

Competitiveness	
Goal: Generate robust job growth by maximizing the opportunities to produce and sell products and services for existing, emerging and relocating businesses.	
1.1 Cluster Strategy	Responsible Parties
Objective: Grow traded sector jobs through the implementation of a cluster strategy targeting four industries.	
<i>Clean Tech and Sustainable Industries (CTSI)</i>	
Action 1.1.1: Facilitate employment growth of CTSI sectors through extensive cluster organizing and implementation of industry-driven action plans.	PDC, OECD, GGP
Action 1.1.2: Spur broad cluster activity by establishing the Oregon Sustainable Economy Network (OSEN).	PDC, P+OSI, OECD, BPS
Action 1.1.3: Expand demand for energy efficiency products and services through investment in retrofits of existing building stock.	BPS, PDC, P+OSI, Energy Trust
<i>Activewear</i>	
Action 1.1.4: Complete a cluster inventory and analysis and implement key recommendations for growing the cluster.	PDC, OECD, GGP, Oregon Business Plan
Action 1.1.5: Grow employment and revenues through an emphasis on retention and expansion of promising firms and improving the environment for business start-ups.	PDC, GGP, OECD
Action 1.1.6: Establish Creative Exchange, a materials library and design center, to solidify Portland's standing as a leader in sustainable design.	OUS, OECD, PDC, Private Sector
<i>Software</i>	
Action 1.1.7: Conduct an in-depth study of the industry to identify significant trends and opportunities for expansion.	PDC, OECD, GGP, SAO
Action 1.1.8: Support entrepreneurial districts within Portland, with a focus on areas with existing technology incubators.	PDC, SAO, PSU, private incubators
Action 1.1.9: Grow employment and revenues in the software cluster by improving the environment for business start-ups and emerging firms.	PDC, SAO, OEN, TechAmerica
<i>Advanced Manufacturing</i>	
Action 1.1.10: Increase the supply of industrial land through the implementation of the Harbor-Redi Initiative and other efforts to reclaim brownfield sites.	PDC, DEQ, EPA, BES, OHWR, Working Waterfront Coalition and property owners
Action 1.1.11: Pursue opportunities for local manufacturers to fill supply chain gaps and replace imported components for the clean tech industry.	OECD, PDC, BPS,
Action 1.1.12: Improve the industrial efficiency of the manufacturing sector through the provision of lean manufacturing services, zero waste and other form of process improvement.	PDC, OMEP, ZWA, Mfg 21, private firms

<p>1.2 International Strategy</p> <p>Objective: Implement a multi-faceted international strategy to expand export of local products and expertise and attract foreign investment.</p>	<p>Responsible Parties</p>
<p>Action 1.2.1: Coordinate promotion of Portland’s sustainable economy through an expansion of the city’s aggressive international trade show plan, targeted marketing campaigns, and strategic business development trips.</p>	<p>PDC, Team Oregon, GGP, OECD, Port of Portland, ODA, U.S. Dept of Commerce, Int’l Marketing Partners</p>
<p>Action 1.2.2: Create an annual International Road Show for Oregon foreign representatives, and initiate the Mayor’s Export and International Investment awards program.</p>	<p>PDC, OECD, GGP, Port of Portland, ODA, U.S. Dept of Commerce</p>
<p>Action 1.2.3: Develop and implement a site selection consultant strategy.</p>	<p>PDC, GGP, OECD, Port of Portland, ODA, U.S. Dept of Commerce, Regional Partners</p>
<p>1.3 Higher Education</p> <p>Objective: Support the efforts of higher education institutions to serve as the innovation engine of our sustainable economy.</p>	<p>Responsible Parties</p>
<p>Action 1.3.1: Create an inventory of statewide higher education resources to support the sustainable economy.</p>	<p>PDC, GGP, OUS Schools, OHSU, private colleges, community colleges</p>
<p>Action 1.3.2: Expand the efforts of Oregon Inc and OUS schools to fund and commercialize research and development at state universities .</p>	<p>PDC, OECD, OUS, BEST, PSU, ONAMI</p>
<p>Action 1.3.3: Assist PSU in its efforts to become a center of excellence in sustainability research, innovation and talent development.</p>	<p>PSU, OUS, PDC</p>
<p>1.4 Workforce Development</p> <p>Objective: Align workforce development efforts to match the skill needs of targeted industries.</p>	<p>Responsible Parties</p>
<p>Action 1.4.1: Align the Workforce Investment Board’s 2010-2012 Strategic Plan with the Portland’s Economic Development Strategy.</p>	<p>WSI, WIB, PDC</p>
<p>Action 1.4.2: Convene industry skill panels to design and evaluate curricula to ensure that the training meets targeted industry needs.</p>	<p>WSI, Private sector, training providers</p>
<p>Action 1.4.3: Enhance and align services to prepare local residents for occupational training in the target industries.</p>	<p>WSI, PBA, Hillsboro Chamber, WorkSource Portland Metro, Youth Providers, PDC, Industry Associations</p>

Urban Innovation	
Goal: Maintain a leadership position in sustainability by constantly striving to produce an innovative urban setting that fosters creativity and invention.	
2.1 Next Generation Built Environment	
Objective: Create the next generation built environment.	Responsible Parties
Action 2.1.1: Establish the Oregon Sustainability Center to foster the next wave of innovation in sustainable building and living.	PDC, P+OSI, PSU, OUS, BPS
Action 2.1.2: Establish eco-districts in three catalytic locations	PDC, BPS, P+OSI
2.2 Vibrant Central City	
Objective: Enhance the vitality and distinctiveness of the Central City to showcase our sustainable way of life and attract creative class talent.	Responsible Parties
Action 2.2.1: Invest in catalytic Westside redevelopment projects, including Post Office, Centennial Mills, PSU, Con-Way and Goose Hollow.	PDC, BPS, Mult. Co., PPS
Action 2.2.2: Support the planned expansions of the PSU and OHSU campuses.	PSU, OHSU, OUS, PDC, BPS
Action 2.2.3: Invest in catalytic Eastside sites, including Headquarters Hotel, Rose Quarter redevelopment and Burnside Bridgehead.	PDC, MERC, BPS, Metro, Mult. Co., property owners
2.3 Selling the Portland Brand	
Objective: Actively market Portland as the leader in sustainability throughout the world.	Responsible Parties
Action 2.3.1: Convene public – private working group to develop objectives for branding strategy.	Mayor’s office, PDC, GGP, Port, Metro, PBA
Action 2.3.3: Implement a unified branding strategy for the city and region.	Mayor’s office, PDC, GGP, Port, Metro, PBA, Travel Portland

Neighborhood Business Vitality	
Goal: Achieve broad-based prosperity by equalizing opportunity and stimulating economic activity in neighborhoods throughout the city.	
3.1 Economic Gardening	
Objective: Build the capacity of local entrepreneurs to innovate and compete in the global economy through the establishment of an economic gardening program.	Responsible Parties
Action 3.1.1: Perform outreach and educational efforts.	PDC, OEN, OMEN, Private Partners
Action 3.1.2: Establish suite of service providers and consultants to provide assistance to targeted firms.	PDC, OEN, OMEN, Private Partners
Action 3.1.3: Grow the program through expanded funding and regional or national organizational partnerships.	PDC
3.2 Small Business Assistance Portal	
Objective: Create a single point of entry, the Portland Small Business Assistance Portal, for delivery of information and services relevant to Portland’s small businesses.	Responsible Parties
Action 3.2.1: Establish a working group comprising representatives from Portland’s small business community.	City Bureaus , APNBA, SBAC, Chambers of Commerce, OAME and PBA
Action 3.2.2: Create Portland Small Business Web Portal initially through a consolidation and expansion of existing city websites.	City Bureaus , APNBA, SBAC, Chambers of Commerce, OAME and PBA
3.3 Green Main Streets	
Objective: Achieve Commercial District Revitalization through the implementation of a green “Main Street” program for Portland’s neighborhoods.	Responsible Parties
Action 3.3.1: Establish Portland Main Street Advisory Committee	PDC, APNBA, ONI, BPS, PBOT Oregon Main Street
Action 3.3.2: Identify seed funding and on-going program financial support.	PDC, APNBA, ONI, BPS, PBOT, Oregon Main Street
Action 3.3.3: Contract with the National Trust for Historic Preservation’s Main Street Center and coordinate with the Oregon Main Street program for guidance and training.	PDC, APNBA, ONI, BPS, PBOT, Oregon Main Street