

# Oregon Business Council



## **Mobilizing Oregon Clusters**

Private and Public  
Sector Partnering for  
Economic Growth

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# Overview

- How has the Oregon Business Council promoted cluster based economic development?
- What has our work taught us about best practices for cluster development?



# What is the Oregon Business Plan?

- **shared vision of economic future**
- **common business agenda**
- **productive public-private partnership**



# Business Plan Goal

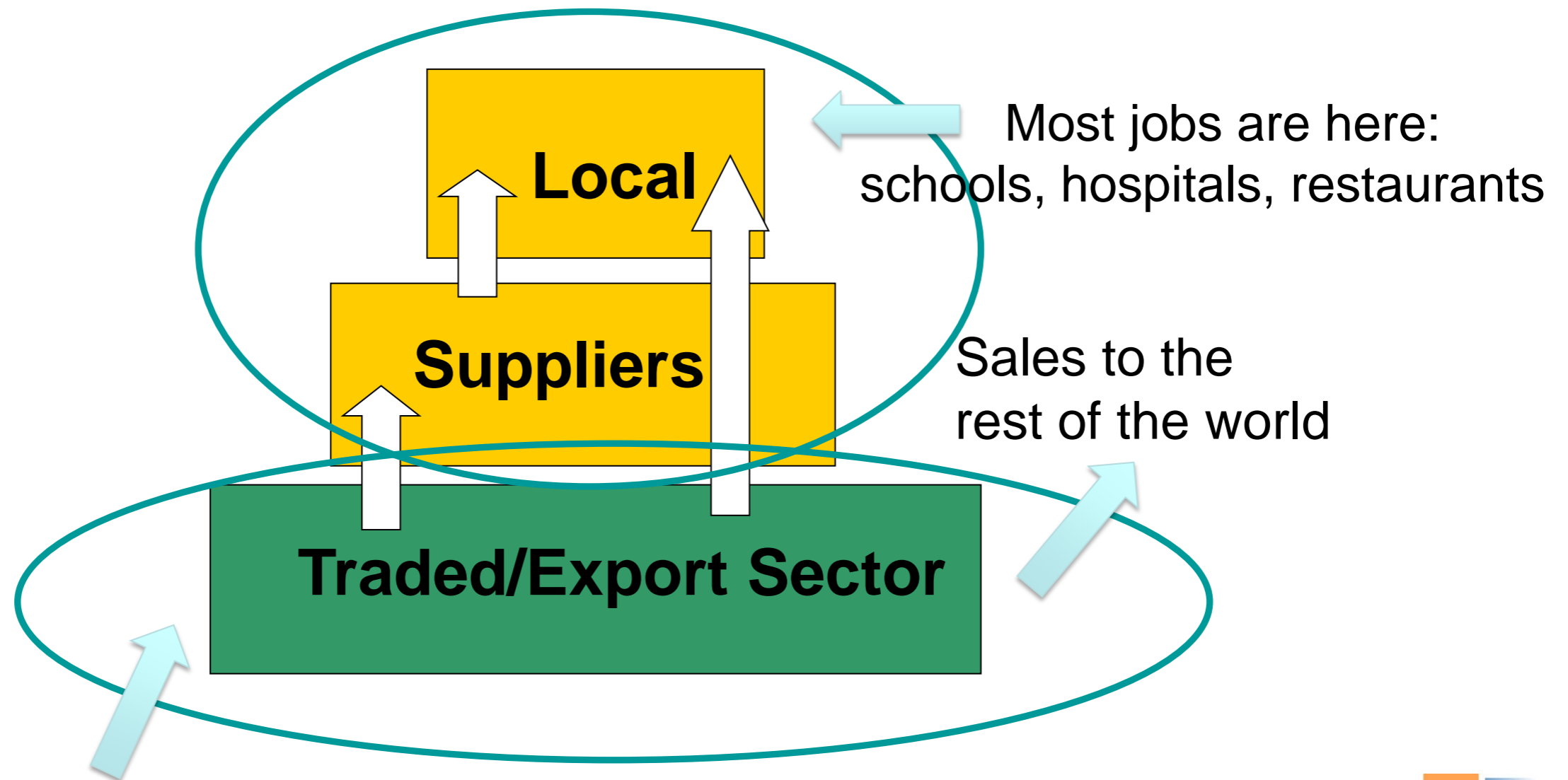
## Quality Jobs in Throughout Oregon

- 25,000 net new jobs/year
- Per capita income above national average by 2020



# Business Plan Vision

## Clusters of Innovative, Sustainable, Globally Competitive Industries



Firms in this sector drive the economy

# Business Plan Strategy

## Four Ps for Prosperity

- **People**: education & training of our current & future workforce.
- **Place**: quality of life and resource utilization.
- **Productivity**: availability of cost-competitive public and private resources and services.
- **Pioneering Innovation**: commercialization of research, business formation, available investment capital.

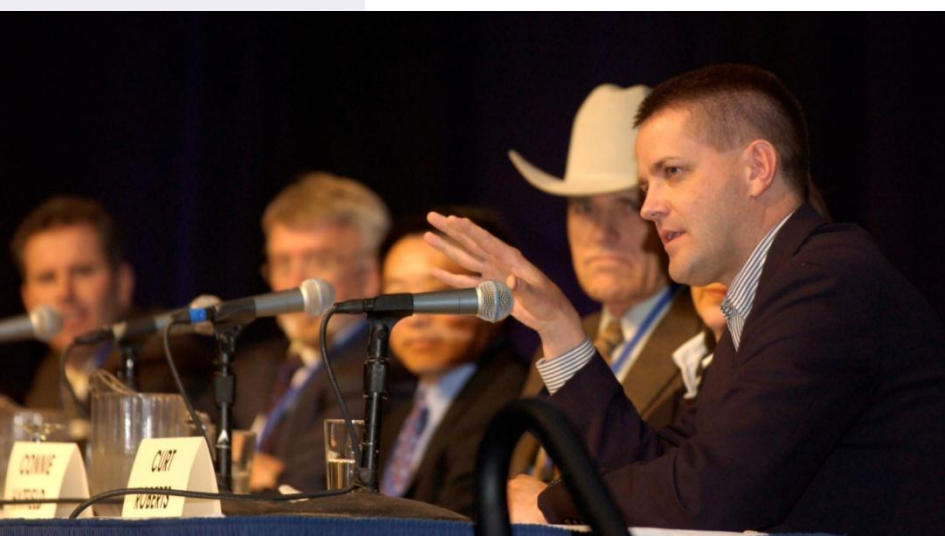


# Cross-Cutting Initiatives

Initiative	Description
<b>Innovation</b>	Boost research, commercialization, new business formation, and productivity of existing companies
<b>Capital Access</b>	Ensure Oregon companies have access to debt and equity financing to fuel their growth
<b>Regulation &amp; Permitting</b>	Achieve environmental, health, & safety outcomes at a lower burden to the regulators and government
<b>Workforce</b>	Employ targeted strategies to close the gap between the skills Oregonians have and the skills employers need
<b>Water</b>	Provide farmers with additional water for agriculture while protecting salmon runs
<b>Transportation Infrastructure</b>	Create jobs today and over time by improving Oregon's transportation infrastructure and access to markets
<b>Energy</b>	Maintain Oregon's competitive advantage in energy costs while creating energy jobs and reducing emissions
<b>Industrial Land Supply</b>	Ensure we have an adequate supply of right-sized, market-ready industrial land in every part of the state
<b>Forest Health and Biomass</b>	Improve forest health, rural economies, and community safety through active federal forest management

# Listen to People Across the State

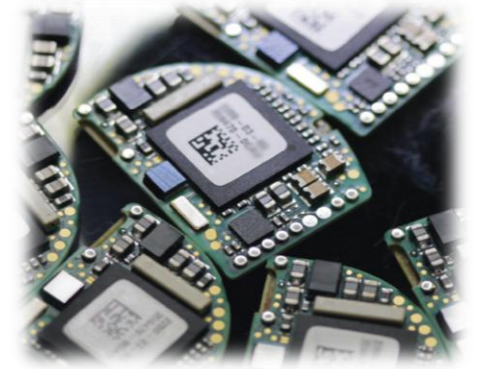
- Travel the state to listen to regional priorities.
- Gets business and community leaders on the same page
- Collects ideas about how to spark high wage job growth
- Builds momentum and consensus for a statewide agenda to create jobs and raise per capita incomes





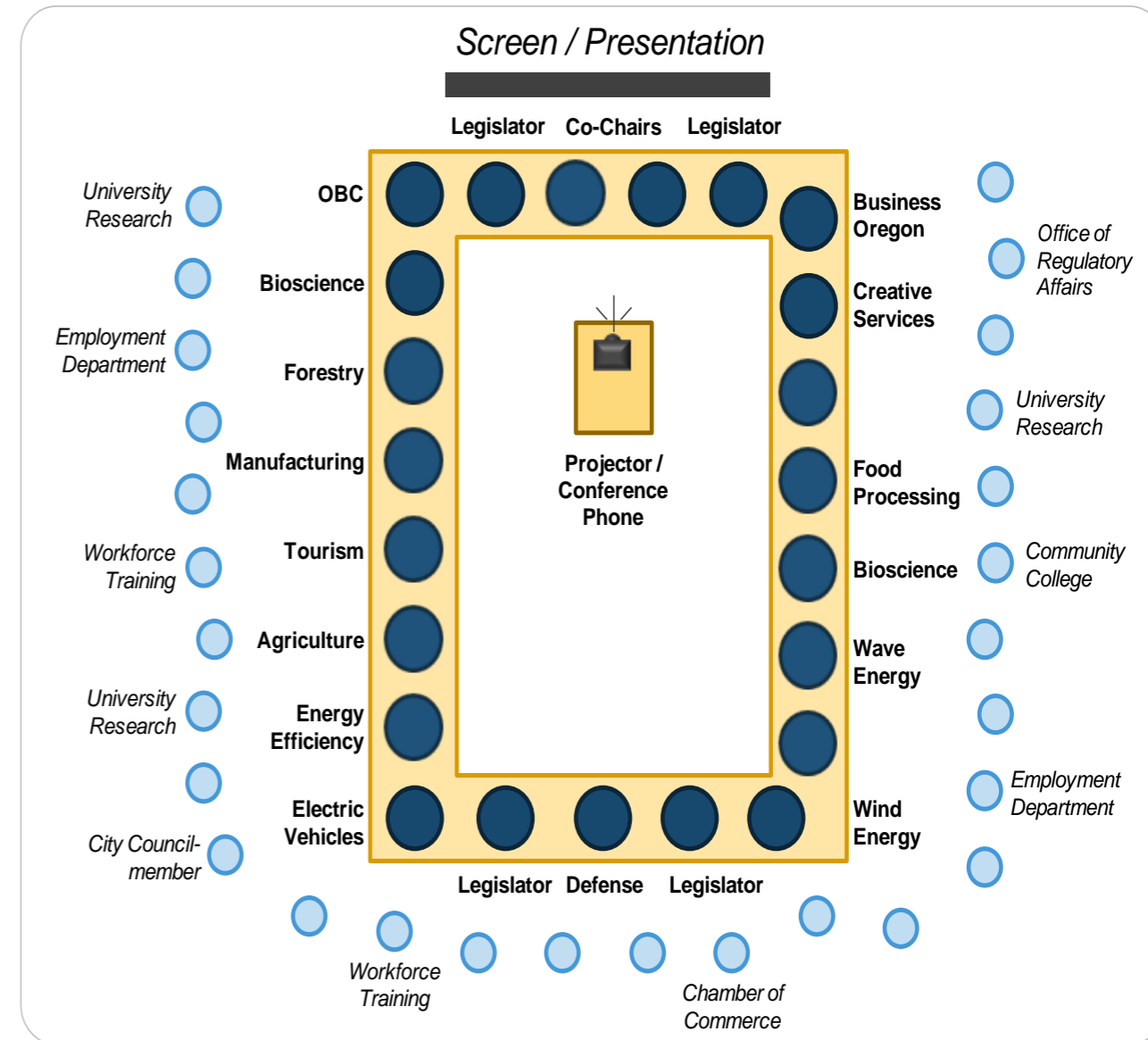
# Listen to Oregon's Key Industry Clusters

- Advanced Manufacturing
- Footwear, Athletic and Outdoor
- Clean Technology
- Creative Industries
- Natural Resources
- High Tech



# Oregon Cluster Network

- Launched 2005
- Meets quarterly
- Comprised of Oregon's traded sector clusters, regional economic dev't groups, policymakers, & educators
- Guided by Steering Committee



# Oregon Leadership Summit: December 3 2012

- Brings together decision-makers from across Oregon
- Presents cluster and regional priorities
- Identifies road blocks
- Makes commitments to act on specific Business Plan initiatives
- Celebrates successes



# Lessons Learned About Cluster Development: #1

## ***Involve private sector leadership***

- Engage business leaders and industry membership groups to inform the vision for economic development and respond to regional challenges.



# Lessons Learned About Cluster Development: #2

## ***Recognize the value of all clusters***

- Focus on traded-sector
- Encourage self-identification
- Geography, sector, workforce, inputs, management processes, suppliers, and customer base all serve as cluster linkages



# Lessons Learned About Cluster Development: #3

## ***Keep the network open***

- Participation open to all
- Emerging clusters learn by example; experienced clusters share best practices & get visibility
- A shared resource base helps mobilize resources



# Lessons Learned About Cluster Development: #4

## ***Diversify funding sources and maximize operational efficiency***

- Mix of public, private & philanthropic funding
- In-kind contributions from participants
- Small operating budget and staff



# Lessons Learned About Cluster Development: #5

## ***Align staff characteristics with responsibilities***

- Serving as connective tissue requires “salespeople” and “networkers”
- Recognize that value is perceived but hard to quantify





# Summary: Oregon's Cluster Based Approach to Economic Growth

- Structure to organize Oregon for increased economic competitiveness
- Central platform for public-private dialogue & joint action
- Organized clusters allow companies to collaborate more efficiently to address critical issues
- Cluster Network offers Oregon leaders new connections, resources, best practices, and tools for enhancing industry growth

