How can we shape our economic strategy for the coming decade and beyond to lift up all Oregonians in shared prosperity?

17TH OREGON LEADERSHIP SUMMIT
DECEMBER 16, 2019
Welcome to the 17th Oregon Leadership Summit. As Oregon transitions from the teens to the twenties in this young century, it's a good time to consider the longer term challenges and opportunities ahead for our people and economy. Hence this year's theme, The Long Game.

So how are we doing as we step into the next decade? Compared to ten years ago, quite well. Along with the nation we stand at 11 years of unprecedented expansion that's buoyed Oregon businesses and families. Unemployment has dropped to near historic lows, creating more job opportunities for everyone and driving up wages. Our median household income reached the national median for the first time in decades and per capita income topped 93 percent of the U.S. average, a level we haven't seen since the late ‘90s. More Oregonians have health insurance now than ever before. One of the strongest revenue recoveries in the nation gives us record public resources. (See inside back cover for progress indicators.)

Yet things could be better. Communities of color as well as rural and low-income Oregonians face stubborn inequities in opportunity. Families increasingly feel the crunch of housing shortages and rising housing costs, which, in turn, make it harder for businesses across the state to attract and retain employees. Congestion frustrates commuter and freight movement across Oregon's metro regions while insufficient transportation infrastructure isolates key parts of the state. Despite strong job growth, Oregon still lost share of national traded-sector employment, and our average traded-sector wage lags the nation. On per capita income, we have a long way to go to reach the Business Plan goal of matching the national average.

Disruptive change complicates our efforts. Breakthrough technologies are beginning to alter everything from how we live and get around to what we do at work and how we do it. Advances in fields such as artificial intelligence, 3D printing, and robotics promise big opportunities and even bigger challenges.

This Summit initiates a reset. Over the course of 2020, the Oregon Business Plan will work with regional, industry, and community partners to answer the questions highlighted at right. Then we'll return to next year's Summit with some answers and a refreshed strategy to pursue a new decade of shared prosperity in Oregon.

I look forward to working with you on this endeavor.

Joth Ricci
Oregon Business Plan Chair

How do we ensure that prosperity is broadly shared?
Among Oregonians from all communities, backgrounds, and regions

How do we improve our economic competitiveness?
In cluster performance, trade, technology innovation, infrastructure, land, and regulatory policy

How do we adapt to a radically different future of work?
Meeting stronger education attainment goals, adapting to new technologies, preparing for artificial intelligence

How do we grow yet protect and enhance our quality of life?
In greater housing supply and affordability, in reduced congestion

How do we adapt to a changing climate while sustaining economic progress?
In natural resources, agriculture, urban design, and energy consumption
THE LONG GAME
17th Oregon Leadership Summit
December 16, 2019
Oregon Convention Center

AGENDA

Plenary Session

8:30 a.m.  Presentation of the Colors, National Anthem, The Brown Sisters

8:35 a.m.  Framing the Day – What Are the Key Questions for Oregon’s Long Game?
Patrick Criteser, President & CEO, Tillamook County Creamery Association
Joth Ricci, President, Dutch Bros. Coffee

8:50 a.m.  Federal Issues – What’s in the Offing?
Senator Ron Wyden
Senator Jeff Merkley
Interviewed by Ruth Williams-Brinkley, President, Northwest, Kaiser Foundation Health Plan and Hospitals

9:15 a.m.  Trade – How Can Oregon Benefit from a Growing Global Economy?
Senator Ron Wyden
Interviewed by Roger Hinshaw, Market President at Bank of America and the Region Executive for Global Commercial Bank

9:30 a.m.  Economic Update – How Are We Doing?
John Tapogna, President, ECONorthwest
David Williams, Policy Director, Opportunity Insights

10:00 a.m.  Shared Prosperity – How Do We Make our Economy Inclusive?
Rukaiyah Adams, Chief Investment Officer, Meyer Memorial Trust
Anne Kubisch, President, The Ford Family Foundation
Carmen Rubio, Executive Director, Latino Network
Mark Witty, Superintendent, Baker School District
Moderator Ron Saxton, Executive Vice President & General Counsel, PeaceHealth

10:30 a.m.  Break

10:45 a.m.  Where Is Artificial Intelligence Leading Us?
Lama Nachman, Intel Fellow, Director of Artificial Intelligence Lab, Intel Corporation

11:00 a.m.  What’s in the Future for Manufacturing?
Shane Wall, Chief Technology Officer & Global Head of Labs, HP Inc.

11:15 a.m.  How Is Big Data Shaping Health and Health Care?
Danny Jacobs, President, Oregon Health and Science University

11:30 a.m.  What Does the Future of Work and Learning Hold?
Stefan Bird, President & CEO, Pacific Power
Katrina Hull, Educator, McKay High School
Isabel Mejia, Student, McKay High School, Lemelson-MIT InvenTeams
Lesly Rojas, Student, McKay High School, Lemelson-MIT InvenTeams
Alex de Verteuil, Doctoral Student, University of Oregon

12:00 p.m.  Lunch Break

12:30 p.m.  What Are the Priorities Ahead for Oregon?
Governor Kate Brown
Interviewed by Joth Ricci

12:50 p.m.  What’s Next for Housing?
Speaker of the House Tina Kotek
Interviewed by Cort O’Haver, CEO, Umpqua Bank

1:05 p.m.  What Are the Big Challenges Facing Oregon?
Senate President Peter Courtney
Interviewed by Karen Vineyard, Market Executive for Bank of America’s Global Commercial Bank
1:20 p.m.  What Are the Big Challenges for the Decade Ahead?
House Republican Leader Christine Drazan
Interviewed by Vanessa Sturgeon, CEO, TMT Development

1:35 p.m.  What’s the Rural Perspective on Oregon’s Economic Challenges?
Representative Caddy McKeown
Representative Lynn Findley
Interviewed by Dan Thorndike, Corporate Counsel, Corporate Secretary, Medford Fabrication

1:50 p.m.  Break

2:00 p.m.  How Can We Manage Our Forests Better to Reduce Fire, Protect the Environment, and Boost the Economy?
Matt Donegan, Chair, Oregon Wildfire Response Council

2:15 p.m.  How Can We Better Manage Finite Water Resources?
Martin Doyle, Director, Water Policy Program, Nicholas Institute for Environmental Policy Solutions

2:30 p.m.  How Can We Innovate to Reduce Carbon and Grow Our Economy?
Mark Edlen, Co-Founder and Chairman, Gerding Edlen
Bruce Daucsavage, President, Ochoco Lumber Company
Pam Barrow, Vice President of Energy, Environmental & Sustainability, Food Northwest
Anna Chittum, Director of Renewables, NW Natural
Moderator Sandra McDonough, President & CEO, Oregon Business & Industry

3:00 p.m.  What’s the Outlook for Electric Mobility?
Maria Pope, President & CEO, Portland General Electric
John O’Leary, Sr. Vice President & CFO, Daimler Trucks
Doug Kelsey, General Manager, TriMet

3:30 – 5:00 p.m.  Breakout Sessions (with Room Numbers)

(F151) The Future of Manufacturing – How can our firms innovate to gain global competitive advantage in the decade ahead?
Oregon has a strong manufacturing base and our growth in manufacturing jobs outpaces the nation. Our manufacturing extends across many sectors, encompassing metals, transportation equipment, forest products, semiconductors, and more. Innovation in manufacturing is a constant, and this session will explore how Oregon can build on our strengths in this regard. What could we do to raise Oregon’s game in competitive manufacturing? What will it take in workforce enhancement, policy engagement, and state and federal investment?

Senator Betsy Johnson, (D-Scappoose)
Kimberly Medford, General Counsel, ENTEK International
Dr. Nagi G. Naganathan, President, Oregon Institute of Technology
Dr. Marv Nelson, Executive Vice President & Chief Operating Officer, A-dec, Inc.
Dr. Harriet B. Nembhard, Eric R. Smith Professor of Engineering and head of the School of Mechanical, Industrial, and Manufacturing Engineering (MIME), Oregon State University

(E141-E144) Building a Pipeline to Economic Mobility – How can education, business, health care, government, philanthropy, and community-based organizations work together to improve economic mobility in Oregon’s communities?
Oregon has joined with Opportunity Insights, a national organization led by Harvard Economist Raj Chetty, to explore how to improve economic mobility and reduce disparities in communities across Oregon. David Williams, Policy Director of Opportunity Insights (OI), will present a high-level overview of the Opportunity Atlas, describe OI’s current thinking on the characteristics of high-mobility neighborhoods, and introduce a framework to organize education-related and community-level interventions to support economic mobility.

Ron Saxton, Executive Vice President & General Counsel, PeaceHealth (moderator)
David Williams, Policy Director, Opportunity Insights
Max Williams, President & CEO, Oregon Community Foundation
Mark Witty, Superintendent, Baker School District
Connecting Oregonians with Careers – What will it take to increase access and completion in postsecondary education?

Education beyond high school – apprenticeships, technical degrees, undergraduate, graduate, and professional degrees – unlock promising careers for Oregonians. As our economy evolves to take advantage of the growing power of artificial intelligence, well-paying jobs will require increasing levels of knowledge and skills. Oregonians need greater access to postsecondary opportunities than ever before. In collaboration with universities, community colleges, and other postsecondary partners, the Higher Education Coordinating Commission is launching a year-long initiative to develop a strategy and funding plan to dramatically increase the levels of access and completion by Oregonians in education programs beyond high school. In this session HECC Executive Director Ben Cannon will describe the plan, followed by reflections and discussion among key stakeholders on this important work.

Ben Cannon, Executive Director, Higher Education Coordinating Commission (HECC)
Representative Christine Drazan (R-Canby)
Representative Barbara Smith Warner (D-Portland)

Housing – Are we on the path to build 30,000 new units per year?

Insufficient housing supply in Oregon constrains both human potential and economic growth. Oregon has underbuilt its housing supply by 155,000 units over the past 15 years. To catch up, we need to build 30,000 units per year for the next 20 years. This is a 50 percent increase over the 20,000 units constructed over the past three years. The 2019 Legislature took significant steps in addressing this challenge with the passage of HB 2001, which creates more opportunities for duplexes and fourplexes, and HB 2003, which will establish housing construction goals and plans by communities. This session will explore how this legislation, along with other policies, can put us on track to increase the supply and variety of housing.

Jodi Hack, CEO Oregon Home Builders Association (moderator)
Jeremy Rogers, Director of Public Policy and Legal Affairs, Oregon Association of REALTORS® (moderator)
Mike Wilkerson, Partner and Senior Economist, ECONorthwest
Palmer Mason, Senior Policy Advisor, Oregon Department of Land Conservation and Development
Kim Travis, Housing Integrator, Oregon Housing and Community Services
Justin Wood, Vice President, Fish Construction NW, Inc., 2019 OHBA President
Deborah Flagan, Vice President of Community Engagement and Giving, Hayden Homes
Kenny Asher, Community Development Director, City of Tigard
Eric King, City Manager, City of Bend

Global Trade – How can we support Oregon companies in reaching growing global markets?

When it comes to international trade, Oregon continues to punch above its weight. International trade supports one-fifth of all jobs in Oregon and underpins our economy. Jobs connected to trade pay more and are three times more productive, contributing to the health and resiliency of our economy. Oregon’s location along the Pacific Rim offers efficient transport of goods via air, water, rail, and road to national and international markets. In this session, participants will learn about how global trade uncertainties and tariffs are impacting our state’s economy and what we can do to foster a healthy trade environment in our state.

Curtis Robinhold, Executive Director, Port of Portland (moderator)
Steve Miller, CEO, Bulk Handling Systems (BHS)
Maria Ellis, Executive Director, Pacific Northwest International Trade Association
Austin Peterson, Director of Parts and Services, SSI Shredding Systems, Inc.
Todd Davidson, CEO, Travel Oregon
Macey Wessels, Co-owner, Boshart Trucking, Inc./BOSSCO Trading
John Tapogna, President, ECONorthwest

(continued overleaf)
(D133-D134) Forest Health – How can we manage our forests to reduce wildfires, increase ecological health, and support communities?

Governor Kate Brown’s Wildfire Response Council assembled over 100 leaders and wildfire experts from across the state and, in November 2019, produced a comprehensive wildfire strategy following nearly a year of intensive analysis. The conclusion: without action, Oregon faces tens of billions of dollars of damage from wildfire affecting public health and ecological and community vitality. A holistic, sustained strategy will mitigate these risks and create much needed jobs in rural Oregon. Council chair Matt Donegan and other Council members will present a compelling case for action.

Matt Donegan, Chair, Oregon Wildfire Response Council (moderator)
Sally Russell, Mayor, City of Bend
Nils Christofferson, Executive Director, Wallowa Resources
Mariana Ruiz-Temple, Chief Deputy State Fire Marshal, Office of State Fire Marshal (OSFM)
Senator Jeff Golden, (D-Ashland)
Mark Stern, Forest Program Manager, The Nature Conservancy

(E147) Water – How do we prepare to manage water to meet our ecological, economic, and community needs over the decades ahead?

Meeting Oregon’s varied water management needs into the future is one of the most important issues facing our state. This challenge will require bridging traditional divides, whether urban-rural, residential-commercial, or business-environmental. Duke University professor and national water expert Martin Doyle will lead a panel of Oregonians involved in water policy and management. Panelists will discuss the future of Oregon’s water, drawing upon examples of the many water issues facing the state and the innovative solutions starting to emerge.

Martin Doyle, Director, Water Policy Program, Nicholas Institute for Environmental Policy Solutions (moderator)
Danielle Gonzales, Marion County Economic Development
Dan Thorndike, Corporate Counsel, Corporate Secretary, Medford Fabrication
David Yamamoto, Commissioner, Tillamook County
Mark Owens, Hay Farmer, Commissioner, Harney County
Direlle Calica, J.D., Director of the Institute for Tribal Government, Hatfield School of Government, Portland State University; Policy Advisor, Affiliated Tribes of Northwest Indians

(E145-E146) Access to Capital – How do we ensure greater inclusiveness?

Oregon is blessed with a growing number of women and people of color starting and expanding businesses in all corners of our state. Unfortunately, there are significant disparities in access to capital for these entrepreneurs and business owners. In his session panelists will identify and discuss those barriers and participants will strategize ways to address them.

Monica Enand, CEO and Co-founder, Zapproved
Maura O’Neill, Lecturer and Distinguished Teaching Fellow, Hass School of Business, UC Berkeley
Lynn Le, Founder, Society Nine
Stephen Green, Founder, PitchBlack

5:00 p.m. Reception
A DECADE OF PROGRESS

Progress on Oregon Business Plan Goals Since 2010

<table>
<thead>
<tr>
<th>GOAL</th>
<th>ACTUAL</th>
<th>GOAL ACHIEVED?</th>
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<tbody>
<tr>
<td>Job Growth — 25,000 Net New Jobs Per Year</td>
<td>37,000 Per Year</td>
<td>✔️</td>
</tr>
<tr>
<td>Per Capita Income — 100% of National Average</td>
<td>93% (2018)</td>
<td>More to Do</td>
</tr>
<tr>
<td>Poverty — Less Than 10% of Oregonians Living Below the Poverty Line</td>
<td>13.20% (2017)</td>
<td>More to Do</td>
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Other Important Progress Indicators Since 2010

### Household Performance

- Median Household Income as % of US Median: 93.0% (2010) vs. 99.8% (2017)

### Indicators of Economic Performance

- Average Traded Sector Wage (% of US): 84.40% (2010) vs. 90.9% (2017)
- Traded Sector Employment (Share of US): 1.22% (2010) vs. 1.16% (2017)

### Education and Health Care

#### 40-40-20 (25–34 Year Olds)

- % w/ HS or Higher: 88% (2010) vs. 92% (2017)
- % w/ AA or Higher: 38% (2010) vs. 45% (2017)
- % w/ BA or Higher: 30% (2010) vs. 37% (2017)

- High School Graduation Rate (4-year Cohort): 66% (2010) vs. 78.7% (2017)
- STEM Degree Production: 11,494 (2010) vs. 18,464 (2016)
- STEM Certificates and Associates Degrees: 3,110 (2010) vs. 4,427 (2016)
- STEM BA’s and Post-Baccalaureates: 8,384 (2010) vs. 14,037 (2016)
- Health Insurance Coverage: 82.70% (2010) vs. 93.20% (2017)

### Public Finance

- Budgetary Reserves: $16 (2009–2011) vs. $1,758 (2019–2021)
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GOLD

SILVER

BRONZE