

Best Practices in Regional Innovation Collaboration:

The Portland Experience

Juneau Economic Development Council Innovation Summit
February 11, 2013



PDC

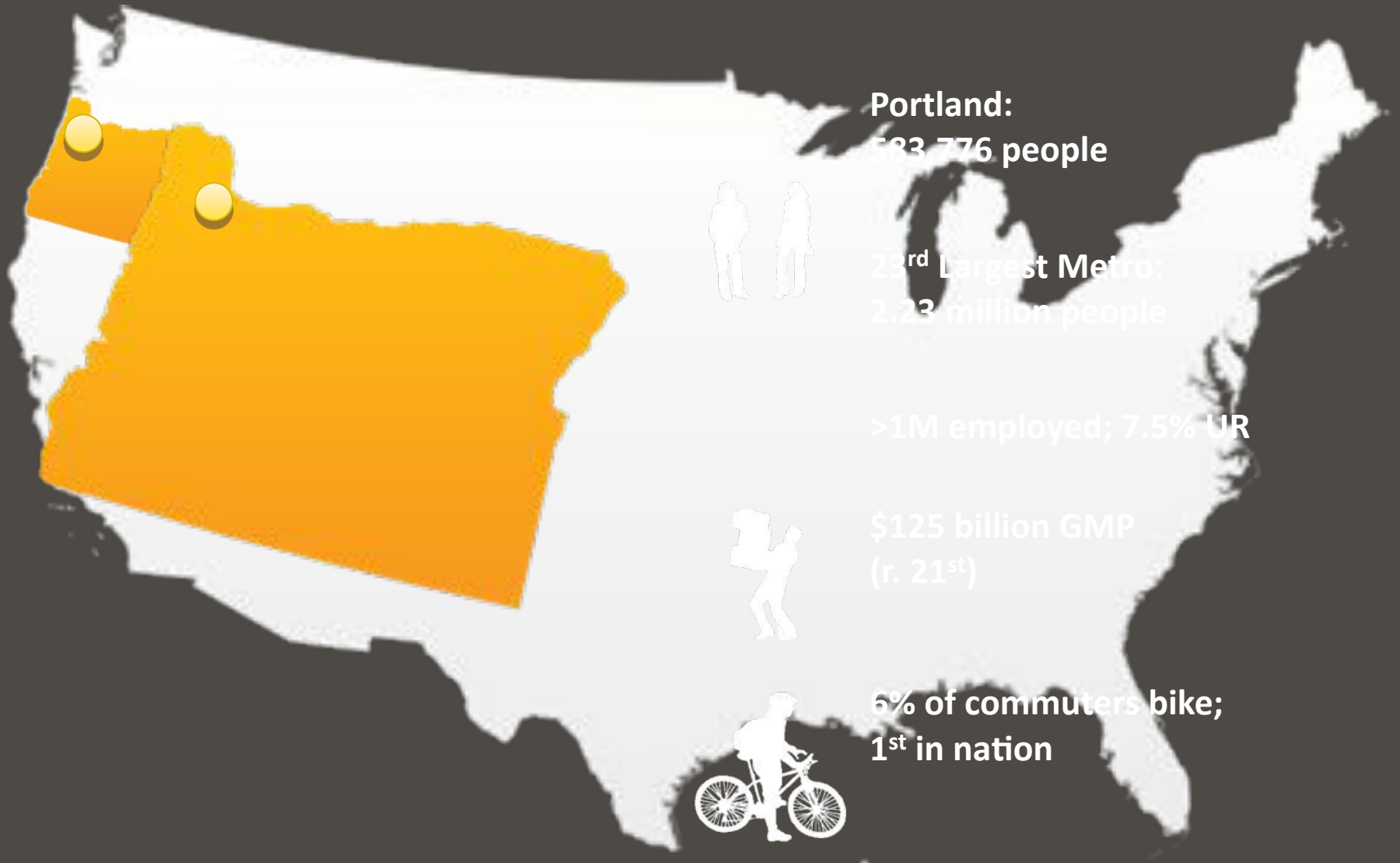
PORTLAND
DEVELOPMENT
COMMISSION
www.pdc.us

Agenda

- Portland Overview
- History of the Portland Development Commission (PDC)
- Portland Economic Development Strategy
- Cluster Focus
- Results
- Questions

Overview of Portland

Portland Facts



Portland's economy

1M

Growth in metro
area population by
2035

95%

Percentage of firms
with fewer than 50
employees

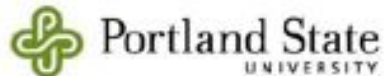
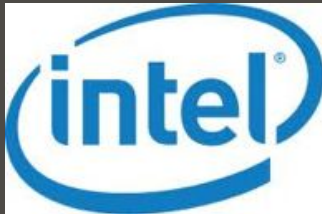
2nd

Metro Portland has
2nd most trade-
dependent regional
economy in US

2nd

Oregon has the
second highest
concentration of
green jobs in US

Largest Employers



History of the Portland Development Commission (PDC)



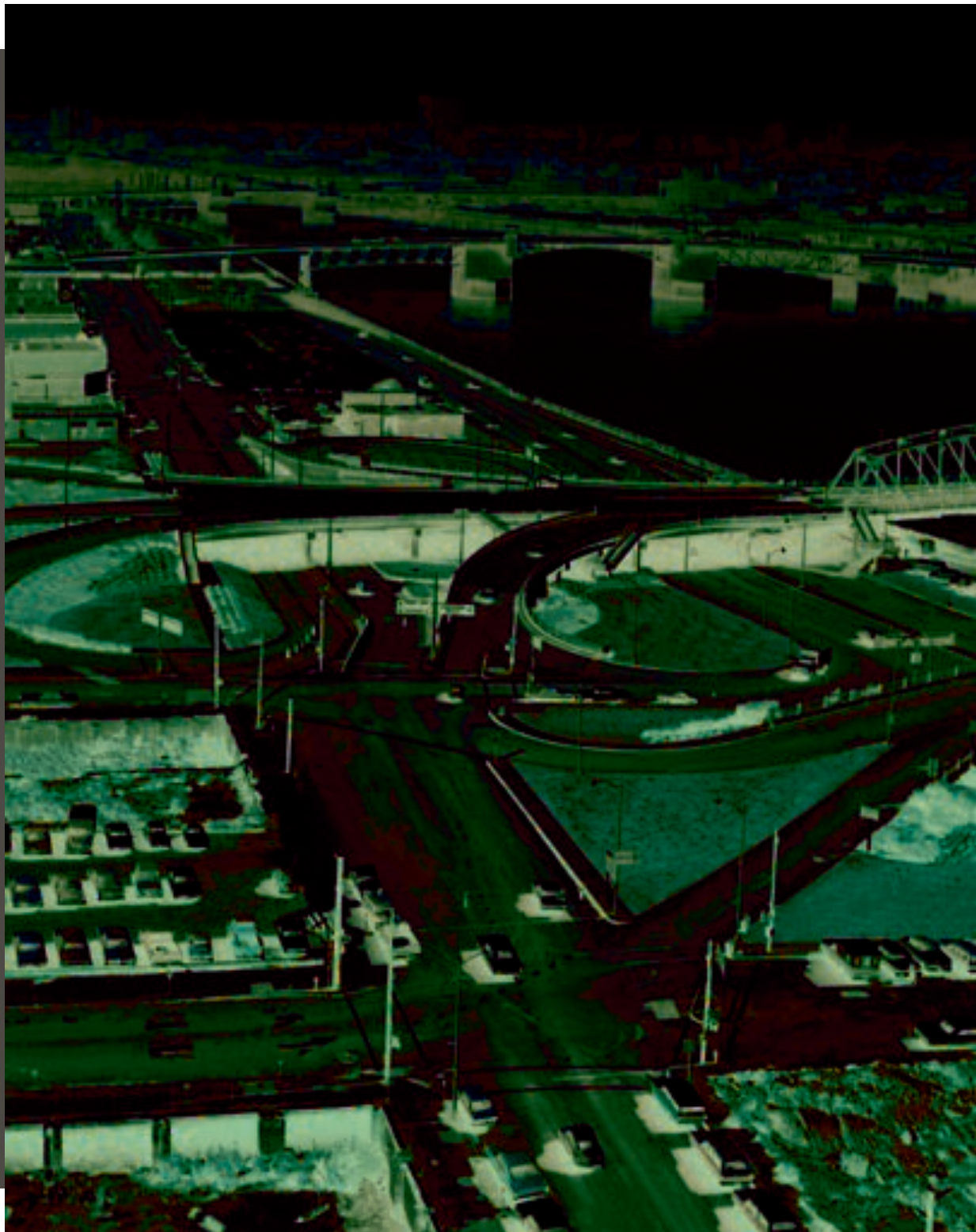
Portland Development Commission

- PDC is an independent economic development and urban renewal agency governed by five person commission.
- Founded in 1958 to initiate urban renewal in Portland.
- De facto economic development agency for City of Portland.
- Primary source of funding is TIF.























Before



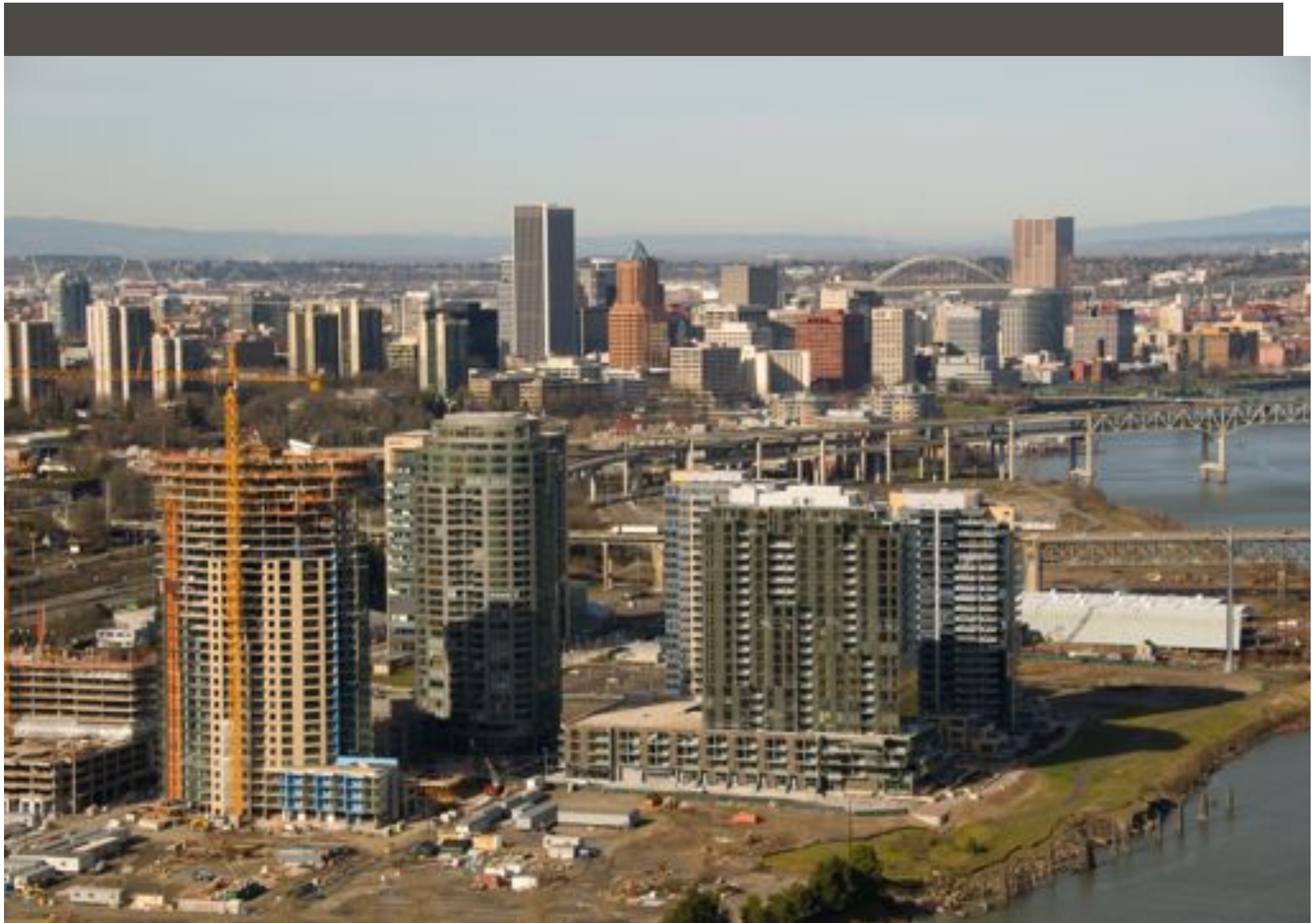
After













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T



Portland Economic Development Strategy

The Portland Brand

Sustainability, quality of life, progressive thinking and food carts

No. 2 of America's Top 50 Bike-Friendly Cities
– *Bicycling Magazine*

No. 4 of The Top 5 Cities for Green Jobs
– *Center for American Progress*

Second-greenest Metro in the United States
– *Site Selection magazine*

No. 3 of Top 10 Climate-Ready
Cities in the United States
– *Triple Pundit*

Ranked 15th in the nation for
total cost savings from Energy
Star buildings
– *Environmental Leader*

One of the 25 most electric
vehicle-ready cities in America
– *Ford Motor Company*

The Portland Brand

“Where Young People Go to Retire”

Priv

Infl

Lagging per capita income

1 million new residents
by 2035



Strategic Framework

Economic Assets

Diversified small business base
Access to international markets
Geographic advantages of Port and rivers



Sustainable Way of Life

Recognized leadership in sustainability
Decades of investment in quality of life
Hub for creative class
Progressive public policy



Vision: To Build the Most Sustainable Economy in the World



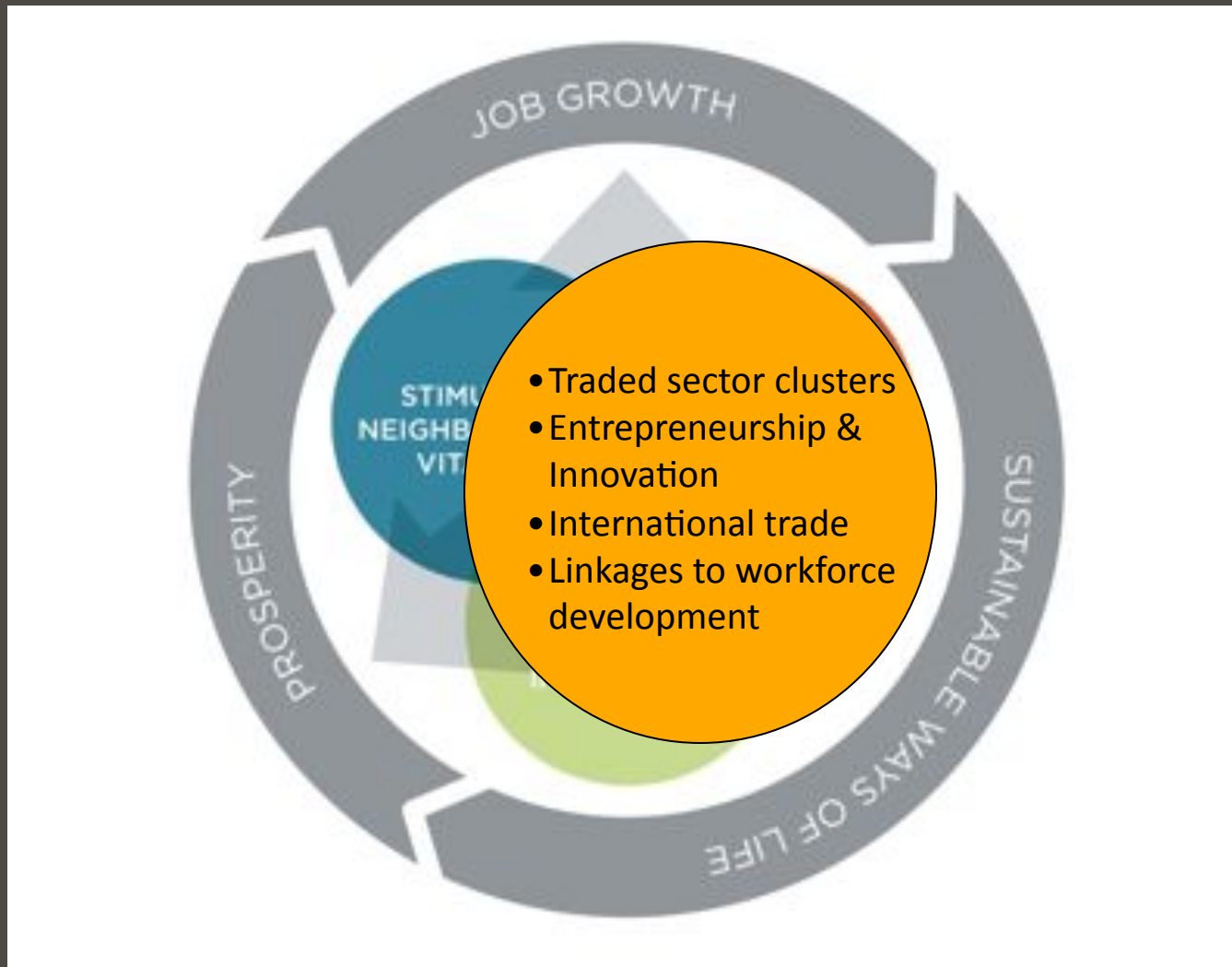
Five Year Economy Development Strategy:
Building the Sustainable Economy

Portland Economic Development Strategy



Goal: 10,000 Net New Jobs in Five Years

Growing the Traded Sector Economy

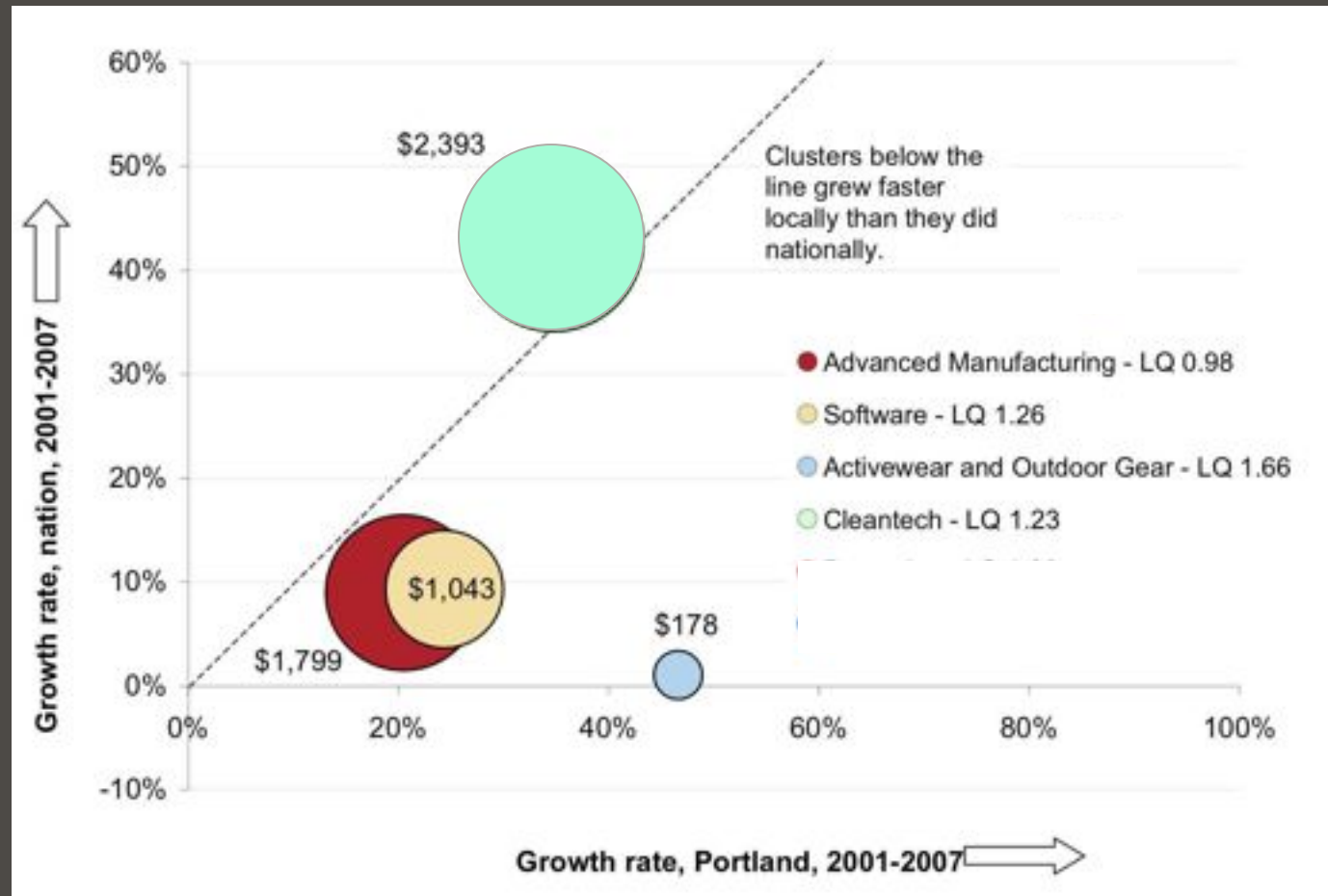


Cluster Focus

Cluster Identification

Rationale

- Traded Sector
- Concentrated talent and firms
- High growth
- Competitive advantage
- High wages and multiplier effects



Clusters



Clean Tech



**Athletic &
Outdoor**



**Advanced
Manufacturing**



Software

Clean Tech Action Plan

Nurture Clean Energy Hub Reputation

Supply Chain Development

Early Adoption of New Technologies

Export and Brand Promotion



Software Action Plan

PDX 11 – Community-led Collaborative

CivicApps and First Adopter

Entrepreneurship & Early Stage Capital

Talent Attraction



Adv. Manufacturing Action Plan



Enterprise Zone Promotion

Supply Chain Development

Lean and Waste Reduction
Investments

Industrial Land Supply

Athletic & Outdoor Action Plan

The logo for YAKIMA, featuring the word "YAKIMA" in a bold, black, sans-serif font with a registered trademark symbol (®) to the upper right.

Industry Study & Mapping

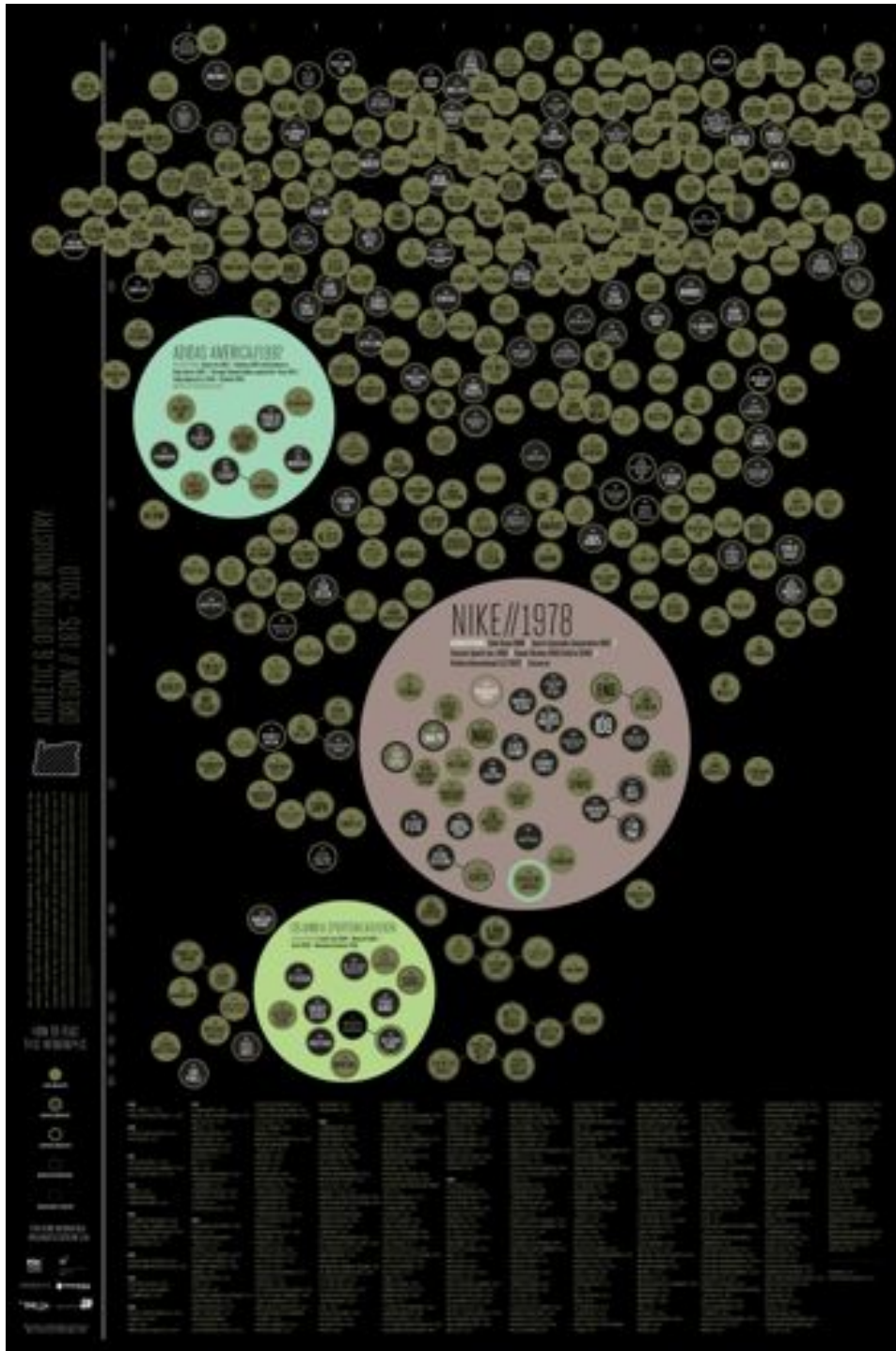
Eco Index



Design Forum/PDX

Peer-to-Peer Networking





Athletic & Outdoor Industry

Cluster Infographic



WEBUILD
GREENCITIES

PORTLAND
OREGON



WE CREATE
WHAT'S NEXT

PORTLAND
OREGON



TECHLANDIA



PORTLAND
OREGON

WETHINK
OUTSIDE

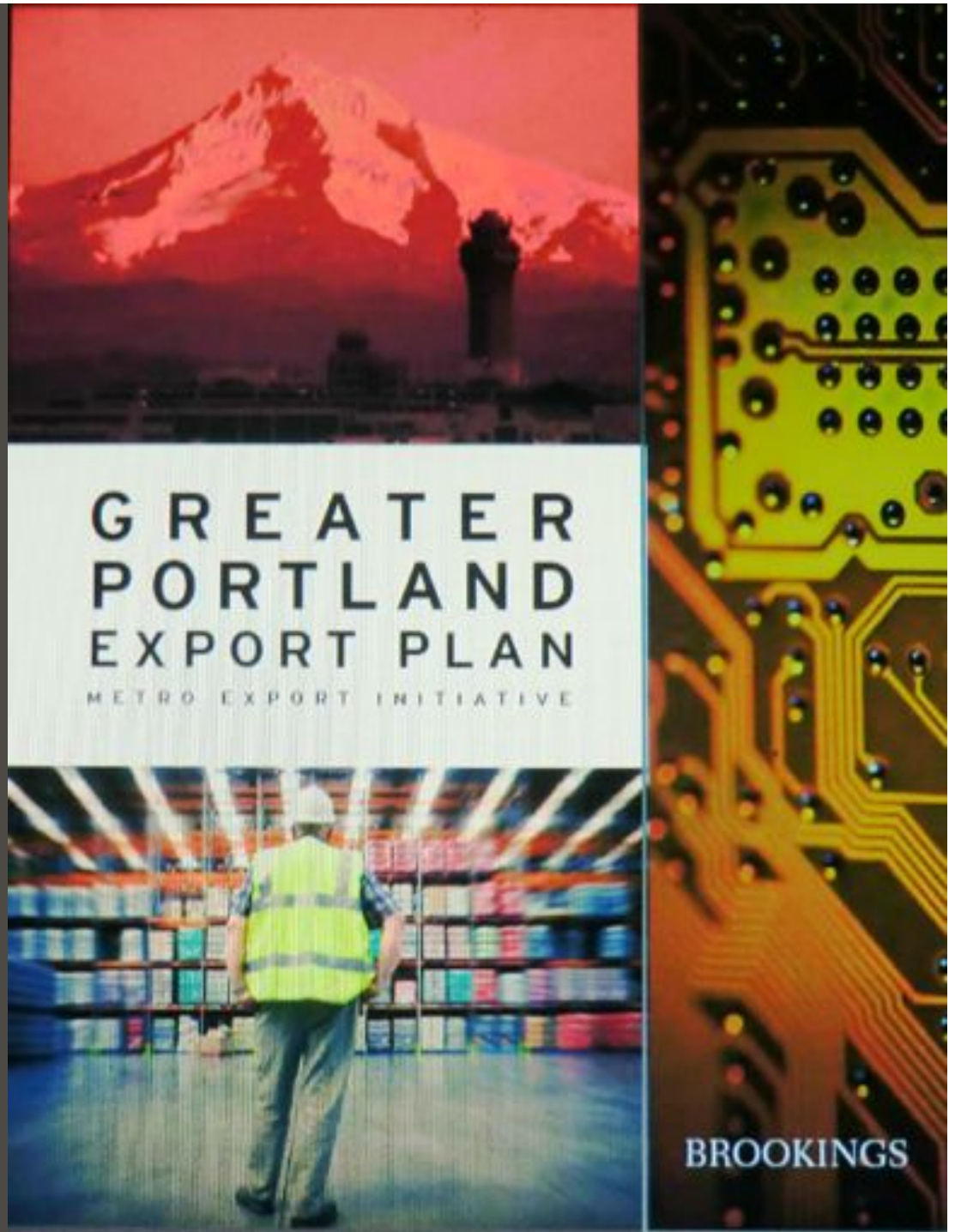
The background is a dark, industrial scene featuring large, interlocking metal gears. Bright sparks are visible, suggesting a welding or forging process. A thin, white, hand-drawn-style oval is centered over the text.

WEFORGE
THEFUTURE

PORTLAND
OREGON

Greater Portland Export Plan

- Drive export growth from existing traded sector businesses
- Explicit focus on cluster industries
- Realizes the vision of a traded sector, cluster strategy



Portland 100

VC Recruitment Strategy

Eastside Entrepreneurial District

Digital Hub

Growing the Entrepreneurship Ecosystem

Portland Seed Fund +

Research & Commercialization Plan

Bioscience Accelerator

U.S. Patent Office Recruitment

Software

A & O

Design Forum/PDX & Materials Library

PDX 11 Mentor/Mentee App

Startup Visualization Map

“Peer-to-Peer” Mentoring

Promoting Cluster Entrepreneurship

Green Commercialization

Jobs & Innovation Accelerator Grant

Product Diversification

Advanced Mfg

Clean Tech

Regional Coordination



Greater Portland, Inc.



Value of Jobs Campaign

Results

INVESTMENT ►

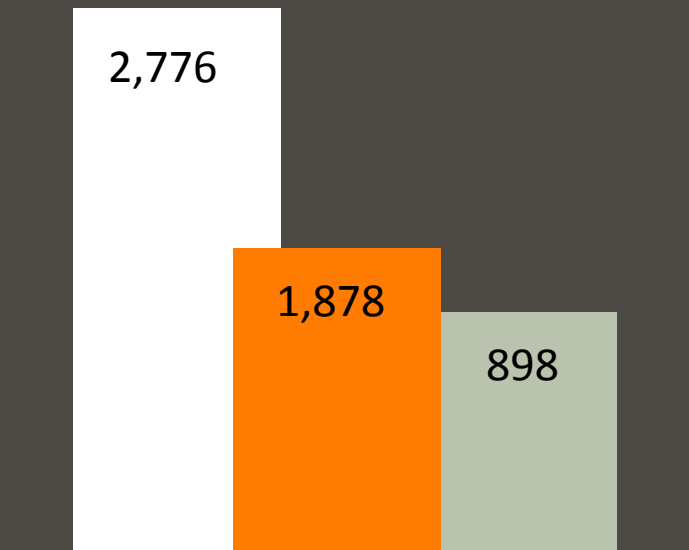
BUSINESSES
ASSISTED: 528

TOTAL FINANCIAL ASSISTANCE:
\$74,877,471

TOTAL LEVERAGE:
\$747,602,462



JOB CREATION ►

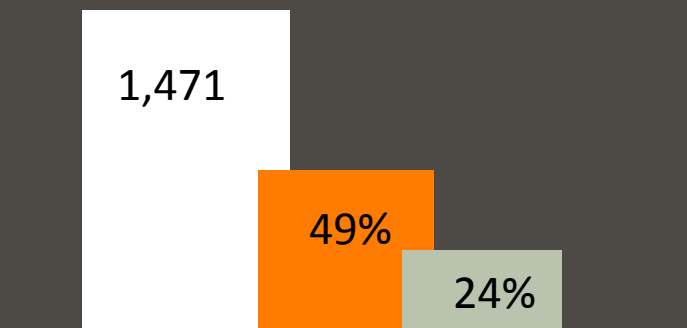


NEW JOBS:

1,878 Existing/startup

898 Recruitment

2,776 TOTAL



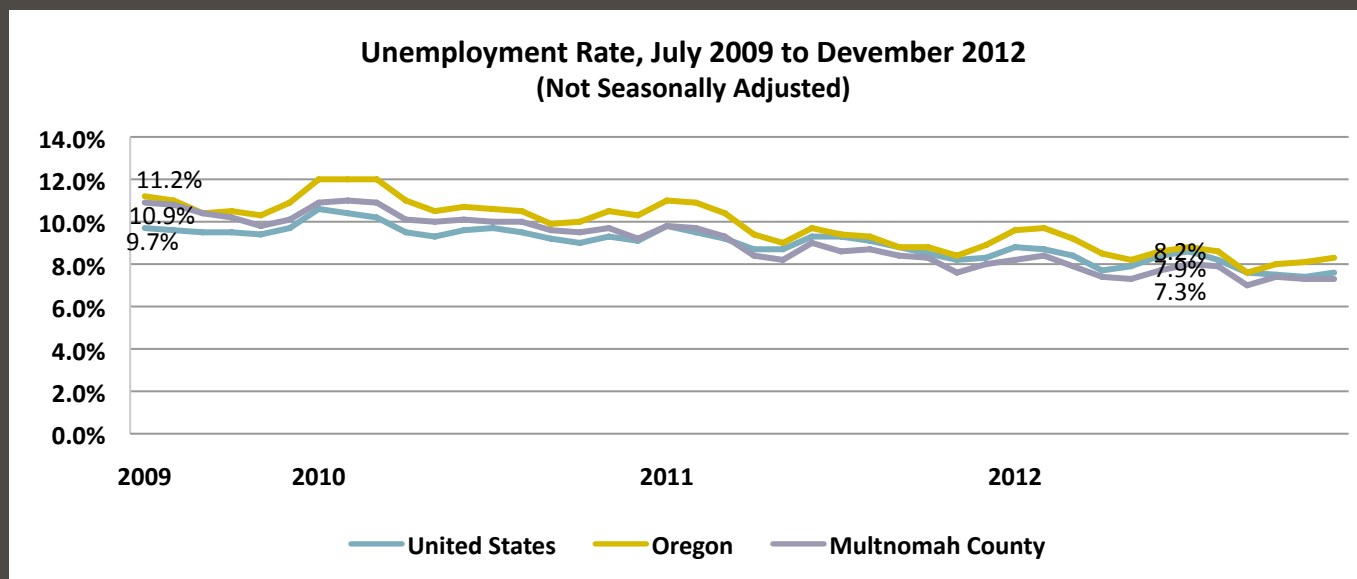
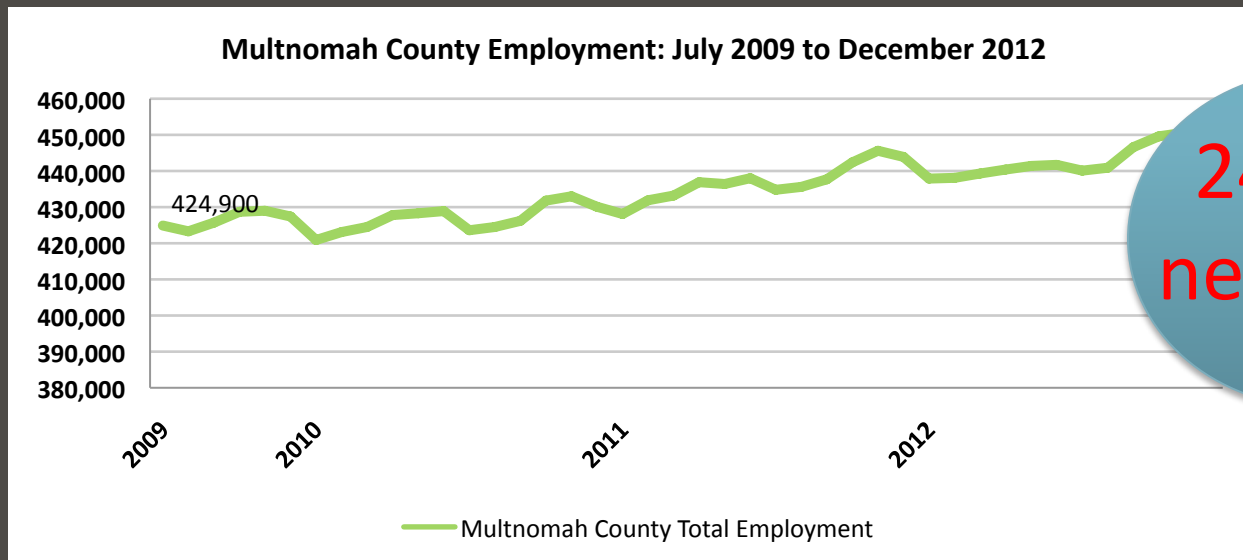
RETAINED JOBS:

1,471

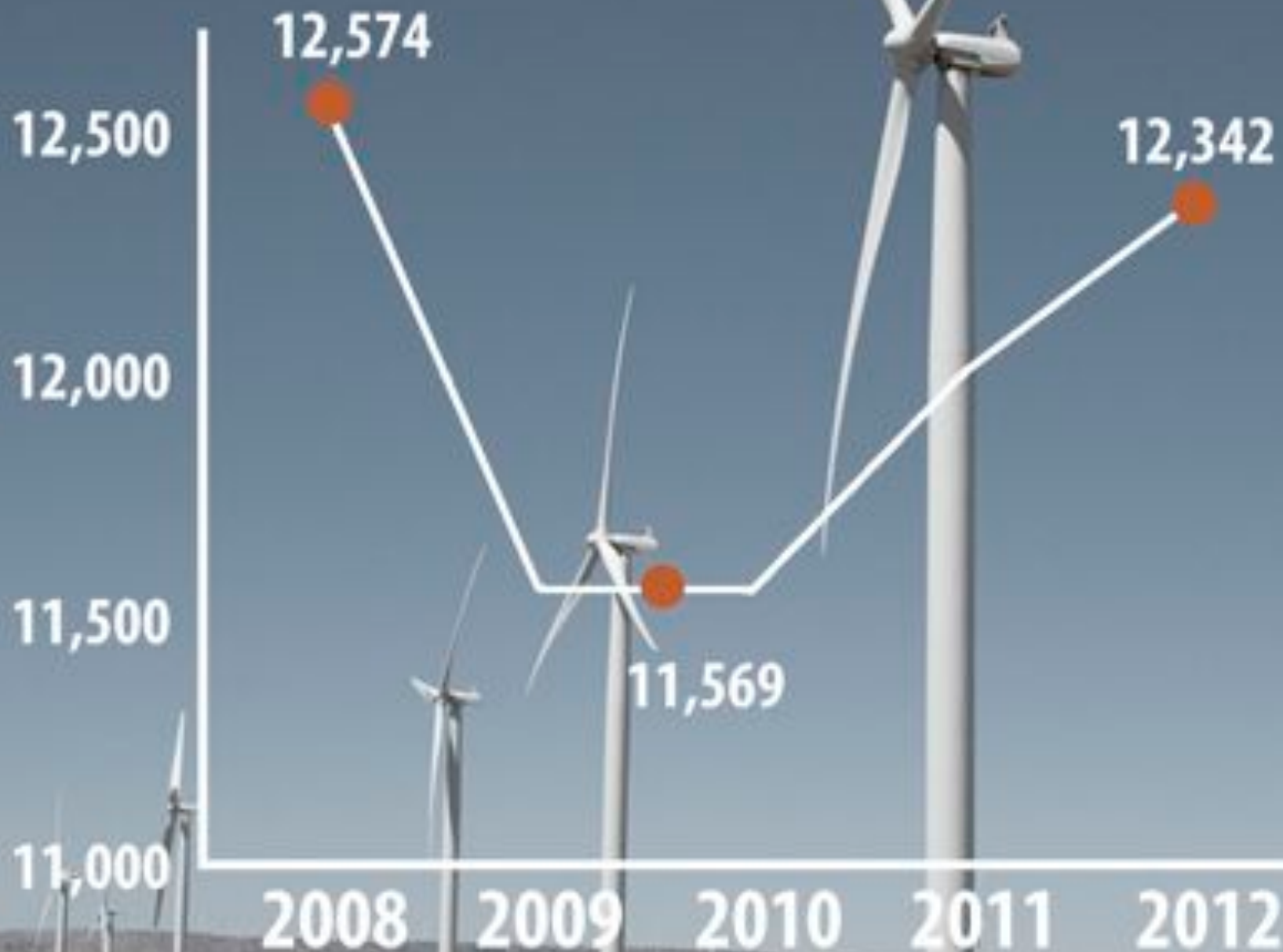
49% Target Cluster

24% Small Business

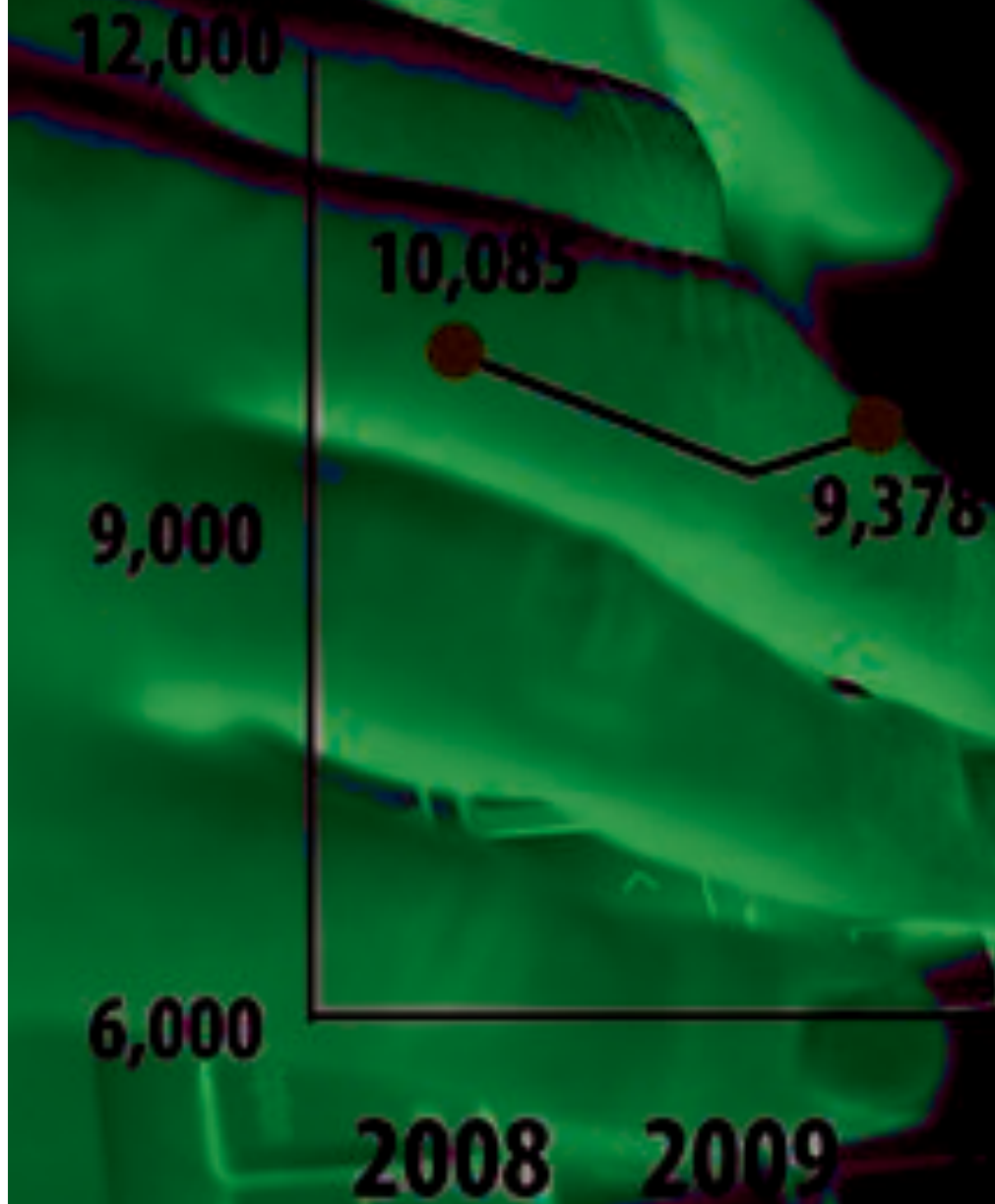
EMPLOYMENT GROWTH ▶



CLEAN TECH JOB CHANGE: 2008 - 2012



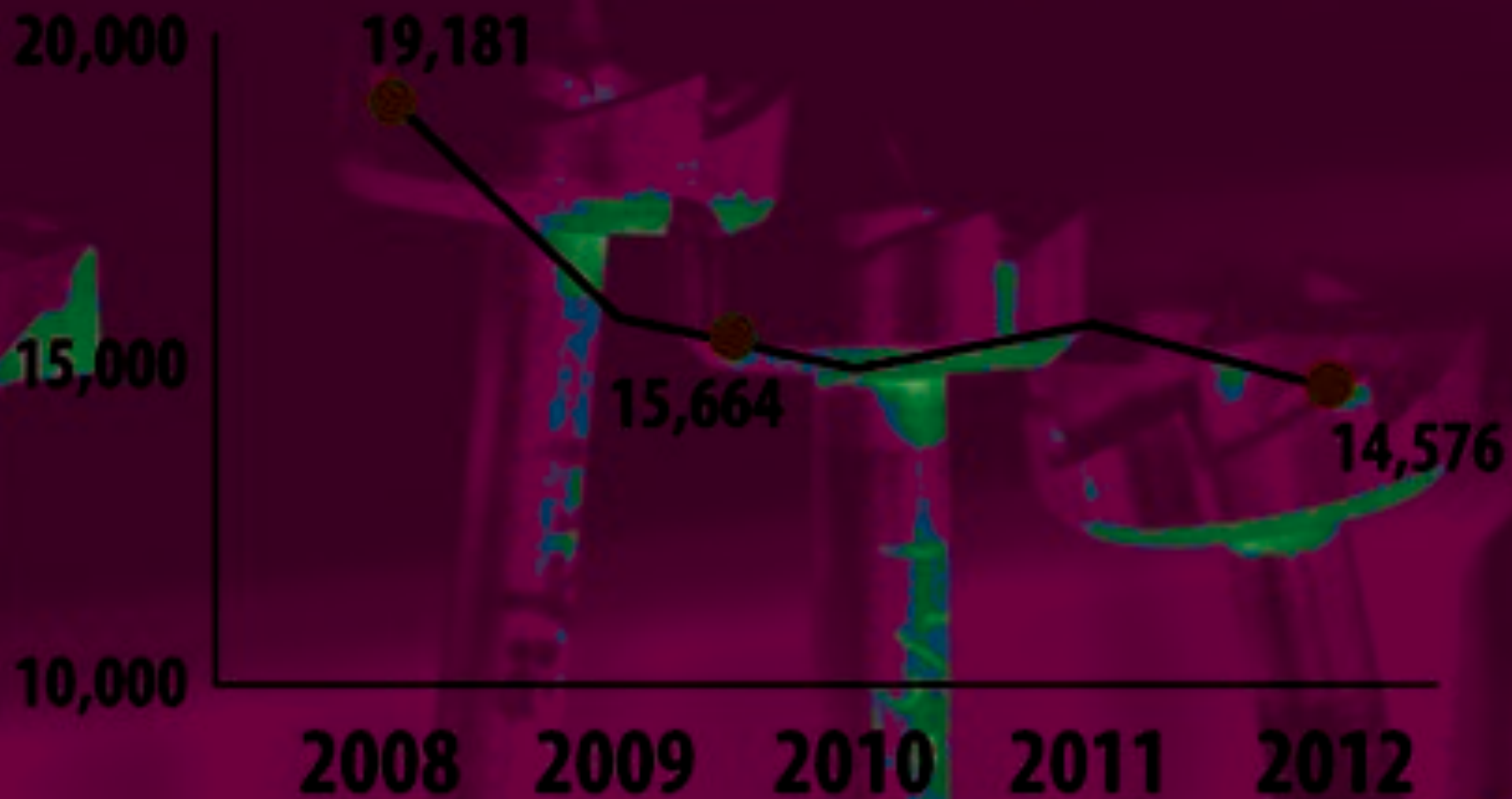
SOFTWARE JOB CHANGE: 2008 - 2012



ATHLETIC & OUTDOOR JOB CHANGE: 2008 - 2012



ADVANCED MANUFACTURING JOB CHANGE: 2008 - 2012



Lessons

1. Having a focused strategy is critical
 - Establishes priorities – what's in and what's out
 - Aligns resources
 - Creates a common understanding and language
2. Smart strategy more effective than democratic one
3. Private and public leadership must “own” the strategy
4. Implementation just as important as strategy
 - Organizational structures must be aligned to strategy
 - Lack of discipline in implementation undermines strategy
5. You can only go as fast and far as industry is willing to go



Photo: Steve Morgan

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