



Portland Business Alliance Strategic Plan 2023-26

The Portland Business Alliance is an affiliation of three highly synergist corporate entities of the Portland Metro Chamber, Downtown Portland Clean & Safe, and the Charitable Institute that share a collective mission, vision, and values.

The strategic plan priorities for the Alliance transcend to each affiliate. The below listed priorities are guide stars for the collective boards, staff, and stakeholders intended to embed actions that model and measure the best practices in workplace, governance, and accountability to the unique plans of the affiliates and the strategic plan of the Alliance as a whole.

Who we serve, our community: the stakeholders of the Alliance include the 2,100 members of the Chamber, affiliate Partners in Diversity, ratepayers and users of Downtown Portland, and initiatives that are linked through the Charitable Institute.

1. Best Practices in Governance

Innovate governance model and revise organizational structure to reflect who we serve, our values to effectively support our priorities, including:

- Assess and evaluate structural effectiveness through annual review of bylaws, Board expectations, conflict policies, and long-term investments.
- Set and meet objectives for quality Board(s) experience by:
 - Conducting annual Board(s) survey and being responsive to feedback.
 - Conducting annual Board diversity goal setting and measurement.
 - Annually review ex-officio positions and define purpose and outcomes for participation across the bylaws of each entity.
 - Reviewing and annually set objectives for long-term investments.
 - Building connections among board members and between affiliate boards.
 - Dedicating time and opportunity for current, action-oriented input as part of the Board(s) experience.
 - Learning together with Board(s) and staff about traditionally marginalized communities.
 - Considering opportunities to welcome or create new affiliation agreements.

2. Best Practices in Workplace

Further create and maintain an equitable and inclusive workplace which supports all employees to be their best by:

- Investing in expanded human resource support.

- Maintaining and increasing the effectiveness of equity council through:
 - Regular meetings
 - Reports to Board(s)
 - Adoption of an Annual Equity Action Plan
- Setting goal(s) for staff satisfaction through annual surveying and responsiveness to survey feedback.
- Conducting cultural assessment before conclusion of this strategic plan.

3. Accountability to Strategic Plan

The strategic plan should be continually revisited so that staff and board(s) commit to its priorities and measure progress against stated goals by:

- Establishing a Strategic Plan Accountability Committee.
- Tracking progress against the plan and how investment dollars are spread across priorities, and how expenditures correlate to our strategy.