

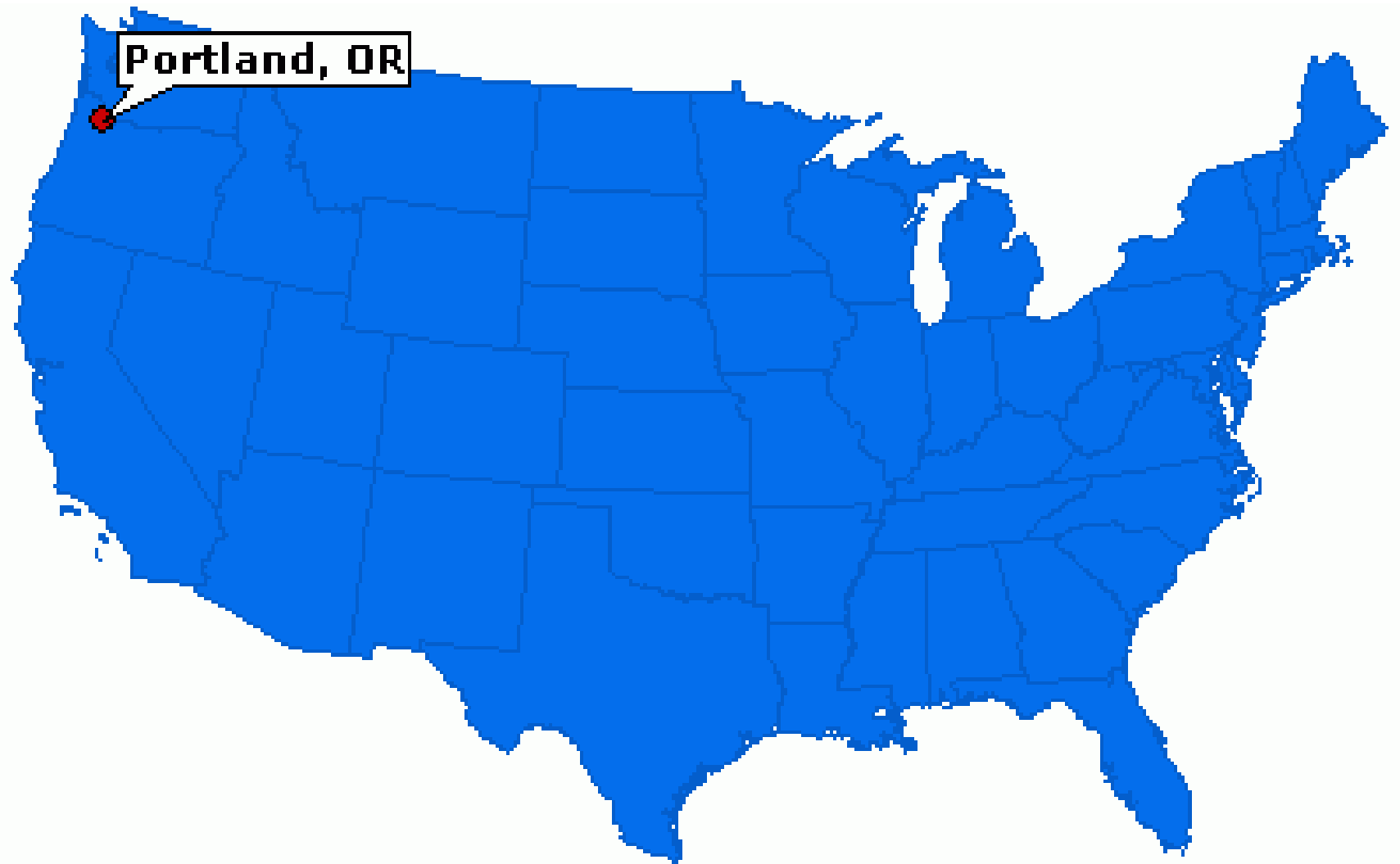


Lecture 4: The Metropolitan Strategy in Portland



**International Seminar on Metropolitan Planning
Ministry of Cities, UN-Habitat, and IPEA
Brasilia, December 3-4, 2015**

Dr. Marc A. Weiss
Chairman and CEO, Global Urban Development (GUD)





1000
friends
of Oregon

*Working with Oregonians
to enhance our quality of life*



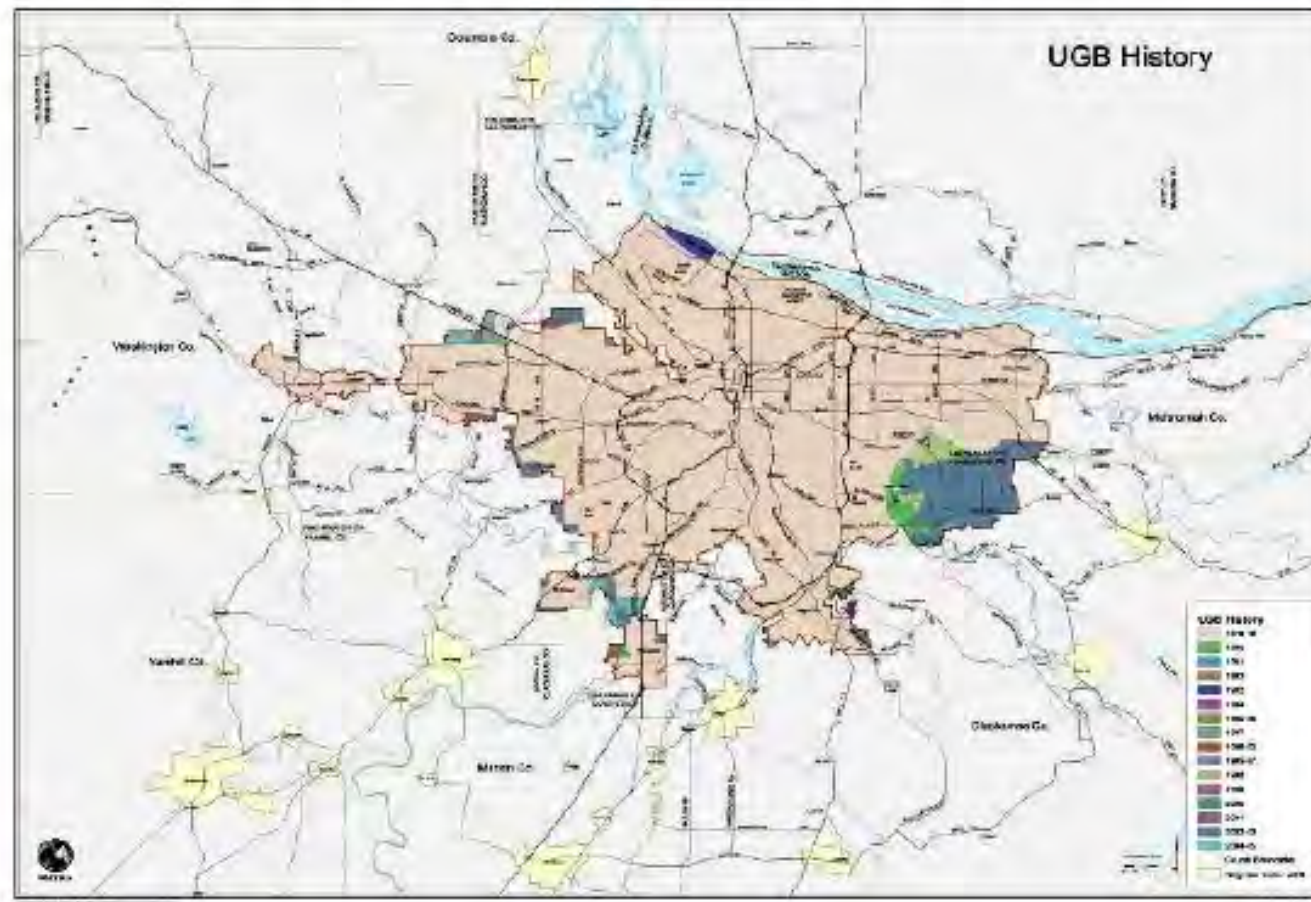
Governor Tom McCall

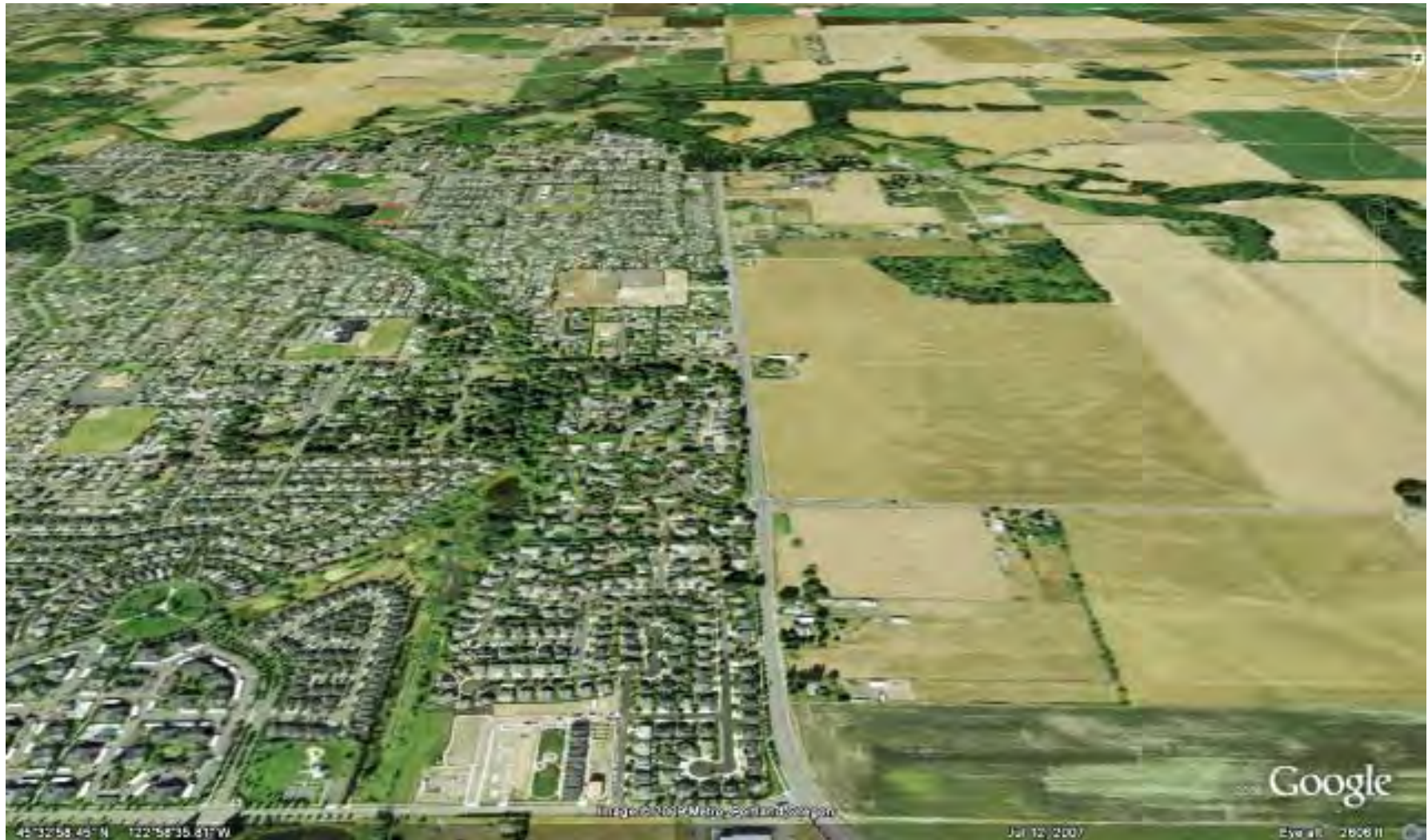


Henry Richmond



METRO PORTLAND'S URBAN GROWTH BOUNDARY





Portland Edge: left side of the picture is inside the urban growth boundary

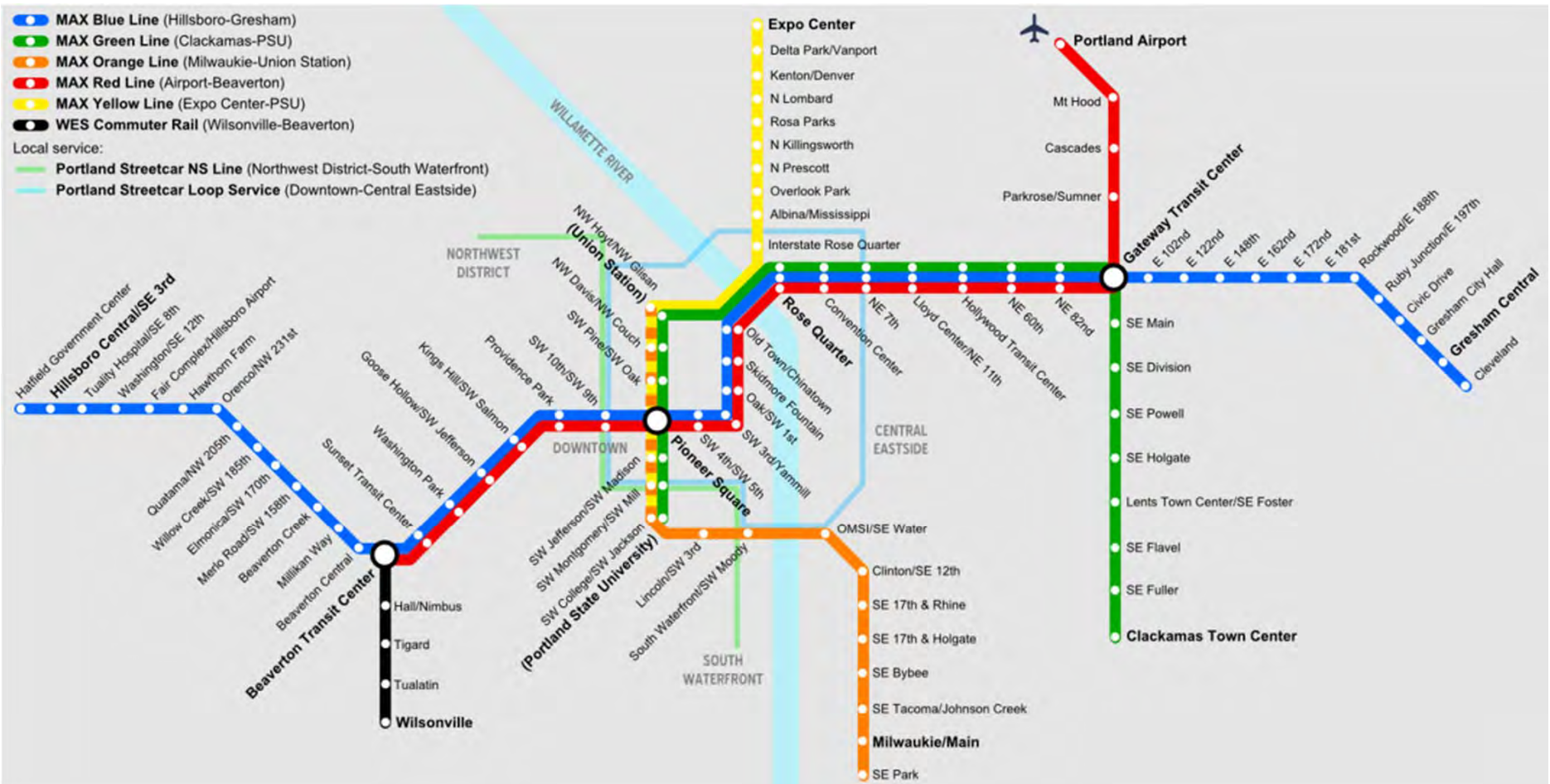


Metropolitan Area Express/MAX Light Rail





Metropolitan Portland Rail Transit System



See where it takes you.

Metropolitan Portland Bicycle Lanes

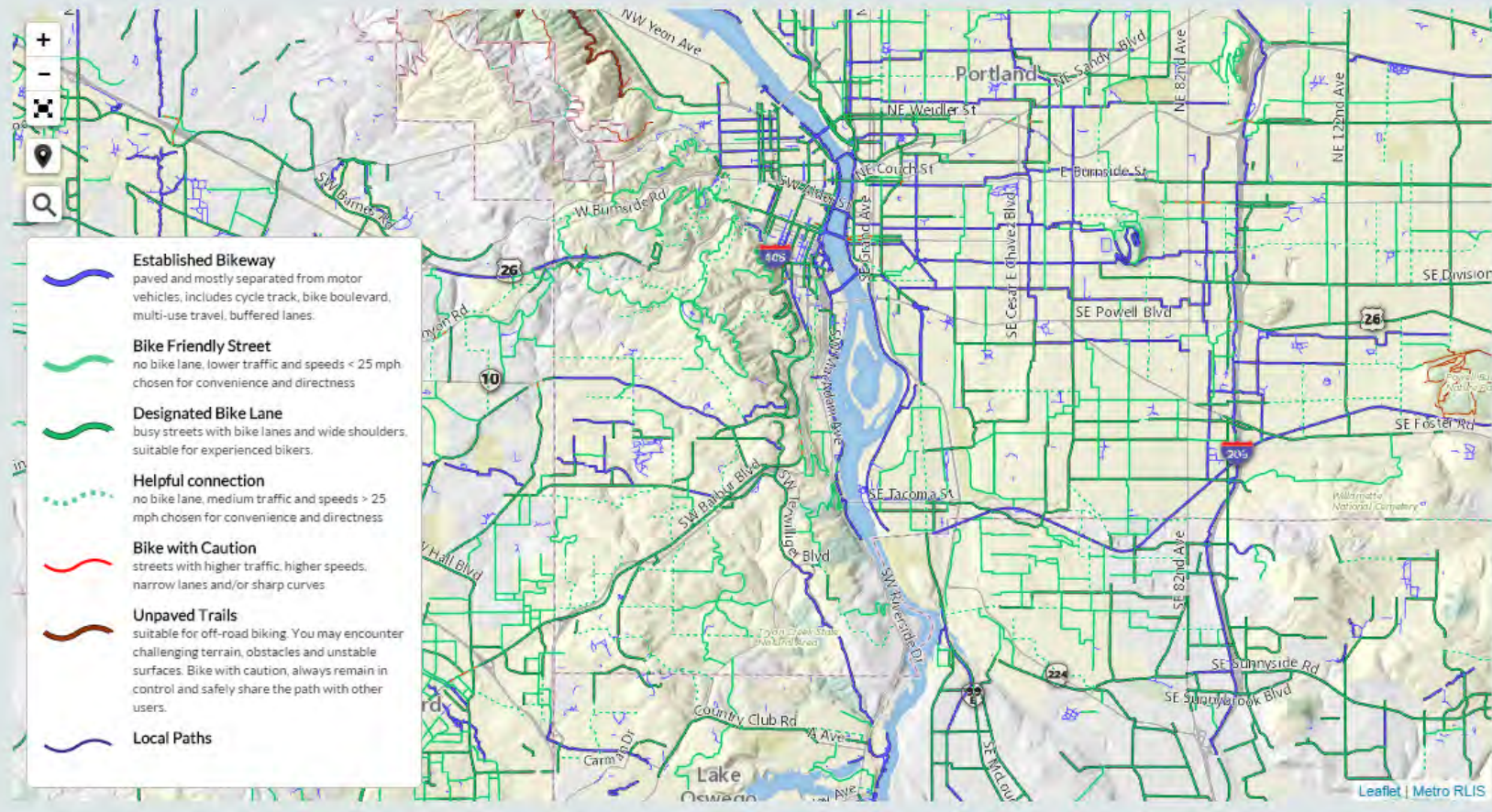




Metropolitan Portland Bicycling Infrastructure

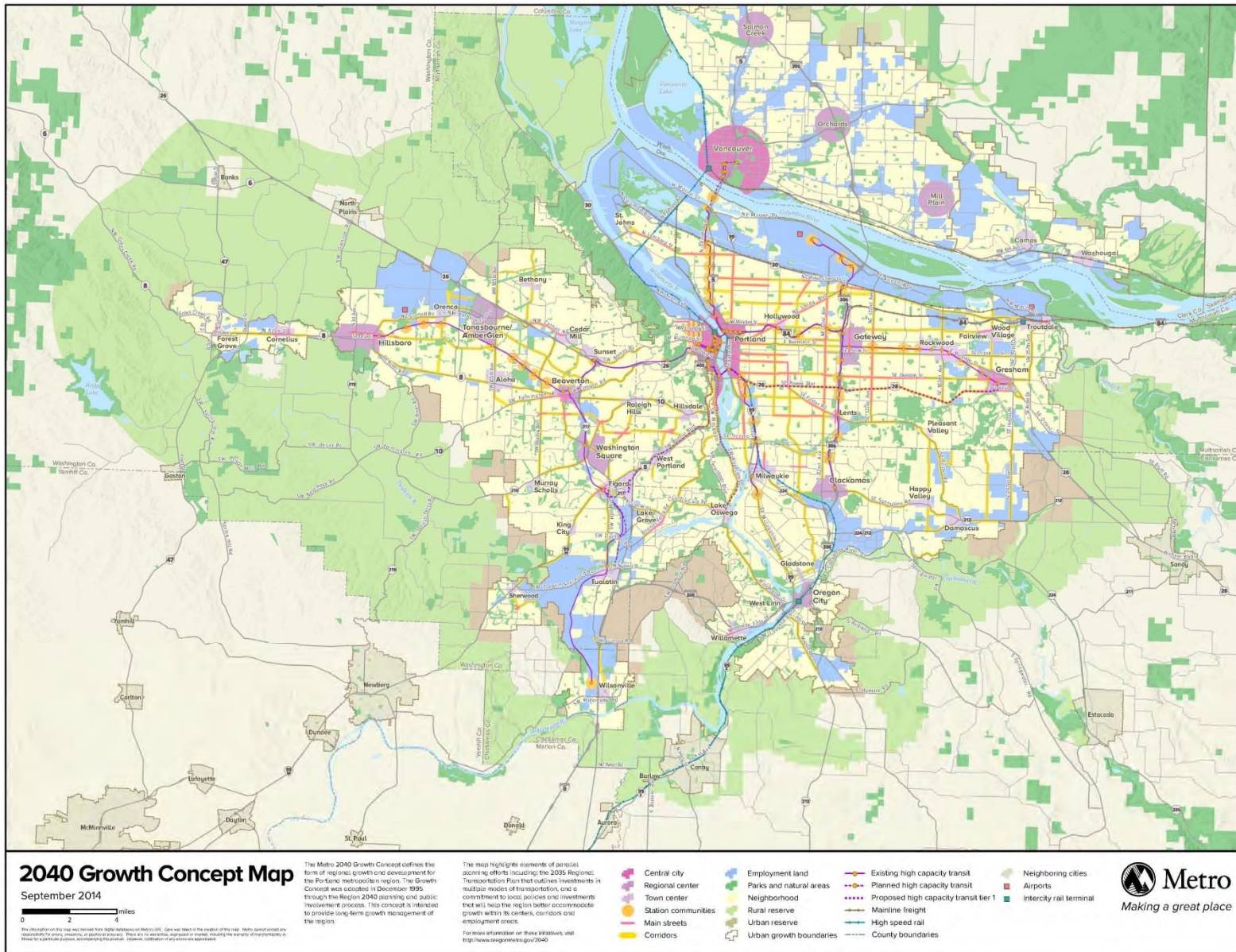
Interactive map

Open the [interactive Bike There! map](#) in a new window.





GLOBAL URBAN DEVELOPMENT





Transit-Oriented Development Program

Metro's Transit-Oriented Development Program provides developers with financial incentives that enhance the economic feasibility of higher-density, mixed-use projects served by transit. The program's goal is to implement the region's 2040 Growth Concept through investments in walkable neighborhoods and station areas linked by transit.





Metro | *Making a great place*

Whether your roots in the region run generations deep or you moved to Oregon last week, you have your own reasons for loving this place – and Metro wants to keep it that way. Help shape the future of the greater Portland region and discover tools, services and places that make life better today.

SERVICES OF METRO

- Oregon Zoo
- Oregon Convention Center
- Portland Expo Center
- Portland's Centers for the Arts
- Data Resource Center
- Garbage and recycling facilities
- Metro cemeteries

METRO COUNCILORS

Tom Hughes

Shirley Craddick

Carlotta Collette

Craig Dirksen

Kathryn Harrington

Sam Chase

Bob Stacey





WHERE BUSINESS AND QUALITY OF LIFE DON'T COMPETE

NEWS AND EVENTS +

PHOTO: BITTERMAN PHOTOGRAPHY

TALENT FOR GROWTH



WEST COAST ADVANTAGE



GLOBALLY CONNECTED



PHOTO: PORT OF PORTLAND

INVESTING IN GPI



WORLD CLASS COMPANIES



GREATER PORTLAND 2020



WANT TO GET IN TOUCH?

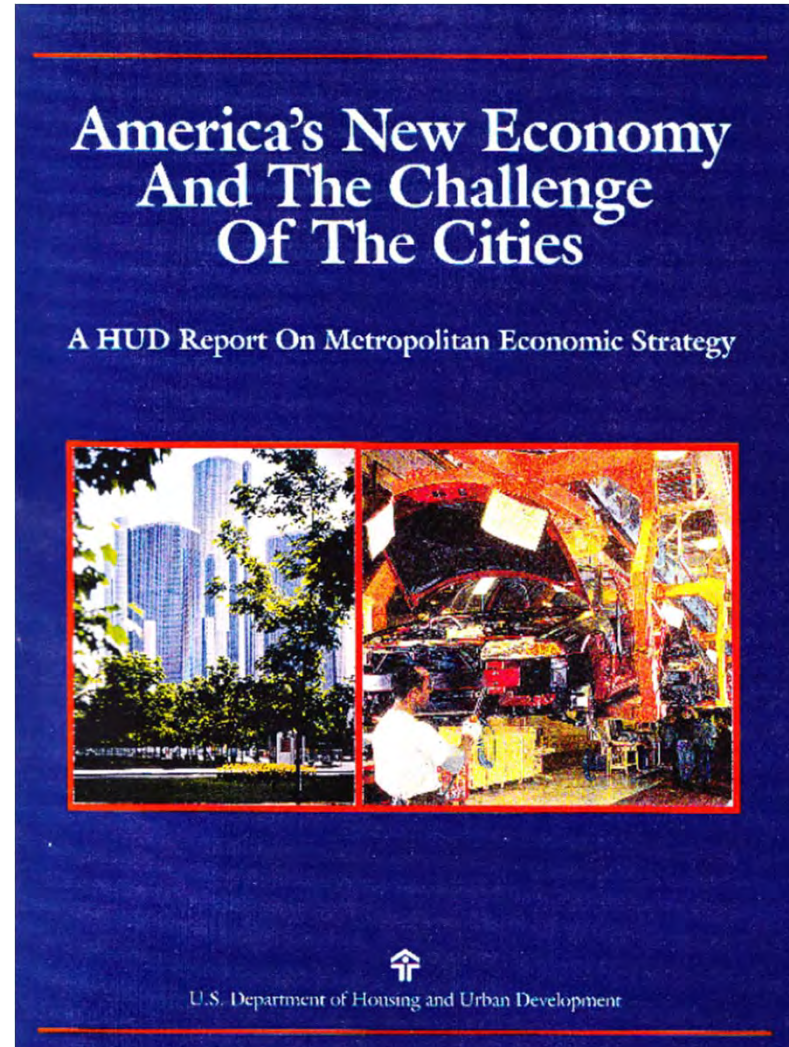
[SIGN UP FOR OUR NEWSLETTER](#)

A large commercial airplane is shown from a front-on perspective on a runway. The background features a range of mountains under a clear sky. The text 'Uniting regionally to compete globally' is overlaid on the image.

*Uniting regionally to
compete globally*



Clinton Administration *Metropolitan Economic Strategy* National Policy Initiative





Metropolitan Economic Strategy for America's Cities and Regions

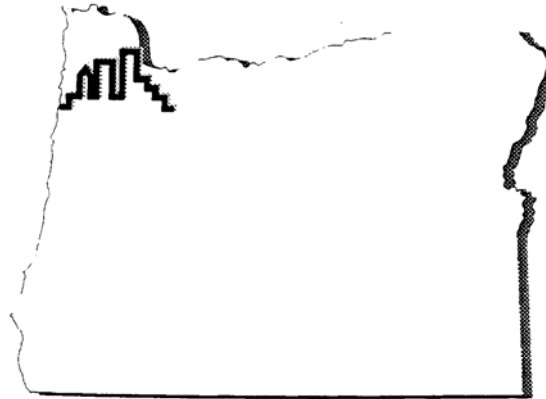
Henry G. Cisneros and Marc A. Weiss

The New American Economy

After a quarter-century of sweeping change in the global economy, the metropolitan regions of the US are positioned for prosperity. Metropolitan regions have been centers of manufacturing and commerce since the beginning of the industrialization and urbanization of America in the 19th century. In more recent years, the new knowledge and information-based, technology and communications-intensive, globally oriented economy has changed the economic dynamic of metropolitan regions. Some regions have prospered as centers of the New Economy by growing new types of service industries – business, professional, financial, health – and by spawning whole new manufacturing sectors – computers, electronics, telecommunications, multimedia. Other regions have become more competitive by transforming older manufacturing industries, such as automobiles or apparel, into more productive, technology-driven industry “networks”.

Our study, based on evidence from case studies of 12 U.S. metropolitan regions and analysis of quantitative data on 114 of the country's largest metropolitan regions, finds that most U.S. metropolitan regions are freshly positioned to succeed in the new global economy and to bring increased prosperity to America's families and communities in the 21st century.

10. Portland, Oregon Metropolitan Region



Overview

After a deep recession in the early 1980s, metropolitan Portland underwent a transformation from a slow-growing natural resource-based economy to an increasingly technology-based economy that is growing rapidly. The metropolitan Portland economy today is driven by a large and diverse Electronics and Communications industry cluster centered mainly around semiconductors and computer manufacturing. Industry clusters are groups of related firms connected by producer-supplier-distributor relationships, shared research bases, common technology, workforce skills, and other key elements used in producing goods and services.

Metropolitan Portland also serves as a transportation hub for products that are distributed throughout the western United States and Canada, as well as overseas to countries across the Pacific Ocean. The Electronics and Communications and Transportation and Trade Services clusters, together with a growing Business and Professional Services (Software) cluster, have helped fuel metropolitan economic growth over the past decade.

Metropolitan Portland's evolution to a new economy is due in part to a targeted strategy by regional leaders to invest in new industry clusters, while preserving the region's attractive environment and quality of life. Metropolitan Portland enjoys a unique geography that includes surrounding mountains, lakes, rivers, easy access to the Pacific Ocean, wine country and a favorable climate. Sustaining the metropolitan region's quality of life is a high priority for its residents.

Source: 1996 HUD Metropolitan Economic Strategy Report



MARC A. WEISS

Metropolitan Economic Strategy: The Key to Prosperity

Metropolitan Economic Strategy is now essential for every nation and urban region to generate sustainable prosperity and quality of life.



METROPOLITAN ECONOMIC STRATEGY, SUSTAINABLE INNOVATION, AND INCLUSIVE PROSPERITY

5 Key 21st Century Economic Trends:

- Knowledge and Information-Based
- Technology and Communications-Intensive
- Urban and People-Centered
- Resource Efficient and Sustainable
- Globally Oriented



METROPOLITAN ECONOMIC STRATEGY, SUSTAINABLE INNOVATION, AND INCLUSIVE PROSPERITY

4 Pillars:

1. Innovation
2. Urban & Regional Development
3. Sustainability
4. Inclusiveness



Why Metropolitan Regions Can Be More Economically Productive

They combine **SPECIALIZATION** and **DIVERSITY**:

- the critical mass of skills and resources;
- the necessary population density and concentration of market incomes;
- the range of specialized knowledge and institutions;
- the wide diversity of vitally needed facilities and services;
- and the fully developed physical and human infrastructure that are prerequisites for new ideas, products and production methods, technological and organizational innovations, and dynamic economic growth and investment.



Investing in Fundamental Assets and Building Dynamic Industry Networks

A good economic strategy consists of two key elements:

- 1) building from strength — investing in the fundamental assets and activities that make people more productive and places more valuable;*
- 2) generating dynamism — promoting modern, globally competitive industry networks that accelerate the pace of innovation and growth.*



PEOPLE are the most vital economic asset in the world

INVESTING IN FUNDAMENTAL ECONOMIC ASSETS:

- Transportation
- Infrastructure
- Education
- Workforce Development
- Research
- Technology
- Markets
- Capital
- Health
- Safety
- Environment and Amenities
- Culture
- Quality of Life



**STATE POLICY APPROACHES TO PROMOTE
METROPOLITAN ECONOMIC STRATEGY**

BY
DR. MARC A. WEISS

PUBLISHED BY
THE NATIONAL GOVERNORS ASSOCIATION
CENTER FOR BEST PRACTICES

OCTOBER, 2002



THE
ECONOMIC RESURGENCE OF
WASHINGTON, DC

*Citizens Plan for Prosperity
in the 21st Century*

*By the People,
For the People*

The Strategic Economic Development Plan for Washington, DC,
and The Economic Summit are co-sponsored by
the District of Columbia Government, the Financial Responsibility and Management Assistance Authority,
the United States Department of Commerce Economic Development Administration,
the Local Initiatives Support Corporation, Fannie Mae, and the World Bank.

Coordinators: Richard Monteilh and Dr. Marc Weiss
District of Columbia Department of Housing and Community Development

NOVEMBER 1998



NoMa – DC’s Newest Neighborhood

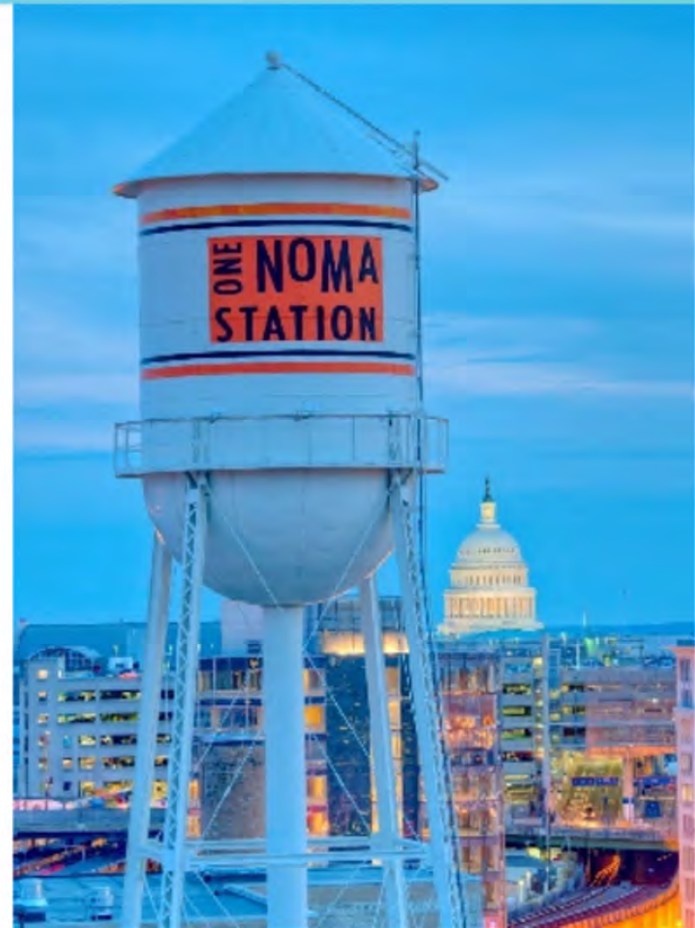
NOMA

At Full Build-Out:

26 million SF planned

- 14 million SF office
- 10,000 residential units
- 1,300 hotel rooms
- 1 million SF of retail

\$9 billion private investment





Productive Cities and Metropolitan Economic Strategy

Dr. Marc A. Weiss
Chairman and CEO
Global Urban Development

***A Theme Paper presented to the United Nations International Forum on Urban Poverty,
Fourth International Conference, Marrakech, Morocco, October 16-19, 2001.***

In the 21st century the world has become urban, with the majority of the global population living in cities and towns. The fastest rates of urbanization are now taking place in developing countries, where average incomes are the lowest. This means that poverty, historically a rural phenomenon, is becoming an increasingly urban issue, in both the developed and the developing world. At the same time, cities and metropolitan areas are the main generators of economic prosperity, and thus are best positioned to contribute toward the elimination of poverty. The twin themes of this conference, "Productive Cities" and "Inclusive Cities" point toward the solution to this fundamental challenge.

This paper addresses how to make cities more productive, and particularly how to do so in ways that expand jobs and business opportunities, increase incomes, and improve quality of life for low-income families and communities. Such an approach requires viewing cities in their metropolitan regional context, and creating cooperative, pro-active growth strategies that connect and unite the public, private, and civic sectors across the urban landscape. It also depends on including poverty populations and settlements in creating their own prosperity, by treating them not as liabilities, but as human and physical assets to be mobilized for production, income and job generation, and wealth creation, as well as involving them in investment decision-making to ensure an equitable distribution of resources, infrastructure, services, incomes, wealth, quality of life, and economic opportunities.

Traditional poverty alleviation strategies focus on the manifestations of poverty itself. They seek ways to feed, clothe and house poor people. They try to find ways to deliver health care and other services with strained resources. Metropolitan Economic Strategy, on the other hand, addresses the root causes of poverty in a manner that empowers low-income people, and directly engages their own energies in altering their life circumstances, improving the surrounding environment, and contributing to the overall productivity of the region and nation.



Metropolitan Regions are Dynamic Economic Engines of Global Prosperity and Quality of Life for Everyone

*A Report to the Strategic Metropolitan Plan of Barcelona by
Dr. Marc A. Weiss, Chairman and CEO
Global Urban Development*

June 2003

Why Metropolitan Economic Strategy is Now Essential for Every Nation and Urban Region

The plan for metropolitan Barcelona is an important example of a fast-growing worldwide trend. The most important geographic units of economic activity in the world today, other than the nation-state itself, are metropolitan regions. All across the world, in every country, more than half of the national income is generated by metropolitan regions. Indeed, these percentages range from an average of 55 percent in low-income developing countries, all the way up to an average of 85 percent in high-income developed countries. What is all the more striking about these statistics is that in every case the percentage of national income generated by metropolitan regions exceeds the percentage share of the national population that is urbanized. In the case of the low-income developing countries where urban regions account for an average of 55 percent of the national income, the urban share of the population averages 32 percent. In middle-income countries, the urban share of national income averages 73 percent, whereas the urban share of the population averages 50 percent. For high-income countries, the average urban contribution to national income is 85 percent, yet the urban proportion of the national population is 79 percent. This shows that the greater the level of urbanization in a nation the higher is its level of prosperity, and conversely, the more prosperous a county is, the more urbanized it is at the same time.

Take almost any city in the world, and its contribution to national prosperity substantially exceeds its percentage of the nation's population. Prague, the capital city of the Czech Republic, is a good example. It has 10 percent of the national population, 15 percent of the nation's workforce, over 20 percent of the national Gross Domestic Product (GDP), and more than 50 percent of the national tourist revenue. Cities all over the world, rich and poor, in developed and developing countries, on every continent, follow a similar pattern, whether it be Belgrade with 41 percent of the national GDP and 14 percent of the national population, or Bangkok, with 41 percent of the national GDP and 9 percent of the national population.



CLIMATE PROSPERITY

*Green Savings, Green Opportunities, Green Talent, Green Places:
Generating Jobs, Incomes, Sustainable Innovation, and Resource Efficiency*

**GLOBAL CLIMATE PROSPERITY AGREEMENT:
“THE ONE TRILLION DOLLAR DEAL”**

Dr. Tariq Bamuri, Director, Division of Sustainable Development, United Nations Department of Economic and Social Affairs, and Dr. Marc A. Weiss, Chairman and CEO, Global Urban Development.

March 2009

The Global Climate Prosperity Agreement -- “The One Trillion Dollar Deal” -- can become the worldwide game-changer that will demonstrate the positive path forward for human civilization in the 21st century, namely the peaceful transition from the current globally unsustainable economy to an advanced technology-driven and environmentally sustainable industrialized society. Key private sector executives are organizing this completely voluntary, market-oriented, public-private investment and development strategy whereby corporations, financial institutions, insurance companies, pension funds, equity investment funds, and others will commit to invest one trillion dollars in developing countries over the next decade to build a new and modern infrastructure based entirely on renewable energy and clean technologies, including plug-in electric vehicles and “smart” and “super” electric grids. These investments and related projects will be supplemented and enhanced by additional funds, tax incentives, and regulatory policy support from governments, along with funds that will come from international donor agencies, official development assistance, and private philanthropy. The United Nations and World Bank, including various UN agencies and regional development banks, can play a key role in enabling these investments to succeed.



Planning for Sustainable Economic Development Across the Americas

schedule

07th June | Tuesday

08h30 | Registration

09h00 | Opening and Welcome
Cid Blanco Junior, Cultural Infrastructure Director, Ministry of Culture
Stewart Sarkozy-Banoczy, Department of Housing and Urban Development
Washington, DC, USA
W. Paul Farmer, American Planning Association – Washington, DC, USA
Luciano Ducci, Mayor of Curitiba
Edson Ramon, President, Associação Comercial do Paraná (ACP) – Curitiba, Brazil
Eduardo Guy de Manuel, President of the Regional Council on Administration, Amcham Curitiba
Odone Fortes Martins, Coordinating Vice-President of Concex-RI, ACP – Curitiba, Brazil

10h00 | Coffee Break

10h30 | Keynote Speaker: A Vision for Urban Sustainability
Jaime Lerner, Urban Planner

11h30 | Sustainable Economic Development: An Overview
Panelists
Marc Weiss, Global Urban Development – Washington DC, USA
Emilia Queiroga Barros, President, Brazil 2020 Agenda – Lauro de Freitas, Bahia, Brazil
Moderator: **Eduardo Guimarães**, Municipal Secretary for International Relations and Ceremonies – Curitiba, Brazil

14h30 | Case Studies: Planning for Sustainable Economic Development in the Americas – Part 1
Panelists
Rob Bennett, Executive Director, Portland Sustainability Institute – Oregon, USA
Stephanie McLellan, Clean Energy Economy Policy Advisor, Office of the Secretary,
Department of Natural Resources and Environmental Control, State of Delaware – Dover,
Delaware, USA
Gil Polidoro, President, Coordenação da Região Metropolitana de Curitiba (Comec)
Moderator: **W. Paul Farmer**, CEO, American Planning Association

16h00 | Coffee Break

16h30 | Case Studies: Planning for Sustainable Economic Development in the Americas – Part 2
Panelists
Larry Zinn, Chairman, San Antonio Green Jobs Leadership Council – San Antonio, Texas, USA
Paul Krutko, President and CEO, SPARK, (former Chief Development Officer of the City of San
Jose, and current Secretary-Treasurer of the International Economic Development Council) – Ann
Arbor, Michigan, USA
Ken Heatherington, Executive Director, Southwest Florida Regional Planning Council
Fort Myers, Florida, USA
Moderator: **Rodrigo Rocha Loures**, President, Industrial Federation for the State of Parana (FIEP) –
Curitiba, Brazil

18h00 | Cocktail Reception



Advanced Manufacturing and Sustainable Innovation: The Third Wave of Industrial and Urban Economic Growth for Minas Gerais

*A Report to the Federation of Industries of Minas Gerais (FIEMG)
by Global Urban Development (GUD)*

October 2012

Executive Summary

Minas Gerais has succeeded in its first century-long wave of economic growth through industrialization and urbanization, made great strides over the past decade in the second wave of economic growth through rising incomes and growing consumer demand, and is now poised for a third wave of globally competitive prosperity and productivity driven by Sustainable Innovation. Minas Gerais already has developed several new Sustainable Innovation Pipelines, from biomedical to information technology. The next great surge for the Third Wave, the newest and most dynamic and productive Sustainable Innovation Pipeline for Minas Gerais, will be in Advanced Manufacturing. Brazil can compete directly with Advanced Manufacturing public policies and private companies throughout the world; and Minas Gerais can become one of Brazil's national leaders in this rapidly growing industrial technology field.



Rio Grande do Sul Leapfrog Economic Strategy: Most Sustainable and Innovative Place in Latin America by 2030







SUSTAINABLE INNOVATION ZONES

- Innovation and Technology
- Entrepreneurship and Startups
- Sustainability and Resource Efficiency
- Creativity and Collaboration
- Participatory Community Management
- Business-Friendly Environment



The
Portland Metro
Climate Prosperity
Project

A **GREENPRINT**
FOR THE METRO REGION



Photo: Flickr user orb5220



The Four Greens

- **Green Savings** — cutting costs for businesses, families, communities, and governments by efficiently using renewable resources and by reducing and reusing waste
- **Green Opportunities** — growing jobs and incomes through business development and expanding markets for resource efficiency, sustainability, and clean technologies
- **Green Talent** — investing in fundamental assets such as education, research, technological innovation, and modern entrepreneurial and workforce skills, because people are now the world's most vital green economic resource
- **Green Places** — establishing sustainable transportation and infrastructure, and protecting and enhancing the natural and built environment, to create more attractive, livable, healthy, vibrant, prosperous, productive, and resource-efficient areas and communities. 37



Metropolitan Portland Green Savings

Portland's Green Dividend

A White Paper from CEOs for Cities by Joe Cortright
(jcortright@impresaconulting.com) June 28, 2007

Portland, Oregon has acquired a reputation as the nation's greenest city. For many, this green streak is viewed as a sort of environmental hair-shirt. Portlanders deprive themselves of prosperity in the name of saving the environment. Skeptics view biking, transit, density and urban growth boundaries as a kind of virtuous self-denial, well meaning, but silly and uneconomic. Critics see the seeds of economic ruin. They claim planning, policies and regulations that restrict use or access to resources impede growth and lower household income.

Both the skeptics and the critics are wrong. Being green means Portlanders save a bundle on cars and gas, and local residents have more money to spend on other things they value, which in turn stimulates the local economy.

For example, consider transportation, just one of the areas where important policy choices have contributed to creating a distinctive Portland region. Compared to other large metropolitan areas in the U.S., Portland area residents travel about 20 percent fewer miles every day. According to the U.S. Department of Transportation the average resident of the metropolitan area traveled 20.3 miles per day in 2005. The median for the 33 most populous metro areas in the country is 24.3 miles per day.

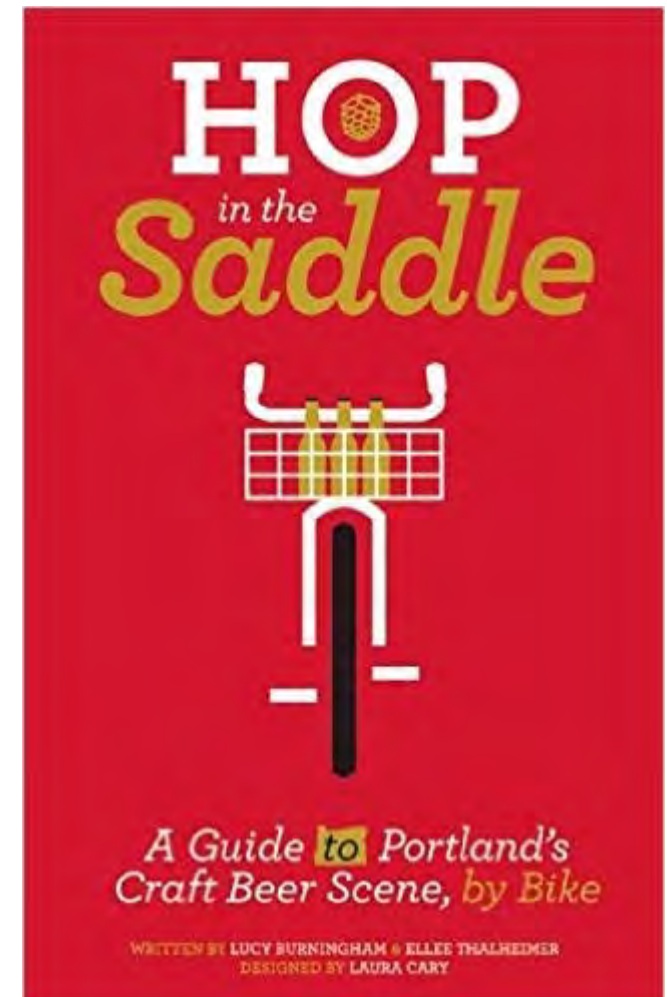
And while vehicle miles per person have been increasing over the past decade, they have been essentially flat to declining in Portland. The metropolitan area's vehicle miles traveled per person per day peaked in 1996.¹ [Vehicle miles traveled is a very aggregated measure of travel, expressed as total miles divided by population. Consequently, it reflects the combined effects of shorter trips and the use of alternative modes of transportation.]





Metropolitan Portland Green Savings

"Drive Less, Drink More Beer!"





Metropolitan Portland Green Opportunities





Metropolitan Portland Green Opportunities

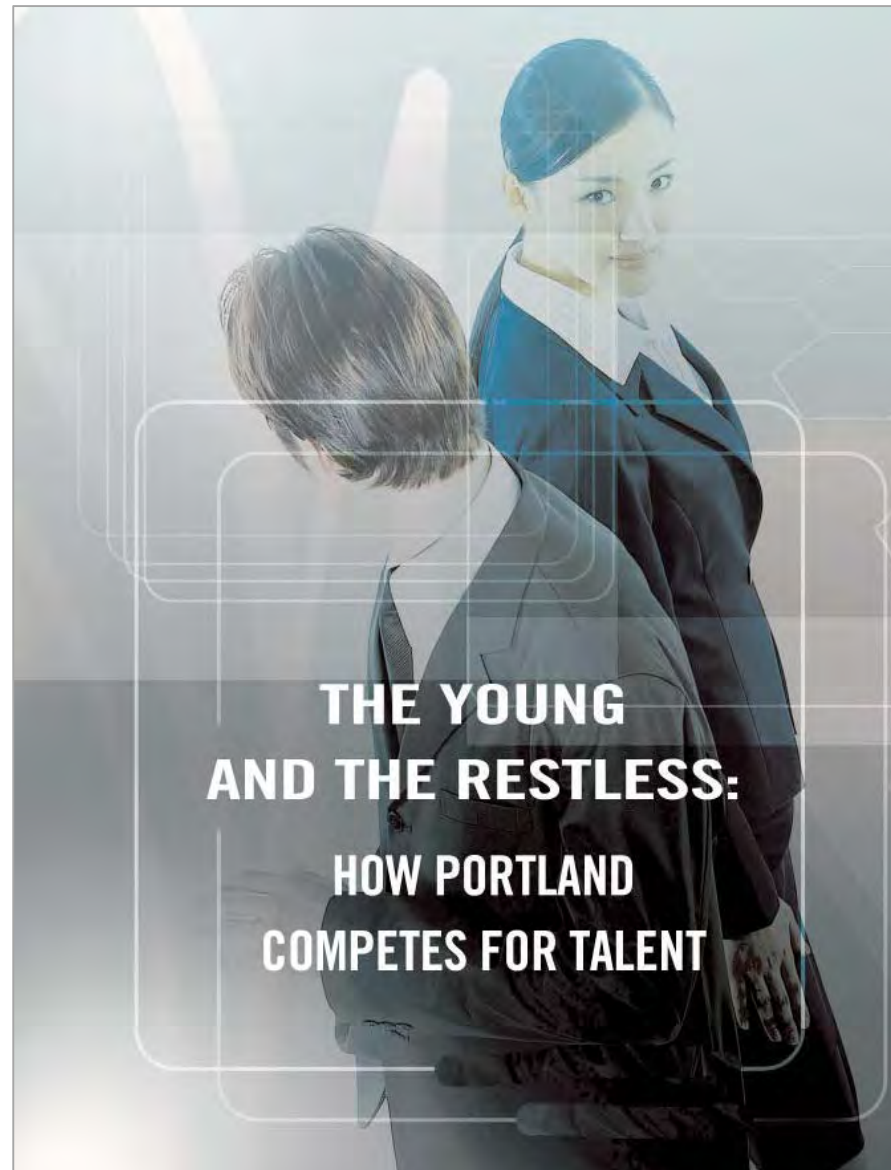


The new solar energy project near PSU went online February 14. It's the largest solar project in Downtown, and the first along the MAX line.





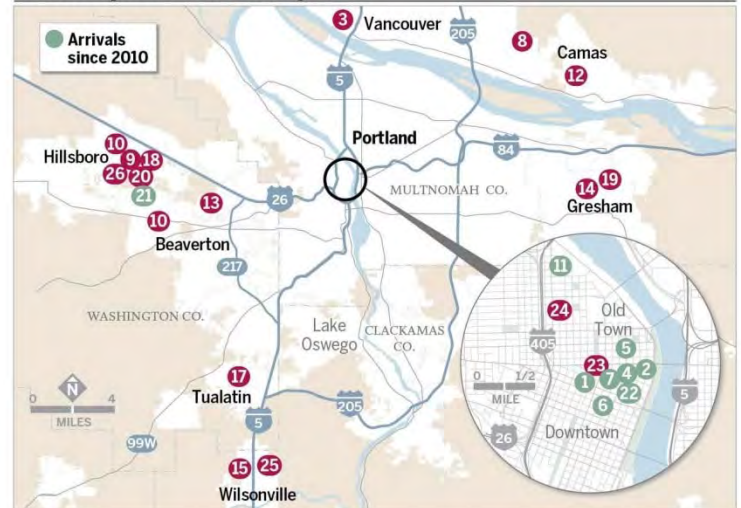
Metropolitan Portland Green Talent





Metropolitan Portland Green Talent “Silicon Forest”

Tech outposts: Where they are

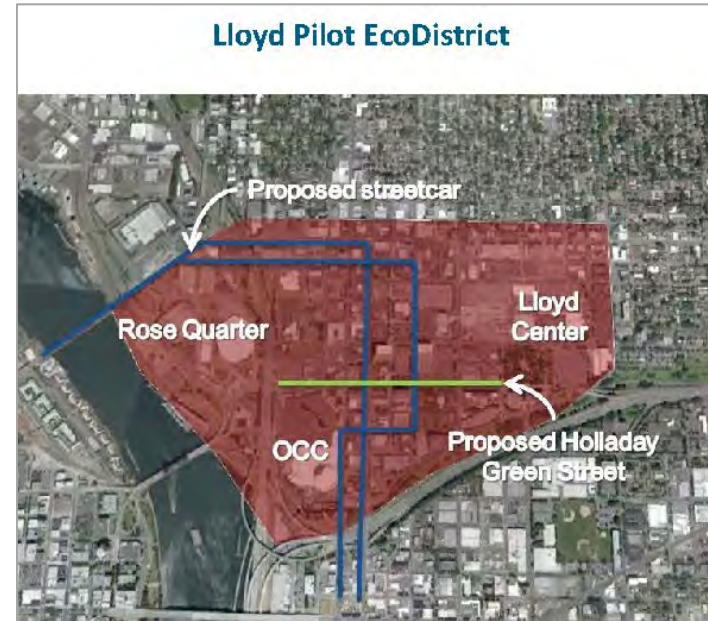


Company	Operations
1. Amazon	Owens video encoding company Elemental Technologies
2. Airbnb	Customer service
3. Apple	Software
4. Aruba Networks	Engineering, sales, human resources
5. Dell	Cloud computing
6. eBay	Mobile software
7. Google	Web software
8. Hewlett-Packard	Printer engineering
9. IBM	Software
10. Intel	Chip engineering, marketing, production and corporate administration
11. Jaguar Land Rover	Software engineering
12. Linear Technology	Semiconductor manufacturing
13. Maxim Integrated Products	Semiconductor manufacturing
14. Microchip Technology	Semiconductor manufacturing
15. Microsoft	Electronic display design and manufacturing
16. New Relic	Software engineering
17. Novellus	Manufacturing
18. Nvidia	Engineering
19. ON Semiconductor	Semiconductor manufacturing
20. Oracle	Server manufacturing
21. Salesforce	Software design, information technology, finance, customer support and human resources
22. Squarespace	Customer support
23. SurveyMonkey	Engineering, finance, sales
24. Wacom	Engineering, marketing
25. Xerox	Engineering, manufacturing
26. Yahoo	Customer support

DAN AGUAYO/STAFF



Metropolitan Portland Green Places





Metropolitan Portland Green Places





For more information,

please visit the GUD website:

www.globalurban.org

email me at:

marcweiss@globalurban.org