, including loans and grants to traded sector firms, workforce development, market analysis, real estate and site development services, identification of supply-chain opportunities, and access to trade resources. In FY 2014-15, PDC staff will strive to work with 300 local businesses to support retention and expansion and close ten new business loans.

B. Business recruitment in partnership with Greater Portland Inc.

Greater Portland Inc. (GPI) is a regional public-private economic development partnership focused on helping companies relocate to the Portland-Vancouver metro area. The City of Portland and the Commission invest in GPI to: 1) coordinate regional recruitments among greater Portland's various local economic development organizations; and 2) lead regional marketing and branding to promote Greater Portland as one of the nations most competitive and vibrant metropolitan economies.

In FY 2014-15 PDC will strive for 8 business relocations to the city and develop 25 priority leads across industry.

C. Target Industry Initiatives

Target industry initiatives enhance the competitiveness and profile of Portland's four target clusters: Clean Tech, Advanced Manufacturing, Athletic & Outdoor and Software. Each cluster is guided by a target industry action plan. Desired FY 2014-15 outcomes include:

- Advanced Manufacturing: Increase the use of the Oregon Manufacturing Extension Partnership matching grant program, which since 2009 has helped more than 30 businesses save between $35,000 to $1 million through lean process improvement; partner with industry to build on the Citys existing federal Jobs & Innovation Accelerator Challenge grant increase access to research and development resources at local universities; and coordinate two workforce development events and two supply-chain forums in collaboration with partners.
- Athletic & Outdoor: Continue the Peer-to-Peer mentoring program, which provides strategic guidance to ten entrepreneurs and small business owners per year; expand the A&O Young Professionals program to provide improved career development opportunities; establish program with Old Town/ Chinatown property owners to provide A&O manufacturers and makers with retail pop-up shop space.
- Clean Tech: Grow the We Build Green Cities marketing and export promotion initiative to include more local firms and help close 5 green development or clean tech product sales contracts; implement the Early Adopter program to link local clean technology and software products to City procurement, increasing local government access to new technologies and providing startups with an early customer or product tester.
- Software: Increase access to national software talent through TechTown PDX marketing and workforce programs; partner with Intel, the Oregon Film Office and the Portland Incubator Experiment to launch Oregon Story Board, a digital media accelerator.

D. International trade and investment development

In FY2014/2015 PDC will focus on year three implementation of the Greater Portland Export Plan in partnership with GPI. PDC will continued to prioritize export assistance to local companies by organizing trade missions to priority markets and signing trade agreements with partner cities in China, Japan and Mexico . In addition, the agency intends to formalize relationships with strategic trade consultants to provide Portland-based firms with a suite of customized, high-level trade services and to assist the city in attracting foreign direct investment.

The goal for FY 14-15 is to help 60 local firms access and utilize export services and help close 10 international sales contracts.

Amount Requested: $1,326,156 City General Fund.

Entrepreneurship Support

Through this program PDC works to supports the growth of innovative startups and scalable, fast growing companies in Portland. Recognizing that companies that start and grow in Portland are key drivers of the city's economic and job growth, PDC seeks ways to foster the next generation of successful Portland companies and lead innovation for decades to come.

PDC is heading or partnering in a number of initiatives to develop and assist entrepreneurs seeking to grow companies with a national or international impact. Recent notable successes include the Portland Seed Fund (PSF), an early-stage startup accelerator, the Startup PDX Challenge, a national competition designed to connect startups to Portland's growing entrepreneurial ecosystem, and the University Commercialization Grant pilot program with OHSU and PSU. Since May 2011, the PSF I has invested $1.5 million in 36 companies across industries. The 36 PSF graduates have raised more than $30 million in additional capital, a leverage of approximately $20 per PSF dollar.

In FY 2014-15 PDC will focus on four core objectives:

1. Improve access to capital & mentorship: invest an additional $100,000 in the Portland Seed Funds Second Fund (PSF II) to complete the City of Portlands commitment of $750,000.
2. Connect underserved populations to the innovation economy: Advance PDCs Inclusive Entrepreneurship Action Plan, including the implementation of the 2nd Startup PDX Challenge with a focus on women entrepreneurs and entrepreneurs of color.
3. Attract entrepreneurs to priority communities: Launch the Accelerator Annex (co-working space) to attract tech startups to Old Town/Chinatown and meet the space needs of Portlands growing software industry; design the 3rd Startup PDX Challenge with a focus on either the product/maker community of food manufacturing in East Portland.
4. Support university research to commercialization: Build on existing Commercialization Gant program with OHSU & PSU to launch new ventures and capitalize on opportunities such as Phil Knights $500 million cancer research pledge the development of the Innovation District in the South Waterfront and Central Eastside urban renewal areas.

Amount Requested: $404,192 City General Fund.

Small Business Working Capital

Administered by PDCs Business Finance team, the Small Business Working Capital Loan Fund compliments the agencys tax-increment financing (TIF) loan fund and is available city-wide to assist small businesses with product development, sales, marketing and equipment purchase opportunities. Since July 2009 PDC has provided more than $2.4m in working capital and equipment purchase loans to local businesses, including $460,000 from General Fund resources.

The goal of the program in FY2014-15 is to provide 6 loans of approximately $25,000 each in working capital to businesses connected to our neighborhood or traded sector initiatives.

Amount Requested: $154,065 City General Fund.

Changes to Services and Activities

The Requested Budget includes restoration of one-time deferred programs including Small Business Working Capital, Cluster Development and Entrepreneurship for a total increase over FY 2013-14 of $212,796.

FTE & Financials	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested No DP FY 2014-15	Requested FY 2014-15
Expenditures					
Entrepreneurship Support	0	0	360,000	404,192	404,192
Traded Sector Business Development	0	0	1,346,165	1,514,769	1,514,769
Traded Sector Economic Development	1,551,782	2,503,041	0	0	0
Total Expenditures	**1,551,782**	**2,503,041**	**1,706,165**	**1,918,961**	**1,918,961**

Performance	Actual FY 2011-12	Actual FY 2012-13	Yr End Est. FY 2013-14	Base FY 2014-15	Target FY 2014-15
Effectiveness					
Number of Traded Sector Business Clients	NA	250	300	300	300
Number of Traded Sector business retention, expansion visits	NA	450	500	500	500
Number of Traded Sector direct assistance, referral activities	NA	500	550	550	550
Number of Traded Sector business relocations (within Portland)	NA	8	5	8	8
Number of Portland Traded Sector firms receiving export assistance	NA	50	75	75	75
Number of Traded Sector international contracts (Portland only)	NA	NA	5	10	10

	Actual FY 2011-12	Actual FY 2012-13	Revised FY 2013-14	Requested No DP FY 2014-15	Requested FY 2014-15
Resources					
External Revenues					
Intergovernmental	0	114,598	0	0	0
Total External Revenues	**0**	**114,598**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	4,731,295	6,083,631	4,577,437	5,045,564	5,145,564
Total Internal Revenues	**4,731,295**	**6,083,631**	**4,577,437**	**5,045,564**	**5,145,564**
Beginning Fund Balance	0	(17,148)	0	0	0
Total Resources	**$4,731,295**	**$6,181,081**	**$4,577,437**	**$5,045,564**	**$5,145,564**
Requirements					
Bureau Expenditures					
External Materials and Services	4,748,443	6,181,081	4,577,437	5,045,564	5,145,564
Total Bureau Expenditures	**4,748,443**	**6,181,081**	**4,577,437**	**5,045,564**	**5,145,564**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(17,148)	0	0	0	0
Total Requirements	**$4,731,295**	**$6,181,081**	**$4,577,437**	**$5,045,564**	**$5,145,564**
Programs					
Accounting	1,148	113,450	0	0	0
Economic Opportunity	1,519,429	1,602,039	(200,000)	0	0
Neighborhood Economic Development	1,676,084	1,962,551	3,071,272	3,126,603	3,226,603
Traded Sector Economic Development	1,551,782	2,503,041	1,706,165	1,918,961	1,918,961
Total Programs	**4,748,443**	**$6,181,081**	**$4,577,437**	**$5,045,564**	**$5,145,564**

Class	Title	Salary Range Minimum	Salary Range Maximum	Revised FY 2013-14 No.	Revised FY 2013-14 Amount	Requested No DP FY 2014-15 No.	Requested No DP FY 2014-15 Amount	Requested FY 2014-15 No.	Requested FY 2014-15 Amount
TOTAL FULL-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				0.00	0	0.00	0	0.00	0

Decision Package Summary

Bureau: Portland Development Commission **Priority:** 01 **Type:** Key Priorities

Decision Package: ZD_01 - Neighborhood Economic Development Grants **Program:** Neighborhood Economic Development

	FY 2014-15 Requested 1 Time DP	FY 2014-15 Requested Ongoing DP	FY 2014-15 Requested Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	FY 2018-19 Estimated Budget	
EXPENDITURES								
External Materials and Services	100,000	0	100,000	0	0	0	0	0
TOTAL EXPENDITURES	**100,000**	**0**	**100,000**	**0**	**0**	**0**	**0**	**0**
REVENUES								
General Fund Discretionary	100,000	0	100,000	0	0	0	0	0
TOTAL REVENUES	**100,000**	**0**	**100,000**	**0**	**0**	**0**	**0**	**0**

Description:

PDC's Neighborhood Economic Development Strategy relies on an approach of building community capacity to achieve positive economic development outcomes. A key means of building local capacity is to empower local organizations to address their unique local economic challenges through financial and technical assistance. Often, addressing economic challenges involves initiating activities that cannot be funded with Tax Increment Financing, including: marketing, promotions, events, and business networking.
In FY 2014-2015 PDC proposes to provide grants to three community-based organizations who are focused on economic development issues in Lents Town Center, along Martin Luther King Jr. Blvd., and in the Old Town/China Town neighborhood. Organizations will receive grants of up to $30,000 to conduct economic development activities that cannot be supported with TIF funds. Grantees will receive technical assistance and support from PDC and other partners.

Expected Results:

Expected results:
•Develop a realistic work plan to address a defined neighborhood economic development need/issue
•Provide any required matching funds to implement the grant
•Demonstrated collaboration with key partners
•Implementation of work plan activities on a timely basis
•Define and report on unique outcomes for each grant
•Track and report on expenditures of grant and matching funds

PDC Packet

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
PDC General Fund						
Resources						
Beginning Fund Balance	1,183,485	0	0	0	0	0
Fees and Charges	500	0	0	0	0	0
Interest on Investments	1,000	0	0	0	0	0
Intergovernmental Revenues	3,299,165	3,958,786	3,858,786	3,858,786	3,858,786	3,858,786
Loan Collections	78,000	88,919	116,748	69,558	57,639	47,068
Transfers In	61,768	0	0	0	0	0
Total Resources	**4,623,918**	**4,047,705**	**3,975,534**	**3,928,344**	**3,916,425**	**3,905,854**
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L04100101 SBLF-General_GEN	0	154,065	154,065	154,065	154,065	154,065
Small Business & Community Dev						
B55060101 Small Business Technical-GEN	415,601	854,489	754,489	754,489	754,489	754,489
B55540101 Neighborhood Prosperity-GEN	396,950	458,669	458,669	458,669	458,669	458,669
B55935101 Venture Portland-GEN	295,000	302,994	302,994	302,994	302,994	302,994
G07100101 MAIN-General-GEN	84,449	0	0	0	0	0
Traded Sector Business Dev						
B15130101 International Business Dev-GEN	60,500	65,000	65,000	65,000	65,000	65,000
B15001101 Adv Mfg - Cluster Dev	55,463	55,000	55,000	55,000	55,000	55,000
B15105101 Business Recruitment-GEN	10,000	5,000	5,000	5,000	5,000	5,000
B15301101 Green & Clean - Cluster Dev	119,984	55,000	55,000	55,000	55,000	55,000
B15601101 Athletic - Cluster Dev	52,040	55,000	55,000	55,000	55,000	55,000
B15610101 Film/Video-GEN	18,750	15,000	15,000	15,000	15,000	15,000
B15620101 Entrepreneurial Dev-GEN	105,000	250,000	250,000	250,000	250,000	250,000
B15630101 Greater Portland-GEN	100,000	100,000	100,000	100,000	100,000	100,000
B15640101 Start-Up Investment Fund-GEN	650,000	0	0	0	0	0
B15701101 Software - Cluster Dev	52,000	55,000	55,000	55,000	55,000	55,000
B15100101 Cluster Development-GEN	22,087	120,000	120,000	120,000	120,000	120,000
Total Business Dev	**2,437,824**	**2,545,217**	**2,445,217**	**2,445,217**	**2,445,217**	**2,445,217**
Total Program Expenditures	**2,437,824**	**2,545,217**	**2,445,217**	**2,445,217**	**2,445,217**	**2,445,217**
Personal Services	1,031,479	1,122,919	1,122,919	1,122,919	1,122,919	1,122,919
Transfers - Indirect	329,862	290,650	290,650	290,650	290,650	290,650
Total Fund Expenditures	**3,799,165**	**3,958,786**	**3,858,786**	**3,858,786**	**3,858,786**	**3,858,786**
Contingency	676,939	0	0	0	0	0
Operating Transfers Out	147,814	88,919	116,748	69,558	57,639	47,068
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**4,623,918**	**4,047,705**	**3,975,534**	**3,928,344**	**3,916,425**	**3,905,854**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
General Fund EOI						
Resources						
Intergovernmental Revenues	1,420,150	1,243,738	1,186,778	1,186,778	1,186,778	1,186,778
Miscellaneous	200,000	0	0	0	0	0
Total Resources	**1,620,150**	**1,243,738**	**1,186,778**	**1,186,778**	**1,186,778**	**1,186,778**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540101 Neighborhood Prosperity-GEN	60,000	0	0	0	0	0
E10610000 Technical Assist Contracts-EOG	1,440,949	1,041,531	984,571	984,571	984,571	984,571
E10610025 Technical Assist Admin-EOG	0	19,600	19,600	19,600	19,600	19,600
Total Business Dev	**1,500,949**	**1,061,131**	**1,004,171**	**1,004,171**	**1,004,171**	**1,004,171**
Total Program Expenditures	**1,500,949**	**1,061,131**	**1,004,171**	**1,004,171**	**1,004,171**	**1,004,171**
Personal Services	15,650	73,257	73,257	73,257	73,257	73,257
Transfers - Indirect	0	109,350	109,350	109,350	109,350	109,350
Total Fund Expenditures	**1,516,599**	**1,243,738**	**1,186,778**	**1,186,778**	**1,186,778**	**1,186,778**
Contingency	103,551	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,620,150**	**1,243,738**	**1,186,778**	**1,186,778**	**1,186,778**	**1,186,778**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
CDBG EOI						
Resources						
Beginning Fund Balance	312,815	0	0	0	0	0
Intergovernmental Revenues	2,688,890	2,114,900	2,114,900	2,114,900	2,114,900	2,114,900
Total Resources	**3,001,705**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
E21310000 Technical Assist Contracts-EOC	2,488,889	2,114,900	2,114,900	2,114,900	2,114,900	2,114,900
Total Business Dev	**2,488,889**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**
Total Program Expenditures	**2,488,889**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**
Personal Services	91,676	0	0	0	0	0
Transfers - Indirect	108,325	0	0	0	0	0
Total Fund Expenditures	**2,688,890**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**
Operating Transfers Out	312,815	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**3,001,705**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**	**2,114,900**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Business Development Loan Fund						
Resources						
Beginning Fund Balance	760,420	554,736	235,205	203,739	223,504	160,826
Interest on Investments	2,000	1,500	0	0	0	0
Loan Collections	310,973	99,758	39,323	65,554	8,111	3,402
Transfers In	113,500	0	0	0	0	0
Total Resources	**1,186,893**	**655,994**	**274,528**	**269,293**	**231,615**	**164,228**
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L01100463 BDLF-General-BDL	262,500	400,000	50,000	25,000	50,000	50,000
Small Business & Community Dev						
B55800463 Business Development-BDL	300,000	0	0	0	0	0
Total Business Dev	**562,500**	**400,000**	**50,000**	**25,000**	**50,000**	**50,000**
Total Program Expenditures	**562,500**	**400,000**	**50,000**	**25,000**	**50,000**	**50,000**
Personal Services	50,099	10,789	10,789	10,789	10,789	10,789
Transfers - Indirect	19,558	10,000	10,000	10,000	10,000	10,000
Total Fund Expenditures	**632,157**	**420,789**	**70,789**	**45,789**	**70,789**	**70,789**
Contingency	554,736	235,205	203,739	223,504	160,826	93,439
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,186,893**	**655,994**	**274,528**	**269,293**	**231,615**	**164,228**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
EDA Revolving Loan						
Resources						
Beginning Fund Balance	841,574	496,308	189,460	74,475	27,302	14,505
Interest on Investments	5,000	3,000	0	0	0	0
Loan Collections	333,738	221,473	116,336	84,148	53,524	29,026
Total Resources	**1,180,312**	**720,781**	**305,796**	**158,623**	**80,826**	**43,531**
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L03100250 EDA-General	600,000	500,000	200,000	100,000	35,000	0
Total Business Dev	**600,000**	**500,000**	**200,000**	**100,000**	**35,000**	**0**
Total Program Expenditures	**600,000**	**500,000**	**200,000**	**100,000**	**35,000**	**0**
Personal Services	27,881	16,321	16,321	16,321	16,321	16,321
Transfers - Indirect	56,123	15,000	15,000	15,000	15,000	15,000
Total Fund Expenditures	**684,004**	**531,321**	**231,321**	**131,321**	**66,321**	**31,321**
Contingency	496,308	189,460	74,475	27,302	14,505	12,210
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,180,312**	**720,781**	**305,796**	**158,623**	**80,826**	**43,531**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
EDA-Adv. Manuf. JIAC Grant						
Resources						
Intergovernmental Revenues	77,000	32,973	0	0	0	0
Total Resources	**77,000**	**32,973**	**0**	**0**	**0**	**0**
Requirements						
Program Expenditures						
Business Dev						
Traded Sector Business Dev						
B15001261 Adv. Manuf. JIAC Grant-EAMG	30,683	0	0	0	0	0
Total Business Dev	**30,683**	**0**	**0**	**0**	**0**	**0**
Total Program Expenditures	**30,683**	**0**	**0**	**0**	**0**	**0**
Personal Services	46,317	32,973	0	0	0	0
Total Fund Expenditures	**77,000**	**32,973**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**77,000**	**32,973**	**0**	**0**	**0**	**0**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
EDA-Clean Tech Grant						
Resources						
Intergovernmental Revenues	943,920	27,881	0	0	0	0
Total Resources	**943,920**	**27,881**	**0**	**0**	**0**	**0**
Requirements						
Program Expenditures						
Business Dev						
Traded Sector Business Dev						
B15001260 Clean Tech Grant-CTG	816,997	0	0	0	0	0
Total Business Dev	**816,997**	**0**	**0**	**0**	**0**	**0**
Total Program Expenditures	**816,997**	**0**	**0**	**0**	**0**	**0**
Personal Services	126,923	27,881	0	0	0	0
Total Fund Expenditures	**943,920**	**27,881**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**943,920**	**27,881**	**0**	**0**	**0**	**0**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Small Business Loan Fund						
Resources						
Beginning Fund Balance	788,043	569,613	326,282	325,625	298,392	184,688
Interest on Investments	4,000	2,000	0	0	0	0
Loan Collections	60,419	183,373	128,047	101,471	0	0
Transfers In	199,315	0	0	0	0	0
Total Resources	**1,051,777**	**754,986**	**454,329**	**427,096**	**298,392**	**184,688**
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L04100410 SBLF-General-SBL	400,000	400,000	100,000	100,000	100,000	100,000
Total Business Dev	**400,000**	**400,000**	**100,000**	**100,000**	**100,000**	**100,000**
Total Program Expenditures	**400,000**	**400,000**	**100,000**	**100,000**	**100,000**	**100,000**
Personal Services	61,317	13,704	13,704	13,704	13,704	13,704
Transfers - Indirect	20,847	15,000	15,000	15,000	0	0
Total Fund Expenditures	**482,164**	**428,704**	**128,704**	**128,704**	**113,704**	**113,704**
Contingency	569,613	326,282	325,625	298,392	184,688	70,984
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,051,777**	**754,986**	**454,329**	**427,096**	**298,392**	**184,688**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Working Capital Fund						
Resources						
Loan Collections	176,722	0	0	0	0	0
Transfers In	147,814	88,919	116,748	69,558	57,639	47,068
Total Resources	**324,536**	**88,919**	**116,748**	**69,558**	**57,639**	**47,068**
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L04100467 Working Capital-WCF	324,536	78,527	106,356	59,166	47,247	36,676
Total Business Dev	**324,536**	**78,527**	**106,356**	**59,166**	**47,247**	**36,676**
Total Program Expenditures	**324,536**	**78,527**	**106,356**	**59,166**	**47,247**	**36,676**
Personal Services	0	10,392	10,392	10,392	10,392	10,392
Total Fund Expenditures	**324,536**	**88,919**	**116,748**	**69,558**	**57,639**	**47,068**
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**324,536**	**88,919**	**116,748**	**69,558**	**57,639**	**47,068**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
EZone Payment Fund						
Resources						
Beginning Fund Balance	828,790	1,255,190	1,061,036	866,882	662,728	558,574
Interest on Investments	1,500	10,000	10,000	0	0	0
Miscellaneous	674,900	50,000	50,000	50,000	50,000	50,000
Total Resources	**1,505,190**	**1,315,190**	**1,121,036**	**916,882**	**712,728**	**608,574**
Requirements						
Program Expenditures						
Business Dev						
Traded Sector Business Dev						
B15015167 Ezone Projects-EZP	250,000	250,000	250,000	250,000	150,000	150,000
Total Business Dev	**250,000**	**250,000**	**250,000**	**250,000**	**150,000**	**150,000**
Total Program Expenditures	**250,000**	**250,000**	**250,000**	**250,000**	**150,000**	**150,000**
Personal Services	0	4,154	4,154	4,154	4,154	4,154
Total Fund Expenditures	**250,000**	**254,154**	**254,154**	**254,154**	**154,154**	**154,154**
Contingency	1,255,190	1,061,036	866,882	662,728	558,574	454,420
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,505,190**	**1,315,190**	**1,121,036**	**916,882**	**712,728**	**608,574**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
N/NE Portland EZone						
Resources						
Beginning Fund Balance	1,456,234	1,243,234	1,113,234	1,383,234	1,953,234	2,353,234
Interest on Investments	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous	400,000	400,000	800,000	1,100,000	930,000	930,000
Total Resources	**1,866,234**	**1,653,234**	**1,923,234**	**2,493,234**	**2,893,234**	**3,293,234**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
E10610000 Technical Assist Contracts-EOG	100,000	0	0	0	0	0
B55540160 Neighborhood Prosperity-NEZ	123,000	140,000	140,000	140,000	140,000	140,000
Traded Sector Business Dev						
B15110160 NNE PDX EZone Comm Contr-NEZ	400,000	400,000	400,000	400,000	400,000	400,000
Total Business Dev	**623,000**	**540,000**	**540,000**	**540,000**	**540,000**	**540,000**
Total Program Expenditures	**623,000**	**540,000**	**540,000**	**540,000**	**540,000**	**540,000**
Total Fund Expenditures	**623,000**	**540,000**	**540,000**	**540,000**	**540,000**	**540,000**
Contingency	1,243,234	1,113,234	1,383,234	1,953,234	2,353,234	2,753,234
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,866,234**	**1,653,234**	**1,923,234**	**2,493,234**	**2,893,234**	**3,293,234**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Portland EZone						
Resources						
Beginning Fund Balance	486,424	454,995	450,340	433,685	417,030	400,375
Fees and Charges	28,000	42,000	30,000	30,000	30,000	30,000
Miscellaneous	30,000	50,000	50,000	50,000	50,000	50,000
Total Resources	**544,424**	**546,995**	**530,340**	**513,685**	**497,030**	**480,375**
Requirements						
Personal Services	51,118	58,344	58,344	58,344	58,344	58,344
Transfers - Indirect	38,311	38,311	38,311	38,311	38,311	38,311
Contingency	454,995	450,340	433,685	417,030	400,375	383,720
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**544,424**	**546,995**	**530,340**	**513,685**	**497,030**	**480,375**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Central Eastside URA						
Resources						
Beginning Fund Balance	4,899,209	6,699,373	2,883,921	819,949	1,575,644	2,666,540
Interest on Investments	10,000	10,000	10,000	5,000	5,000	5,000
Loan Collections	206,094	797,816	135,276	132,593	844,025	270,789
Property Income	1,656,000	1,116,810	6,000	6,000	6,000	251,000
Short Term Debt	2,997,000	2,997,000	4,890,046	3,892,145	2,239,734	0
Total Resources	**9,768,303**	**11,620,999**	**7,925,243**	**4,855,687**	**4,670,403**	**3,193,329**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101355 Debt Management-CES	18,000	18,000	18,000	18,000	18,000	18,000
Total Administration	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**
Business Dev						
Business Lending						
L02100355 BIF-General-CES	300,000	300,000	300,000	300,000	300,000	300,000
Traded Sector Business Dev						
B15100355 Cluster Development-CES	50,000	50,000	50,000	50,000	50,000	50,000
B55606355 CES Entrepreneurial District-C	150,000	150,000	150,000	150,000	0	0
T01069355 Lean Manufacturing-CES	30,000	0	0	0	0	0
Total Business Dev	**530,000**	**500,000**	**500,000**	**500,000**	**350,000**	**350,000**
Infrastructure						
Parks						
N35514815 Eastbank/Asset Trsfr-CES-Adm	25,813	8,813	8,813	8,813	8,813	8,813
Public Facilities						
N35525215 Community Center-CES-Adm	0	0	0	985,000	0	0
Total Infrastructure	**25,813**	**8,813**	**8,813**	**993,813**	**8,813**	**8,813**
Portland Hsg Bureau						
PHB Housing						
H15430355 Affordable Rental Hsg-CES	0	800,000	2,300,000	0	0	0
H15900355 PHB Staff & Admin-CES	40,619	115,429	338,003	149,531	97,123	0
Total Portland Hsg Bureau	**40,619**	**915,429**	**2,638,003**	**149,531**	**97,123**	**0**
Property Redev						
Commercial Property Redevelopm						
P35550215 Strategic Site Redev-CES	0	5,000,000	2,000,000	0	0	0
P35552215 CC 2035-CES-Adm	35,610	0	0	0	0	0
P35557215 Burnside Bridgehd Rdv-CES-Adm	102,700	0	0	0	0	0
P35560125 Block76-Frmr Fishels-CES-Adm	347	347	0	0	0	0
P35560145 Block76-Frmr Unocal-CES-Adm	1,181	1,181	0	0	0	0
P35560175 Block67-Frmr Brdgprt-CES-Adm	84,475	0	0	0	0	0
P35560185 Block75-Frmr Ararat-CES-Adm	3,500	0	0	0	0	0
P35560215 240 NE MLK Parking-CES-Adm	2,550	2,550	2,550	2,550	2,550	2,550
P35580015 Festival Parking Lot-CES	28,160	28,160	28,160	28,160	28,160	28,160
P35591015 Public Outreach-CES-Adm	2,000	2,000	2,000	2,000	2,000	2,000
P35550115 ODOT Blocks-CES-Adm	100,000	0	0	0	0	0
Commercial Real Estate Lending						
R01100355 CPRL-General-CES	600,000	600,000	600,000	600,000	600,000	600,000
R03100355 Comm Energy Eff Retro-CES	100,000	0	0	0	0	0
Community Redevelopment Grants						

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
G02100355 DOS-General-CES	100,000	100,000	100,000	100,000	100,000	100,000
G03100355 SIP-General-CES	300,000	300,000	300,000	300,000	300,000	300,000
Total Property Redev	**1,460,523**	**6,034,238**	**3,032,710**	**1,032,710**	**1,032,710**	**1,032,710**
Total Program Expenditures	**2,074,955**	**7,476,480**	**6,197,526**	**2,694,054**	**1,506,646**	**1,409,523**
Personal Services	338,927	237,788	229,222	150,361	129,045	177,828
Transfers - Indirect	655,048	1,022,810	678,546	435,628	368,172	499,686
Total Fund Expenditures	**3,068,930**	**8,737,078**	**7,105,294**	**3,280,043**	**2,003,863**	**2,087,037**
Contingency	6,699,373	2,883,921	819,949	1,575,644	2,666,540	1,106,292
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**9,768,303**	**11,620,999**	**7,925,243**	**4,855,687**	**4,670,403**	**3,193,329**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Convention Center URA						
Resources						
Beginning Fund Balance	43,224,301	3,130,680	1,415,568	1,013,116	3,274,467	2,596,341
Interest on Investments	50,000	40,000	30,000	20,000	10,000	5,000
Loan Collections	1,252,513	143,053	234,371	2,871,505	130,561	2,208,735
Property Income	2,276,334	1,999,531	1,159,531	1,159,531	1,159,531	1,159,531
Reimbursements	92,742	92,742	92,742	92,742	92,742	92,742
Total Resources	**46,895,890**	**5,406,006**	**2,932,212**	**5,156,894**	**4,667,301**	**6,062,349**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101350 Debt Management-CNV	30,044	30,045	30,045	30,045	30,045	30,045
Total Administration	**30,044**	**30,045**	**30,045**	**30,045**	**30,045**	**30,045**
Business Dev						
Business Lending						
L02100350 BIF-General-CNV	150,000	150,000	150,000	150,000	150,000	0
L02110350 BIF-Cluster Group-Budget-CNV	110,000	125,000	125,000	125,000	125,000	0
Traded Sector Business Dev						
B15102350 Site Recruitment-CNV	50,000	50,000	50,000	50,000	50,000	0
Total Business Dev	**310,000**	**325,000**	**325,000**	**325,000**	**325,000**	**0**
Infrastructure						
Transportation						
N35033115 Green Streets-CNV-Adm	145,840	0	0	0	0	0
Total Infrastructure	**145,840**	**0**	**0**	**0**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15430350 Affordable Rental Hsg-CNV	12,700,000	0	0	0	0	0
H15900350 PHB Staff & Admin-CNV	768,885	0	0	0	0	0
H15902350 MFH - 2nd and Wasco-CNV	4,000	0	0	0	0	0
H15903350 Lloyd Cascadian Phase II-CNV	4,000	0	0	0	0	0
Total Portland Hsg Bureau	**13,476,885**	**0**	**0**	**0**	**0**	**0**
Property Redev						
Commercial Property Redevelopm						
P35060115 910 NE MLK Building-CNV-Adm	39,709	39,709	39,709	39,709	39,709	39,709
P35091015 Public Outreach-CNV-Adm	5,000	5,000	5,000	5,000	5,000	5,000
P35090015 Project Development-CNV-Adm	58,371	0	0	0	0	0
P35060615 Block 49-CNV-Adm	1,885	1,885	1,885	1,885	1,885	1,885
P35060515 Inn at Conv Ctr Mgmt-CNV	1,109,843	1,109,843	1,109,843	1,109,843	1,109,843	1,109,843
P35057915 Eco Distr Implement-CNV-Adm	1,680,000	1,640,000	0	0	0	0
P35051415 Rose Qtr Master Plan-CNV	75,000	50,000	0	0	0	0
P35051315 Veterans Memorial Coliseum-CNV	20,100,000	0	0	0	0	0
P35051115 Block47-CNV-Adm	8,498	8,498	0	0	0	0
P35051015 Bee Car Rental-CNV-Adm	250,000	0	0	0	0	0
P35050715 ConventionCenter Hotel-CNV-Adm	4,069,053	10,000	10,000	10,000	10,000	10,000
P35050515 Eco District-CNV-Adm	54,427	70,000	0	0	0	0
P35060215 Frmr B&K Car Rental-CNV-Adm	16,200	12,200	12,200	12,200	12,200	12,200
Commercial Real Estate Lending						
R01100350 CPRL-General-CNV	250,000	0	0	0	0	0
Community Redevelopment Grants						

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
G02100350 DOS-General-CNV	50,000	0	0	0	0	0
G03100350 SIP-General-CNV	100,000	0	0	0	0	0
Total Property Redev	**27,867,986**	**2,947,135**	**1,178,637**	**1,178,637**	**1,178,637**	**1,178,637**
Total Program Expenditures	**41,830,755**	**3,302,180**	**1,533,682**	**1,533,682**	**1,533,682**	**1,208,682**
Personal Services	332,094	176,757	97,322	89,486	139,442	150,623
Transfers - Indirect	1,602,361	511,501	288,092	259,259	397,836	423,240
Total Fund Expenditures	**43,765,210**	**3,990,438**	**1,919,096**	**1,882,427**	**2,070,960**	**1,782,545**
Contingency	3,130,680	1,415,568	1,013,116	3,274,467	2,596,341	4,279,804
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**46,895,890**	**5,406,006**	**2,932,212**	**5,156,894**	**4,667,301**	**6,062,349**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Downtown Waterfront URA						
Resources						
Beginning Fund Balance	13,926,476	5,749,020	452,574	42,938	667,053	2,615,870
Interest on Investments	90,000	60,000	30,000	10,000	10,000	0
Loan Collections	495,480	408,905	163,010	1,886,929	2,862,605	198,664
Property Income	328,200	1,613,237	25,000	25,000	25,000	25,000
Reimbursements	15,200	15,200	15,200	15,200	15,200	15,200
Total Resources	**14,855,356**	**7,846,362**	**685,784**	**1,980,067**	**3,579,858**	**2,854,734**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101320 Debt Management-DTW	8,000	8,000	8,000	8,000	8,000	8,000
Total Administration	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**
Business Dev						
Business Lending						
L02100320 BIF-General-DTW	100,000	175,000	55,588	294,412	175,000	175,000
L02110320 BIF-Cluster Group-Budget-DTW	400,000	250,000	79,412	420,588	250,000	250,000
Small Business & Community Dev						
B55005320 OT/CT Action Plan-DTW	0	65,000	65,000	65,000	0	0
Total Business Dev	**500,000**	**490,000**	**200,000**	**780,000**	**425,000**	**425,000**
Portland Hsg Bureau						
PHB Housing						
H15430320 Affordable Rental Hsg-DTW	0	1,717,345	0	0	0	0
H15900320 PHB Staff & Admin-DTW	254,565	0	0	0	0	0
Total Portland Hsg Bureau	**254,565**	**1,717,345**	**0**	**0**	**0**	**0**
Property Redev						
Commercial Property Redevelopm						
P32056515 RiverPlace Marina-DTW-Adm	15,000	15,000	15,000	15,000	15,000	15,000
P32060615 SW 3rd & Oak-DTW-Adm	70,396	0	0	0	0	0
P32060515 One Waterfront South-DTW-Adm	3,600	3,600	0	0	0	0
P32060415 SW 3rd & Taylor Lot-DTW-Adm	10,500	0	0	0	0	0
P32052115 Block 8 Redev-DTW-Adm	10,000	0	0	0	0	0
P32060115 Block 8 - L-DTW-Adm	21,824	0	0	0	0	0
P32054115 3rd & Oak Parking Obl-DTW-Adm	2,847,000	0	0	0	0	0
P32053635 Old Town Lofts-Prkng-DTW-Adm	8,521	8,521	8,521	8,521	8,521	8,521
P32052215 CC 2035-DTW-Adm	51,301	0	0	0	0	0
P32053625 Old Town Lofts-Retail	31,800	31,800	31,800	31,800	31,800	31,800
P32050115 Dtwn Retail Strat -DTW-Adm	100,000	0	0	0	0	0
P32054415 One Waterfront Pl-DTW-Adm	2,700	0	0	0	0	0
Commercial Real Estate Lending						
R01100320 CPRL-General-DTW	4,000,000	4,000,000	0	0	0	0
R03100320 Comm Energy Eff Retro-DTW	100,000	0	0	0	0	0
Community Redevelopment Grants						
G02100320 DOS-General-DTW	50,000	50,000	50,000	24,000	24,000	12,000
G03100320 SIP-General-DTW	200,000	200,000	200,000	200,000	200,000	200,000
Total Property Redev	**7,522,642**	**4,308,921**	**305,321**	**279,321**	**279,321**	**267,321**
Total Program Expenditures	**8,285,207**	**6,524,266**	**513,321**	**1,067,321**	**712,321**	**700,321**
Personal Services	187,683	119,355	32,707	63,043	65,316	88,474

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Transfers - Indirect	633,446	750,167	96,818	182,650	186,351	248,608
Total Fund Expenditures	**9,106,336**	**7,393,788**	**642,846**	**1,313,014**	**963,988**	**1,037,403**
Contingency	5,749,020	452,574	42,938	667,053	2,615,870	1,817,331
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**14,855,356**	**7,846,362**	**685,784**	**1,980,067**	**3,579,858**	**2,854,734**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Education District URA						
Resources						
Beginning Fund Balance	0	62,036	128,010	228,404	57,097	1,272,873
Long Term Debt	0	0	0	0	3,300,000	3,000,000
Property Income	0	0	0	0	750,000	0
Short Term Debt	1,307,508	1,283,406	1,597,541	1,964,460	2,200,975	2,335,959
Total Resources	**1,307,508**	**1,345,442**	**1,725,551**	**2,192,864**	**6,308,072**	**6,608,832**
Requirements						
Program Expenditures						
Business Dev						
Business Lending						
L02100395 BIF-General-EDU	0	0	0	0	650,000	0
Small Business & Community Dev						
B55101395 PSU Small Bus. & RE Prg-EDU	0	0	0	0	250,000	0
B55102395 School of Bus. Expansion-EDU	0	0	795,000	775,000	380,000	0
Total Business Dev	**0**	**0**	**795,000**	**775,000**	**1,280,000**	**0**
Infrastructure						
Transportation						
N39539915 Streetcar/Scapes-EDU	793,828	425,866	0	0	0	0
N39550215 District Systems-EDU	0	0	0	0	250,000	0
Total Infrastructure	**793,828**	**425,866**	**0**	**0**	**250,000**	**0**
Portland Hsg Bureau						
PHB Housing						
H15900395 PHB Staff & Admin-EDU	108,437	417,828	498,371	626,648	715,451	1,539,177
Total Portland Hsg Bureau	**108,437**	**417,828**	**498,371**	**626,648**	**715,451**	**1,539,177**
Property Redev						
Commercial Property Redevelopm						
P39550035 Multnomah County-EDU-Adm	0	0	0	450,000	1,100,000	2,260,000
P39552215 CC 2035-EDU	25,588	0	0	0	0	0
Total Property Redev	**25,588**	**0**	**0**	**450,000**	**1,100,000**	**2,260,000**
Total Program Expenditures	**927,853**	**843,694**	**1,293,371**	**1,851,648**	**3,345,451**	**3,799,177**
Personal Services	15,280	7,167	51,456	72,903	243,898	288,814
Transfers - Indirect	21,168	66,571	152,320	211,216	695,850	811,551
Total Fund Expenditures	**964,301**	**917,432**	**1,497,147**	**2,135,767**	**4,285,199**	**4,899,542**
Contingency	43,207	128,010	228,404	57,097	1,272,873	1,709,290
Operating Transfers Out	300,000	300,000	0	0	750,000	0
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**1,307,508**	**1,345,442**	**1,725,551**	**2,192,864**	**6,308,072**	**6,608,832**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
North Macadam URA						
Resources						
Beginning Fund Balance	2,161,086	1,857,005	2,909,331	2,361,877	2,283,340	6,527,373
Fees and Charges	333,397	343,341	353,641	364,251	375,178	386,433
Interest on Investments	10,000	5,000	20,000	30,000	30,000	30,000
Loan Collections	31,130	27,238	27,239	27,238	12,387	0
Property Income	1,936,403	1,126,000	156,000	156,000	156,000	156,000
Short Term Debt	5,040,192	1,359,681	572,407	5,762,167	6,114,272	6,371,293
Total Resources	**9,512,208**	**4,718,265**	**4,038,618**	**8,701,533**	**8,971,177**	**13,471,099**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101325 Debt Management-NMC	20,000	20,000	20,000	20,000	20,000	20,000
Total Administration	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Business Dev						
Business Lending						
L02110325 BIF-Cluster Group-Budget-NMC	300,000	300,000	300,000	300,000	300,000	300,000
L02100325 BIF-General-NMC	200,000	200,000	200,000	200,000	200,000	200,000
Traded Sector Business Dev						
B15102325 Site Recruitment-NMC	32,000	0	0	0	0	0
Total Business Dev	**532,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**
Infrastructure						
Parks						
N32514015 New Init - Parks & Gr-NMC-Adm	0	0	0	2,000,000	0	0
Public Facilities						
N32520115 Life Science Parking-NMC-Adm	1,703,625	0	0	0	0	0
Transportation						
N32530215 Light Rail-NMC-Adm	1,780,403	0	0	0	0	0
N32530315 South Portal Design-NMC-Adm	100,000	5,000	0	0	0	0
N32530615 Central Dist Infra-NMC-Adm	0	166,000	166,000	83,000	0	0
N32530715 Trans Strategy Dev-NMC-Adm	50,000	50,000	0	0	0	0
N32534115 Trans Initiatives-NMC-Adm	50,000	50,000	50,000	2,000,000	0	0
N32539915 Streetcar/Scapes-NMC	130,613	0	0	0	0	0
Total Infrastructure	**3,814,641**	**271,000**	**216,000**	**4,083,000**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15943325 Affordable Veterans Hsg-NMC	1,622,829	0	0	0	0	0
H15900325 PHB Staff & Admin-NMC	65,328	80,883	76,771	85,000	85,000	85,000
H15430325 Affordable Rental Hsg-NMC	0	0	0	0	925,000	1,785,128
Total Portland Hsg Bureau	**1,688,157**	**80,883**	**76,771**	**85,000**	**1,010,000**	**1,870,128**
Property Redev						
Commercial Property Redevelopm						
P32552215 CC 2035-NMC-Adm	89,807	0	0	0	0	0
P32552315 N Distr Partnershp-NMC-Adm	5,000	0	0	0	0	0
P32560155 RiverPlace Prkng -NMC-Adm	40,116	40,116	40,116	40,116	40,116	40,116
P32590015 Project Development-NMC-Adm	500,000	500,000	500,000	500,000	500,000	500,000
P32591015 Public Outreach-NMC-Adm	1,500	1,500	1,500	1,500	1,500	1,500
P32550515 Eco District-NMC-Adm	50,000	0	0	0	0	0
Commercial Real Estate Lending						

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
R03100325 Comm Energy Eff Retro-NMC	100,000	0	0	0	0	0
Total Property Redev	**786,423**	**541,616**	**541,616**	**541,616**	**541,616**	**541,616**
Total Program Expenditures	**6,841,221**	**1,413,499**	**1,354,387**	**5,229,616**	**2,071,616**	**2,931,744**
Personal Services	307,147	190,247	81,398	304,980	96,596	133,112
Transfers - Indirect	1,209,643	205,188	240,956	883,596	275,593	374,037
Total Fund Expenditures	**8,358,011**	**1,808,934**	**1,676,741**	**6,418,192**	**2,443,805**	**3,438,893**
Contingency	1,154,197	2,909,331	2,361,877	2,283,340	6,527,373	10,032,205
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**9,512,208**	**4,718,265**	**4,038,618**	**8,701,532**	**8,971,178**	**13,471,098**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
River District URA						
Resources						
Beginning Fund Balance	38,290,152	12,067,847	2,096,020	8,009,486	27,610,597	15,773,863
Interest on Investments	400,000	0	0	0	0	0
Intergovernmental Revenues	1,800,000	1,322,413	1,322,413	0	0	0
Loan Collections	2,899,564	8,156,070	7,460,820	3,806,785	3,619,344	4,841,505
Long Term Debt	0	6,000,000	23,000,000	63,487,874	0	0
Property Income	3,225,147	1,603,376	1,603,376	1,603,376	1,603,376	1,603,376
Reimbursements	400,000	480,496	480,496	480,496	480,496	480,496
Short Term Debt	20,003,036	22,171,748	22,435,148	6,264,337	18,669,280	12,412,918
Total Resources	**67,017,899**	**51,801,950**	**58,398,273**	**83,652,354**	**51,983,093**	**35,112,158**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101330 Debt Management-RVD	50,000	65,000	65,000	65,000	65,000	65,000
Total Administration	**50,000**	**65,000**	**65,000**	**65,000**	**65,000**	**65,000**
Business Dev						
Business Lending						
L02100330 BIF-General-RVD	301,000	325,000	325,000	325,000	325,000	325,000
L02110330 BIF-Cluster Group-Budget-RVD	500,000	175,000	175,000	175,000	175,000	175,000
Small Business & Community Dev						
B55005330 OT/CT Action Plan-RVD	0	125,000	125,000	125,000	0	0
Traded Sector Business Dev						
T01069330 Lean Manufacturing-RVD	12,500	0	0	0	0	0
B15100330 Cluster Development-RVD	37,500	50,000	50,000	50,000	50,000	50,000
B55005330 OT/CT Action Plan-RVD	110,000	0	0	0	0	0
Total Business Dev	**961,000**	**675,000**	**675,000**	**675,000**	**550,000**	**550,000**
Infrastructure						
Public Facilities						
N33022015 Union Station Grant-RVD-Adm	2,226,500	1,725,017	1,653,017	3,500,500	0	0
Transportation						
N33033415 Pearl District Cir-RVD-Adm	2,325,389	1,779,465	0	0	0	0
Total Infrastructure	**4,551,889**	**3,504,482**	**1,653,017**	**3,500,500**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15135330 The Medford-RVD	1,476,000	0	0	0	0	0
H15430330 Affordable Rental Hsg-RVD	5,725,000	7,375,000	11,075,000	7,475,000	2,725,000	1,100,000
H15900330 PHB Staff & Admin-RVD	789,077	430,271	516,490	544,756	528,533	400,000
H15930330 Fairfield Apartments-RVD	50,000	50,000	50,000	50,000	0	0
H15951330 Yards at Union Station-RVD	220,000	0	0	0	0	0
Total Portland Hsg Bureau	**8,260,077**	**7,855,271**	**11,641,490**	**8,069,756**	**3,253,533**	**1,500,000**
Property Redev						
Commercial Property Redevelopm						
P33091015 Public Outreach-RVD-Adm	2,000	0	0	0	0	0
P33060415 Centennial Mills-RVD-Adm	104,256	54,256	54,256	54,256	54,256	54,256
P33060525 Station Place Lot 5-RVD-Adm	2,400	2,400	2,400	2,400	2,400	2,400
P33060535 Station Place Lot 7-RVD-Adm	29,349	19,349	19,349	19,349	19,349	19,349
P33060545 Station Place Prkng-RVD-Adm	243,950	243,950	243,950	243,950	243,950	243,950
P33060615 Block R-RVD-Adm	6,750	6,750	6,750	6,750	6,750	6,750

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
P33060315 Grove Hotel-RVD-Adm	44,592	44,592	44,592	44,592	44,592	44,592
P33060815 Old Fire Station Mgmt-RVD-Adm	152,792	0	0	0	0	0
P33052715 PNCA-RVD-Adm	25,000	0	0	0	0	0
P33060715 One Waterfront North-RVD-Adm	4,187	4,187	4,187	4,187	4,187	4,187
P33060215 Union Station-RVD-Adm	1,890,586	2,040,586	1,890,586	1,890,586	1,890,586	1,890,586
P33060115 Block Y-RVD-Adm	16,044	16,044	16,044	16,044	16,044	16,044
P33054315 RD Enviro-RVD-Adm	600,000	0	0	0	0	0
P33052215 CC 2035-RVD-Adm	75,977	0	0	0	0	0
P33052115 10th & Yamhill Redev-RVD-Adm	0	0	3,250,000	10,000,000	0	0
P33050415 Centennial Mills Rdv-RVD-Adm	1,070,000	500,000	14,000,000	0	0	0
P33050115 Dtwn Retail Strat-RVD-Adm	250,000	30,000	30,000	30,000	0	0
P33050015 Post Office-RVD-Adm	500,000	500,000	0	10,000,000	10,000,000	9,000,000
P33055115 Multnomah County-PDV-Adm	26,948,460	0	0	0	0	0
Commercial Real Estate Lending						
R01100330 CPRL-General-RVD	9,000,000	27,570,000	8,500,000	12,000,000	11,000,000	2,000,000
Community Redevelopment Grants						
G03100330 SIP-General-RVD	300,000	300,000	300,000	300,000	300,000	300,000
G02100330 DOS-General-RVD	100,000	100,000	100,000	100,000	100,000	100,000
Total Property Redev	**41,366,343**	**31,432,114**	**28,462,114**	**34,712,114**	**23,682,114**	**13,682,114**
Total Program Expenditures	**55,189,309**	**43,531,867**	**42,496,621**	**47,022,370**	**27,550,647**	**15,797,114**
Personal Services	632,061	607,255	1,992,874	2,314,313	2,247,211	1,818,779
Transfers - Indirect	4,110,646	5,566,808	5,899,292	6,705,074	6,411,372	5,110,653
Total Fund Expenditures	**59,932,016**	**49,705,930**	**50,388,787**	**56,041,757**	**36,209,230**	**22,726,546**
Contingency	7,085,883	2,096,020	8,009,486	27,610,597	15,773,863	12,385,612
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**67,017,899**	**51,801,950**	**58,398,273**	**83,652,354**	**51,983,093**	**35,112,158**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
South Park Blocks URA						
Resources						
Beginning Fund Balance	9,316,896	5,701,110	5,992,382	5,755,028	5,599,591	8,727,985
Interest on Investments	10,000	10,000	10,000	10,000	10,000	0
Loan Collections	123,517	589,158	71,726	85,950	102,468	61,049
Property Income	36,000	0	0	0	2,542,390	0
Transfers In	0	0	0	0	750,000	0
Total Resources	**9,486,413**	**6,300,268**	**6,074,108**	**5,850,978**	**9,004,449**	**8,789,034**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101346 Debt Management-SPB	5,000	5,000	5,000	5,000	5,000	5,000
Total Administration	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**
Business Dev						
Business Lending						
L02110346 BIF-Cluster Group-Budget-SPB	100,000	100,000	100,000	100,000	100,000	100,000
L02100346 BIF-General-SPB	100,000	100,000	100,000	100,000	100,000	100,000
Total Business Dev	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**
Infrastructure						
Transportation						
N34639915 Streetcar/Scapes Imp-SPB-Adm	98,113	0	0	0	0	0
Total Infrastructure	**98,113**	**0**	**0**	**0**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15900346 PHB Staff & Admin-SPB	203,633	0	0	0	0	0
H15910346 SPB Sect 8 Preservation-SPB	1,785,000	0	0	0	0	0
H15911346 1200 Tower Preservation-SPB	170,000	0	0	0	0	0
H15430346 Affordable Rental Hsg-SPB	344,625	0	0	0	0	0
Total Portland Hsg Bureau	**2,503,258**	**0**	**0**	**0**	**0**	**0**
Property Redev						
Commercial Property Redevelopm						
P34652215 CC 2035-SPB-Adm	36,558	0	0	0	0	0
Commercial Real Estate Lending						
R01100346 CPRL-General-SPB	500,000	0	0	0	0	0
R03100346 Comm Energy Eff Retro-SPB	100,000	0	0	0	0	0
Community Redevelopment Grants						
G02100346 DOS-General-SPB	50,000	0	0	0	0	0
G03100346 SIP-General-SPB	50,000	50,000	50,000	0	0	0
Total Property Redev	**736,558**	**50,000**	**50,000**	**0**	**0**	**0**
Total Program Expenditures	**3,542,929**	**255,000**	**255,000**	**205,000**	**205,000**	**205,000**
Personal Services	90,409	13,806	16,181	11,903	18,547	25,559
Transfers - Indirect	151,965	39,080	47,899	34,484	52,917	71,818
Total Fund Expenditures	**3,785,303**	**307,886**	**319,080**	**251,387**	**276,464**	**302,377**
Contingency	5,701,110	5,992,382	5,755,028	5,599,591	8,727,985	8,486,657
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**9,486,413**	**6,300,268**	**6,074,108**	**5,850,978**	**9,004,449**	**8,789,034**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Gateway Regional Center URA						
Resources						
Beginning Fund Balance	4,854,219	1,176,548	522,605	1,101,715	599,340	943,564
Fees and Charges	100	0	0	0	0	0
Interest on Investments	7,000	0	0	0	0	0
Loan Collections	14,736	12,894	12,893	12,894	12,894	77,089
Long Term Debt	2,000,000	1,000,000	0	0	0	0
Property Income	0	0	750,000	0	0	0
Short Term Debt	3,190,197	3,496,500	3,496,500	3,381,514	3,496,500	3,496,500
Total Resources	**10,066,252**	**5,685,942**	**4,781,998**	**4,496,123**	**4,108,734**	**4,517,153**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101380 Debt Management-GTW	10,000	10,000	10,000	10,000	10,000	10,000
Total Administration	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
Business Dev						
Business Lending						
L02100380 BIF-General-GTW	100,000	400,000	400,000	300,000	300,000	300,000
L02110380 BIF-Cluster Group-Budget-GTW	300,000	0	0	0	0	0
Small Business & Community Dev						
B55800380 Business Development-GTW	10,000	10,000	10,000	10,000	10,000	10,000
B55900380 Community Development-GTW	20,000	20,000	20,000	20,000	20,000	20,000
Traded Sector Business Dev						
B15102380 Site Recruitment-GTW	10,000	10,000	10,000	10,000	10,000	10,000
T01069380 Lean Manufacturing-GTW	2,250	0	0	0	0	0
Total Business Dev	**442,250**	**440,000**	**440,000**	**340,000**	**340,000**	**340,000**
Infrastructure						
Transportation						
N38028915 GTW Street Improvement-GTW-Adm	200,000	300,000	0	0	0	0
Total Infrastructure	**200,000**	**300,000**	**0**	**0**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15917380 Ventura Park-GTW	93,223	0	0	0	0	0
H15900380 PHB Staff & Admin-GTW	278,898	251,636	221,782	220,611	0	0
H15430380 Affordable Rental Hsg-GTW	0	500,000	400,000	800,000	0	150,000
H15292380 Property Management-GTW	2,000	2,000	2,000	2,000	2,000	2,000
H15934380 Gateway/Glisan-GTW	3,790,783	0	0	0	0	0
Total Portland Hsg Bureau	**4,164,904**	**753,636**	**623,782**	**1,022,611**	**2,000**	**152,000**
Property Redev						
Commercial Property Redevelopm						
P38059015 Commercial Dev-GTW-Adm	200,000	0	0	0	0	0
P38060125 JJ North Rstrnt Lot-GTW-Adm	6,088	6,088	6,088	6,088	6,088	6,088
P38060155 Bingo Site-GTW-Adm	1,850	1,850	1,850	1,850	0	0
P38090015 Project Development-GTW-Adm	50,000	1,000,000	50,000	50,000	50,000	50,000
P38091015 Public Outreach-GTW-Adm	2,000	2,000	2,000	2,000	2,000	2,000
Commercial Real Estate Lending						
R01100380 CPRL-General-GTW	2,100,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Community Redevelopment Grants						
G01100380 CLG-General-GTW	75,000	75,000	75,000	75,000	75,000	75,000

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
G04100380 GFGP-General-GTW	125,000	50,000	125,000	125,000	125,000	125,000
G02100380 DOS-General-GTW	75,000	48,000	75,000	75,000	75,000	75,000
G03100380 SIP-General-GTW	150,000	200,000	150,000	150,000	150,000	150,000
Total Property Redev	**2,784,938**	**2,882,938**	**1,984,938**	**1,984,938**	**1,983,088**	**1,983,088**
Total Program Expenditures	**7,602,092**	**4,386,574**	**3,058,720**	**3,357,549**	**2,335,088**	**2,485,088**
Personal Services	248,102	210,425	156,953	138,363	215,436	296,877
Transfers - Indirect	845,814	566,338	464,611	400,870	614,646	834,205
Total Fund Expenditures	**8,696,008**	**5,163,337**	**3,680,284**	**3,896,782**	**3,165,170**	**3,616,170**
Contingency	1,370,244	522,605	1,101,715	599,340	943,564	900,983
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**10,066,252**	**5,685,942**	**4,781,999**	**4,496,122**	**4,108,734**	**4,517,153**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Interstate Corridor URA						
Resources						
Beginning Fund Balance	12,852,946	5,534,198	3,705,992	3,248,834	2,374,677	2,670,429
Fees and Charges	6,000	0	0	0	0	0
Interest on Investments	30,000	30,000	30,000	30,000	30,000	30,000
Loan Collections	1,128,829	199,399	260,667	182,747	417,542	295,954
Long Term Debt	0	0	3,000,000	0	0	0
Property Income	697,040	787,292	197,040	197,040	197,040	197,040
Reimbursements	40,112	40,112	40,112	40,112	40,112	40,112
Short Term Debt	10,268,467	11,488,500	11,286,534	11,488,500	11,488,500	11,488,500
Total Resources	**25,023,394**	**18,079,501**	**18,520,345**	**15,187,233**	**14,547,871**	**14,722,035**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101370 Debt Management-ISC	22,532	22,532	22,532	22,532	22,532	22,532
Total Administration	**22,532**	**22,532**	**22,532**	**22,532**	**22,532**	**22,532**
Business Dev						
Business Lending						
L02100370 BIF-General-ISC	2,500,000	3,000,000	3,075,000	3,075,000	3,075,000	3,075,000
L02110370 BIF-Cluster Group-Budget-ISC	300,000	0	0	0	0	0
L02119370 BIF-Nbrhood Ec Dev-Budget-ISC	300,000	0	0	0	0	0
Small Business & Community Dev						
B55710370 Main Street-ISC	0	74,000	74,000	74,000	74,000	74,000
G07100370 MAIN-General-ISC	74,000	0	0	0	0	0
B55800370 Business Development-ISC	1,000	11,000	11,000	11,000	11,000	11,000
B55900370 Community Development-ISC	80,000	70,000	70,000	70,000	70,000	70,000
Traded Sector Business Dev						
B15100370 Cluster Development-ISC	1,500	0	0	0	0	0
T01069370 Lean Manufacturing-ISC	70,000	70,000	70,000	70,000	70,000	70,000
Total Business Dev	**3,326,500**	**3,225,000**	**3,300,000**	**3,300,000**	**3,300,000**	**3,300,000**
Infrastructure						
Parks						
N37017315 Bridgeton-ISC-Adm	1,500,000	0	0	0	0	0
N37017415 Dawson Park-ISC-Adm	1,700,000	300,000	0	0	0	0
N37017515 Small Scale Improv-ISC-Adm	50,000	0	0	0	0	0
Transportation						
N37032115 Interstate Trans-ISC-Adm	160,000	0	0	0	0	0
N37037815 Lombard Investment-ISC-Adm	70,000	1,600,000	1,000,000	1,000,000	0	0
N37037615 Denver Streetscape-ISC-Adm	380,000	0	0	0	0	0
N37037715 Killingsworth Stscape-ISC-Adm	500,000	2,700,000	900,000	0	0	0
Total Infrastructure	**4,360,000**	**4,600,000**	**1,900,000**	**1,000,000**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15906370 Killingsworth Station-ISC	282,370	0	0	0	0	0
H15410370 Home Repair Projects-ISC	704,250	500,000	500,000	500,000	500,000	1,000,000
H15420370 Home Buyer Assistance-ISC	724,971	500,000	500,000	500,000	500,000	1,000,000
H15430370 Affordable Rental Hsg-ISC	1,340,991	400,000	400,000	650,000	2,600,000	1,500,000
H15712370 Habitat for Humanity HO-ISC	1,010,000	0	0	0	0	0
H15900370 PHB Staff & Admin-ISC	865,334	818,505	793,527	925,055	1,045,092	1,500,000

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
H15901370 King-Parks-ISC	1,276,482	0	0	0	0	0
Total Portland Hsg Bureau	**6,204,398**	**2,218,505**	**2,193,527**	**2,575,055**	**4,645,092**	**5,000,000**
Property Redev						
Commercial Property Redevelopm						
P37060155 Argyle Lot-ISC-Adm	5,930	5,930	5,930	5,930	5,930	5,930
P37060145 Spar-Tek Building-ISC-Adm	23,485	23,485	23,485	23,485	23,485	23,485
P37060135 Nelson Bldg-Retail-ISC-Adm	170,789	150,789	789	789	789	789
P37060125 Nelson Bldg-Indust-ISC-Adm	603,983	233,983	83,983	83,983	83,983	83,983
P37054815 Kenton Redev Dtwn-ISC-Adm	20,000	150,000	0	0	0	0
P37050315 MLK Gateway Improve-ISC-Adm	30,000	0	0	0	0	0
N37081015 Albina Triangle Mgmt-ISC	0	1,000	1,000	1,000	1,000	1,000
P37060345 Frmr Wirfs Whse -ISC-Adm	1,300	1,300	1,300	1,300	1,300	1,300
P37050215 Vanport III-ISC-Adm	10,000	10,000	0	0	0	0
P37060335 Frmr WalnutPark Thtr-ISC-Adm	500	500	500	500	500	500
P37060365 Frmr Wirfs Whse 1-ISC-Adm	2,500	2,500	2,500	2,500	2,500	2,500
P37060415 C&M Motors Lot-ISC-Adm	91,988	56,988	6,988	6,988	6,988	6,988
P37060515 Reiss House-ISC-Adm	10,195	10,195	10,195	10,195	10,195	10,195
P37090015 Project Development-ISC-Adm	50,000	20,000	20,000	20,000	20,000	20,000
P37091015 Public Outreach-ISC-Adm	5,000	5,000	5,000	5,000	5,000	5,000
P37060325 Former Living Color-ISC-Adm	140	140	140	140	140	140
Commercial Real Estate Lending						
R01100370 CPRL-General-ISC	300,000	400,000	3,580,000	2,380,000	400,000	400,000
Community Redevelopment Grants						
G02100370 DOS-General-ISC	150,000	120,000	150,000	150,000	150,000	150,000
G03100370 SIP-General-ISC	800,000	750,000	800,000	800,000	800,000	800,000
G01100370 CLG-General-ISC	300,000	300,000	300,000	300,000	300,000	300,000
G04100370 GFGP-General-ISC	200,000	50,000	200,000	200,000	200,000	200,000
Total Property Redev	**2,775,810**	**2,291,810**	**5,191,810**	**3,991,810**	**2,011,810**	**2,011,810**
Total Program Expenditures	**16,689,240**	**12,357,847**	**12,607,869**	**10,889,397**	**9,979,434**	**10,334,342**
Personal Services	822,140	434,202	672,604	493,469	492,601	678,817
Transfers - Indirect	2,697,848	1,581,461	1,991,038	1,429,689	1,405,407	1,907,434
Total Fund Expenditures	**20,209,228**	**14,373,510**	**15,271,511**	**12,812,555**	**11,877,442**	**12,920,593**
Contingency	4,814,166	3,705,992	3,248,834	2,374,677	2,670,429	1,801,442
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**25,023,394**	**18,079,502**	**18,520,345**	**15,187,232**	**14,547,871**	**14,722,035**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Lents Town Center URA						
Resources						
Beginning Fund Balance	11,200,993	6,872,634	1,924,036	284,995	1,110,362	1,401,087
Interest on Investments	20,000	10,000	10,000	10,000	10,000	10,000
Loan Collections	139,000	101,526	101,526	100,789	100,515	100,515
Property Income	66,802	66,802	246,802	523,548	66,802	2,627,787
Reimbursements	400	0	0	0	0	0
Short Term Debt	7,845,688	7,873,727	8,234,064	8,994,999	9,628,190	10,262,813
Total Resources	**19,272,883**	**14,924,689**	**10,516,428**	**9,914,331**	**10,915,869**	**14,402,202**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101360 Debt Management-LTC	10,000	20,000	20,000	20,000	20,000	20,000
Total Administration	**10,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Business Dev						
Business Lending						
L02100360 BIF-General-LTC	100,000	700,000	700,000	700,000	700,000	700,000
L02119360 BIF-Nbrhood Ec Dev-Budget-LTC	300,000	0	0	0	0	0
Small Business & Community Dev						
B55800360 Business Development-LTC	10,000	10,000	10,000	10,000	10,000	10,000
B55900360 Community Development-LTC	50,000	50,000	50,000	50,000	50,000	50,000
Traded Sector Business Dev						
L02110360 BIF-Cluster Group-Budget-LTC	300,000	0	0	0	0	0
T01069360 Lean Manufacturing-LTC	30,000	30,000	30,000	30,000	30,000	30,000
B15202360 Green Innovation Park-LTC	155,000	0	0	0	0	0
B15102360 Site Recruitment-LTC	10,000	10,000	10,000	10,000	10,000	10,000
Total Business Dev	**955,000**	**800,000**	**800,000**	**800,000**	**800,000**	**800,000**
Infrastructure						
Parks						
N36012515 Parks Public Impr-LTC-Adm	100,000	1,000,000	0	0	0	0
Transportation						
N36031415 Street/Sidewalks LID-LTC-Adm	110,000	0	0	0	0	0
N36031525 Foster-Woodstock-LTC-Adm	400,000	0	0	0	0	0
N36031535 122nd-Holgate/Ramona-LTC-Adm	400,000	600,000	0	0	0	0
N36031545 Foster-52nd to 82nd-LTC-Adm	1,000,000	820,000	0	0	0	0
N36032015 Lents Entryway-LTC-Adm	200,000	25,000	0	0	0	0
Total Infrastructure	**2,210,000**	**2,445,000**	**0**	**0**	**0**	**0**
Portland Hsg Bureau						
PHB Housing						
H15292360 Property Management-LTC	5,400	0	0	0	0	0
H15900360 PHB Staff & Admin-LTC	829,091	400,000	400,000	400,000	400,000	500,000
H15501360 NSP3 Acq/Rehab-LTC	52,600	0	0	0	0	0
H15410360 Home Repair Projects-LTC	670,785	500,000	500,000	500,000	500,000	750,000
H15420360 Home Buyer Assistance-LTC	543,124	500,000	500,000	500,000	500,000	750,000
H15430360 Affordable Rental Hsg-LTC	305,200	400,000	400,000	400,000	400,000	500,000
Total Portland Hsg Bureau	**2,406,200**	**1,800,000**	**1,800,000**	**1,800,000**	**1,800,000**	**2,500,000**
Property Redev						
Commercial Property Redevelopm						
P36060515 Tate Lot-LTC-Adm	3,994	3,994	3,994	3,994	3,994	3,994

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
P36091015 Public Outreach-LTC-Adm	2,000	2,000	2,000	2,000	2,000	2,000
P36090015 Project Development-LTC-Adm	10,000	10,000	10,000	10,000	10,000	10,000
P36061015 ArchtctIronPrdctBldg-LTC-Adm	9,827	209,827	9,827	9,827	9,827	9,827
P36060935 MetroAuto Bldg & Lot-LTC-Adm	60,878	10,878	10,878	10,878	10,878	0
P36060925 MetroAuto Whlsl WLot-LTC-Adm	3,700	53,700	3,700	3,700	3,700	0
P36060815 F & W Triangle-LTC-Adm	1,182	1,182	1,182	0	0	0
P36060735 93rd & Davis Lot-LTC-Adm	125	125	125	125	125	125
P36060615 LTC II Parking Lot-LTC-Adm	5,105	5,105	5,105	5,105	5,105	5,105
P36060415 Bauske Lot-LTC-Adm	1,126	1,126	0	0	0	0
P36060335 Bakery Block-LTC-Adm	360,938	251,037	51,037	51,037	51,037	51,037
P36050915 LTC Town Ctr Redev-LTC-Adm	100,000	100,000	100,000	25,000	25,000	25,000
P36060725 93rd & Woodstock Lot-LTC-Adm	1,290	1,290	1,290	1,290	1,290	1,290
P36050815 SE 92nd Redev-LTC-Adm	2,500	0	0	0	0	0
P36060325 Lents Little Lge Fld-LTC-Adm	5,647	5,647	5,647	5,647	5,647	5,647
P36051215 Jns Ck Ind Area Revit-LTC-Adm	50,000	0	0	0	0	0
P36055015 Foster Road Redev-LTC-Adm	520,000	20,000	20,000	20,000	20,000	20,000
P36060125 Prkng Lt&FrmrChrchLt-LTC-Adm	4,379	4,579	4,579	4,579	4,579	4,579
P36060135 Sullivan Property-LTC-Adm	922	922	922	922	922	922
P36060145 Foster Road Lot-LTC-Adm	1,400	1,400	1,400	1,400	1,400	1,400
P36060155 Crossroads Plaza-LTC-Adm	3,241	3,241	3,241	3,241	3,241	3,241
P36060165 McGalliard Lots-LTC-Adm	5,061	5,061	5,061	5,061	5,061	5,061
P36060225 92nd Street Club Lot-LTC-Adm	3,100	3,100	3,100	3,100	3,100	3,100
P36060235 Edmondson's Lot-LTC-Adm	2,200	2,200	2,200	2,200	2,200	2,200
Commercial Real Estate Lending						
R01100360 CPRL-General-LTC	2,697,000	4,450,000	4,950,000	4,000,000	4,000,000	4,000,000
Community Redevelopment Grants						
G01100360 CLG-General-LTC	853,000	200,000	200,000	200,000	200,000	200,000
G02100360 DOS-General-LTC	75,000	72,000	75,000	75,000	75,000	75,000
G03100360 SIP-General-LTC	300,000	560,000	300,000	300,000	300,000	300,000
G04100360 GFGP-General-LTC	125,000	50,000	125,000	125,000	125,000	125,000
Total Property Redev	**5,208,615**	**6,028,414**	**5,895,288**	**4,869,106**	**4,869,106**	**4,854,528**
Total Program Expenditures	**10,789,815**	**11,093,414**	**8,515,288**	**7,489,106**	**7,489,106**	**8,174,528**
Personal Services	570,508	457,618	433,349	337,384	525,736	722,614
Transfers - Indirect	1,979,695	1,449,621	1,282,796	977,478	1,499,941	2,030,502
Total Fund Expenditures	**13,340,018**	**13,000,653**	**10,231,433**	**8,803,968**	**9,514,783**	**10,927,644**
Contingency	5,932,865	1,924,036	284,995	1,110,362	1,401,087	3,474,557
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**19,272,883**	**14,924,689**	**10,516,428**	**9,914,330**	**10,915,870**	**14,402,201**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
42nd Avenue URA Fund						
Resources						
Miscellaneous	20,000	7,734	12,376	36,416	56,379	76,610
Short Term Debt	65,583	63,981	93,489	84,520	84,520	84,520
Total Resources	**85,583**	**71,715**	**105,865**	**120,936**	**140,899**	**161,130**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540310 Neighborhood Prosperity-42AV	76,116	71,715	99,611	114,682	134,645	152,000
Total Business Dev	**76,116**	**71,715**	**99,611**	**114,682**	**134,645**	**152,000**
Total Program Expenditures	**76,116**	**71,715**	**99,611**	**114,682**	**134,645**	**152,000**
Personal Services	6,254	0	6,254	6,254	6,254	8,594
Total Fund Expenditures	**82,370**	**71,715**	**105,865**	**120,936**	**140,899**	**160,594**
Contingency	3,213	0	0	0	0	536
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**85,583**	**71,715**	**105,865**	**120,936**	**140,899**	**161,130**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
82nd Ave & Division URA Fund						
Resources						
Miscellaneous	20,000	0	4,339	8,356	12,391	32,420
Short Term Debt	66,269	25,808	49,974	76,022	101,648	92,569
Total Resources	**86,269**	**25,808**	**54,313**	**84,378**	**114,039**	**124,989**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540315 Neighborhood Prosperity-82DV	76,801	25,808	48,059	78,124	107,785	118,000
Total Business Dev	**76,801**	**25,808**	**48,059**	**78,124**	**107,785**	**118,000**
Total Program Expenditures	**76,801**	**25,808**	**48,059**	**78,124**	**107,785**	**118,000**
Personal Services	6,254	0	6,254	6,254	6,254	6,671
Total Fund Expenditures	**83,055**	**25,808**	**54,313**	**84,378**	**114,039**	**124,671**
Contingency	3,214	0	0	0	0	318
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**86,269**	**25,808**	**54,313**	**84,378**	**114,039**	**124,989**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Cully Boulevard URA Fund						
Resources						
Miscellaneous	20,000	9,942	14,770	46,355	66,689	87,304
Short Term Debt	65,574	78,222	108,854	84,520	84,520	84,520
Total Resources	**85,574**	**88,164**	**123,624**	**130,875**	**151,209**	**171,824**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540311 Neighborhood Prosperity-CLBV	76,107	88,164	117,370	124,621	144,955	162,000
Total Business Dev	**76,107**	**88,164**	**117,370**	**124,621**	**144,955**	**162,000**
Total Program Expenditures	**76,107**	**88,164**	**117,370**	**124,621**	**144,955**	**162,000**
Personal Services	6,254	0	6,254	6,254	6,254	9,159
Total Fund Expenditures	**82,361**	**88,164**	**123,624**	**130,875**	**151,209**	**171,159**
Contingency	3,213	0	0	0	0	665
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**85,574**	**88,164**	**123,624**	**130,875**	**151,209**	**171,824**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Division-Midway URA Fund						
Resources						
Miscellaneous	20,000	5,052	8,953	13,501	41,600	60,407
Short Term Debt	69,858	48,735	75,179	106,686	84,520	84,520
Total Resources	**89,858**	**53,787**	**84,132**	**120,187**	**126,120**	**144,927**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540314 Neighborhood Prosperity-DVM	80,390	53,787	77,877	113,933	119,866	137,000
Total Business Dev	**80,390**	**53,787**	**77,877**	**113,933**	**119,866**	**137,000**
Total Program Expenditures	**80,390**	**53,787**	**77,877**	**113,933**	**119,866**	**137,000**
Personal Services	6,254	0	6,254	6,254	6,254	7,746
Total Fund Expenditures	**86,644**	**53,787**	**84,131**	**120,187**	**126,120**	**144,746**
Contingency	3,214	0	0	0	0	180
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**89,858**	**53,787**	**84,131**	**120,187**	**126,120**	**144,926**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Parkrose URA Fund						
Resources						
Miscellaneous	20,000	0	4,495	8,468	12,437	33,169
Short Term Debt	61,430	26,732	51,281	77,308	102,772	92,569
Total Resources	**81,430**	**26,732**	**55,776**	**85,776**	**115,209**	**125,738**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540312 Neighborhood Prosperity-PKRS	71,962	26,732	49,522	79,521	108,954	118,999
Total Business Dev	**71,962**	**26,732**	**49,522**	**79,521**	**108,954**	**118,999**
Total Program Expenditures	**71,962**	**26,732**	**49,522**	**79,521**	**108,954**	**118,999**
Personal Services	6,254	0	6,254	6,254	6,254	6,728
Total Fund Expenditures	**78,216**	**26,732**	**55,776**	**85,775**	**115,208**	**125,727**
Contingency	3,214	0	0	0	0	11
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**81,430**	**26,732**	**55,776**	**85,775**	**115,208**	**125,738**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Rosewood URA Fund						
Resources						
Miscellaneous	20,000	6,188	9,478	13,778	41,058	58,607
Short Term Debt	67,363	56,343	77,634	106,907	84,520	84,520
Total Resources	**87,363**	**62,531**	**87,112**	**120,685**	**125,578**	**143,127**
Requirements						
Program Expenditures						
Business Dev						
Small Business & Community Dev						
B55540313 Neighborhood Prosperity-RSWD	77,895	62,531	80,858	114,431	119,324	135,000
Total Business Dev	**77,895**	**62,531**	**80,858**	**114,431**	**119,324**	**135,000**
Total Program Expenditures	**77,895**	**62,531**	**80,858**	**114,431**	**119,324**	**135,000**
Personal Services	6,254	0	6,254	6,254	6,254	7,633
Total Fund Expenditures	**84,149**	**62,531**	**87,112**	**120,685**	**125,578**	**142,633**
Contingency	3,214	0	0	0	0	494
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**87,363**	**62,531**	**87,112**	**120,685**	**125,578**	**143,127**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Airport Way URA						
Resources						
Beginning Fund Balance	3,948,379	3,135,581	1,453,879	1,607,804	4,094,914	4,630,247
Fees and Charges	92	0	0	0	0	0
Interest on Investments	10,000	10,000	10,000	10,000	10,000	10,000
Loan Collections	176,935	85,435	86,607	87,012	163,538	112,853
Property Income	1,633,325	0	759,000	3,058,371	1,097,712	0
Total Resources	**5,768,731**	**3,231,016**	**2,309,486**	**4,763,187**	**5,366,164**	**4,753,100**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101385 Debt Management-APW	3,647	3,647	3,647	3,647	3,647	3,647
Total Administration	**3,647**	**3,647**	**3,647**	**3,647**	**3,647**	**3,647**
Business Dev						
Business Lending						
L02100385 BIF-General-APW	100,000	400,000	400,000	400,000	400,000	400,000
L02110385 BIF-Cluster Group-Budget-APW	295,000	0	0	0	0	0
Traded Sector Business Dev						
B15100385 Cluster Development-APW	25,000	25,000	25,000	25,000	25,000	25,000
T01069385 Lean Manufacturing-APW	30,000	30,000	30,000	30,000	30,000	30,000
Total Business Dev	**450,000**	**455,000**	**455,000**	**455,000**	**455,000**	**455,000**
Property Redev						
Commercial Property Redevelopm						
P38591015 Public Outreach-APW-Adm	5,000	5,000	5,000	5,000	5,000	5,000
P38550425 Cascade Stn-Prcl D-APW-Adm	16,120	16,120	16,120	0	0	0
P38550435 Cascade Stn-Prcl E-APW-Adm	16,546	16,546	16,546	16,546	16,546	16,546
P38550445 Cascade Stn-Prcl G-APW-Adm	1,266,438	966,438	16,438	16,438	16,438	16,438
P38550455 Cascade Stn-Prcl A-K-APW-Adm	16,514	16,514	16,514	16,514	16,514	16,514
P38551415 Riverside Prkwy 1&2-APW-Adm	219,503	0	0	0	0	0
P38590015 Project Development-APW-Adm	30,000	30,000	30,000	30,000	30,000	30,000
P38550415 Cascade Station-APW-Adm	200,000	0	0	0	0	0
Total Property Redev	**1,770,121**	**1,050,618**	**100,618**	**84,498**	**84,498**	**84,498**
Total Program Expenditures	**2,223,768**	**1,509,265**	**559,265**	**543,145**	**543,145**	**543,145**
Personal Services	108,001	32,513	35,962	32,107	50,031	68,944
Transfers - Indirect	301,381	235,358	106,455	93,021	142,741	193,730
Total Fund Expenditures	**2,633,150**	**1,777,136**	**701,682**	**668,273**	**735,917**	**805,819**
Contingency	3,135,581	1,453,879	1,607,804	4,094,914	4,630,247	3,947,280
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**5,768,731**	**3,231,015**	**2,309,486**	**4,763,187**	**5,366,164**	**4,753,099**

Five-Year Forecast Program Requirements Detail

	Revised- 1 FY 2013-14	Draft FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Willamette Industrial URA						
Resources						
Beginning Fund Balance	3,169,284	2,987,571	3,327,338	3,620,799	4,051,231	4,423,360
Interest on Investments	10,000	10,000	10,000	10,000	10,000	5,000
Short Term Debt	695,589	999,000	999,000	999,000	999,000	999,000
Total Resources	**3,874,873**	**3,996,571**	**4,336,338**	**4,629,799**	**5,060,231**	**5,427,360**
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101390 Debt Management-WLI	5,718	5,718	5,718	5,718	5,718	5,718
Total Administration	**5,718**	**5,718**	**5,718**	**5,718**	**5,718**	**5,718**
Business Dev						
Business Lending						
L02100390 BIF-General-WLI	250,000	500,000	500,000	400,000	400,000	400,000
L02110390 BIF-Cluster Group-Budget-WLI	250,000	0	0	0	0	0
Traded Sector Business Dev						
B15100390 Cluster Development-WLI	25,000	25,000	25,000	25,000	25,000	25,000
B15102390 Site Recruitment-WLI	20,000	20,000	20,000	20,000	20,000	20,000
B15007390 Harbor-WLI	200,000	0	0	0	0	0
Total Business Dev	**745,000**	**545,000**	**545,000**	**445,000**	**445,000**	**445,000**
Property Redev						
Commercial Property Redevelopm						
P39051215 Brownfields Redev-WLI-Adm	200,000	0	0	0	0	0
P39090015 Project Development-WLI-Adm	20,000	20,000	20,000	20,000	20,000	20,000
Total Property Redev	**220,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Total Program Expenditures	**970,718**	**570,718**	**570,718**	**470,718**	**470,718**	**470,718**
Personal Services	26,050	10,194	36,569	27,673	43,123	59,424
Transfers - Indirect	193,945	88,321	108,252	80,176	123,030	166,978
Total Fund Expenditures	**1,190,713**	**669,233**	**715,539**	**578,567**	**636,871**	**697,120**
Contingency	2,684,160	3,327,338	3,620,799	4,051,231	4,423,360	4,730,240
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	**3,874,873**	**3,996,571**	**4,336,338**	**4,629,798**	**5,060,231**	**5,427,360**

PDC Fee Structure

PDC charges fees to clients for cost recovery in a number of areas including:

- Loans – including applications, modifications, and servicing fees.
- Enterprise Zone Program Management (applications, other fees)
- Business consulting services (time and materials or market rate; EB-5)
- Other service contracts (IGAs with City Bureaus - time and materials)

Loan Fees:

PDC operates a number of business and property redevelopment loan programs that have been authorized by the PDC Commission. Each loan program includes established guidelines including application fees. PDC management also maintains a fee schedule for loan servicing transactions to help offset the cost of loan modifications and servicing.

Enterprise Zone Fees:

PDC manages the City of Portland's Enterprise Zone program authorized by ORS 285. Application, program management and non-compliance fees are established by state law and through the City of Portland's Enterprise Zone Policy.

Business Consulting Services:

PDC is engaged in a proactive approach to charge for services related to business development and other traded sector economic development areas. Services include business consulting; international business development and management of the EB-5 program. Fees are based on either a time and materials contract for full-cost recovery or for a negotiated flat fee based on market cost depending on the nature of the client and service. EB-5 rates are determined by specific guidelines established by the Department of Commerce.

Other Service Contracts:

PDC also charges for services to the Portland Housing Bureau and other agencies for provision of services that are more feasible or economical for PDC to provide than for partner agencies. PDC currently provides services to the Portland Housing Bureau for property management, construction and environmental remediation, and loan system maintenance (through FY 2013-14). Services are charged based on time and materials and charged in accordance with PDC's Full Cost Recovery policy (Resolution 6560, February 27, 2008).

Revenue from Fees and Other Charges

Fees & Charges by Type	FY 2012-13	FY 2013-14 (Q2)
Loan Fees	80,081	17,517
Loan Late Charges	18,073	5,948
Application Fees and Dues	65,500	58,385
Other Contracts[1]	179,989	57,020
Total	**343,643**	**138,870**

Fees & Other Charges by Fund	FY 2012-13	FY 2013-14 (Q2)
PDC General Fund	2,006	166
PHB Support Services	139,989	57,020
Urban Renewal Area Programs	55,679	16,387
Portland EZone	65,100	58,385
Small Business Loan Fund	2,355	2,511
Business Development Loan Fund	11,716	756
EDA Revolving Loan	6,816	484
EB-5 Program	40,000	0
Fannie Mae Loan Servicing[2]	19,983	3,160
Total	**343,643**	**138,870**

[1]Other contracts includes time and materials contracts, primarily with PHB

[2]Fannie Mae Loan Servicing was sold in FY 2013-14

Fee Schedule

Program	Fee	Authorizing Resolution, Policy, or Proceedure
Loan Modifications		
Suboridnation Fee	$500	FIC 10/3/11; Exec Dir. 10/5/11
Substituion of Collateral	Up to $500k of original loan amount - $500; Over $500k of original loan amount - $3,000	FIC 10/3/11; Exec Dir. 10/5/11
Release of Collateral	1% of orignal loan amount, not to exceed $5,000	FIC 10/3/11; Exec Dir. 10/5/11
Relief or deferment of loan payments over six months	$500	FIC 10/3/11; Exec Dir. 10/5/11
Other modifications	1% or 2% of orignal loan amount depending on the nature of the request; $500 minimum, $5,000 maximum	FIC 10/3/11; Exec Dir. 10/5/11
Loan Applications		
Business Incentive Fund (BIF)	1% of amount borrowed	Board Resolution 6788
Business Development Loan Fund (BDLF)	2% of amount borrowed	Board Resolution 6788
Small Business Loan Fund (SBLF)	2% of amount borrowed	Board Resolution 6788
Economic Development Administration (EDA)	1% of amount borrowed	Board Resolution 6788
Small Contractors Loan Insurance Program (SCLIP)	Participating Lender pay PDC insurance fee of 2% of insurance amount for each insured loan.	Board Resolution 6788
Commercial Property Redevelopment Loan (CPRL)	1% of amount borrowed	Board Resolution 6863
Loan Servicing		
Late fee	5% of unpaid monthly payment	Approved promissary note
Reconveyance fee	$75 (no collateral), $150 (UCC and/or 1 trust deed), $100 (each additional trust deed)	Loan Servicing proceedures
NSF Fee	$50	Accounting proceedures
Legal Fees	Various	Can be assessed according to executed loan documents based on approval by Legal dept.
Enterprise Zones		
Application	The greater of $200 or one-tenth of one percent of the value of the investment in qualified property that is proposed in the application for authorization.	ORS 285C.175
One-year Disqualification/In-Lieu Payment for Non-Performance of Hiring Obligation	An amount equal to the property taxes for the qualified property in the assessment year for which the exemption is claimed in lieu of the amounts otherwise due.	285C.210 and 285C.240.
Workforce Training Business Development Fund	15% of their actual abatement, paid yearly	City Resolution 36785; City Enterprise Zone Policy, section 5.6.2
Late fee for Payments of Workforce Training Fund	1% of fee	City Resolution 36785; City Enterprise Zone Policy - 10.5.1
Fee for Non-Performance of Procurement Plan	5% of estimated tax exemption for year.	City Resolution 36785; CityEnterprise Zone Policy - 10.6
Fee for Non-Performance of New Hire Retention	$10,000 multiplied by the number of hires the Company is short of the 50% requirement.	City Resolution 36785; City Enterprise Zone Policy - 10.2.1
Fee for Non-Performance of Basic City Cost	Fee equivalent to the amount of City of Portland taxes exempted during the tax year in which the	City Resolution 36785; City Enterprise Zone Policy - 10.8.2

Program	Fee	Authorizing Resolution, Policy, or Proceedure
Business Consulting and Other Services		
Cost Recovery (Time and Materials)	The minimum PDC will charge – called "Cost Recovery" – is an hourly rate composed of the following: (a) **Base hourly pay** of an employee, (b) cost of employee's **fringe benefits**; and (c) **overhead** (at a minimum of $17 per hour, includes lease, equipment, and administrative costs).	Fee for Service Proccedures, January 15, 2014
Market Rate Fee	Based on the nature of the project, market conditions, nature of the Client (especially if they are a for-profit business), or for other good cause, the Sponsor may authorize PDC employees to charge more than the "cost recovery" (or cost neutral) rate, provided any such services PDC is rendering through the Agreement involves activities or objectives within the scope of PDC's charter.	Fee for Service Proccedures, January 15, 2014
EB-5 Program Fees	.5% of the EB-5 raise at the time of approval and 1% of each EB-5 project raise per year on the anniversary of approval for a period of five years unless investment is repaid earlier.	Aggreement with AURC (Americal United EB-5 Regional Centers)