



The Central Puget Sound's Metropolitan Business Plan: *Selling Energy Efficiency Goods and Services to the World*

The current administration has pointed out that “...*the federal government must break from the siloed approach to urban policy development – where each facet of policy operates independently from all others – and replace it with an interdisciplinary approach that appreciates the interdependent nature of issues affecting urban communities.*”

The Brookings Institution Metropolitan Policy Program has selected three regions (the central Puget Sound, metropolitan Cleveland and the Twin Cities) to pilot an innovative approach to regional economic development and help shape a new federal/metropolitan partnership for regional investment. With technical support from Brookings and a respected national consulting firm, these regions will each create a cluster-specific “Metropolitan Business Plan” and present it a major global summit to be held by Brookings in Chicago in September 2010.

In the business world, business plans enable strategic thinking about a business's position in the market place, its key advantages and challenges, and the steps that are needed in order to grow and succeed. And they often solicit investment of the most useful, catalyzing type. The same holds true for regions: given a *vision* for development, the business planning process identifies a set of defined and measurable *goals*; the *strategies* for achieving those goals; and the *programs, policies, products and other interventions* required in order to carry out each strategy. This then gives rise to a series of *operational and financial implications*, identifying the institutional actors that will be responsible for carrying out each strategy, what they will need to do their job effectively and what kind of resources, including from the federal government, are necessary for the plan to succeed.

The Metropolitan Business Plan project is designed to be used as “reverse RFP” whereby metro areas complete a holistic, aligned, and integrated business plan and use it as an investment prospectus when seeking funds from the federal government. Rather than cities applying to hundreds of federal programs siloed across dozens of agencies, metros ideally would be able to put together comprehensive plans that demonstrate their benefits, and receive more flexible, performance-based, funding. That is, once a business plan is in place, metro leaders could present a “prospectus” to the federal government for investment in the region: see what level of investment is required and quantify the return on that investment (in terms of increased income tax revenue, increased GDP, etc.) if the development goals laid out in the plan are met.

The central Puget Sound's Metropolitan Business Plan project will focus increasing our region's ability to sell energy efficiency goods and services to the rest of the world, and will be chaired by Mayor Ray Stephanson, City of Everett & PSRC President; Phyllis Wise, Provost and Executive Vice President, University of Washington; John Gardner, Vice President for Economic Development and Global Engagement, Washington State University; Norm Rice, President & CEO, Seattle Foundation; and Phil Bussey, President & CEO, Greater Seattle Chamber of Commerce. The effort will be staffed by the Puget Sound Regional Council through its Prosperity Partnership.

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