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

Most jobs are here: schools, hospitals, restaurants

Sales to the rest of the world

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

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