Dear Friends,

V Venture Portland started the year with strong leadership, including energized members, a stable Executive Team and aggressive work plan focused on building business district capacity, promotion and infrastructure excellence that resulted in major successes for Portland’s neighborhood business districts. The following report outlines Venture Portland’s FY 2017-2018 accomplishments.

In its 32nd year, Venture Portland’s efforts to build organizational and business district capacity resulted in new leaders and significant, sustained growth. Critical partnerships with key stakeholders and a compelling message about the economic importance of neighborhood businesses resulted in increased recognition of the value of Venture Portland and neighborhood business districts to Portland’s economy.

The coming year will be another one of growth for Venture Portland. After eight years of significant change, the organization is financially stable with a strong track record of success. Venture Portland begins FY 18-19 with a clear focus on neighborhood economic development and the programs, leadership and infrastructure to successfully continue its partnerships to continue supporting neighborhood business districts.

Matthew Micetic

[Signature]

Venture Portland President
EXECUTIVE SUMMARY 2017-2018

3,187 hours of individualized technical assistance (9% increase)

698 requests (16% increase)

1,274 volunteer hours contributed by Venture Portland’s Board

$99,467* awarded to 20 districts for 39 projects leveraging $257,508
*largest total awards in grants program history!

667 business district leaders from 29 districts attended capacity building programs (8% increase)

202 staff visits to business districts (29% increase)

402 social media posts highlighting 52 district events and 991 businesses

55 Capacity Building Events

154% membership and 642% revenue increase in business districts city wide

100 large scale business district events attracted more than 1 million visitors
SUPPORT NEIGHBORHOOD BUSINESS DISTRICTS

Working with our partners to align and coordinate resources, Venture Portland implemented a year-long series of capacity building programs providing significant training and technical assistance to business district leaders. Representatives from 34 business districts participated in at least one of Venture Portland’s capacity building programs. By addressing every stage of a business district association’s lifecycle and all aspects of business district operations from good governance to membership growth, Venture Portland strengthened business districts—between 12/31/09 and 12/31/17, membership increased 154% and revenue increased 642% across business districts city wide, with districts collectively generating $1.3 million in private revenue.

Training and Technical Assistance
Venture Portland increased participation in its training and technical assistance (TA) program 2% over FY 16-17 with 667 business district leaders attending one of 55 capacity building trainings and interest group events that covered everything from the legal responsibilities of nonprofit officers to business district identity and website design and maintenance. We continued our successful public trainings with 10 Trainings (90-minute introductions to Benchmark topics) and 3 Workshops (3-hour, in-depth sessions on Priority Benchmarks helped attendees create immediately actionable programs/plans). Requests for ‘In-District’ trainings increased 133% and reached 12% of total capacity building attendees.

“Your input and counsel is wonderful and will be very helpful with expanding our membership”

“In-district Training, Kenton Business District

“Great to hear stories about different small business experiences”

Visual Merchandising Training

667 unique individuals (8% increase) from 29 districts participated in 55 capacity building events.
Support Neighborhood Business Districts

Training and Technical Assistance Continued
Increased staff efficiency enabled Venture Portland to address 698 individual requests from business districts city wide (16% increase over FY 16-17 and a 43% increase over 24 months). For the first time in five years increases in district participants outpaced increases in requests for assistance, signaling increased district leader engagement and district resiliency. District leaders’ participation continued to shift from general classroom training to personalized assistance including significant utilization of expanded Fee-for-Service Consulting. Staff provided significant strategic support to 23 districts (82% members), helping associations successfully navigate major transitions and implement significant new member-serving programs. Districts also continued to increase their focus on member service/economic development and district identity, with 90 more requests for technical assistance in these areas. And, participation in Venture Portland’s Interest Groups was stable, reinforcing district’s desire for sustained, high-touch assistance over time. In total, Venture Portland provided 3,187.25 hours of training and technical assistance to business district leaders from emerging and established districts, a 9% increase over FY 16-17.

Provided 3,187 hours of training and technical assistance (9% increase) to 667 business district leaders.
SUPPORT NEIGHBORHOOD BUSINESS DISTRICTS

Best Practices
Recognizing the wealth of expertise in Portland’s neighborhood business districts, Venture Portland continued business district sharing by featuring district leaders and case studies at trainings. The expansion of our Best Practices Library with 32 new tools on ‘recurring topics’ helped staff increase service delivery efficiency by disseminating 192 samples and tools to 89% of members. Venture Portland facilitated 20 ‘mentoring connections’, linking leaders from business districts city wide to discuss best practices.

Addressed 698 district-specific requests from business districts city wide (9% increase).

Venture Portland continued our successful ‘interest groups’ for business district Presidents, Staffers and Treasurers. Finally, Venture Portland assessed training attendee confidence/ knowledge: 80% attendees stated increased confidence in all training topics.

Disseminated 192 samples and tools to 89% of members.
PROMOTE AND MARKET NEIGHBORHOOD BUSINESS DISTRICTS

Venture Portland continued its run of positive media coverage for the organization and neighborhood business districts. To increase Portlanders’ understanding of the value of business districts to the city’s economy, Venture Portland strengthened partnerships with key opinion leaders and stakeholders.

Portland neighborhood named one of the top 10 to visit in the country

Updated Oct 3, 2017; Posted Oct 3, 2017

Block x Block: Time traveling in Kenton from hip to historic

Kenton Station, Kenton Business District

Montavilla/East Tabor Business District

Winter Tree Lighting, Foster Area Business District
PROMOTE AND MARKET NEIGHBORHOOD BUSINESS DISTRICTS

Annual Marketing Campaigns
Venture Portland implemented six annual marketing campaigns: ‘Summer Local’, ‘Fall Into Local’, ‘Localize the Season/#PledgeLocalPDX’, #pdxLOVESmallbiz and ‘Portland Celebrates Small’ with calendars featuring 87 business district events (9 first-time events), earned media, strategic partnerships and new collateral. It worked – the organization facilitated 32 media interviews (28 for business district leaders) and secured 120 positive media stories (26% increase) with 163 business district mentions (22% increase).

Published 402 social media posts promoting 52 district events and 991 businesses.

Website/Electronic Communications/Social Media
Venture Portland maintained its online calendar featuring more than 1,200 business district events and meetings and expanded its online Best Practices Library. The organization once again increased social media followers 15% with more than 400 posts highlighting neighborhood businesses (991), business districts (36) and district events (52) city wide (96% engagement). Venture Portland distributed 17 issues of its newsletters, including three district profiles, to more than 3,000 business district leaders and supporters (8% increase over FY 16-17 with a 24% increase in ‘open rate’).
PROMOTE AND MARKET NEIGHBORHOOD BUSINESS DISTRICTS

**Brand**
Venture Portland continued its sought-after ‘District Identity’ series with four placemaking trainings. Staff helped 26 districts (93% members) plan and implement district identity projects and provided professional design services to 18 (64% members). Finally, the organization continued to trademark its intellectual property, adding proprietary capacity building tools to its protected portfolio.

**City Council Liaison/Partnerships/External Affairs**
Venture Portland continued its strong relationship with Commissioner Fish and his team. The Commissioner spoke at Venture Portland’s Annual Meeting and his staff co-hosted severe weather response trainings for first-responder City Bureaus and attended business district events and meetings city wide. Venture Portland also strengthened relationships with key stakeholders including City Bureaus, City Council, Elders in Action, Portland Business Alliance, Prosper Portland, SBA, SBDC and Travel Portland to align and coordinate resources. Venture Portland’s ED represented the organization on business support and city-facilitated groups and consistently appeared before City Council. In partnership with City Commissioners, staff helped neighborhood businesses and business districts mitigate the effect of Bureau construction and permit costs.

Visitors from JaLoGoMa, Japan

Commissioner Nick Fish, Venture Portland Annual Meeting
IMPLEMENT BI-ANNUAL GRANTS PROGRAM

Venture Portland continued its robust grantmaking portfolio, adding Catalytic Grants (Infrastructure / Staffing Kickstarter) to its biannual Benchmark, annual Economic Development and as-needed Start-up Support grants. Representatives from 28 business districts attended the Grant Certification Training where they received district-specific benchmark progress reports. Staff provided 131 hours of technical assistance to business districts over 14 days of dedicated ‘Grants Office Hours’, helping 27 business districts plan and execute grants. Business districts received 21 Benchmark grants in one of six categories designated as components of a successful and self-sustaining business district, five Infrastructure grants, five Staffing Kickstarter grants and eight Catalytic Investment Initiative grants. In total, Venture Portland awarded $99,467 (single largest award sum since program launch in 1995) to fund 39 projects in 20 business districts, leveraging an additional $257,508 in private investment, a nearly 3-to-1 match. Venture Portland maintained formal variance and evaluation processes, including attending 10 grant-funded meetings and events, to ensure appropriate stewardship of grant funds and increase transparent Grants Committee oversight across grant cycles.

Awarded $99,467 to fund 39 projects in 20 business districts.

Foster Winter Tree Lighting, Grant Funded

NE Broadway Backstage Tour, Grant Funded
STRENGTHEN VENTURE PORTLAND CAPACITY

After seven years of infrastructure improvement, Venture Portland continued to refine its internal systems and used its successful operations as best practice models for business districts. The organization is financially stable with a strong track record of successful program and brand implementation. Expansion of the Catalytic Investment Initiative (CII) and ‘Fee-for-Service Consulting’ programs enabled the organization to invest in development of new resources, tools and templates to better serve business districts.

Governance and Membership
Attendees at Venture Portland’s 7th annual Strategy Summit identified challenges to Venture Portland’s governance structure and unanimously recommended significant changes (quarterly meetings; refocused committees; active role) which were implemented following the 31st Annual Meeting. Venture Portland’s membership elected 21 delegates, bringing together diverse business district leaders from across the city. Of those elected, 33% were new to the Board, adding fresh perspectives to Venture Portland’s leadership while maintaining leadership stability. In May, the Board elected a new President, VP and Treasurer bringing new leadership to the organization’s Executive Committee. Venture Portland’s dedicated leaders came together for 34 meetings and contributed 1,274 volunteer hours (8% increase over FY 16-17) to build organizational and business district capacity and market and promote business districts. These volunteer hours, equal to .61 FTE or 24.5 hours/week were in addition to each Board member’s work in their own business and business district. For the sixth year, 100% of Board members served on a Committee and the organization completed its annual governance audit, ensuring infrastructure excellence and modeling governance best practices. Finally, Venture Portland ended the year with 28 members (97% retention rate), including 2 ‘Sustaining’ members and 5 upgrades (18% members).

Board members contributed **1,274** volunteer hours equal to **24.5** hours per week.

Venture Portland's Board of Directors
STRENGTHEN VENTURE PORTLAND CAPACITY

Financial Stability
Venture Portland successfully completed its seventh external financial review, objectively confirming that business district dues and the City’s funds were well-managed and modeling GAAP best practices for business districts. After seven years focused on improving Venture Portland’s fiscal position, the organization’s financial foundation is strong. Venture Portland maintained its six-month operating reserve, a non-profit best practice, and successfully defeated two proposed budget cuts. The organization also generated $107,600 in private revenue (12% increase) which, combined with business district grant award matching funds, brings Venture Portland’s total contract leverage to $605,095, a more than 1-to-1 match.

Generated $107,600 in private revenue (12% increase).

Age-Friendly Portland Task Force

82nd Avenue of Roses Board of Directors

Venture Portland Vice President (left) and Mayor Ted Wheeler (right)
STRENGTHEN VENTURE PORTLAND CAPACITY

Personnel/Office
Despite multiple vacancies, five new hires and an increase of 1.5 FTE, Venture Portland maintained full programming all year. Staff took advantage of professional development opportunities and gained valuable skills in nonprofit, business district and financial management; grants administration; message/brand development; change management; urban planning and diversity, equity and inclusion, and each employee received an annual performance review. Finally, staff visited business districts 202 times, attending 45 events and 157 meetings, increasing understanding of each district. The organization also made its space available to business districts, City partners and other stakeholders, hosting 19 no-cost meetings. Using the Board-approved Document Retention and Destruction policy, staff continued to streamline files, protecting the organization’s archives and strengthening office record-keeping. Staff utilized ‘year-start’ and ‘year-end’ in-service periods to thoroughly launch and analyze programs, laying the foundation for ongoing success. Continued increases in operations efficiency allowed the organization to prioritize building business district capacity and expand external affairs and promotional efforts.

Staff visited business districts **202** times, including attending **45** events and **157** meetings.
CATALYTIC INVESTMENT INITIATIVE

After two years of experimentation, Venture Portland transitioned the Pilot Project into the Catalytic Investment Initiative (CII) and expanded access to this innovative program, adding 5 privately-funded districts (Beaumont, Division/Clinton, Lloyd, NE Broadway, Nob Hill) to eight participating districts in East/North Portland (82nd Avenue, Foster Area, Gateway Area, Kenton, Midway, Montavilla/East Tabor, Parkrose and Williams). By focusing on three quantifiable goals (increase membership, volunteers and revenue 10-20%) and hiring professional Business District Organizers, participating districts achieved significant positive results – including the first program graduation.

Increase Membership
Initiative participants broke their large districts into targeted ‘nodes’ of commercial concentration and focused efforts in those areas. Utilizing new ‘Diversity Prospects’ tools, district leaders analyzed current members against nine diversity parameters (3,992 data points) and set ‘diversity benchmarks’ targeting member prospects by business type, location and ownership. In addition, participants added 2 new member benefits and strengthened 43 existing benefits to better meet the needs of district businesses. Finally, Organizers helped all districts implement formal membership campaigns resulting in 99 new members.

Organizers helped all districts implement formal membership campaigns resulting in 99 new members.
CATALYTIC INVESTMENT INITIATIVE

Increase Volunteers
Participants also set ‘diversity benchmarks’ for Board leaders, adding 25 new Board members and generated 4,634 volunteer hours. Notably, 15% of Board members are now people of color. In addition, four districts elected new Presidents and VPs and two elected new Secretaries and Treasurers. These new leaders helped add governance infrastructure and expertise; the median number of district participants in Venture Portland’s Catalytic Investment Initiative capacity building programs is 2.5 times the median for non-CII districts.

Increase Revenue
New members brought significant new revenue to both the participating associations and their member businesses. In total, CII districts generated an additional $90,456 in new association revenue. And, by hosting 18 revenue generating events (28% new), made cash registers ring through districts as businesses set sales records.

Parkrose Trunk or Treat

Nob Hill Annual Meeting
CONCLUSION

Once again, Venture Portland ended the year a much stronger organization than when it began. In its 32nd year, Venture Portland’s efforts to build organizational and business district capacity resulted in new leaders and significant, sustained growth. Critical partnerships with key stakeholders and a compelling message about the economic importance of neighborhood businesses resulted in increased recognition of the value of Venture Portland and neighborhood business districts to Portland’s economy.

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Venture Portland and neighborhood business districts worked together to grow Portland’s economy
VENTURE PORTLAND MEANS BUSINESS

The business of Portland is about more than business.
It’s about people, neighborhoods and culture. It’s about finding the right space. Raising capital. Creating jobs. And being flexible. It’s about passion. And dedication. And starting something because you believe your idea is THE IDEA.

It’s about a vision for our city.
One that business owners, residents and government officials share. A vision that celebrates the individualism and distinct flavor that makes Portland Portland. The knowledge that our diverse neighborhoods and unique views make up the very fabric that binds our city together.

The business of Portland is about a lot more than just business.
It’s about building capacity to build the city. Growing the economy to grow prosperity. And connecting capital, creativity and community.

It’s about growing business and connecting neighborhoods.
Like the pioneers who forged the Oregon Trail, Portlanders explore – we seek new experiences and find the next big thing. We innovate. Incubate. And get involved. With an eye to the future we leverage seed money into success, and make more out of the neighborhood business districts we call home.
## Our Members

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<tr>
<th>Association Name</th>
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<tbody>
<tr>
<td>82nd Avenue of Roses Business Association</td>
<td>Hillsdale Business and Professional Association</td>
<td>Nob Hill Business Association</td>
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<tr>
<td>Beaumont Business Association</td>
<td>Historic Parkrose</td>
<td>NW Industrial Business Association</td>
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<td>Belmont Area Business Association</td>
<td>Kenton Business Association</td>
<td>Old Town Community Association</td>
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<td>Central Eastside Industrial Council</td>
<td>Lents Grown Business Association</td>
<td>Pearl District Business Association</td>
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<td>Division/Clinton Business Association</td>
<td>Lloyd Community Association</td>
<td>Sellwood Moreland Business Association</td>
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<td>Foster Area Business Association</td>
<td>Midway Business Association</td>
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<td>Montavilla/East Tabor Business Association</td>
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<td>Greater Brooklyn Business Association</td>
<td>Multnomah Village Business Association</td>
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<td>Hawthorne Blvd. Business Association</td>
<td>NE Broadway Business Association</td>
<td>Woodstock Community Business Association</td>
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About Venture Portland

Venture Portland means business. Through grants, training and technical assistance the organization invests in the smart, strategic growth of Portland’s unique neighborhood business districts. Together, Portland’s neighborhood business districts contain 19,200 businesses and provide 267,000 jobs. Venture Portland’s board leadership comes from the diverse business districts city wide that collectively represent local, regional, national and international demand for goods and services. For more information, visit ventureportland.org.