

# Greater Portland ECONOMIC RECOVERY PLAN



1

HELP SMALL  
BUSINESSES  
RECOVER &  
GROW

2

ADVANCE  
ECONOMIC  
MOBILITY FOR  
INDIVIDUALS

3

SUPPORT  
FAMILIES &  
CHILDREN

AN ACTION-FOCUSED ADAPTABLE FRAMEWORK  
TO ADDRESS SMALL BUSINESS RECOVERY AND  
UNEMPLOYMENT IN RESPONSE TO COVID-19

# GREATER PORTLAND ECONOMIC DEVELOPMENT DISTRICT

The Greater Portland Economic Development District (GPEDD), staffed by Greater Portland Inc, is a not-for-profit organization working in Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. GPEDD is funded primarily through grants awarded by the U.S. Department of Commerce's Economic Development Administration (EDA).



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October 2020

# A MESSAGE

from GPEDD's Executive Committee



**In April 2020, the Greater Portland Economic Development District (GPEDD) began to see the unprecedented impacts of COVID-19 on our region's economy:**

- The Portland-Vancouver-Hillsboro Metro area lost over 144,000 jobs in one month.
- An estimated 30% of the region's small businesses were closed.
- Existing disparities worsened for persons of color and businesses they own, and
- Other groups of the region's most-vulnerable workers were severely impacted, including workers in lower-paying occupational groups, female workers, and workers with lower educational levels.<sup>1</sup>

At this unprecedented time, we aspired to help our region recover.

GPEDD is the federally-designated Economic Development District for Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. GPEDD oversees the development and implementation of our region's Comprehensive Economic

Development Strategy (CEDS). It is staffed by Greater Portland Inc (GPI) and managed by its own Board of Directors representing economic interests across the region. GPEDD's role in our region's economic development planning provided an opportunity to pivot our existing work to focus on urgently needed economic recovery.

GPEDD approved an accelerated process to create this action-focused, outcome-oriented Regional Economic Recovery Plan that responds to small businesses' challenges and the unemployment crisis created by COVID. This is a short-term, adaptable plan of 3 to 24 months focused on immediate action.

The Regional Economic Recovery Plan process has been governed by GPEDD's Board of Directors and more than 40 additional advisors from across the region. This plan is being developed and implemented in partnership with Metro and a team of consultants led by Bridge Economic Development. This regional approach will help to leverage resources, provide a strong unified voice in aligning efforts,

and provide accountability during implementation.

Before the pandemic, Greater Portland was one of our country's multistate regional economic success stories, with its distinct combination of thriving traded sectors, high connectivity to the global market, active and accessible ports, diverse small businesses, high quality of life, and a highly-skilled workforce.

As we now move towards implementing this plan and a recovery, these fundamentals remain and will help guide our efforts forward. Right now, we must continue be proactive and innovative in helping people get back to work, businesses to stay open, and work towards eliminating racial, gender, and other income disparities that have been exacerbated by the pandemic.

To make the impact that is needed, we need support from stakeholders across the region in the private, public and philanthropic sectors.

Thank you very much to those of you who helped make this plan possible – and to everyone who is dedicated to working on its implementation.

**Kimberly Branam, Chair**  
Prosper Portland

**Mike Bomar, Secretary**  
Port of Vancouver USA

**Cara Rene, Interim Exec Dir.**  
GPEDD

**Jason Green, Vice-Chair**  
CBRE

**Maria Caballero Rubio, Treasurer**  
Centro Cultural

**Elissa Gertler**  
Metro

# OUR VISION

As a community, the Greater Portland region will recover from the COVID-19 pandemic stronger, more resilient, and more equitable with an urgent focus on building opportunities for Black, Indigenous, and People of Color (BIPOC) and their businesses, as they have been hit hardest.

*The guiding values set the foundation for how the region will implement the vision of the Greater Portland Economic Recovery Plan.*

## GUIDING VALUES



### REMOVE BARRIERS AND BUILD TRUST

To advance racial equity for underserved and under-resourced populations



### WORK TOGETHER

Through regional collaboration and communication to strengthen all of our communities



### TAKE URGENT ACTION

For businesses and people in need



### LEAD WITH HEALTH

Prioritize public health



### INVEST STRATEGICALLY

Data will inform priorities for action

# TARGET IMPACT AREAS

Three Target Impact Areas were developed based on data and engagement from economic experts as well as stakeholders. The three target impacts will combat recessionary forces, address key inequities, and prepare our region for recovery.

## 1 Help small businesses recover and grow



## 2 Advance economic mobility for individuals



## 3 Support families and children



# PLAN OVERVIEW

The Greater Portland region faces an unprecedented economic crisis, with the highest number of unemployment claims since the Great Depression and many small business owners expecting their businesses to fail due to the COVID-19 pandemic. Addressing this challenge requires an actionable, focused recovery plan for the region that centers on those hardest hit—the newly unemployed and small businesses on the brink of failure. The pandemic has also exacerbated the historic structural barriers that lead to inequalities in skills attainment, education, income and ultimately, wealth creation. These systemic issues have been developing over decades and are key vulnerabilities that limit economic growth and resilience.

GPEDD, its sister organization GPI, and Metro provided the leadership and staffing for the Greater Portland Regional Economic Recovery Plan, which has been developed in conjunction with the longer-term Comprehensive Economic Development Strategy (CEDS), also led by GPEDD and Metro. This project is funded in part by the U.S. Economic Development Administration's Coronavirus Aid,

Relief, and Economic Security (CARES) Act for economic development assistance programs to help communities respond to the coronavirus.

The Bridge Economic Development team began working on the long-term CEDS strategy in February 2020. This work, which is focused on resilience and equitable growth, gave the team a preliminary understanding of the region's existing strengths and weaknesses. This foundation allowed them to move quickly into the development of a recovery plan that will ultimately be integrated into the long-term CEDS strategy. Both efforts will inform one another as they are implemented to address the pervasive issues that have weakened our regional economy.

The Bridge team, with Metro and GPEDD staff, engaged economists, experts in small business development, and workforce development professionals to provide compelling insights into the Greater Portland Regional Economic Recovery Plan alongside the GPEDD Board and Advisors (see Appendix), who shaped its vision, values and direction.



# AN ADAPTABLE FRAMEWORK FOR ACTION

The Greater Portland Regional Economic Recovery Plan identifies feasible actions that can be immediately implemented to get people back to work, stabilize small and medium businesses and, hopefully, deter further income inequality. All partners agree on the need to move beyond visionary, high-level recovery plans that create urgency but no action. Data-driven insights, validated by broad stakeholder input, defined the Recovery Plan development. Insights into specific objectives and broad input give agency to the stakeholders that will implement the plan, ensure that the plan is feasible, and confirm “on-the-ground” realities that may not be reflected in the data.

Throughout the development of the Plan, stakeholders consistently conveyed the need to respond urgently to help those that have been impacted. With that focus in mind, the Plan specifically documents the data and stakeholder feedback that determined the six main Priorities that warrant regional investment of time and funds. The Plan is an adaptable framework that explains why the Priorities were selected and the process to address them.

## The action matrix

A set of specific actions were recommended by small business owners and experts working directly with impacted individuals. These actions help solve issues identified under each of the six Priorities. The actions have been detailed in the Action Matrix provided at the end of this document. The Matrix is intended to guide staff and stakeholders toward immediate action. It is a “living document” that can respond to additional opportunities that may emerge over the next 24 months, as long as they align with the regional Priorities.

Because the overall intent is urgent action to help those in need, the Plan is created for economic development, workforce practitioners, and additional regional stakeholders that will be implementing the recommended actions established in the Plan.



Regional stakeholders understand that a plan document itself will not help the small businesses and individuals impacted by COVID-19; it is the implementations of actions that will provide the needed support. At the onset of the pandemic, the federal government quickly responded with stimulus funding that has allowed states and many local jurisdictions to provide immediate grants and support for small businesses. However, as the pandemic continues, the recession is likely to deepen. The scale of the challenge for our regional economy requires coordinated, cross-sector action to provide meaningful and sustained support for individuals and small businesses.

**Equitable accountability**

At the outset of the Plan development, transparent reporting was established as a necessary outcome for Black, Indigenous, and People of Color (BIPOC) businesses and people. GPI and Metro staff will require documentation of the number of BIPOC and overall businesses and individuals that will be served by specific actions. This will be applied to all actions where possible. For some actions, such as removing regulatory barriers, measurement of specific

impacts on BIPOC communities may be more difficult to determine. These measurements will be documented as part of the ongoing reporting on the Recovery Plan implementation to the GPEDD Board.

**Lead Organizations**

Prioritized actions within the Action Matrix each have a recommended Lead Organization that will serve as the champion for implementation or host the program and key point of contact to determine progress. For example, the Lewis and Clark Small Business Legal Clinic (SBLC) is identified as the Lead Organization to host a proposed “rent negotiation center” as they have the existing infrastructure to serve such a program. However, this does not mean that SBLC has sole responsibility for implementation; it will need other sources of funding and partners to implement the work. The role of Metro and GPEDD staff is to work with other regional stakeholders to secure funding and additional support as needed to help the Lead Organization implement the action. This ability for an organization to champion an action is critical and determines the priority of the recommended actions. Without the structural organization support, an action will simply remain a good idea.

**Implementation Task Force**

To guide implementation, an Implementation Task Force will work with GPEDD and Metro staff. The Task Force may include three to four individuals who will champion the three target areas. Ideally, these champions will have an in-depth understanding of the actions, stakeholders and, most importantly, potential funding sources. The Task Force must also include representation from Board Members/Advisors from community-based organizations working with BIPOC businesses and individuals.

GPEDD and Metro staff will be responsible for coordinating with the Task Force and Lead Organizations regarding the progress on actions and monitoring the stated metrics. It is important to recognize that while an action may be adopted, it may not produce the intended outcome. The regional collaboration required for implementing each action will yield important lessons on how the region can improve efforts or remove barriers that may need to be addressed that were not recognized before. This information will make the region more resilient in future actions to foster equitable access to economic opportunity.

# MOVING FORWARD



## Funding the actions

Commitment to collaboration and cooperation is a defining asset for the region. Quick mobilization of the GPEDD Board, and the addition of the Board Advisors representing a wide range of diverse businesses, resulted in an actionable Economic Recovery Plan with significant regional ownership and support.

Regional collaboration can be leveraged to create a **focused economic development coalition** to strategically position the region for potential federal stimulus funds and other private or philanthropic resources to help implement identified priorities. Specifically, preliminary review of the federal HEROES Act indicates that it generally aligns with many of the Target Areas and Priorities established in the Recovery Plan. If the Act is approved, the Plan is poised to be funded pending continued collaboration with organizations that receive the funds.

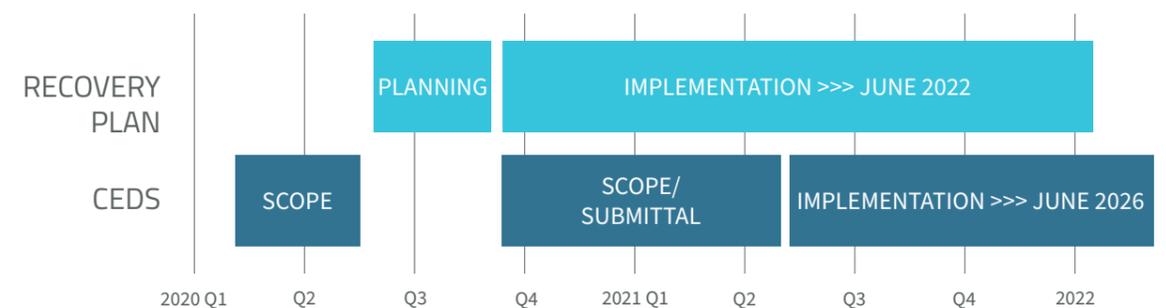
If the stimulus does not pass, funding may be solicited from private or philanthropic interests via the GPI board and/or other regional leaders. Also, some actions, such as removing regulation barriers, do not require financial support but are still important to small business recovery.

## IMMEDIATE NEXT STEPS

for GPEDD and Metro staff include:

- 1 Convene the Implementation Task Force**
- 2 Convene a federal policy group**  
to align efforts and secure resources
- 3 Identify and catalog existing and related recovery efforts**  
already underway across the region, Oregon and Southwest Washington
- 4 Identify immediate opportunities**  
where the private sector can provide resources to propose actions (starting with GPI’s Board of Directors)

## TIMELINE



# PROJECT PRINCIPLES

Along with this Plan's Vision and Values, the overarching principles listed here are fundamental across all of the plans data-driven Priorities and Actions. These principles serve as a critical foundation in developing *and* implementing those more detailed Priorities and Actions of the Plan.



## Leading with equity

The Economic Recovery Plan was developed using an equity lens to guide the work. This represents not only the long-standing commitment of the regional partners' leadership and consulting team to equitable growth and recovery, but also the need to respond to the current outcry

for greater racial equity in the region and nation. Underserved populations have been hit hardest by the pandemic and recession and have the fewest resources and capacity for recovery. Without the right interventions, these trends will lead to greater inequities and more social unrest.



As the pandemic drags on, restoring public health is a precondition for a full economic recovery.



## Prioritizing public health

As the pandemic drags on, restoring public health is a precondition for a full economic recovery. While research has already revealed staggering racial disparities, the complex story of how the public health crisis is impacting the economy is still being written. The States of Oregon and Washington are responsible for establishing the guidelines to maintain public health. The region will fully support the governors'

policies and recommendations for best practices and policies, and encourage local businesses to do the same. The region will work collaboratively with state employees to improve the health of the regional economy in conjunction with the health of the residents. We will also explore implementing regulations that protect public health, while also promoting economic recovery to help businesses in crisis.



## Engaging the private sector

The private sector and larger employers from across the Greater Portland region are crucial in helping to advance economic mobility for BIPOC workers impacted by the pandemic. Addressing barriers in hiring, retaining, and promoting BIPOC employees through culture change, relationships with communities, and public accountability can help impacted workers get back to work sooner and for the longer-term. Implementing such strategies is also good for business. As stated by the World Economic Forum:

*Business has the transformative power to change and contribute to a more open, diverse and inclusive society... There is substantial research to show that diversity brings many advantages to an organization: increased profitability and creativity, stronger governance and better problem-solving abilities.*

## TARGET IMPACT AREAS

Drawing insights from recent data, economic experts and local stakeholder knowledge surfaces a set of clear areas of action.<sup>2</sup> In order to mitigate recessionary forces, address key inequities, and prepare the region for a full recovery, the plan calls for three target impact areas.

- 1 Help small businesses recover and grow
- 2 Advance economic mobility for individuals
- 3 Support families and children

While distinct, the target impacts are also interrelated. For example, increasing access to childcare provides the necessary services for individuals to return to work and maintain economic mobility. This in turn provides an available workforce that is necessary to sustain small businesses.

The Bridge team, with Metro and GPEDD staff, engaged regional stakeholders that currently have programs and funding dedicated to areas such as small business and job skills development—the stakeholders that are critical for delivering the resources and technical assistance to unemployed and small businesses (see Appendix B). Their input helped define the regional small business ecosystem and identified potential resources that can be aligned and leveraged to support the Recovery Plan, culminating in the Action Matrix (see Appendix A). For each priority in this plan, the Action Matrix identifies an action, lead organization, and a set of metrics to direct implementation by Metro and GPEDD staff.

# HELP SMALL BUSINESSES RECOVER & GROW

## PRIORITY 1

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and the economic downturn.

### The Challenge

Restaurants were clearly decimated by the pandemic shut-down and the struggles in this sector dominated headlines. However, the region also needs to consider other industries that are important to the local economy and are also shedding jobs: accommodation (hotels, motels, inns, etc.), automotive and air transportation. During March through August 2020, the following job losses were reported in the Portland Metro Area among companies of all sizes: Accommodation -4,500, Automotive -1,000 and Air Transportation -1,000.<sup>3</sup> Regional economists predict even more job cuts in these industries.

In companies with 100 or more employees, 56% of reported layoffs during March through September were in industries forecasted to be at high risk of disruption due to pandemic and recession forces (see Table 1). Approximately 8,106 workers in these industries have lost their jobs and nearly one-third (29%) are expected to be permanent.<sup>4</sup> The majority of the layoffs (6,877) in the high-risk industries occurred in the accommodation, amusement and recreation, and food and drink industries.

The pivot to ecommerce for retail businesses may not be straightforward and some business owners may require technical assistance, which they may not be able to afford. New software and marketing strategies bear additional costs.

While each of these industries is important to the economy because they are major employers and drivers of economic growth, fewer amenities (restaurants, retail stores and resorts) also will damage the Greater Portland area's competitive advantage over peer metros in terms of attracting talent. This could ultimately limit the region's growth and tarnish the "amenity rich" brand of the region. Business closures in these sectors could also push thriving neighborhoods into decline.

Additionally, as we continue to learn about a safe reopening, we should explore advocating for regulations that protect public health, while also promoting economic recovery to help businesses in crisis. For example, some local economic development practitioners continue to hear that having the Oregon Liquor Control Commission allow restaurants to sell take-out spirits or stay open until 11:00 pm could be the difference-maker in survival.

### Recommended Action Example:

Over 40 microenterprise businesses, many consumer-oriented, conveyed in a meeting hosted by Microenterprise Services of Oregon (MESO) that they need help with three core areas:

- Rent relief
- Skills to expand into a digital market place
- Consistent regulations across the region

The Action Matrix identifies the opportunity to provide rent negotiation services between tenants and landlords through the Lewis and Clark Small Business Law Clinic (SBLC). Additionally, there is a proposed concept to develop an "ecommerce bootcamp" that provides the necessary software, skills training (in multiple languages) and strategy development for social media ad purchases. However, at this time, there is no identified lead organization that can provide this service for the region. Finally, GPEDD/GPI will convene regional economic development practitioners to address specific regulations identified by the businesses.



## PRIORITY 2

Identify forward-looking interventions for 13 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on the traded sector to drive growth.

### The Challenge

Based on ECONorthwest's risk assessment of disruption due to the pandemic and subsequent recession, 13 of the 88 industries in the tri-county Oregon region were identified as high risk.<sup>5</sup> High risk of disruption means there is a significant probability that the business will experience some contraction (loss of customers). As the pandemic has progressed, risk has shifted largely from people likely to lose their job, be furloughed, or experience a reduction in hours/salary, to the risk of

continued unemployment, permanent layoff, and risk of business closure.

The thirteen high-risk industries (listed in Table 1) represent 136,416 employees and a mix of local and traded sectors.<sup>6</sup> Two traded clusters that represent a strong competitive advantage for the Greater Portland region—Design and Media and Software—would be impacted by businesses contracting or closing in the Film and Recording industry, potentially leading to lost economic gains in the long-run.

### Recommended Action Example:

Continuing to promote and foster the creative film industry not only supports the traded-sector industries within the design and media and software clusters, but also the regional travel and recreation industry. Specifically, the Oregon Made Creative Foundation for Film and Recording is focused on supporting BIPOC individuals through their grant program. (One recent award went to "Pedal Through", a film about three young black women taking on a week-long adventure with mother nature in Oregon's backcountry.)

- Build off this small program with increased funding and an intentional alignment with the industries above such as travel, museums and performing arts. Targeted film development will help retain the local creative workforce, while developing authentic advertising materials that promote the region and bolster consumer interest and sales upon the return of market opportunities.

TABLE 1

Industries at high risk of disruption due to pandemic and recession	3-digit NAICS code
Food & drink establishments	772
Amusement & recreation	713
Automotive	441
Accommodation	721
Healthcare stores	446
Air transportation*	481
Furniture stores	442
Electronics & appliances	443
Performing arts & sports	711
Film & recording*	512
Transit	485
Museums, parks & zoos	712
Tour companies	487

\* represents industries in traded clusters.

# HELP SMALL BUSINESSES RECOVER & GROW

## PRIORITY 3

All small businesses are important, but focus interventions on what is needed to stabilize and reopen businesses with 11-50 employees.

### The Challenge

During March 2020, approximately 30% of small businesses closed their doors in each of the four counties.<sup>7</sup> Some small businesses began to recover after the initial COVID shutdown was eased, but as the pandemic and recession continues, more small businesses are likely to fail. In turn, the recovery of businesses has been inequitable due in part to the unbalanced distribution of federal emergency relief funds.

As we heard from stakeholders, businesses are not only challenged by tough economic realities and the need to change their models, but also by changing public health regulations. Businesses in the construction industry, for example, told us they need safety consulting at their job sites. In the food manufacturing sector, business is booming, but they are facing increased health safety risks for their workers.

Oregon and Washington have been ranked among the top states in terms of supporting small businesses during the pandemic, but the bar is low. According to one ranking, only 26 states have (or have had) a statewide loan available for small businesses, with just 17 offering grant-based programs.<sup>8</sup> As of June, Washington had allocated \$18.3 Million to small businesses, compared to a mere \$2.6 Million in Oregon. However, Oregon was ranked higher than Washington because the scoring also included number of loans still available and regulations (e.g., extending business tax deadlines).

In terms of federal support, it has been well documented that federal emergency relief funds are being distributed to a relatively small share of businesses and disproportionately to White-owned businesses. Again, on the same index mentioned above, Washington and Oregon were ranked relatively high, outperforming other states in terms of dispersing federal funds to small businesses. In Washington, 608,956 businesses received

\$12 Billion in federal funds. In Oregon, 377,860 businesses received \$6.7 Billion.<sup>9</sup>

Data shows that small businesses with 11-50 employees are second only to large corporations (501+ employees) in terms of share of employment in the tri-county Oregon area—23% and 24% respectively.<sup>10</sup> Further, small businesses of this size are typically more likely to scale, which means they are important drivers of future growth in the region. Finally, it is within this segment of small businesses that the highest number of employees face the greatest risk of disruption; nearly 45,000 jobs in the region are at high-risk for elimination.

### Recommended Action Example:

Businesses with 11-50 employees comprise many local construction and manufacturing firms that are traditionally family-owned, some for several generations. Over time, they have developed a meaningful customer base and are important suppliers in the regional supply chain. Retention of these businesses is essential to the region's recovery.

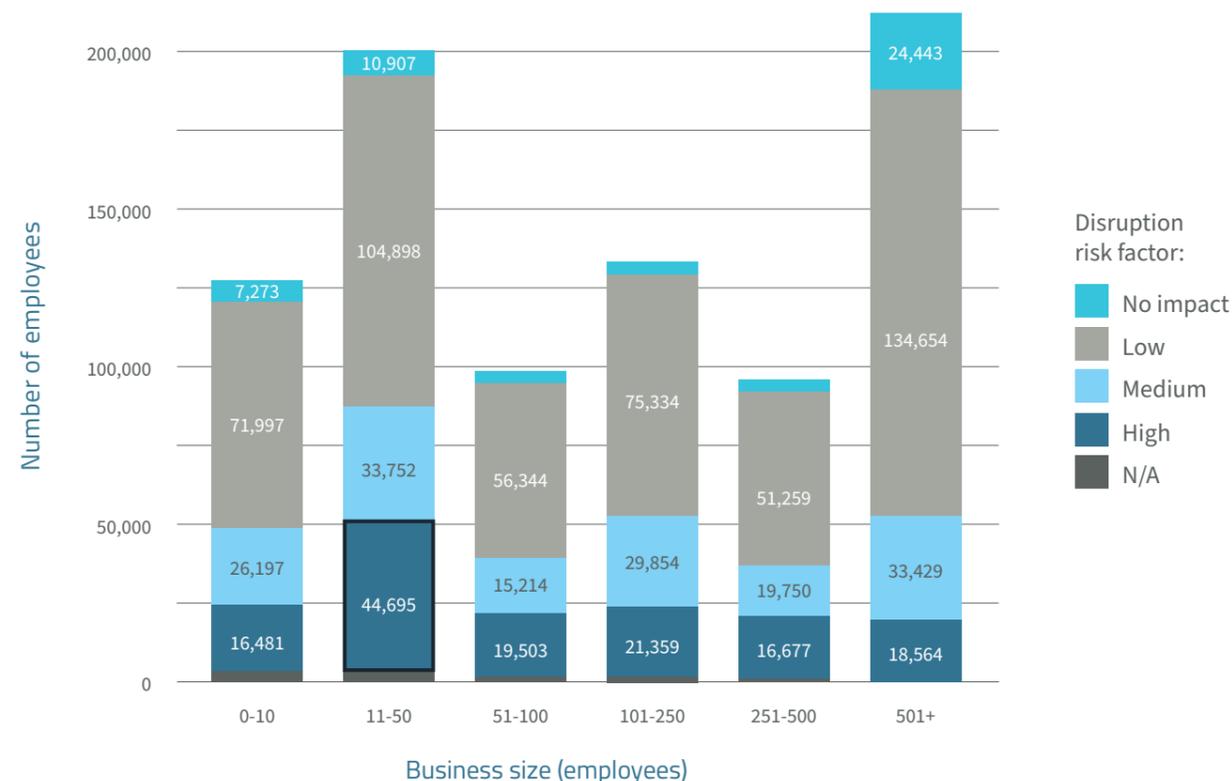
- A set of specific actions pertaining to Minority, Women Business Enterprise (MWBE) construction firms, such as Alcantar and Associates, are outlined in the Action Matrix.
- Additionally, services to provide succession planning, improve office management, and enhance access to new technologies for manufacturing are identified as important actions.

Additionally, as we continue to invest in our region's infrastructure during this recovery, we can create living-wage employment opportunities for displaced workers. Portland International Airport's \$2 billion investment in PDX Next is one such example.



## DISRUPTION RISK BY BUSINESS SIZE

Portland metro tri-county area



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, ECONorthwest Analysis.

# 73%

## OF BUSINESSES IN THE REGION EMPLOY FEWER THAN 10 EMPLOYEES

— U.S. Census Bureau, County Business Patterns, 2018

### HELP SMALL BUSINESSES RECOVER & GROW



#### PRIORITY 4

BIPOC and microenterprise (fewer than 10 employees) business owners need targeted investment to ensure that they receive a proportionate share of technical assistance and capital that is critical to their survival.

##### The Challenge

Nationally, BIPOC-owned businesses have been disproportionately impacted by the COVID-19 pandemic. This is due not only to the inequitable distribution of federal resources but to systemic inequities that have left these businesses undercapitalized and underperforming, leading to higher failure rates. For example, new research by JPMorgan Chase finds that Black-owned businesses had revenues and profit margins less than half those of White-owned businesses and about two-thirds the level of cash liquidity. Black- and Latinx-owned businesses with revenues and cash liquidity comparable to White-owned businesses were just as likely to survive.<sup>11</sup>

Seventy-three percent of the 67,269 businesses in the 4-County GPEDD region are microbusinesses (with 9 employees or fewer). About 75% of those microbusinesses in the region employ fewer than five employees.<sup>12</sup> This segment of small businesses includes the start-ups and

family-owned businesses that provide reliable income for marginalized households that may otherwise be categorized as the working poor.

Inequitable disruption means inequitable recovery. The permanent loss of BIPOC-owned businesses and microbusinesses will exacerbate income inequality in the Greater Portland metro area, creating a drag on recovery and economic growth.

The access to capital barriers facing BIPOC and microbusiness owners points to the importance of alternative financial institutions, such as Community Development Financial Institutions (CDFIs). However, stakeholders have noted that small businesses are wary about taking on more debt in the current environment. In addition, access to capital also requires financial education, which is important to provide to these business owners, but small business development/entrepreneurial support organizations are facing burn out in these challenging times.

##### Recommended Action Example:

The impacts of the pandemic have highlighted the critical importance of the microenterprise support organizations (e.g., MESO, Adelante Mujeres, Craft 3, Mercy Corps, and others). The role these organizations provide is key to an equitable recovery as they can draw on relationships with business owners and entrepreneurs in the BIPOC community that have been hit hardest by the pandemic. These agencies will continue to serve as critical partners throughout the region's response to the recession. Microenterprise businesses have an immediate need to improve capital access without requiring them to take out more loans, which only increases financial burden and reduces future growth opportunities.

- It is essential to expand funding to microenterprise support organizations in support of the businesses and clients they assist and help grow.
- Address inequities in current and future access to capital by paying off all existing CDFI loans for business owners in the Greater Portland metropolitan region that are making 80% of median household income (\$42,584) and can show that they have made efforts to reopen their businesses.

# ADVANCE ECONOMIC MOBILITY FOR INDIVIDUALS

## PRIORITY 5

Focus workforce interventions on low-income residents that need additional training or education with targeted interventions for BIPOC residents.

### The Challenge

Across the four county metro area, as of May 30, 2020, about 30% of low-income workers in all major industries had lost their job during the pandemic.<sup>13</sup> More recent data shows continued job losses for low-income workers in Clackamas (42%) and Multnomah (44%) Counties, while the trend has improved somewhat for low-income workers in Clark County (15%). Data was not available for Washington County.<sup>14</sup> Further, more than half (51%) of the unemployment claims in the Greater Portland metro area are in industries where the average pay is \$50,000 or less.<sup>15</sup>

The majority of workers (65%-88%) in the 13 high-risk industries in the tri-county Oregon area have less than a BA degree, making them less competitive in the job market. Black employees are overrepresented in all of the 13 high-risk industries except

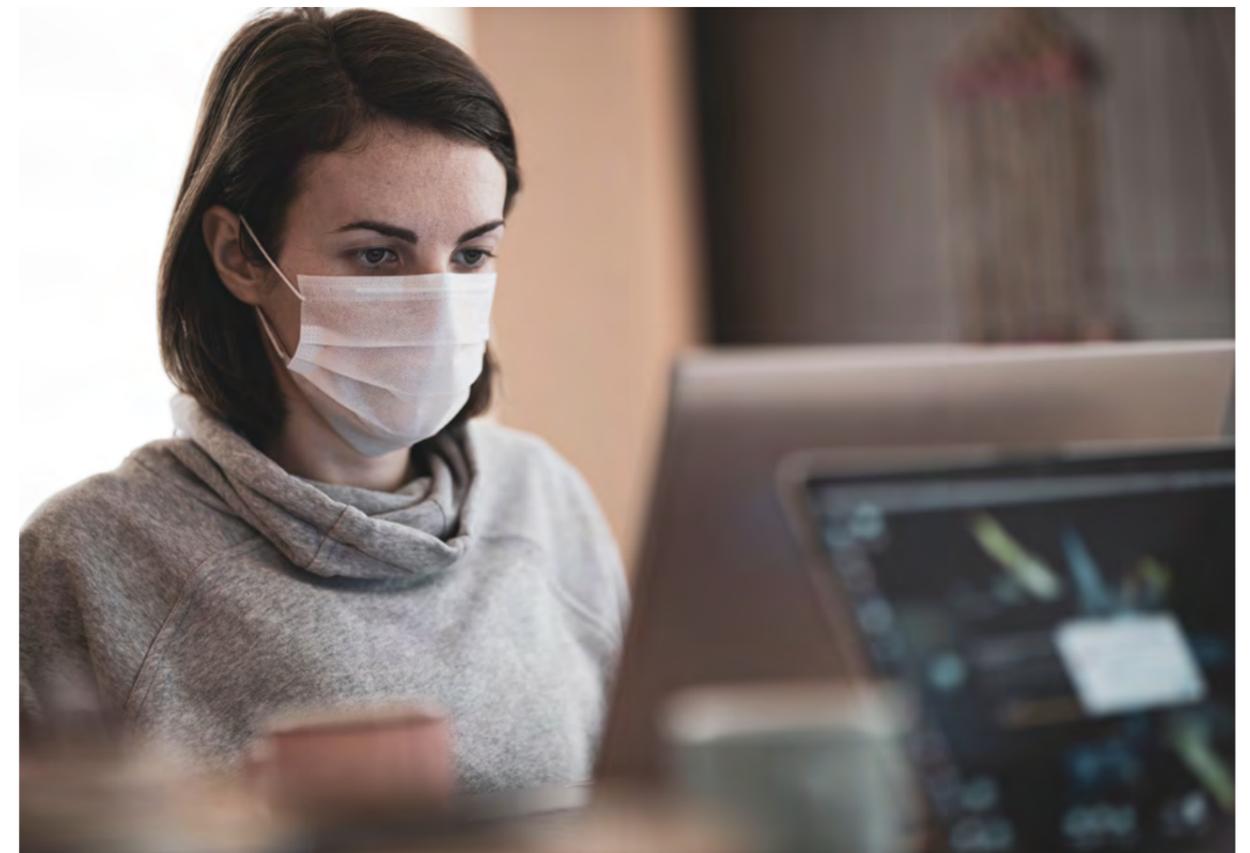
Automotive, meaning they face a disproportionate share of job loss risk.<sup>16</sup>

### Black employees face a disproportionate share of job loss risk.

Black and Latinx employees are also overrepresented in unemployment claims in Oregon. Black workers represent 2% of the labor force, but 3% of unemployment claims. Latinx employees represent 12% of the labor force and 13% of unemployment claims.<sup>17</sup> Further, new research shows that nationally, Black workers are not only overrepresented in frontline jobs deemed “essential” during the pandemic, but also in lower-wage frontline occupations. This means

they are at higher risk not only of job loss (because they are in the low-wage service sector which is experiencing the highest job loss), but also of contracting COVID.<sup>18</sup>

Workforce stakeholders reminded us that workforce development needs to go beyond skills development and should consider the ability to access work with child care, affordable housing and transportation. While there are existing programs to connect transportation and housing affordability with workforce development, the majority of actions needed to address these substantial issues require significant time and resources. To advance them effectively, such actions will be evaluated for further development and alignment with input from service providers in the five-year Comprehensive Economic Development Strategy.



### Recommended Action Example:

The Portland Metro region is served by three workforce organizations (WorkSystems, Workforce Southwest Washington and Clackamas Workforce Partnership) that work together under the bi-state Columbia Willamette Workforce Collaborative (CWWC). These organizations serve a critical role in working with the recently unemployed to provide the training to develop new skills that allow for placement in new job opportunities.

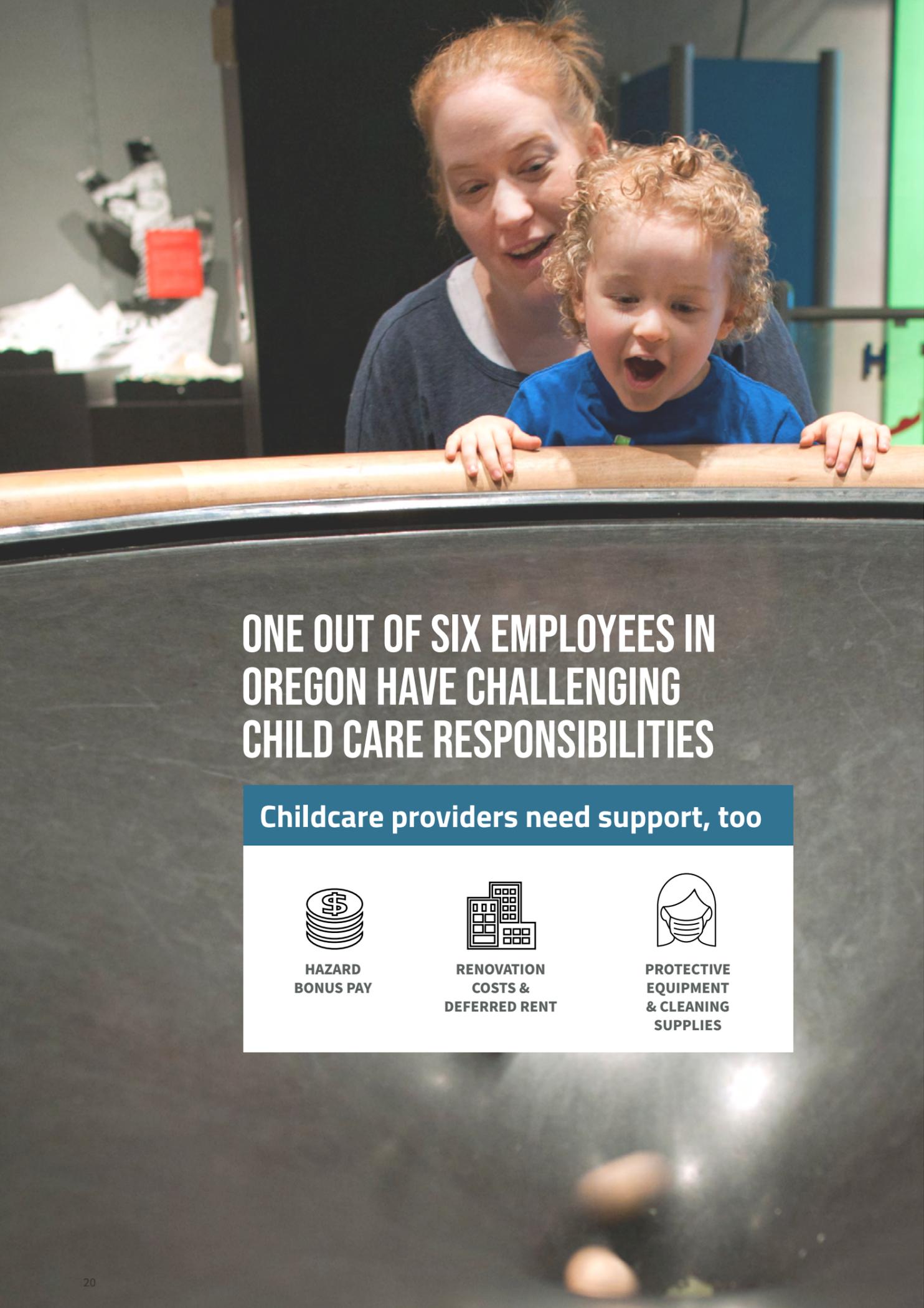
- To help individuals find new jobs during the pandemic,

an enhanced bi-state virtual platform that broadens access to the public workforce system is necessary.

- The CWWC would also like to invest in subsidized “earn and learn” initiatives for workers and employers. These include stipends, paid-work experience and on-the-job training and career ladder initiatives that deliver employability and basic skills, certified training and other skill development services, while off-setting costs incurred with training new employees.

- Address the inability for nurses to receive crucial clinical training, which is required to graduate and has been delayed during the pandemic. In all training programs, a specific focus on BIPOC individuals is identified and will be measured.

- Facilitate connections between the private sector, anchor institutions, public agencies, unions and community-based organizations to help advance economic mobility for BIPOC workers, such as career pathways and hiring practices.



# ONE OUT OF SIX EMPLOYEES IN OREGON HAVE CHALLENGING CHILD CARE RESPONSIBILITIES

Childcare providers need support, too



HAZARD BONUS PAY



RENOVATION COSTS & DEFERRED RENT



PROTECTIVE EQUIPMENT & CLEANING SUPPLIES

# SUPPORT FAMILIES & CHILDREN

## PRIORITY 6

Invest in public health interventions for child care providers – with communications that protect households from further spread of COVID-19 and provide more certainty for businesses to invest in operations and recovery.

### The Challenge

The economy cannot recover until we prevent the further spread of COVID-19. Across all sectors, businesses that are hiring say many potential employees have insurmountable child care responsibilities. Recent research finds that one out of six employees in Oregon have challenging child care responsibilities: they work in an occupation that does not allow them to work from home and no other non-working adult is present in the household.<sup>19</sup>

We heard from child care providers that they are suffering and need assistance with hazard bonus pay and deferred rent. They also need support to offset costs associated with renovating

their facilities and the additional equipment and cleaning supplies needed to meet COVID safety regulations. These operations are vital for individuals to return to work and maintain economic mobility, which in turn provides the available workforce that is necessary to sustain businesses and allow for economic growth. Due to the safety regulations required to operate, the providers can only serve half the typical number of children, which impacts operating revenues. These burdens are significant for an industry that was already struggling to adequately pay teachers without significantly increasing tuition costs for parents.

### Recommended Action Example:

More than 10 child care providers shared insights regarding the challenges in maintaining their operations and adequately paying staff.

- Address providers' needs for continued delivery of PPE, cleaning and general supplies, and food to off-set operation costs.
- Provide grants to pay for facility renovations, furniture and supplies required through new COVID safety regulations to help maintain healthy operations.
- Provide grant support to provide teacher hazard pay as an important action to maintain viable operations.





# GPEDD BOARD

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Delta Air Lines

**Shannon Stadey**  
City of Gresham

**Graham Trainor**  
Oregon AFL-CIO

# APPENDIX

# BOARD ADVISORS

The Board Advisors listed below participated in this expedited planning process in a number of different ways including focus groups, attendance in GPEDD board meetings, one-on-one conversations, and review of materials. Every type of involvement was helpful and made our process and this plan better. We thank everyone very much for their time and insights.

**Rukaiyah Adams**  
Meyer Memorial Trust

**Jasmine Agnor**  
Oregon Manufacturing Extension Partnership

**Cupid Alexander**  
City of Portland

**Raihana Ansary**  
Office of Governor Kate Brown - Regional Solutions, Metro Region

**Jasmine Avgerakis**  
Mercy Corps

**Jana Bitton**  
Oregon Center for Nursing

**Emily Bower**  
Gresham Redevelopment Commission

**Carmen Castro**  
Hispanic Metro Chamber

**Andrew Colas**  
Colas Construction

**Patrick Criteser**  
Tillamook County Creamery Association

**Ernesto Fonseca**  
Hacienda CDC

**Chris Green**  
Washington Department of Commerce - Office of Economic Development and Competitiveness

**Bryan Guiney**  
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**Laura Hanson**  
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**Nkenge Harmon Johnson**  
Urban League of Portland

**Scott Hatley**  
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**Ivette Heredia**  
Adelante Mujeres

**Sydney Johnson**  
Fourth Plain Forward

**Mayor Tim Knapp**  
City of Wilsonville

**Keith Leavitt**  
Port of Portland

**Nansi Lopez**  
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**Jan Mason**  
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**Mayor Anne McEnerny-Ogle**  
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**Jeff Miller**  
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**Linda Moholt**  
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**Marcus Mundy**  
Coalition of Communities of Color

**Kenechi Onyeagusi**  
Professional Business Development Group

**James Parker**  
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**Stephen Percy**  
Portland State University

**Council President Lynn Peterson**  
Metro

**Nitin Rai**  
Elevate Capital

**Lynn Renken**  
Mercy Corps

**Commissioner Martha Schrader**  
Clackamas County

**Nita Shah**  
Micro Enterprise Services of Oregon

**Commissioner Lori Stegmann**  
Multnomah County

**John Tolbert**  
Black American Chamber

**Commissioner Pam Treece**  
Washington County/Westside Alliance

**Brian Wall**  
Oregon State University

**Sabrina Wilson**  
Rosewood Initiative

**Andrew Zimmerman**  
Craft3

# STAKEHOLDERS

During June and July 2020, the consultant team and Metro and GPI staff met with the following stakeholders to inform recommended priorities and actions:

**40 Microenterprise and consumer-oriented businesses**

**12 Childcare providers**

**Nita Shah**  
Micro Enterprise Services of Oregon

**Andrew Zimmerman**  
Craft3

**Lynn Renken**  
Mercy Corps

**Maribel De Leon**  
**Ivette Heredia**  
Adelante Mujeres

**Jasmine Agnor**  
Oregon Manufacturing Extension Partnership

**Jana Bitton**  
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**Kenechi Onyeagusi**  
Professional Business Development Group

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**Tim Duy**  
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**Jerry Johnson**  
Johnson Economics

**Shannon Stadey**  
City of Gresham

**Lloyd Purdy**  
City of Tigard

# ACTION MATRIX

This matrix is intended to guide staff and stakeholders toward immediate action. It is a “living document” that can respond to new opportunities that may emerge over the next 24 months. The Lead Organizations noted below are recommended champions or key points of contact for the actions. However, they are not solely responsible for implementation and will need further support.

## HELP SMALL BUSINESSES RECOVER & GROW

### PRIORITY 1

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and economic downturn

Outcome/metric: Number of BIPOC and total consumer-oriented businesses supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Provide technical services to renegotiate lease terms with landlord. Fund a grant match program specifically to finance renegotiated lease terms.	SBLC	Law Firms, Commercial Brokers
Develop regional policy to waive or reduce fees for consumer-based businesses (e.g. farmers markets, restaurants, child care)	GPI	Regional EDP
Develop regional standards to expedite TI permits related to COVID and potential grants to fund improvements. Potentially include cost of heaters and awnings to allow for outdoor seating in winter, which may be more acceptable to customers.	GPI	Regional EDP
Develop a regional policy for cities/counties to hire special inspectors or 3rd party inspectors to aid construction review in the field, per state building code regulation. Prioritize hiring BIPOC 3rd party inspector.	GPI	Regional EDP
Provide regional training for cities/counties regarding cultural competency when delivering technical services for BIPOC businesses accessing financial institutions, business development services	GPI	Regional EDP
Explore advocating for regulations that protect public health, while also promoting economic recovery to help businesses in crisis. For example, some local economic development practitioners continue to hear that having the Oregon Liquor Control Commission allow restaurants to sell take-out spirits or stay open until 11:00pm could be the difference-maker in survival.	GPI	

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

### PRIORITY 2

Priority 2: Identify forward looking interventions for 13 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on traded sector to drive growth

Outcome/metric: Number of BIPOC and total businesses that are at highest risk of disruption supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Enhance grant funding through Oregon Made Creative Foundation for Film and Recording industry tied to DEI efforts. Prior grant award example: “Pedal Through”, a film about three young black women taking on a week-long bike packing adventure full of joy, healing, and mentorship with mother nature in Oregon’s backcountry.	Oregon Film	
Technical and advisory services for business financials and understanding, marketing and sales pipeline strategy, and growth services.	OMEP	Impact WA
Connect manufacturers with business expansion opportunities through exporting and supplying to the DOD. Conduct custom supplier matching and supplier scouting to shorten supply chains and reduce risk.	OMEP	Impact WA, Business Oregon, PNDC, MEP National Network
For the manufacturing sector, provide or distribute grants for COVID education, operational excellence and workforce training / retention, food processing safety advice. (Also tied to Priority 3.1)	OMEP	Impact WA, Prosper Portland, Business Oregon, PNDC
Help businesses adopt and finance new technology to enhance jobs and skills, including gaining the tools to move from paper to cloud based services	OMEP	OMIC –Factory of Tomorrow, Impact WA

### PRIORITY 3

Priority 3: All small businesses are important, but focus interventions on what is needed to stabilize and reopen businesses with 11-50 employees

Outcome/metric: Number of BIPOC and total businesses with 11-50 employees supported

Action	Recommended Lead Organization	Recommended Partners to Engage
Technical assistance and grants focused on acquisition of software and technical training to scale construction and manufacturing businesses (improve office operations). Consulting services for succession planning. Provide consistent funding for staff.	OMEP, PDBG	SBDC, Oregon State (Austin Family BC)
Mobilize Construction Career Pathways on publicly funded construction projects across the region to create career pathways for women and people of color and advance unified procurement processes that support the growth and participation of women and minority owned firms.	Metro	Construction Career Pathways (C2P2)
Implement regional program to enforce jobsite culture training on publicly funded construction projects to address hostility and bullying so firms can retain and advance BIPOC employees.	CWWC	Oregon Tradeswomen

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

# HELP SMALL BUSINESSES RECOVER & GROW

## PRIORITY 4

BIPOC and microenterprise (less than 11 employees) business owners need targeted investment to ensure they receive proportionate share of technical assistance and capital that are critical to their survival.

**Outcome/metric: Number of BIPOC and total microenterprise businesses supported**

Action	Recommended Lead Organization	Recommended Partners to Engage
Pay off all existing CDFI loans for business owners in the Portland metropolitan region that are making 80% of median household income (\$42,584) and can show that they have made efforts to reopen. All loan clients are unbanked - if they default would have a hard time getting credit again.	MESO	CDFIs
CDFIs need additional funds for loan loss reserves of 20 to 25% to cover risk. Work with foundations and other sources of capital to evaluate restrictions on capital for CDFIs. Currently hard to serve BIPOC community with loan underwriting requirements to meet capital source requirements.	MESO	PDBG, CDFIs
Develop culturally competent one-on-one training, including advice for financing and financial literacy.	MESO	CDFIs, PDBG
Develop a regional pool of firms on retainer (services for legal, accounting, marketing and graphic design services) with CDFIs to provide quality services subsidized rates.	Craft3	PDBG, OMEP
Promote the availability of the Oregon Saves retirement fund (and Washington equivalent if available) for microenterprise businesses to enhance wealth creation for themselves and their employees.	Oregon Saves	CDFIs

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

# ADVANCE ECONOMIC MOBILITY FOR INDIVIDUALS

## PRIORITY 5

Focus workforce interventions on low-income residents that need additional training and/or education with targeted interventions for BIPOC residents

**Outcome/metric: Number of BIPOC and total low-income residents that need additional training and/or education receiving targeted interventions**

Action	Recommended Lead Organization	Recommended Partners to Engage
Establish a virtual platform to broaden access to the public workforce system, deliver employability and, basic skills, certified training and other skill development services.	CWWC	
Support tuition for BIPOC students pursuing computer science, coding or other STEAM degrees	Colleges/ Coding School	
Create a regional funder collaborative focused on diversifying the construction workforce.	CWWC	Construction Career Pathways (C2P2), OMEP
Fund nursing education cultural competency programs to help ensure BIPOC student graduation.	Nursing Schools	
Help nursing programs access clinical training opportunities restricted due to COVID-19.	Oregon Center for Nursing	Hospitals, Long-term care agencies, Pharmaceutical
Develop a regionally subsidized earn and learn initiative for workers and employers – stipends, paid-work experience, internships, on-the-job training (common outreach, policies, documents) to skill-up and/or retrain BIPOC and other low-income workers impacted by job loss into new careers in a format supportive of people in poverty.	CWWC	PDBG, OMEP
Provide career coaching and occupational training to re-career impacted BIPOC and other low-income workers into middle income occupations that have remained constant or are currently growing, such as construction and truck driving.	CWWC	
Fund slots in small childcare businesses that enable BIPOC and other low-income people impacted by the crisis to participate in occupational training and get a footing in their new careers.	CWWC	
Adopt the New World of Work essential workplace competencies as the regional standard.	CWWC	
Facilitate connections between the private sector, anchor institutions, public agencies, unions and community-based organizations to help advance economic mobility for BIPOC workers, such as career pathways and hiring practices.	GPI/ CWWC	

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

# SUPPORT FAMILIES & CHILDREN

## PRIORITY 6

Invest in public health interventions and communications that prevent further spread of COVID-19 to provide more certainty for businesses to invest in operations and recover.

**Outcome/Metric:** Number of BIPOC and total businesses supported to prevent further spread of COVID-19 and stabilize business

Action	Recommended Lead Organization	Recommended Partners to Engage
Continue to deliver PPE, cleaning supplies, general supplies, and food to child care providers.	Early Learning Division (ELD)	
Establish a grant fund to pay for outdoor learning and play equipment for healthier environments for child care.	Child Care Resource & Referral (CCR&R)	
Establish a grant fund to pay for facilities renovations, furniture & supplies required through new COVID safety regulations for child care.	CCR&R	
Establish a grant fund for child care teacher hazard bonus pay.	CCR&R	

## PROPOSED ACTIONS THAT CURRENTLY DO NOT HAVE A LEAD ORGANIZATION

Throughout the planning process, stakeholders identified the following actions that are critical for economic recovery but do not have designated lead organizations. Throughout the next many months, the Implementation Task Force will work to identify lead organizations.

# HELP SMALL BUSINESSES RECOVER & GROW

## PRIORITY 1

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and economic downturn

**Outcome/metric:** Number of BIPOC and total consumer-oriented businesses supported

Action	Recommended Partners to Engage
Develop a regional ecommerce boot-camp in different languages with cultural competency with technical training, software and platform development to incorporate ecommerce sales into business plan.	Monsoon Software/ Bricks Need Mortar

## PRIORITY 2

Identify forward looking interventions for 13 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on traded sector to drive growth

**Outcome/metric:** Number of BIPOC and total businesses that are at highest risk of disruption supported

Action	Recommended Partners to Engage
For the manufacturing sector, develop a regional virtual B2B marketplace that builds off the existing Business Oregon PPE marketplace.	PNDC, Business Oregon and OMEP

The noted Lead Organization is the recommended champion and key point of contact for implementation. However, the Lead Organization is not solely responsible for implementation; it will need other funding and partners to implement the work which Metro and GPEDD staff will help secure.

# HELP SMALL BUSINESSES RECOVER & GROW

## PRIORITY 4

BIPOC and microenterprise (less than 11 employees) business owners need targeted investment to ensure they receive proportionate share of technical assistance and capital that are critical to their survival.

**Outcome/metric: Number of BIPOC and total microenterprise businesses supported**

Action (Stabilize Business)	Recommended Partners to Engage
Develop regional process and criteria for grant applications (e.g. timing for applications – need at least one week)	
Develop regional policy to engage building permit department and fire inspectors that meet with businesses to help educate businesses on available grants and programs.	
Engage in regular communications with utility providers including any special districts in order to pulse and coordinate invoice deferral and late fee forgiveness.	
Develop one regional volunteer network to help all organizations with basic support (e.g. how to have a Zoom call) for clients	

Action (Expand Business)	Recommended Partners to Engage
Develop a website portal for people to post finance needs and all potential lenders (e.g. Banks, CDFIs) can respond.	MESO
Provide adequate funding to CDFIs for technical assistance (20%) and underwriting administration (5%) with all grant and loan capital.	MESO
Convene banks, credit unions, and CDFI lenders to improve collaboration on loans and use of funds to comply with Community Reinvestment Act (CRA).	MESO

# SUPPORT FAMILIES & CHILDREN

## PRIORITY 7

Invest in public health interventions and communications that prevent further spread of COVID-19 to provide more certainty for businesses to invest in operations and recover.

**Outcome/metric: Number of BIPOC and total businesses supported to prevent further spread of COVID-19 and stabilize business**

Action	Recommended Partners to Engage
Develop regional standard to improve flexibility of land use code for use of retail space and allowing child care facilities to meet expansion needs.	

## PRIORITY 8

Improve K-12 support

**Outcome/metric: Number of BIPOC and total students supported**

Action	Recommended Partners to Engage
Work with City of Portland Digital Divide program and expand provision across region. Provides Chromebooks and internet service.	Suma program at Verde, City of Portland, Multnomah County
Begin to coordinate with private communication providers on weak service zones within the region and resolve. (Long-term action that ties into CEDS)	

## PRIORITY 9

Reduce child care costs for parents (rather long-term and may need to move to CEDS)

**Outcome/metric: Number of BIPOC and total individuals supported with reduced child care costs**

Action	Recommended Partners to Engage
Establish a grant fund to increase amount of subsidy for child care tuition for families making 80% of median household income.	Akana (administrator)
Establish a fund by private business that invests in a child care service network that supports their employees.	

# ENDNOTES



- 1 Source: Oregon Employment Department & Opportunity Insights
- 2 Quantitative and qualitative data informed a set of priorities that were validated with regional stakeholders to ensure they would lead to the greatest impact (see the separate Data Appendix, available upon request, for a complete list of data sources). The analysis focused on Clackamas, Multnomah and Washington Counties in Oregon and Clark County, Washington, as data allowed.
- 3 Data is for the 7-county Portland Metro Area. U.S. Bureau of Labor Statistics, Current Employment Statistics (CES), August 2020, provided by OED.
- 4 Estimates of permanent job losses included those coded as reductions. Worker Adjustment and Retraining Notification (WARN) data March 15-September 29, 2020 from the Higher Education Coordinating Commission, <https://ccwd.hecc.oregon.gov/Layoff/WARN>, Bridge analysis. WARN notices do not capture all layoffs at large companies.
- 5 ECONorthwest assigned risk to industries at the 3-digit NAICS code level and categorized the risk as High, Medium, Low, and None. Risk was based on observed data locally of initial unemployment claims, continuing claims, as well as national data to identify risk of by industry.
- 6 U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, ECONorthwest analysis.
- 7 Opportunity Insights Economic Tracker, <https://www.tracktherecovery.org/> accessed July 22, 2020, data from Womply. County-level updates were not available as of October 5, 2020.
- 8 Best Accounting Software analyzed and ranked the level of support states offer small businesses in June 2020, available at <https://bestaccountingsoftware.com/us-small-business-support-covid/> accessed July 22, 2020. State rankings consider State, Local and Private funds for small businesses. SBA loans are not included.
- 9 Best Accounting Software analyzed and ranked the level of support states offer small businesses in June 2020, available at <https://bestaccountingsoftware.com/us-small-business-support-covid/> accessed July 22, 2020. State rankings consider State, Local and Private funds for small businesses. SBA loans are not included.
- 10 U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, Bridge analysis.
- 11 D. Farrell, C. Wheat and C. Mac (July 2020). Small Business Owner Race, Liquidity, and Survival. JPMorgan Chase Institute.
- 12 U.S. Census Bureau, County Business Patterns, 2018.
- 13 Change in employment rates among workers (not seasonally adjusted) from January to May 30, 2020. Low-income defined as bottom wage quartile. Opportunity Insights Economic Tracker, <https://www.tracktherecovery.org/> accessed July 22, 2020. Data from Paychex and Intuit.
- 14 Change in employment rates among workers (not seasonally adjusted) from January to July 29, 2020. Low-income defined as bottom wage quartile. Opportunity Insights Economic Tracker, <https://www.tracktherecovery.org/> accessed October 5, 2020. Data from Paychex and Intuit.
- 15 Oregon Employment Department (OED) and Washington Employment Security Department, Continued Claims for Unemployment Insurance, August 2020; U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW) 2019; OED analysis.
- 16 U.S. Census Bureau, American Community Survey (ACS), Public Use Microdata Sample (PUMS) 2018, ECONorthwest analysis. This was the latest available data when this report was drafted.
- 17 U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 4Q2018, ECONorthwest analysis; Oregon Employment Data (OED), Continued Claims for Unemployment Insurance, October 7, 2020, and U.S. Bureau of Labor Statistics.
- 18 A. Tomer and J. Kane. "To protect frontline workers during and after COVID-19, we must define who they are." Brookings Institute, Wednesday, June 10, 2020.
- 19 J. Lehner, "COVID Challenges Working Oregon Parents," Oregon Office of Economic Analysis, August 27, 2020.

# PROJECT TEAM

This project is funded in part by the U.S. Economic Development Administration's Coronavirus Aid, Relief, and Economic Security (CARES) Act for economic development assistance programs to help communities respond to the coronavirus.



## Greater Portland Economic Development District

The Greater Portland Economic Development District (GPEDD), staffed by Greater Portland Inc, is a not-for-profit organization working in Clackamas, Multnomah, and Washington counties in Oregon and Clark County in Washington. GPEDD is funded primarily through grants awarded by the U.S. Department of Commerce's Economic Development Administration (EDA).

GPEDD is currently focused on developing the next bi-state Comprehensive Economic Development Strategy (CEDS) which will establish and maintain a robust economic ecosystem by building regional capacity that contributes to individual, firm, and community success. GPEDD updates its CEDS every five years in order to continue qualifying for EDA assistance under its Public Works and Economic Adjustment Assistant programs.

GPEDD is managed by a Board of Directors representing principal economic interests in the region, including the private sector, public officials, community leaders, workforce development, higher education, minority and labor groups, and private individuals. This group oversees the development and five-year implementation of the CEDS. The GPEDD Board of Directors convenes quarterly.



## Metro

Metro brings people together to shape the future of greater Portland and provides parks, venues and services across cities and counties. Led by an elected council, this unique government ensures Oregonians have a voice in parks and nature, land and transportation, garbage and recycling, and arts and event venues.



Bridge Economic Development, LLC is a Woman-Owned Business Enterprise (WBE) economic development consulting firm that works with cities, counties and regional organizations to deliver actionable steps to grow an economy that serves the entire community. Setting them apart from other firms is ten years of combined experience working within a regional economic development organization and managing a municipal economic development department.



The Feeding Cities Group is a social enterprise established to create equitable and resilient urban food systems. It also houses the Equitable Evaluation Practice, which specializes in measuring the impact of entrepreneurial support organizations in disadvantaged neighborhoods and on marginalized entrepreneurs. Kimberly Zeuli, PhD, the Founder and Managing Director, is an economist and consulting partner with Bridge Economic Development on broader issues of resilience and recovery.



ECONorthwest provides independent, insightful, and relevant analyses that strengthen policy and investment decisions. Since 1974, ECONorthwest has served a diverse range of public and private sector clients across the United States: business management and labor unions; conservationists and energy companies; public planning departments and private developers; litigation plaintiffs and defendants.



Camille E. Trummer is a woman-owned boutique social change consulting firm working at the intersections of cultural strategy, community engagement, and facilitation. Camille helps her clients create organizational cultures and design projects that center social, economic, and environmental justice and are responsive to the pace and complexity of our world's greatest challenges and opportunities.

# ACKNOWLEDGMENTS from the authors

Greater Portland Inc (GPI) and Metro provided the leadership and staffing for the Portland Metro Recovery Plan as a timely response to the COVID pandemic and subsequent recession that hit the nation in early 2020. GPI and Metro staff were critical partners in the development of the Plan, especially the thoughtful insights of Brittany Bagent, Bret Marchant and Jeffrey Raker. The ultimate feasibility and implementation of the Plan rests on the good guidance received from the GPEDD Board, who provided feedback throughout the development of the Plan. We also acknowledge the contributions of consultant Camille Elmore-Trummer who ensured all voices of the Board were heard during the process. Finally, we thank our partners Steven Pedigo, Director of the LBJ Urban Lab, University of Texas-Austin, for his thoughtful insights, as well as, Tyler Bump and Mike Wilkerson, PhD, at ECONorthwest, who provided critical data and analysis and guided the development of the emerging economic development federal coalition. We also wish to thank Amy Vander Vliet, Regional Economist, Oregon Employment Department, for generously sharing her time, expertise and data.

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Photos courtesy of Travel Portland, Metro y Port of Portland



# WE MUST CONTINUE BE PROACTIVE AND INNOVATIVE

in helping people get back to work, businesses to stay open, and work towards eliminating racial, gender, and other income disparities that have been exacerbated by the pandemic.

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