



THE OREGON BUSINESS PLAN

**A collaborative vision, framework, and forum ...
to create jobs
raise incomes
and reduce poverty
in Oregon**

THE OREGON BUSINESS PLAN IS ABOUT GOOD JOBS AND BETTER LIVES FOR OREGONIANS THROUGH A STRONGER OREGON ECONOMY

The Oregon Business Plan, launched in 2002, is an ongoing collaboration between Oregon’s business community, its elected leaders, and other key stakeholders to achieve greater economic growth and prosperity across all of Oregon’s regions.

The Business Plan has three specific, ongoing goals:

- Add 25,000 net new jobs per year through 2020
- Raise per capita income above the national average by 2020 (it is now 91 percent of that benchmark)
- Reduce the share of Oregonians living in poverty from just over 13 percent now to under 10 percent by 2020.

WE’VE SEEN MARKED PROGRESS ON THESE OBJECTIVES

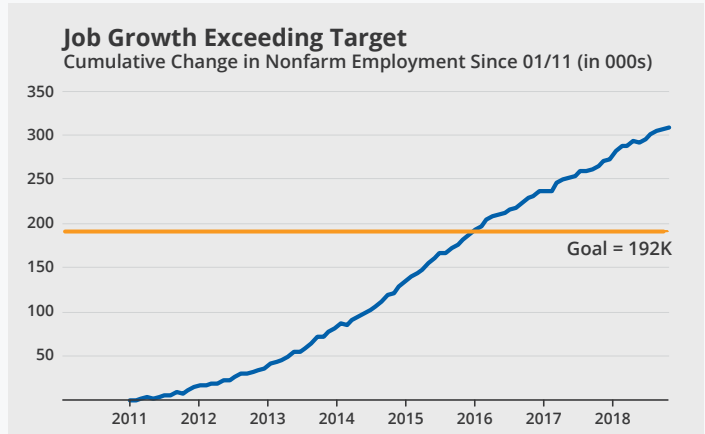
Oregon is getting traction on these goals (see right). Over the past five years job growth has far exceeded 25,000 per year. Per capita income has risen from 88 percent to 92.2 percent of the national average. Poverty has gone from over 17 percent to just over 13 percent, which is below the national average of 14 percent. This is the first time since 2007 that Oregon has been below the national average.

IT ALL COMES TOGETHER AT THE OREGON LEADERSHIP SUMMIT

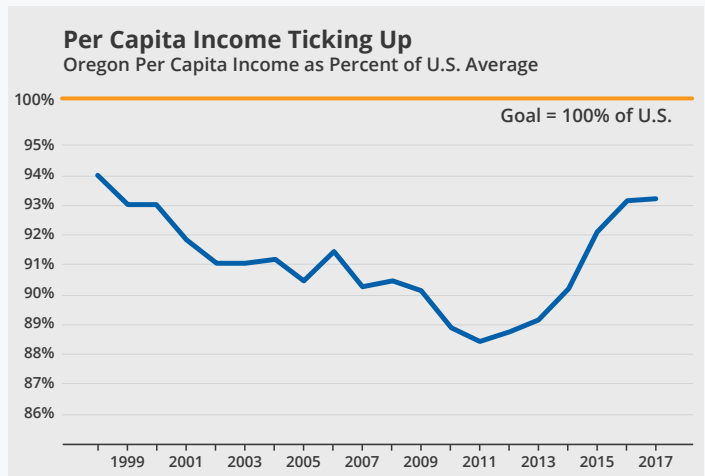
Business Plan policy work goes on year-round, but our signature event is the annual Leadership Summit, usually in early December. There, more than a thousand business, elected, civic, and nonprofit leaders consider issues that impact Oregon’s economy and life. The event spotlights economic challenges, vets proposals, and stimulates discussion and networking among leaders across sectors.

The Summit is typically divided into a general session in the morning and smaller breakout sessions in the afternoon. In the morning’s plenary session, guest speakers and panels frame broad themes and consider policies to solve problems or capitalize on opportunities that can improve Oregon’s economy. The afternoon breakouts focus on particular policy issues in greater depth.

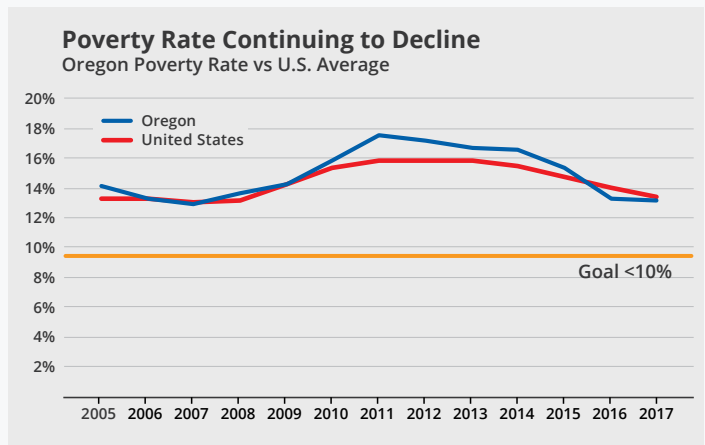
The Leadership Summit is scheduled in December so business leaders and staffs can take Summit policy positions directly into the state legislative session at the beginning of the next year. Summits enjoy substantial participation by state agency and elected officials.



Source: Federal Reserve Economic Data



Source: US Bureau of Economic Analysis



Source: American Community Survey via American FactFinder



THE BUSINESS PLAN STRATEGY: PROMOTING PROSPERITY BY IMPROVING THE CONDITIONS FOR BUSINESS SUCCESS

As illustrated on the next page, the Business Plan strategy to achieve its goals is to improve the conditions for success among traded-sector industries, those that bring in new dollars to local economies by selling goods and services outside Oregon. Those fresh dollars, in turn, buoy local economies through family wages, purchases from vendors, and tax revenues for public services.

The conditions for business success are what we call the 4Ps for Prosperity. They are People (a talented workforce), Productivity (quality infrastructure and reasonable business costs), Place (attractive quality of life), and Pioneering Innovation (a culture of research, commercialization, and innovation in product and process design).

The Business Plan advocates these conditions through particular initiatives that address acute or gathering public challenges. Issues vary from year to year. Previous initiatives have successfully urged policies to improve transportation infrastructure, forest management, education, health care cost control, and rural water storage for agriculture. Recently our top priority has been to address the growing fiscal crisis in Oregon state and local government caused by a combination of unsustainable public sector costs and an unstable, inadequate revenue system.

THE BUSINESS PLAN IS A JOINT PROJECT OF BUSINESS COMMUNITY LEADERSHIP

Leadership for the Business Plan is provided by a steering committee composed of business leaders and representatives of state and regional business associations. The Oregon Business Council provides project management and jointly owns the Plan with Oregon Business and Industry and the Portland Business Alliance. These partners and others make significant contributions to policy research, positions on issues, and the Leadership Summit.

The current chair of the steering committee is Patrick Criteser, president and CEO of the Tillamook County Creamery Association.

Previous Oregon Business Plan chairs, and their positions at the time, include:

Dick Reiten, CEO, NW Natural
Bill Thorndike, President, Medford Fabrication
Allen Alley, CEO, Pixel Works
Steve Pratt, CEO, ESCO
Pat Reiten, President, Pacific Power
John Carter, Chairman and CEO, Schnitzer Steel
Malia Wasson, President, US Bank

The principal costs of the Business Plan are year-round work on policy issues and the annual Leadership Summit. These expenses are funded primarily by sponsorships and registration fees at the Summit.

OREGON BUSINESS PLAN FRAMEWORK

GOAL

Quality jobs in every corner of Oregon

- 25,000 net new jobs per year through 2020
- Per capita income above the national average by 2020
- Reduction of poverty below 10 percent by 2020

VISION

Clusters of innovative, globally competitive industries

Traded-sector businesses drive the Oregon economy. They export products and services outside of Oregon, bringing in fresh dollars that re-circulate through payrolls, employee spending in the local economy, purchases from vendors, and tax revenues that fund critical public services like education. Industries that sell globally are both big and small. These industries tend to cluster based on access to shared resources, talent, suppliers, and other factors. The diversity of our traded-sector clusters is illustrated below.

Advanced manufacturing

- Metals (primary and secondary)
- Machinery and transportation equipment
- Food processing
- Defense

High tech

- Computer and electronics equipment
- Software
- Education technology and services
- Biotechnology

Natural resources

- Forestry and wood products
- Agriculture products
- Wine/winemaking
- Beer/brewing
- Nursery products
- Tourism and hospitality

Aviation

- Heavy lift helicopters
- Unmanned aerial systems
- General aviation

Creative industries

Clean technology

- Green building and design
- Energy efficiency
- Solar manufacturing
- Wind energy development
- Wave energy development
- Environmental technology and services
- Electric vehicles and green transportation

Footwear, apparel and outdoor gear

STRATEGY

Four Ps for Prosperity — Conditions essential to promote high-wage job growth in Oregon

People: A talented workforce.

Productivity: Quality infrastructure, resource utilization, competitive regulations and business costs.

Place: A high quality of life that attracts and retains talented people.

Pioneering Innovation: A culture of research, commercialization and innovation in product and process design.

INITIATIVES

In promoting the Four Ps — conditions for quality job growth — the Business Plan takes up issues that represent economic opportunities or challenges. It does this in the form of particular initiatives, and these vary from year to year. Initiatives have included transportation infrastructure, forest management, education, health care cost control, and rural water resources. Recently our top priority has been to improve Oregon's fiscal health to enable needed investments in education.