

# Metro | Agenda

Meeting: Metro Council Work Session  
Date: Tuesday, Jan. 24, 2012  
Time: 2 p.m.  
Place: Council Chambers

---

## **CALL TO ORDER AND ROLL CALL**

**2 PM      1.    ADMINISTRATIVE/ COUNCIL AGENDA FOR  
JANUARY 26, 2012/CHIEF OPERATING  
OFFICER COMMUNICATIONS**

**2:10 PM   2.    PORTLAND METRO EXPORT INITIATIVE –      Noah Siegel, Portland Mayor's Office  
INFORMATION / DISCUSSION                              Chris Harder, PDC**

**2:40 PM   3.    CONVENTION CENTER HOTEL –DISCUSSION**

**2:55 PM   4.    COUNCIL BRIEFINGS/COMMUNICATION**

**ADJOURN**

Agenda Item No. 2.0

**PORTLAND METRO EXPORT INITIATIVE**

Metro Council Work Session  
Tuesday, Jan. 24, 2012  
Metro Council Chamber

## Greater Portland Export Plan

### Greater Portland Exports At-a-Glance

Exports: \$22 billion; #12

Export Jobs: 125,626; #15

Exports Growth: \$11 billion; #7

Export Jobs Growth: 47,734; #15

Export Growth Rate: 100.9%; #2

Export Jobs Growth Rate: 61.3%; #27

*Note: data is for 2008; growth from 2003 to 2008; rank is among top 100 US metros*

Greater Portland has a global reputation when it comes to advanced urban planning, leading-edge sustainability, and high quality of life for its citizens; however, its reputation as an economic leader is less recognized. In response, regional leaders are positioning Greater Portland to be a leader in the 'next economy' through a strategic focus on target industry clusters, innovation and international trade.

**Export Profile:** Over 90 percent of exports and export growth come from the top 10 exporting industries in the region including: manufacturing (computer and electronics, primary metal, machinery and transportation), royalties, professional services, and travel and tourism. The *computer and electronics products* industry dominates local exports (57 percent of total volume; 67.2 percent of total growth). Top markets for exports from Greater Portland include countries in the Pacific Rim and Europe.

**State of Export Services:** Greater Portland's economy is rich with SMEs that have limited awareness of global opportunities or local export services and programs. Export services are considered good, but the system is fragmented, has gaps and is reactive in nature. Export promotion is not fully integrated into the region's target industry and business development efforts.

**Objectives and Strategies:** The objectives of the export plan are to create and sustain regional jobs through export growth, promote a strong export culture, increase the number of firms exporting, and solidify Greater Portland's position as a top 10 US exporting metro. Four core strategies drive attainment of these objectives:

1. **Support and Leverage Primary Exporters**

Provide proactive economic development support to the computer and electronics industry, including an intense focus on growing the local supply chain (secondary exports) through strategic recruitment and existing business integration efforts.

2. **Catalyze Under-Exporters**

Target a defined set of high potential regional companies in the advanced manufacturing cluster with outreach and account management services: firm specific market analysis, targeted trade missions and a peer-to-peer export mentoring program.

3. **Build a Healthy Export Pipeline**

Coordinate export services, fill service gaps, and improve market intelligence for new-to-export firms; includes the improvement of the region's export culture through proactive marketing, developing an export web portal ("roadmap") and establishing a regional export accelerator.

4. **Branding & marketing Portland's global edge: 'We Build Green Cities'**

Package Greater Portland's cluster strengths to support new market presence for the most innovative sectors. This begins with a Clean Tech initiative that offers regionally developed solutions to global challenges. Proactive marketing to sell Portland's 'Green City' story

internationally around a set of industries, companies and products with export potential and a travel and tourism component to attract international conventions, meetings and tourists.

[<back page>](#)

## Portland

### **Export Plan Development**

The development of Greater Portland's export plan has been led by staff from the following regional coalition organizations:

Office of Portland Mayor Sam Adams (co-lead)  
Portland Development Commission (co-lead)  
Greater Portland, Inc.  
Port of Portland  
Portland Business Alliance  
Metro  
Business Oregon  
Portland U.S. Export Assistance Center  
Columbia River Economic Development Council  
Portland State University  
Oregon Export Council

In addition to the work of the strategy development team, Greater Portland sought significant input from a wide range of public sector organizations, higher-education institutions, regional decision-makers, and private sector businesses through working sessions, one-on-one meetings and presentations to regional boards and commissions.



## GREATER PORTLAND METRO EXPORT INITIATIVE Presentation to Metro

January 24, 2012

**PDC** | PORTLAND  
DEVELOPMENT  
COMMISSION



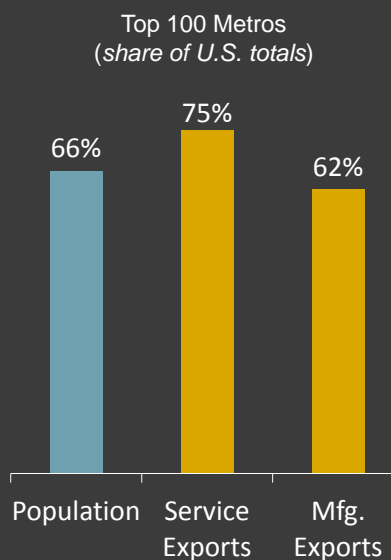
## Greater Portland Export Moment



- Economic development strategy focused on job creation
- Link: cluster development, innovation & international trade
- Annual exports = \$22 billion (r. 12)
- 126,000 export jobs (r. 15)
- Emerging markets = economic growth opportunities
- Exports & trade gateways critical to sustained regional growth

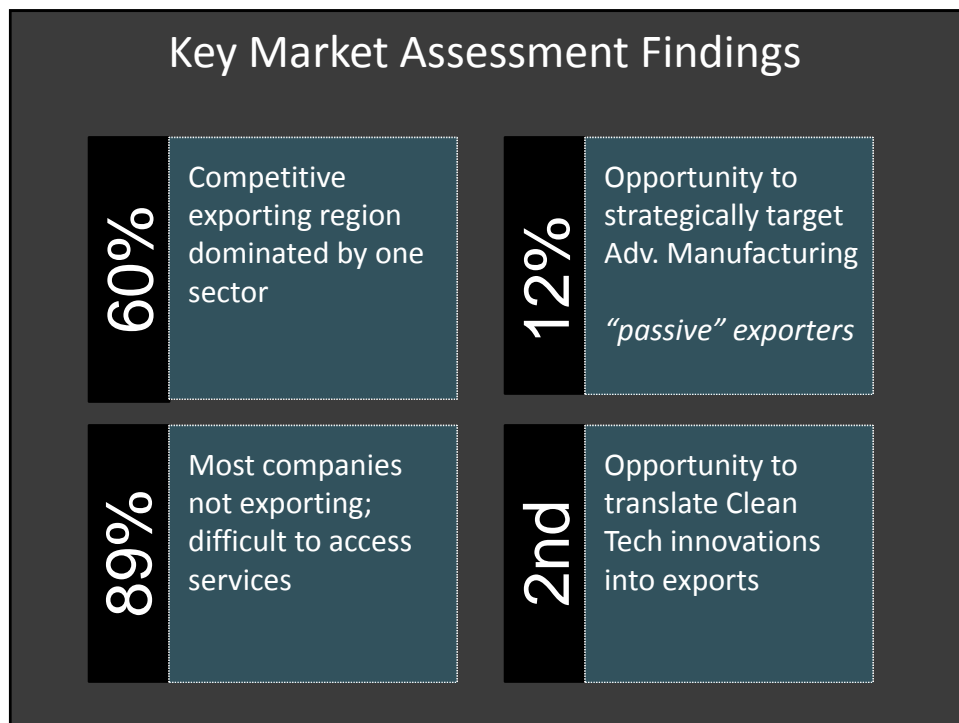
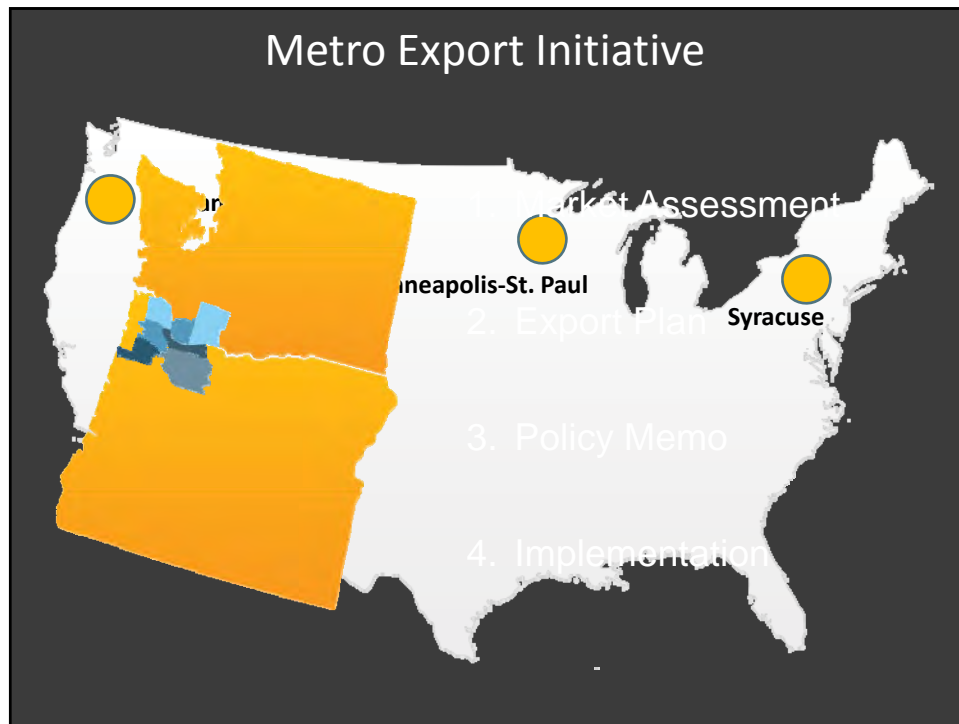
## Why the Metro Focus?

- Metro areas drive U.S. exports
- Metro regions lack export strategies



## From NEI to MEI

- President's National Export Initiative (NEI)
  - Double U.S. exports over 5 years
  - Deliver economic growth and jobs
  - Good pay to workers at all levels of education
  - Rebalance US economy and lower trade deficit
- Brookings Metro Export Initiative (MEI)
  - Export Nation Study: 100 largest metro areas
  - Connect macro vision to metro reality
  - Develop metro specific export strategies



## Export Strategy Goals



1. Create & retain export-related jobs
2. Diversify export industries & foreign markets
3. Increase number of firms exporting
4. Maintain leading export position in U.S.  
(jobs, value & intensity)

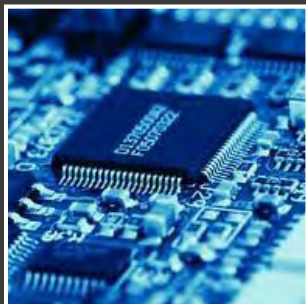
## Strategic Objectives

- Integrate export promotion into ***economic development***
- Celebrate & promote region's export ***culture***
- Encourage use of ***infrastructure*** including air and maritime port services
- Provide a platform for national export ***policy*** positions from the metro region
- Rationalize the use of scarce ***trade resources***
- Build ***C-level support*** at companies for regional export goals



## Export Plan Strategies

### Leverage Primary Exporters



Capitalize on export strength of Computer & Electronic Mfg. Sector

- Ensure location advantages
- Enhance supply chain (*secondary exports*)
- Reduce leakage of exported products
- Track spin-off and startup companies

## Export Plan Strategies

### Catalyze Under-Exporters



Develop proactive strategy for select number of manufacturing firms

- Account management
- Customized market analysis
- Peer-to-peer export mentoring
- Tailored export-focused trade missions

## Export Plan Strategies

### Healthy Export Pipeline



Improve access to services to increase the number of SMEs exporting

- Single point-of-entry web portal (“roadmap”)
- Promote export culture
- Train economic development community
- Manage companies thru export services pipeline
- Export accelerator

## Export Plan Strategies

### Market Portland's Global Edge

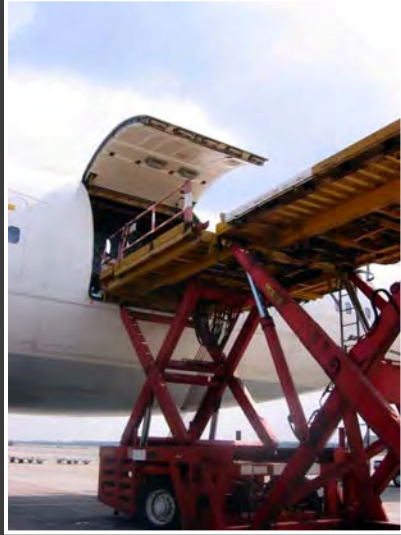


WeBuildGreenCities.com

Take Greater Portland innovations to global markets

- Roll out “WBGC”
  - Strategic marketing
  - Directory of companies & products
- Evaluate strategy in other industries
- Internationalize regional marketing
- Tourism & education

## A Policy Voice for Exports

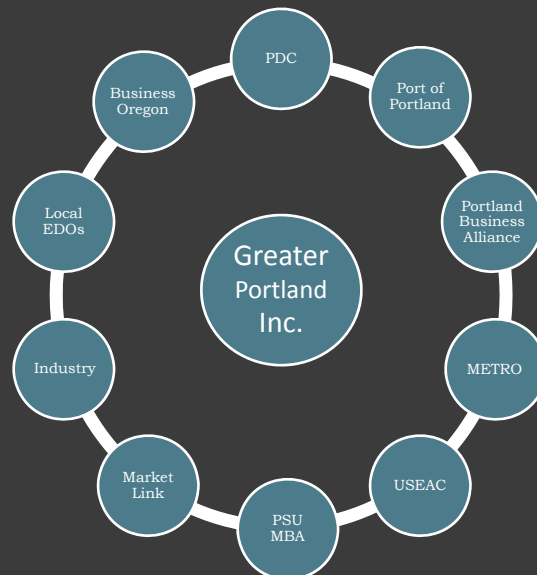


Ongoing discussions with federal, state & local leaders

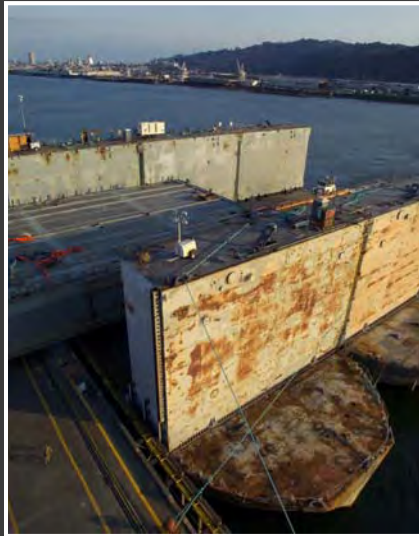
- Funding of export promotion services
- Relevant metro level data
- Freight strategy to address export growth
- Land use and tax issues
- Movement of people and ideas
- Alignment of performance measures

## Implementation

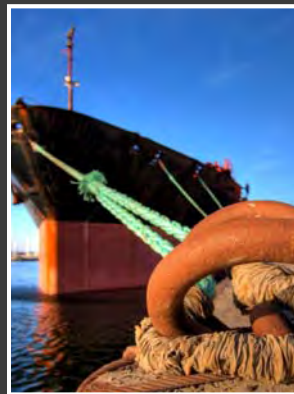
- Regional Implementation Team
- Metro Advisory Committee



## Next Steps



- Finalize Implementation Strategy & Policy Memo
- Present to Boards & Commissions
- Public Rollout (Feb. 15<sup>th</sup>)
- Fundraising



**PDC** | PORTLAND  
DEVELOPMENT  
COMMISSION  
[www.portland.gov/pdc](http://www.portland.gov/pdc)

Agenda Item No. 3.0

**CONVENTION CENTER HOTEL**

Metro Council Work Session  
Tuesday, Jan. 24, 2012  
Metro Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF DESIGNATING THE ) RESOLUTION NO. 12-4327  
OREGON CONVENTION CENTER ENHANCED )  
MARKETING INITIATIVE PROJECT AS A ) Introduced by Council President Tom Hughes  
COUNCIL PROJECT; ASSIGNING A LEAD )  
COUNCILOR AND COUNCIL LIAISON AND  
DIRECTING STAFF TO COMPLETE PHASE I  
SCOPE OF WORK

WHEREAS, the Metro Council is responsible for the operation of the Metropolitan Exposition and Recreation Commission (MERC), including the Oregon Convention Center (OCC); and

WHEREAS, the mission of the OCC is to maximize economic benefits for the metropolitan region and the state of Oregon, while protecting the public investment in the facility; and

WHEREAS, the cumulative economic effects of the OCC from 2001 to 2011 amount to over \$4 billion in regional spending, support of 51,530 full and part-time jobs in the Tri-County metropolitan region, and the generation of \$150 million in state and local tax revenues, according to independent consulting firms KPMG and Crossroads Consulting; and

WHEREAS, METRO and MERC are responsible for ensuring the OCC operates in a fiscally-responsible manner; and

WHEREAS, METRO and MERC have considered multiple new initiatives to operate the OCC in a fiscally responsible manner, while continuing to support the OCC mission of maximizing the regional economic impact of the OCC; and

WHEREAS, the development of an appropriate block of hotel rooms in the immediate area of the OCC remains the most significant beneficial action to enhance the ability to attract additional national convention business to OCC; and

WHEREAS, in October 2011, MERC requested that METRO reconsider a convention center hotel project to enable OCC to remain competitive with its peer convention centers; and

WHEREAS, on November 30, 2011, METRO discussed this concept at its Budget Retreat and on January 17, 2012, METRO/MERC held a joint work session to explore a strategic but different initiative for OCC hotel room block development and concluded by directing staff to return to METRO with a resolution designating the Enhanced Marketing Initiative as a Council Project; and

WHEREAS, METRO further directs staff to complete the Phase I Assessment Scope of Work as described in the Staff Report and return to Council prior to implementation actions due to a variety of policy and economic and financial feasibility questions; and

WHEREAS, the Council President, working with members of the council, will designate councilors to play lead and liaison roles; now therefore

BE IT RESOLVED:

That the Metro Council hereby designates the Oregon Convention Center Enhanced Marketing Initiative as a Metro Council Project; and that Metro Council President Tom Hughes is hereby designated as lead Metro Councilor and that Metro Councilor Rex Burkholder is hereby designated Metro Council Liaison on this Project.

ADOPTED by the Metro Council this 26<sup>th</sup> day of January 2012.

---

Tom Hughes, Council President

Approved as to Form:

Daniel B. Cooper, Metro Attorney

By \_\_\_\_\_

## **STAFF REPORT**

IN CONSIDERATION OF RESOLUTION NO. 12-4327, FOR THE PURPOSE OF DESIGNATING THE OREGON CONVENTION CENTER ENHANCED MARKETING INITIATIVE AS A COUNCIL PROJECT; ASSIGNING A LEAD COUNCILOR AND COUNCIL LIAISON AND DIRECTING STAFF TO COMPLETE PHASE I SCOPE OF WORK

---

Date: January 26, 2012  
Prepared by: Cheryl Twete

### **BACKGROUND**

In 1986 voters approved \$90 million of general obligation bonds to finance the development of the Oregon Convention Center. The OCC opened in 1990 with a mission to maximize economic benefits for the metropolitan region and the State of Oregon. Conventions and trade shows generate positive economic impacts because they attract out-of-town visitors who spend new money in the local economy on convention activity, hotels, restaurants, shopping and tourism.

After more than a decade of high occupancies, the OCC was expanded in 2001-03 at a cost of more than \$110 million in order to enhance the meeting and ballroom package to attract larger national conventions and events. At this same time, the Portland Development Commission continued its efforts to develop an adjacent convention center hotel, which was the OCC Urban Renewal Area's top public priority.

In 2007, Metro Council adopted Resolution 07-3772 which designated the OCC headquarters hotel project as a Council project and assigned Councilor liaisons. Metro assumed a leadership role from the Portland Development Commission to develop a 600-room, publicly-owned headquarters hotel, with a room block of 500 rooms. During the course of a two-and-a-half-year period, Metro developed a deep and thorough understanding of the marketing and financial dynamics of a headquarters hotel. The effort to develop the headquarters hotel was terminated in September 2009 by Metro and its public partners, the City of Portland and Multnomah County, due to unfeasible economic conditions.

Today, the OCC continues to be recognized by the international convention industry as a beautiful, high-quality convention and exhibition facility and a leader in sustainable business practices. In addition, Portland is considered a highly desirable visitor destination for both business and leisure travel because of the nearby outdoor recreational opportunities, natural beauty and aesthetics, world renowned restaurants, microbreweries, wineries and distilleries, and active art and innovation business sectors.

Despite the destination's wide appeal and attractiveness, and the interest among national convention attendees to meet in Portland, the city continues to lose national convention business due to the insufficient and inconvenient hotel room package currently offered to attendees. Instead, these potential clients choose comparable-sized cities and facilities that can offer an important amenity Portland and the OCC do not: nearby large blocks of hotel rooms.



According to Travel Portland, the OCC's national marketing partner, the primary reason national conventions choose not to book at the OCC is the lack of nearby hotel room blocks. In calendar year 2011 alone, 30 convention and meeting planners cited the lack of nearby large hotel room blocks as the only reason for choosing other cities over Portland.

In an effort to compensate for this deficiency, Travel Portland works diligently on behalf of the OCC to create room-block packages from multiple hotels in the central city, tailored to the needs of individual conventions. When the local hotels are willing to commit room blocks, the challenge remains that rooms are not adjacent to the OCC and scattered geographically among several hotels. A further complication for meeting planners is the requirement to contract separately with each hotel for the room block commitments. Unfortunately, oftentimes, downtown and Lloyd District hotels are unwilling to commit the room blocks necessary to meet the needs of national convention planners.

Because national conventions represent the most lucrative type of business for the OCC, compared to local events and meetings that fill the building in lieu of national conventions, the OCC is facing a long-term trend of facility underutilization, which results in lower operating revenues, fewer jobs supported, less direct and indirect spending and reduced tax revenues for the state and tri-county region.

Past efforts to address the lack of large hotel room blocks within the OCC's vicinity included the commissioning of several marketing and economic studies that informed the project's feasibility analysis and guided decision-makers. Staff believes that this past work generally provides sufficient understanding and baseline information to proceed with discussions and exploration of a modified room-block approach. As was described at the November 30, 2011 Metro Council budget retreat, hotel market, construction costs and financing conditions have all improved since 2009, creating a more advantageous environment to consider hotel room development in proximity to the OCC.

The recently completed Metro Visitor Venues Economic and Fiscal Impact Analysis report for FY 2011 again documents the economic significance of OCC. The OCC had a regional economic impact of \$450 million, generating \$261 million of direct convention spending, creating 4,260 jobs and \$15.5 million of tax revenue in the State of Oregon.

In March 2011, clients and stakeholders of the OCC, through its Advisory Committee, expressed in a letter to the Metropolitan Exposition Recreation Commission (MERC), support for strategies to ensure the long-term business viability of the facility, including strategic investments that enhance the number and quality of nearby hotel room blocks.

In October 2011, the Metropolitan Exposition and Recreation Commission requested that Metro Council initiate a formal project to enhance the OCC's marketability and competitiveness through creation of nearby quality hotel room blocks.

At its November 30, 2011, budget retreat, Council considered the MERC request and received updated information on hotel market, financial, construction and political conditions. Council concurred that the improved conditions warranted a joint briefing of the Council and MERC on the details of the improved conditions.

On January 17, 2012, the Council and Commission directed staff to prepare a resolution to authorize further exploration of the conditions listed above and to prepare a work plan that

Staff Report, Resolution No. 12-4327

includes regular check-in points with both bodies to gauge support, solicit feedback and determine immediate next steps, should conditions warrant it, to pursue opportunities to enhance the competitiveness and marketability of the OCC through a range of options, including the creation of nearby blocks of quality hotel rooms to serve convention attendees.

Therefore, this Resolution 12-4327 and this Report respond to Council's direction and authorize the following: 1) designation of the OCC Enhanced Marketing Initiative as a formal Council project; 2) assignment of Council President Hughes as project lead and Councilor Rex Burkholder as project liaison, working closely with MERC designated liaisons Chair Judie Hammerstad and Commissioner Elisa Dozono; and 3) proceeding with Phase I of the project proposal (see below).

## **PROJECT PROPOSAL**

The following proposal describes a possible approach for the OCC Enhanced Marketing Initiative.

### Phase I: Assessment

Upon approval of Resolution 12 – 4327, staff will work with other public partners to develop a framework agreement for the OCC Enhanced Marketing Initiative project. Public partners include Multnomah County, the City of Portland, the Portland Development Commission and, potentially, the State of Oregon. This framework agreement will be presented to MERC and Council in spring 2012 for consideration, feedback and decision-making. If the Council believes that there is merit to proceed with the project, it will direct staff to develop Phase II: Implementation.

Phase I will include the following:

1. Define project scope, approach and parameters for creating options, including new hotel room block, with public partners.
2. Define project and financial commitments each jurisdiction can contribute.
3. Report findings and submit project options to Council and MERC for review and approval.
4. If approved, prepare and negotiate a Memorandum of Understanding summarizing the project scope, schedule, financing obligations and roles and responsibilities of each entity, with Metro serving as the lead partner.
5. Present Memorandum of Understanding to MERC and Council for approval and authorization to develop Phase II for consideration.

## **KNOWN OPPOSITION**

At this early stage of the potential project, there is no known opposition to this approach. However, given previous opposition to the publicly-owned headquarters hotel project in 2007-09, there could be concerns from lodging-industry stakeholders. Creating an open and transparent public communication and outreach strategy will be essential to the success of the project.

## **LEGAL ANTECEDENTS**

Staff Report, Resolution No. 12-4327

Marketing of the OCC is a necessary part of the Metro's charter authority to operate public cultural, trade, conventional and exhibition facilities, Metro Charter Section 6.

#### **BUDGET IMPACTS**

The budget impacts of this resolution are staff and Councilor time, plus professional services in the form of potential updated market and financial studies, legal services and communication strategy services, paid for by FY 2011-12 designated funds. Approval for FY 2012-13 funds will be subject to Council approval. This resolution does not seek authorization of any specific agreements, nor does it obligate Metro to commit any hard costs to the Project.

#### **ANTICIPATED EFFECTS**

Adopting Resolution No. 12-4327 would authorize Metro to investigate the Enhanced Marketing Initiative effort for the Oregon Convention Center. The resolution would authorize Metro staff to further research feasibility of the Project and report findings and recommendations to Council for review and approval.

#### **RECOMMENDED ACTION**

The Office of the Chief Operating Officer recommends adoption of this resolution.

Materials following this page were distributed at the meeting.

# Metro | Agenda

Meeting: Metro Council  
Date: Thursday, Jan. 26, 2012  
Time: 2 p.m.  
Place: Metro, Council Chamber

---

## CALL TO ORDER AND ROLL CALL

1. **INTRODUCTIONS**
2. **CITIZEN COMMUNICATIONS**
3. **CONSIDERATION OF THE MINUTES FOR JAN. 19, 2012**
4. **ORDINANCES – SECOND READING**
  - 4.1 **Ordinance No. 12-1269**, For the Purpose of Amending the FY 2011-12 Budget and Appropriations Schedule for Increased Operations, Marketing, and Communications for a new Cirque du Soleil Event to be Held at the Expo Center. **Burkholder**

*Public Hearing*
  - 4.2 **Ordinance No. 12-1270**, For the Purpose of Amending the FY 2011-12 Budget and Appropriations Schedule and the FY 2011-12 Through 2015-16 Capital Improvement Plan. **Harrington**

*Public Hearing*
  - 4.3 **Ordinance No. 12-1271**, For the Purpose of Amending the F 2011-12 Budget and Appropriations Schedule Increasing a Net 0.5 FTE in the Research Center. **Hughes**

*Public Hearing*
5. **RESOLUTIONS**
  - 5.1 **Resolution No. 12-4322**, For the Purpose of Providing Direction to Metro Concerning Bills Before the 2012 Oregon Legislature. **Hosticka**
  - 5.2 **Resolution No. 12-4324**, For the Purpose of Accepting the Phase 1 Findings and Strategy Toolbox for the Portland Metropolitan Region to Acknowledge the Work Completed to Date and Initiate Phase 2 of the Climate Smart Communities Scenarios Project. **Collette**
  - 5.3 **Resolution No. 12-4327**, For the Purpose of Designating the Oregon Convention Center Enhanced Marketing Initiative Project as a Council Project; Assigning a Lead Council and Council Liaison and Directing Staff to Complete Phase I Scope of Work. **Hughes**
6. **CHIEF OPERATING OFFICER COMMUNICATION**
7. **COUNCILOR COMMUNICATION**

## ADJOURN

**Television schedule for Jan. 26, 2012 Metro Council meeting**

<b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b> Channel 30 – Community Access Network <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a> <i>Ph:</i> 503-629-8534 <i>Date:</i> Thursday, Jan. 26	<b>Portland</b> Channel 30 – Portland Community Media <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a> <i>Ph:</i> 503-288-1515 <i>Date:</i> Sunday, Jan. 29, 7:30 p.m. <i>Date:</i> Monday, Jan. 30, 9 a.m.
<b>Gresham</b> Channel 30 - MCTV <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a> <i>Ph:</i> 503-491-7636 <i>Date:</i> Monday, Jan. 30, 2 p.m.	<b>Washington County</b> Channel 30– TVC TV <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a> <i>Ph:</i> 503-629-8534 <i>Date:</i> Saturday, Jan. 28, 11 p.m. <i>Date:</i> Sunday, Jan. 29, 11 p.m. <i>Date:</i> Tuesday, Jan. 31, 6 a.m. <i>Date:</i> Wednesday, Feb. 1, 4 p.m.
<b>Oregon City, Gladstone</b> Channel 28 – Willamette Falls Television <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a> <i>Ph:</i> 503-650-0275 Call or visit web site for program times.	<b>West Linn</b> Channel 30 – Willamette Falls Television <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a> <i>Ph:</i> 503-650-0275 Call or visit web site for program times.

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.**

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement Coordinator to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).



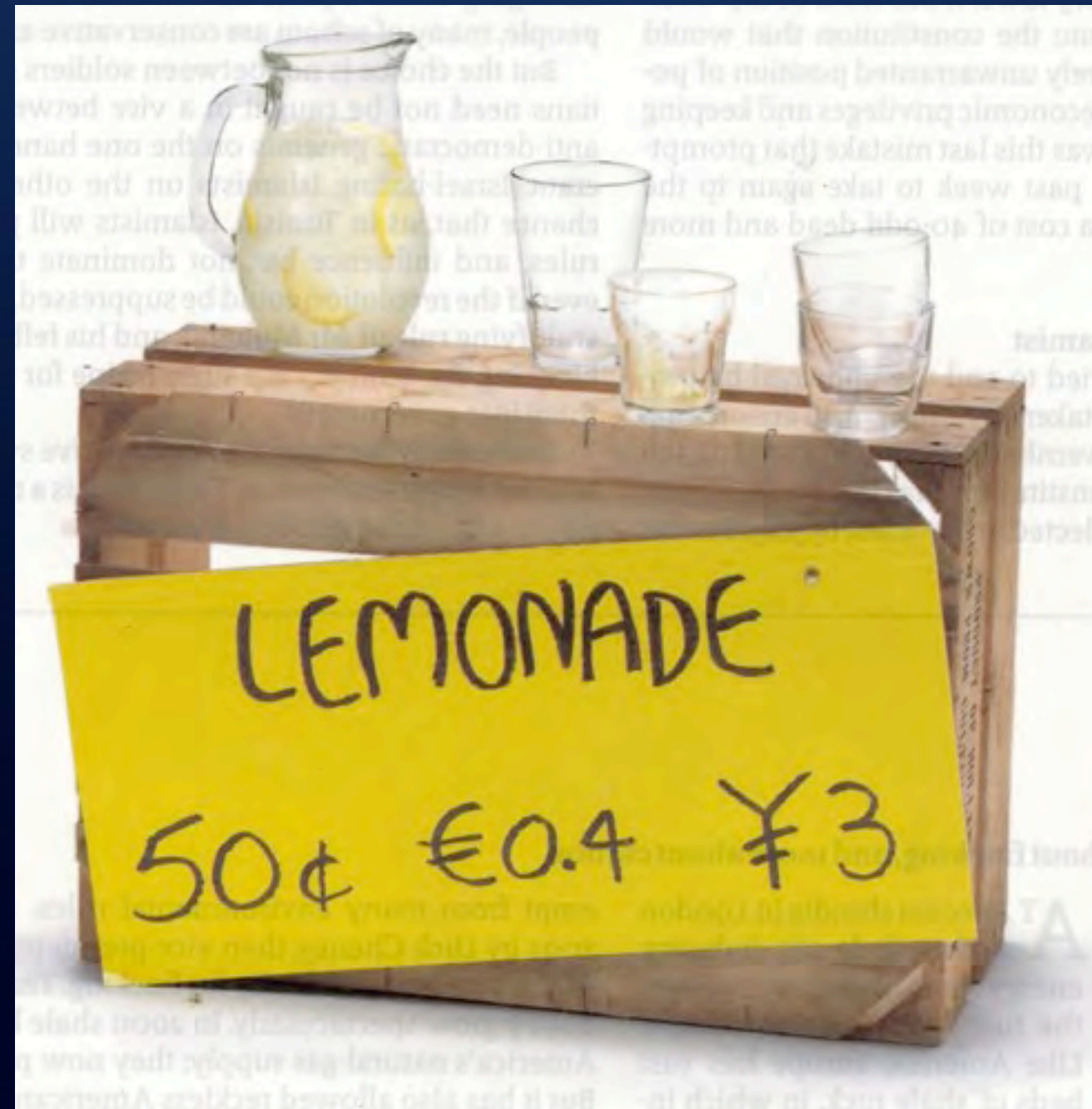
# EXPORTS BEGIN AT HOME

## Boosting Greater Portland's Exports

Metro Council Work Session - Portland OR / January 24, 2012



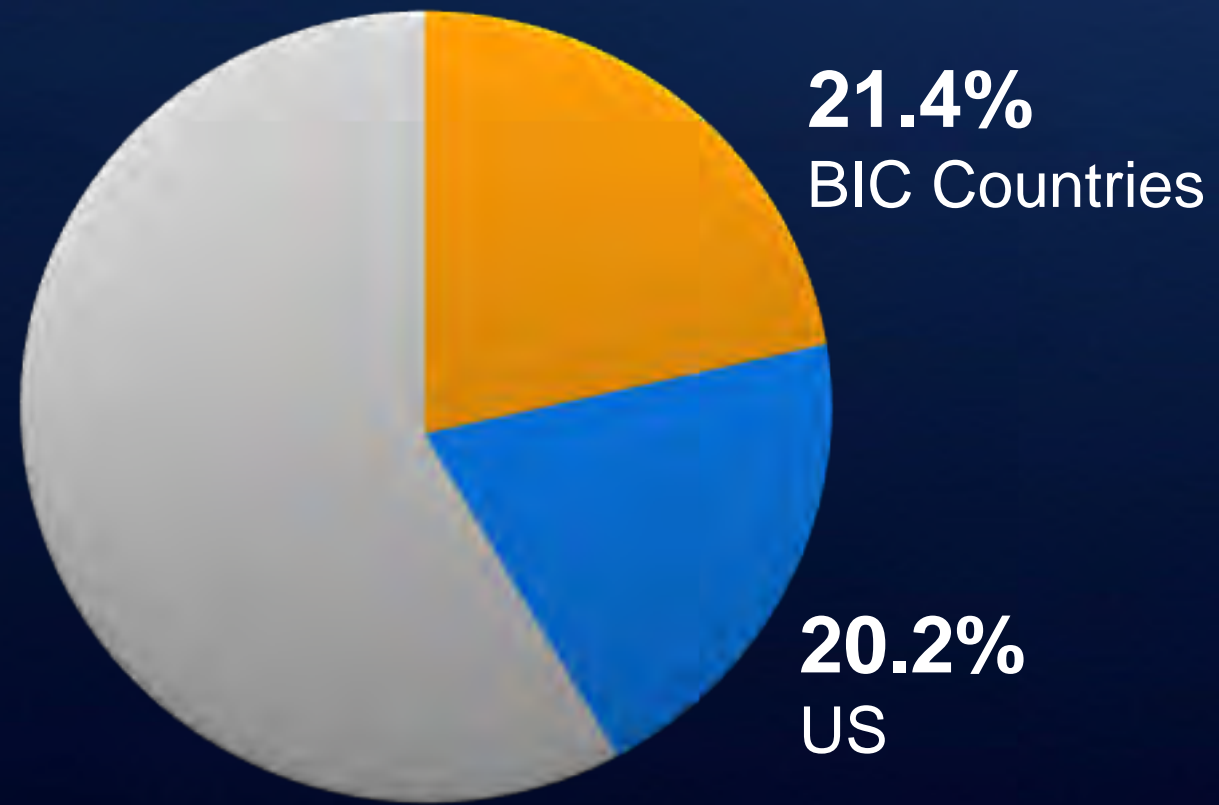
# "In the Future, Even the Smallest Business Will be Multinational"





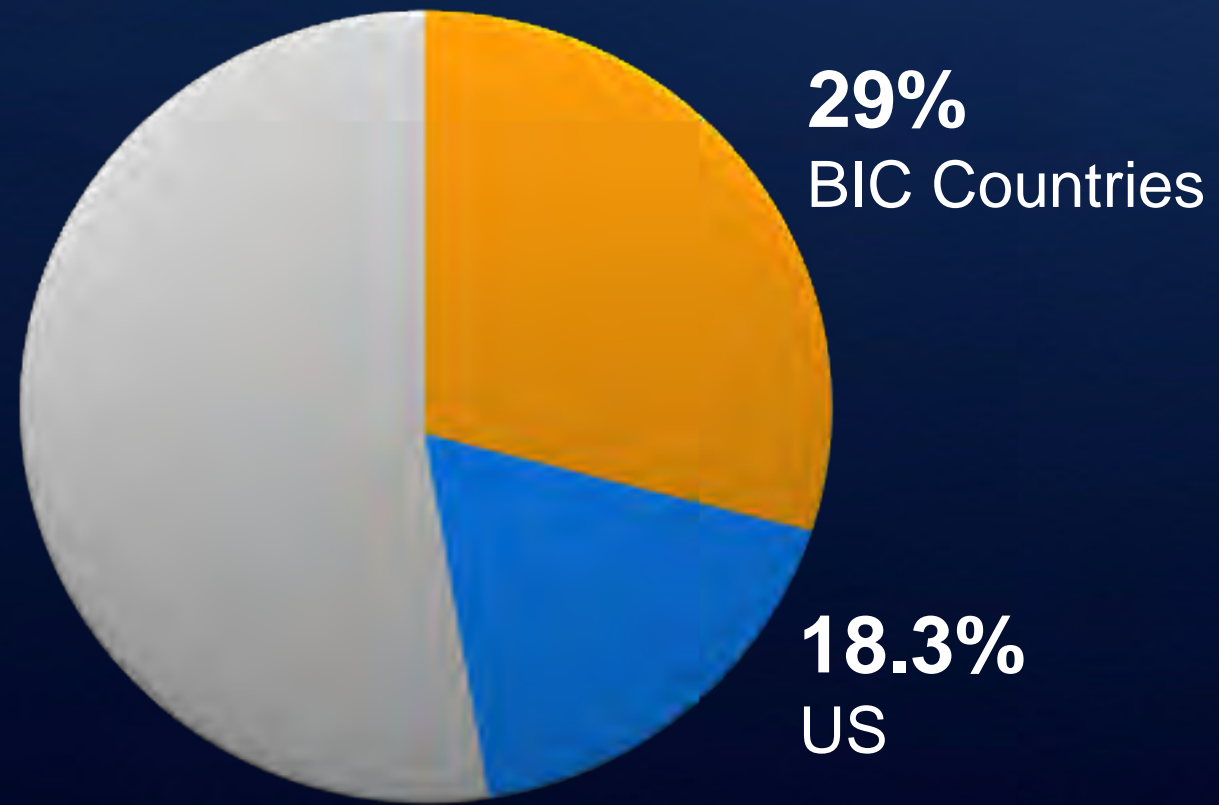
# Why Exports? Jobs!

# Global GDP



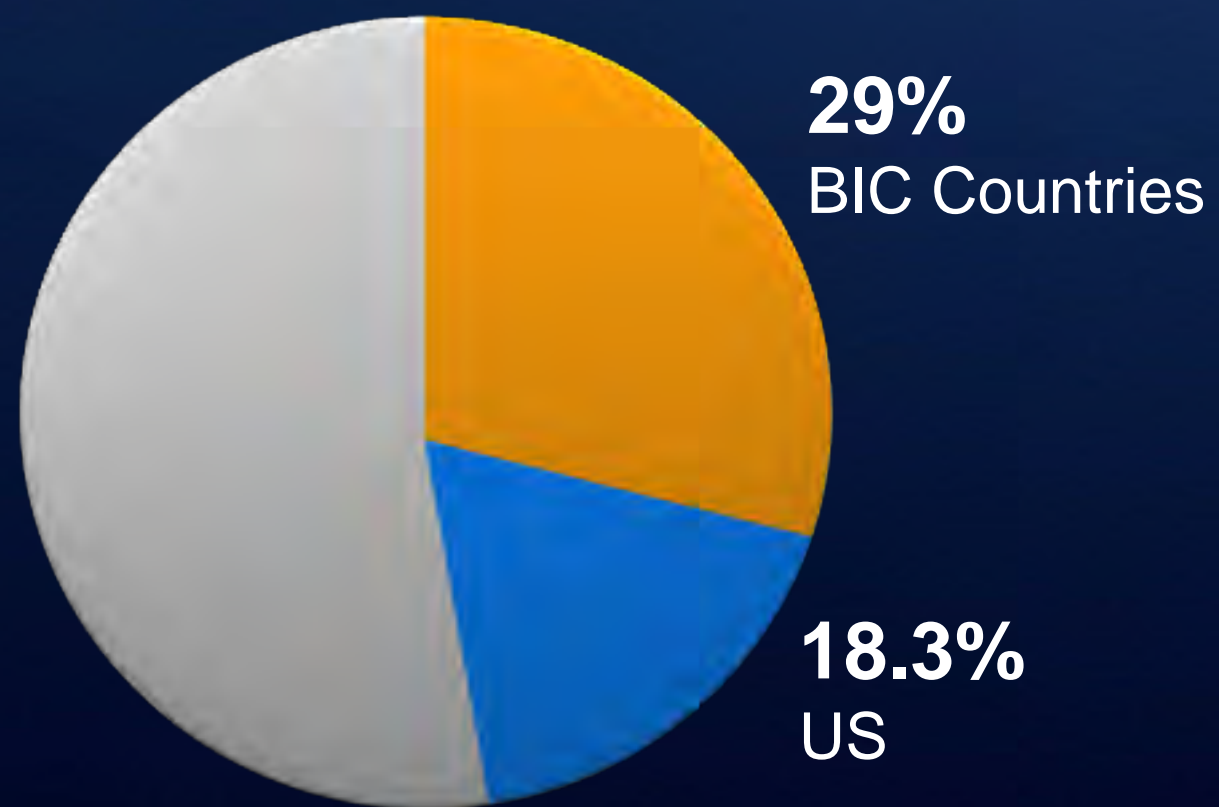
2010

# Global GDP



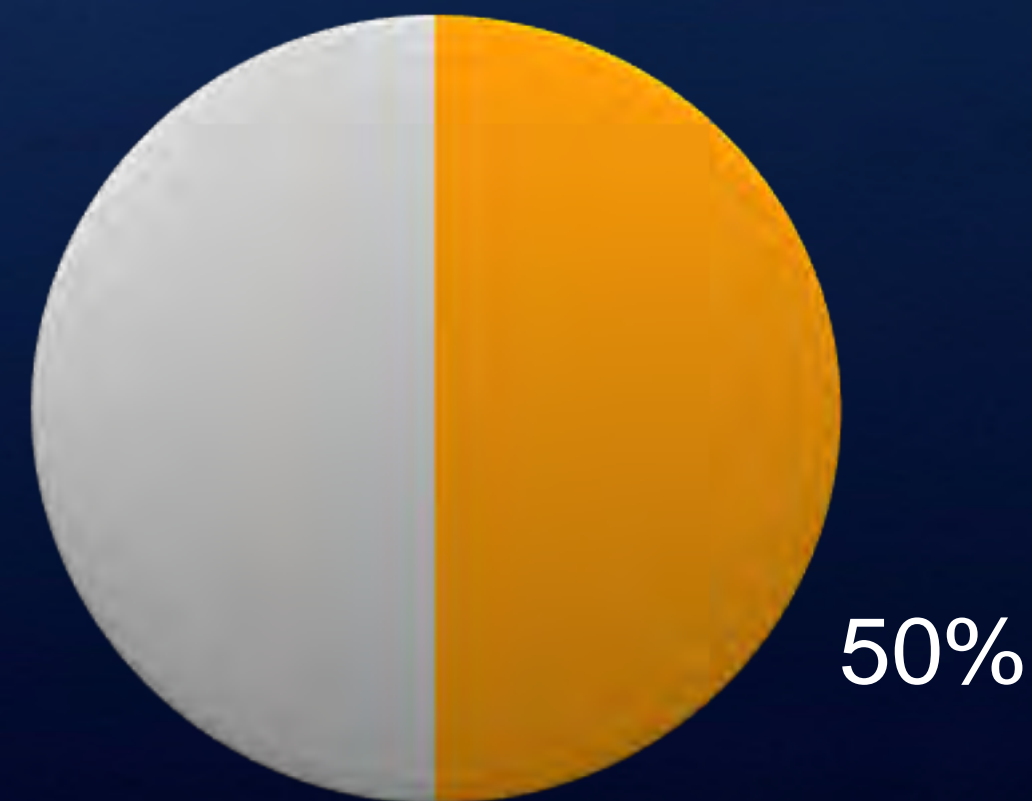
2016

## Global GDP



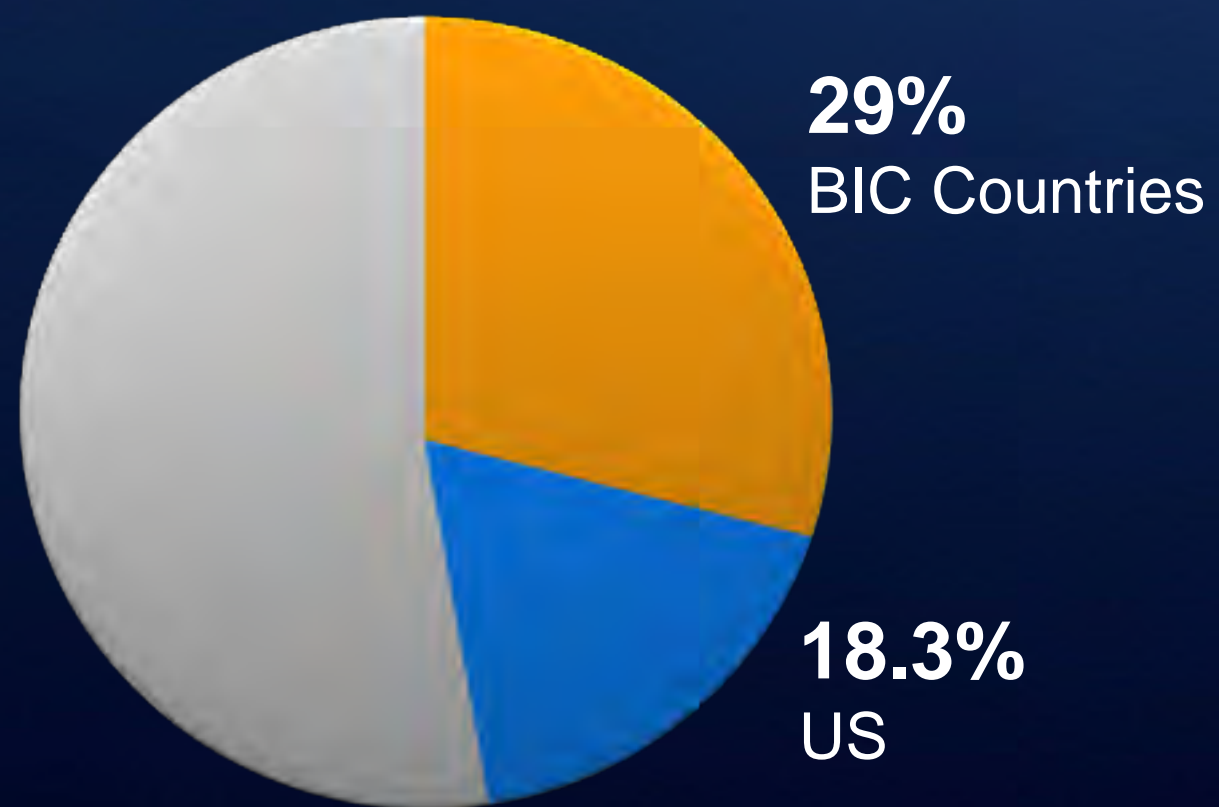
2016

## Global Metro Population



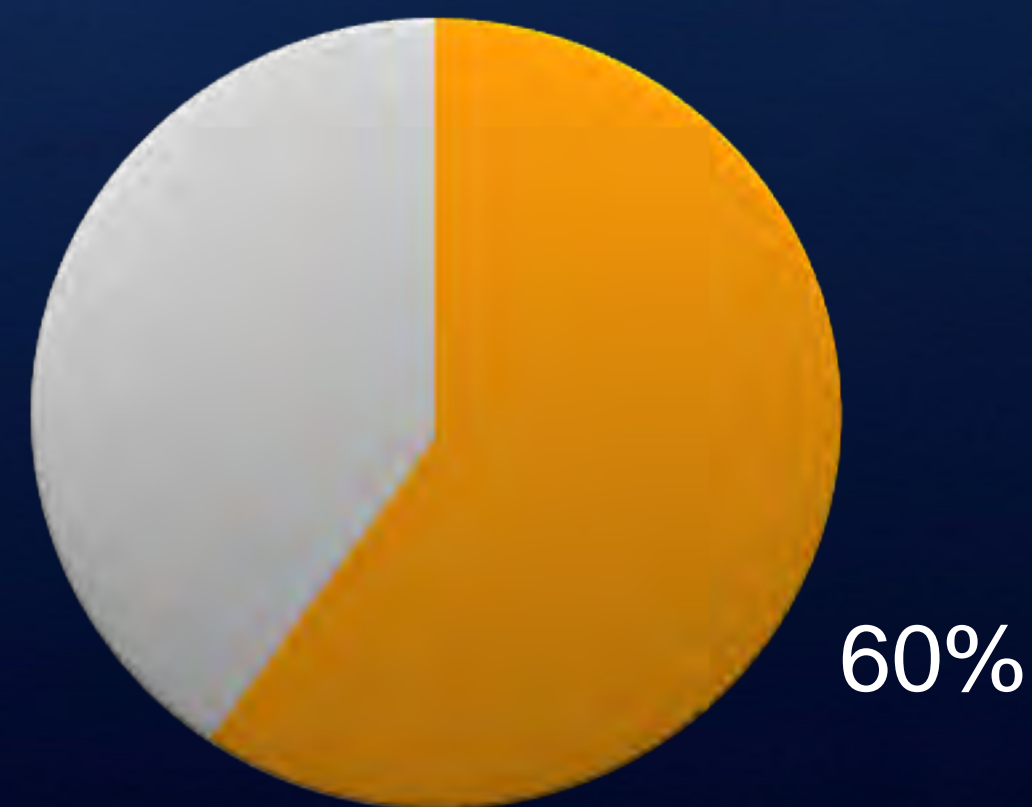
2009

## Global GDP



2016

## Global Metro Population



2030



# \$21 trillion

global middle class consumption in  
2000

# \$31 trillion

global middle class consumption in  
2020

# 90% of the Fastest Growing Global Metros Are Outside of the U.S. and W. Europe

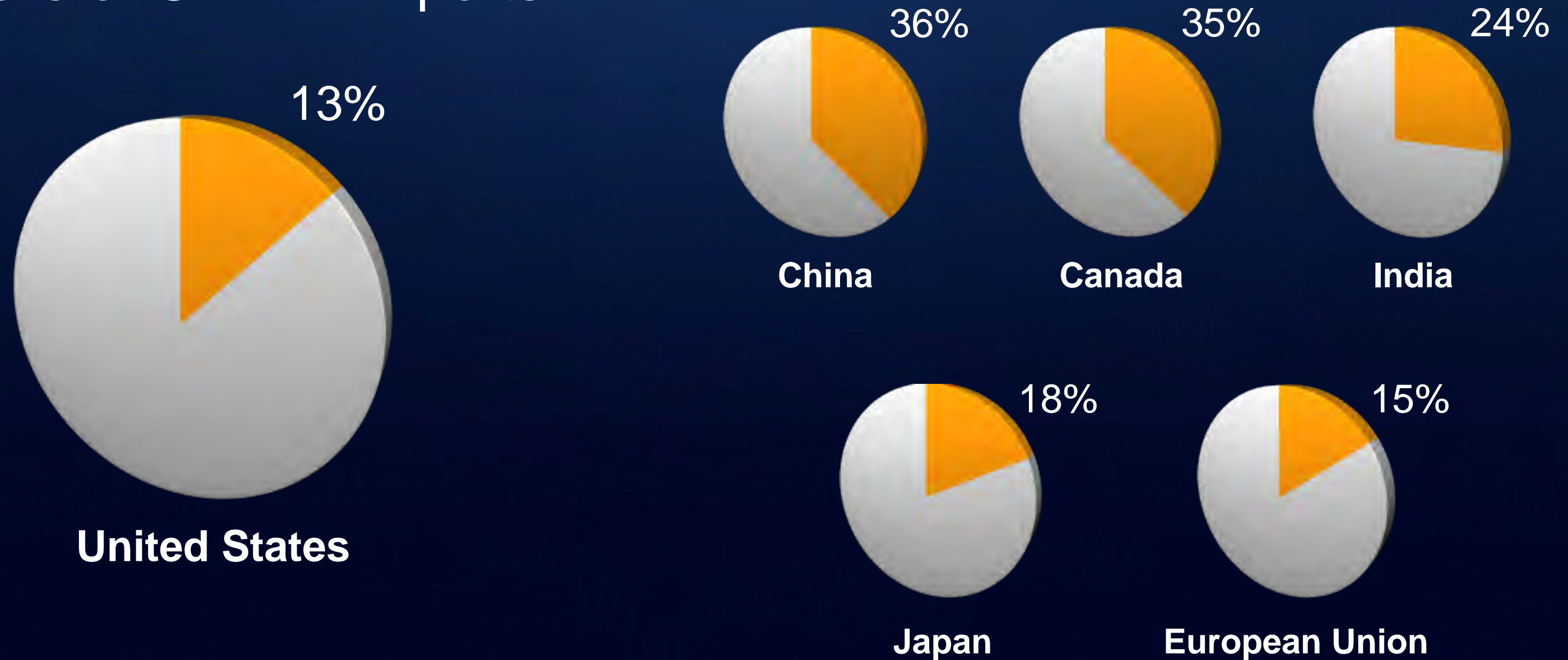
## Top 20 Global Metros, Economic Performance (2010-2011)

- |                            |                                   |
|----------------------------|-----------------------------------|
| 1. Shanghai, China         | 11. Wuhan, China                  |
| 2. Riyadh, Saudi Arabia    | 12. Nanjing, China                |
| 3. Jiddah, Saudi Arabia    | 13. Mumbai, India                 |
| 4. <i>Izmir, Turkey</i>    | 14. Tianjin, India                |
| 5. Hangzhou, China         | 15. Foshan, China                 |
| 6. <i>Ankara, Turkey</i>   | 16. Buenos Aires, Argentina       |
| 7. <i>Istanbul, Turkey</i> | 17. Jakarta, Indonesia            |
| 8. Shenzhen, China         | 18. Casablanca, Morocco           |
| 9. <i>Santiago, Chile</i>  | 19. <i>Houston, US</i>            |
| 10. Shenyang, China        | 20. <i>Kuala Lumpur, Malaysia</i> |



# U.S. Exports Lag Our Competition

## Share of GDP in Exports



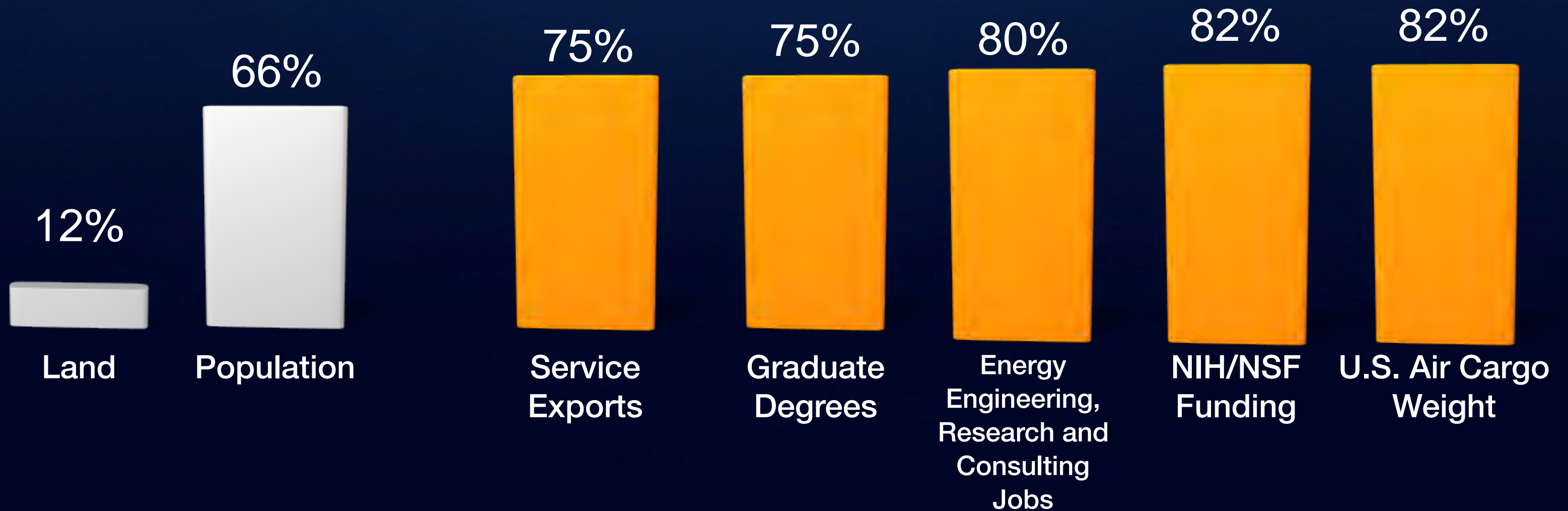
# Going Global Pays Off for Small and Medium Enterprises

## U.S. Firms Revenue Growth (2005-2009)



# Metro Areas Will Drive the Shift to an Export Oriented Economy

## Top 100 Metros *Share of U.S. Totals*





# Exports Must Be Part of a Broader Regional Economic Strategy



# Why Adopt a Portland Metro Export Plan?

- Make doubling exports an intentional vs. accidental outcome
- Ensure a broader number of firms take advantage of global opportunities
- Ensure federal, state and private sector resources align with Greater Portland's priorities
- Lay the groundwork for better integrating assets in support of a more global, export-oriented economy (e.g. land use, transportation, infrastructure, cultural/immigrant engagement,)



## GREATER PORTLAND METRO EXPORT INITIATIVE Presentation to Metro

January 24, 2012

**PDC** | PORTLAND  
DEVELOPMENT  
COMMISSION  
www.pdc.com



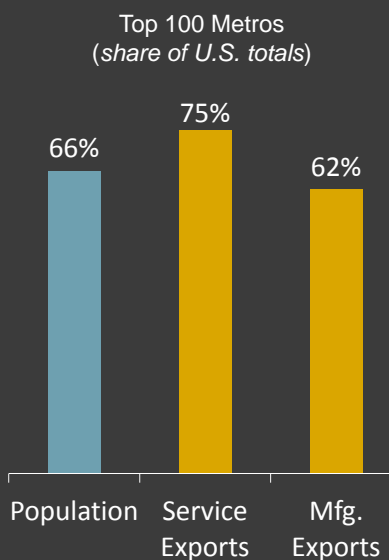
## Greater Portland Export Moment



- Economic development strategy focused on job creation
- Link: cluster development, innovation & international trade
- Annual exports = \$22 billion (r. 12)
- 126,000 export jobs (r. 15)
- Emerging markets = economic growth opportunities
- Exports & trade gateways critical to sustained regional growth

## Why the Metro Focus?

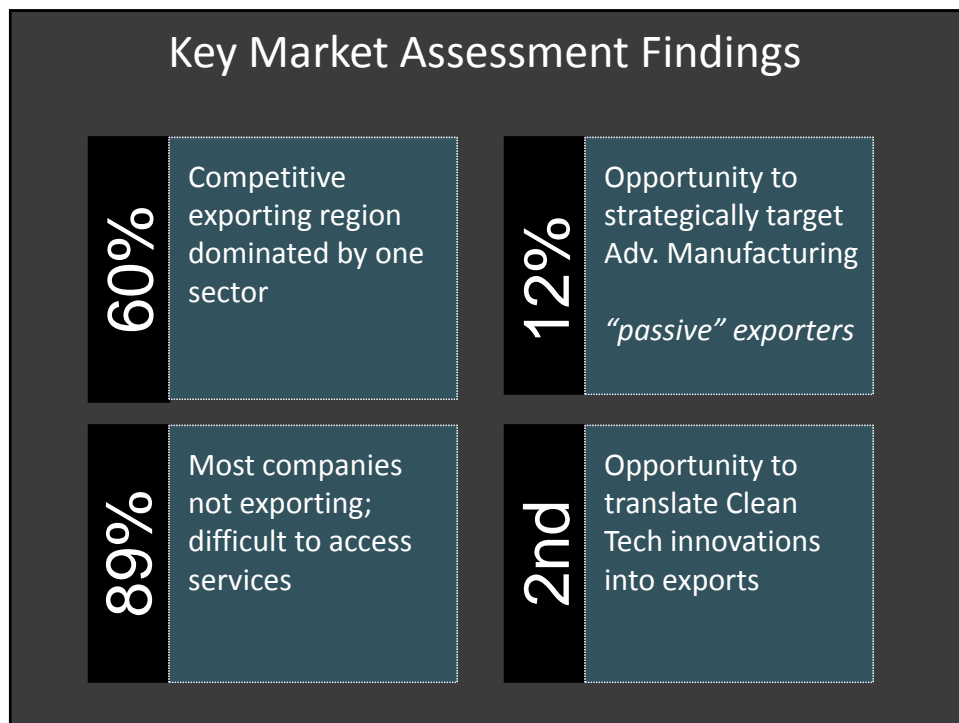
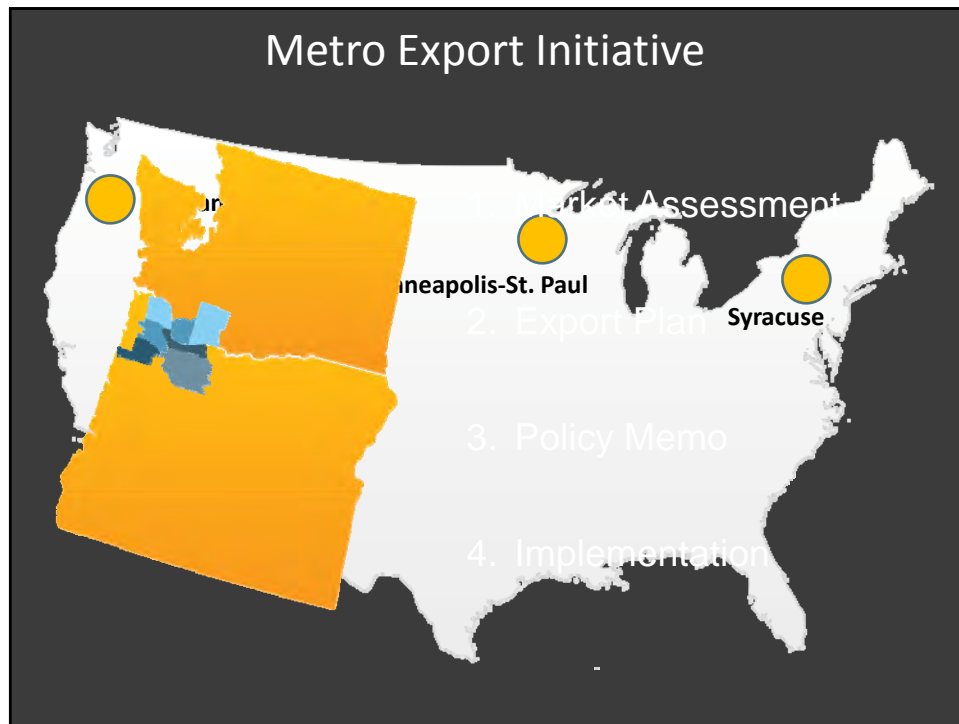
- Metro areas drive U.S. exports
- Metro regions lack export strategies



## From NEI to MEI

- President's National Export Initiative (NEI)
  - Double U.S. exports over 5 years
  - Deliver economic growth and jobs
  - Good pay to workers at all levels of education
  - Rebalance US economy and lower trade deficit
- Brookings Metro Export Initiative (MEI)
  - Export Nation Study: 100 largest metro areas
  - Connect macro vision to metro reality
  - Develop metro specific export strategies







## Export Strategy Goals



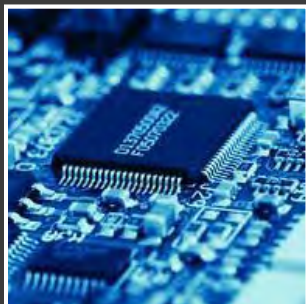
1. Create & retain export-related jobs
2. Diversify export industries & foreign markets
3. Increase number of firms exporting
4. Maintain leading export position in U.S.  
(jobs, value & intensity)

## Strategic Objectives

- Integrate export promotion into ***economic development***
- Celebrate & promote region's export ***culture***
- Encourage use of ***infrastructure*** including air and maritime port services
- Provide a platform for national export ***policy*** positions from the metro region
- Rationalize the use of scarce ***trade resources***
- Build ***C-level support*** at companies for regional export goals

## Export Plan Strategies

### Leverage Primary Exporters



Capitalize on export strength of Computer & Electronic Mfg. Sector

- Ensure location advantages
- Enhance supply chain (*secondary exports*)
- Reduce leakage of exported products
- Track spin-off and startup companies

## Export Plan Strategies

### Catalyze Under-Exporters



Develop proactive strategy for select number of manufacturing firms

- Account management
- Customized market analysis
- Peer-to-peer export mentoring
- Tailored export-focused trade missions

## Export Plan Strategies

### Healthy Export Pipeline



Improve access to services to increase the number of SMEs exporting

- Single point-of-entry web portal (“roadmap”)
- Promote export culture
- Train economic development community
- Manage companies thru export services pipeline
- Export accelerator

## Export Plan Strategies

### Market Portland’s Global Edge



WeBuildGreenCities.com

Take Greater Portland innovations to global markets

- Roll out “WBGC”
  - Strategic marketing
  - Directory of companies & products
- Evaluate strategy in other industries
- Internationalize regional marketing
- Tourism & education

## A Policy Voice for Exports

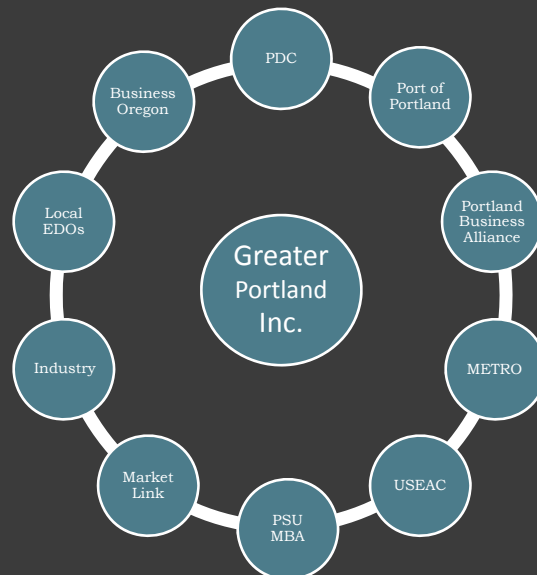


Ongoing discussions with federal, state & local leaders

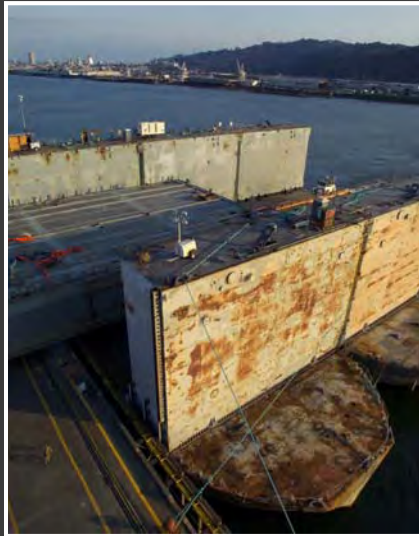
- Funding of export promotion services
- Relevant metro level data
- Freight strategy to address export growth
- Land use and tax issues
- Movement of people and ideas
- Alignment of performance measures

## Implementation

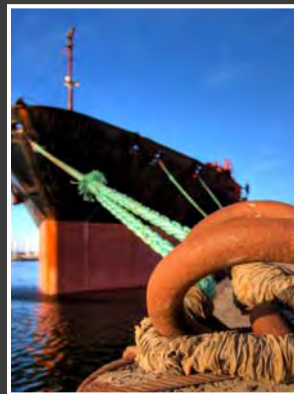
- Regional Implementation Team
- Metro Advisory Committee



## Next Steps



- Finalize Implementation Strategy & Policy Memo
- Present to Boards & Commissions
- Public Rollout (Feb. 15<sup>th</sup>)
- Fundraising



**PDC** | PORTLAND  
DEVELOPMENT  
COMMISSION  
[www.portlandpdc.org](http://www.portlandpdc.org)

# Project on State and Metropolitan Innovation

## Greater Portland Export Plan

**G**reater Portland has a global reputation when it comes to advanced urban planning, leading-edge sustainability, and a high quality of life for its citizens. However, its reputation as an economic leader is less recognized. In response, regional leaders are positioning Greater Portland to be a leader in the "next economy" through a strategic focus on target industry clusters, innovation, and international trade.

### Greater Portland Exports

	Value	Metro Rank
Exports, 2008	\$22 billion	12
Export Growth, 2003–2008	\$11 billion	7
Export Growth Rate, 2003–2008	100.9%	2
Export Jobs, 2008	126,626	16
Export Jobs Growth, 2003–2008	47,734	16

Source: Emilia Istrate, Jonathan Rothwell, and Bruce Katz, "Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness" (Washington: Brookings Institution, 2010); A rank of "1" signifies the highest value among the 100 largest metropolitan areas.

► **Export Profile:** Over 90 percent of exports and export growth come from the top 10 exporting industries in the region including: manufacturing (computer and electronics, primary metal, machinery, and transportation), royalties, professional services, and travel and tourism. The computer and electronics products industry dominates local exports (57 percent of total volume; 67.2 percent of total growth). Top markets for exports from Greater Portland include countries in the Pacific Rim and Europe.

► **State of Export Services:** Greater Portland's economy is rich with small and medium enterprises (SMEs) that have limited awareness of global opportunities or local export services and programs. Export services are considered good, but the system is fragmented, has gaps, and is reactive in nature. Export promotion is not fully integrated into the region's target industry and business development efforts.

► **Objectives and Strategies:** The objectives of the export plan are to create and sustain regional jobs through export growth, promote a strong export culture, increase the number of firms exporting, and solidify Greater Portland's position as a top 10 U.S. exporting metro. Four core strategies drive pursuit of these objectives:

#### 1. Support and Leverage Primary Exporters

Provide proactive economic development support to the computer and electronics industry, including an intense focus on growing the local supply chain (secondary exports) through strategic recruitment and existing business integration efforts.

#### 2. Catalyze Under-Exporters

Target a defined set of high potential regional companies in the advanced manufacturing cluster with outreach and account management services: firm specific market analysis, targeted trade missions, and a peer-to-peer export mentoring program.

#### 3. Build a Healthy Export Pipeline

Coordinate export services, fill service gaps, and improve market intelligence for new-to-export firms; includes the improvement of the region's export culture through proactive marketing, developing an export web portal ("roadmap"), and establishing a regional export accelerator.

#### 4. Branding and Marketing Portland's Global Edge: 'We Build Green Cities'

Package Greater Portland's cluster strengths to support new market presence for the most innovative sectors. This begins with a clean tech initiative that offers regionally developed solutions to global challenges. Proactive marketing to sell Portland's "Green City" story internationally around a set of industries, companies, and products with export potential and a travel and tourism component to attract international conventions, meetings, and tourists.

## Export Plan Development

The development of Greater Portland's export plan has been led by staff from the following regional coalition organizations:

Office of Portland Mayor Sam Adams (co-lead)

Portland Development Commission (co-lead)

Greater Portland, Inc.

Port of Portland

Portland Business Alliance

Metro

Business Oregon

Portland U.S. Export Assistance Center

Columbia River Economic Development Council

Portland State University

Oregon Export Council

In addition to the work of the strategy development team, Greater Portland sought significant input from a wide range of public sector organizations, higher education institutions, regional decision-makers, and private sector businesses through working sessions, one-on-one meetings, and presentations to regional boards and commissions.

## About the Brookings-Rockefeller Project on State and Metropolitan Innovation

This brief is part of a series of papers being produced by the Brookings-Rockefeller Project on State and Metropolitan Innovation. States and metropolitan areas will be the hubs of policy innovation in the United States, and the places that lay the groundwork for the next economy. The project will present fiscally responsible ideas state leaders can use to create an economy that is driven by exports, powered by low carbon, fueled by innovation, rich with opportunity and led by metropolitan areas.

## About the Metropolitan Policy Program at the Brookings Institution

Created in 1996, the Brookings Institution's Metropolitan Policy Program provides decision makers with cutting-edge research and policy ideas for improving the health and prosperity of cities and metropolitan areas including their component cities, suburbs, and rural areas. To learn more visit: [www.brookings.edu/metro](http://www.brookings.edu/metro).

## About The Rockefeller Foundation

The Rockefeller Foundation fosters innovative solutions to many of the world's most pressing challenges, affirming its mission, since 1913, to "promote the well-being" of humanity. Today, the Foundation works to ensure that more people can tap into the benefits of globalization while strengthening resilience to its risks. For more information, please visit [www.rockefellerfoundation.org](http://www.rockefellerfoundation.org).