

Business Oregon

Agency Update
October 10, 2023



AGENCY STRATEGIC PLAN & DEI PLAN

Strategic Planning

- Mission, Vision, and Values stay the same
- Revisit *Objectives*, and *Strategies* to achieve the *Objectives*
- Current Objectives/Priorities:
 - Innovate Oregon's economy
 - Grow small and middle-market companies
 - Cultivate rural economic stability
 - Advance economic opportunity for underrepresented people
 - Ensure an inclusive, transparent and fiscally healthy agency
- Working with Coraggio Group to facilitate plan development

Strategic Planning

A new 3-year organizational strategic plan, with overall agency objectives, and accompanying strategies to achieve them.

Phase I: Get Clear Sept. – Nov.

Get the information we need to craft objectives and strategies.

Background research,
Inclusive partners and
community engagement.

Phase II: Get Focused Nov. – Jan.

Craft objectives and strategies. Build, refine, review.

Work with core planning team, then check in with advisory committee and staff.

Phase III: Get Moving Feb. - March

Final plan development and rollout.

Strategic Planning: Engagement with Partners

- Regional Listening Sessions
 - Organized around our 11 geographic regions
 - Some virtual, some in-person
- External partner survey
- 1:1 and group interviews



Sign up to our mailing list to hear about survey participation and other engagement opportunities.

Click “**Subscribe**” in the footer of biz.oregon.gov

Business Oregon Diversity, Equity and Inclusion Plan

4-month scope of work to develop OBDD's first agency-wide DEI Strategic Plan and Communications Plan.

Phase I: Research and Discovery

Audit of materials, stakeholder interviews and conduct equity workshop with internal staff.

Phase II: Strategy Development

Take learnings from Research and Discovery phase to build out key insights that will build out all strategy and execution going forward. Start the plan.

Phase III: Messaging and Communications Planning

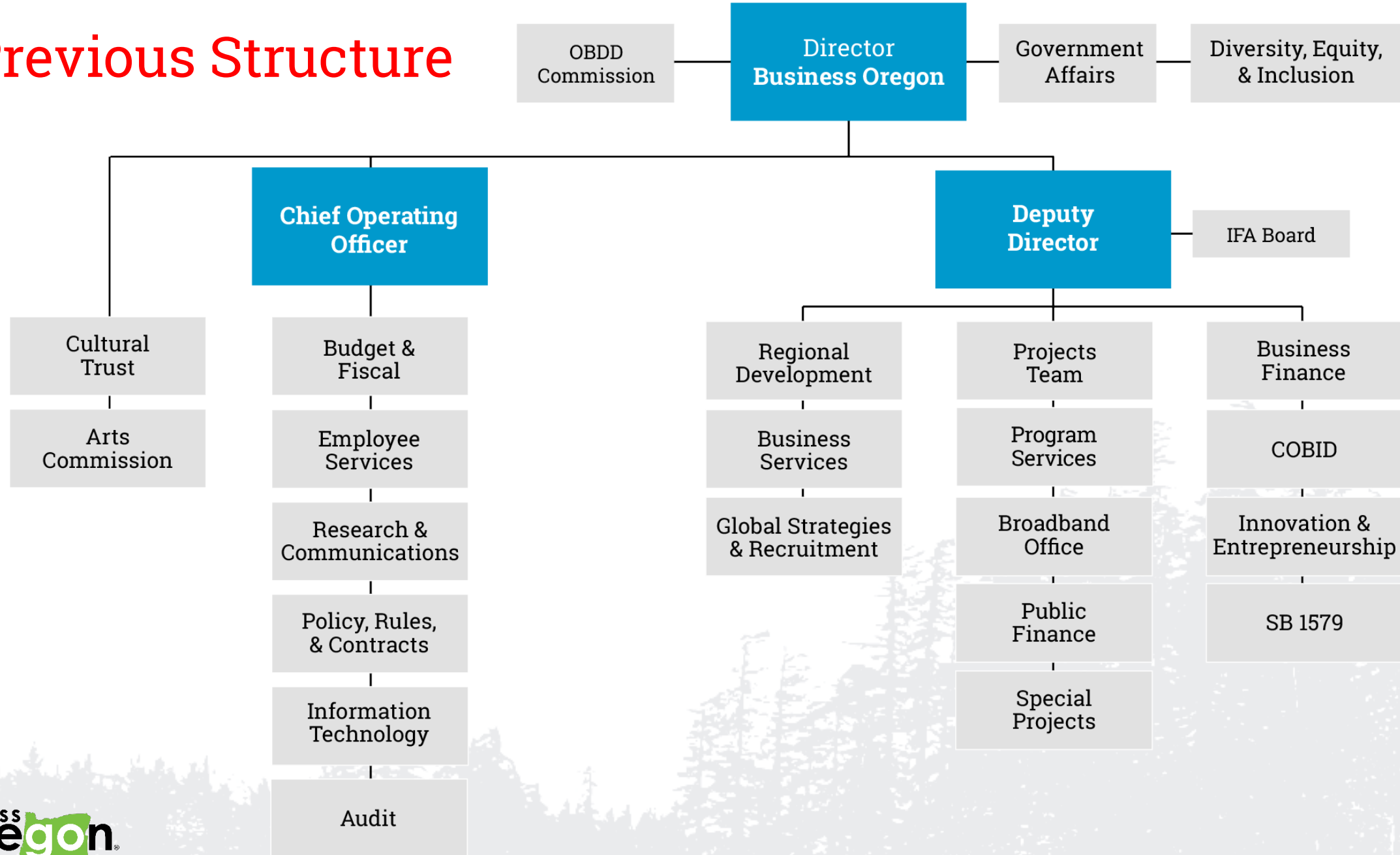
Finalize plan, and craft communications plan for how we implement it, engage communities, and share.

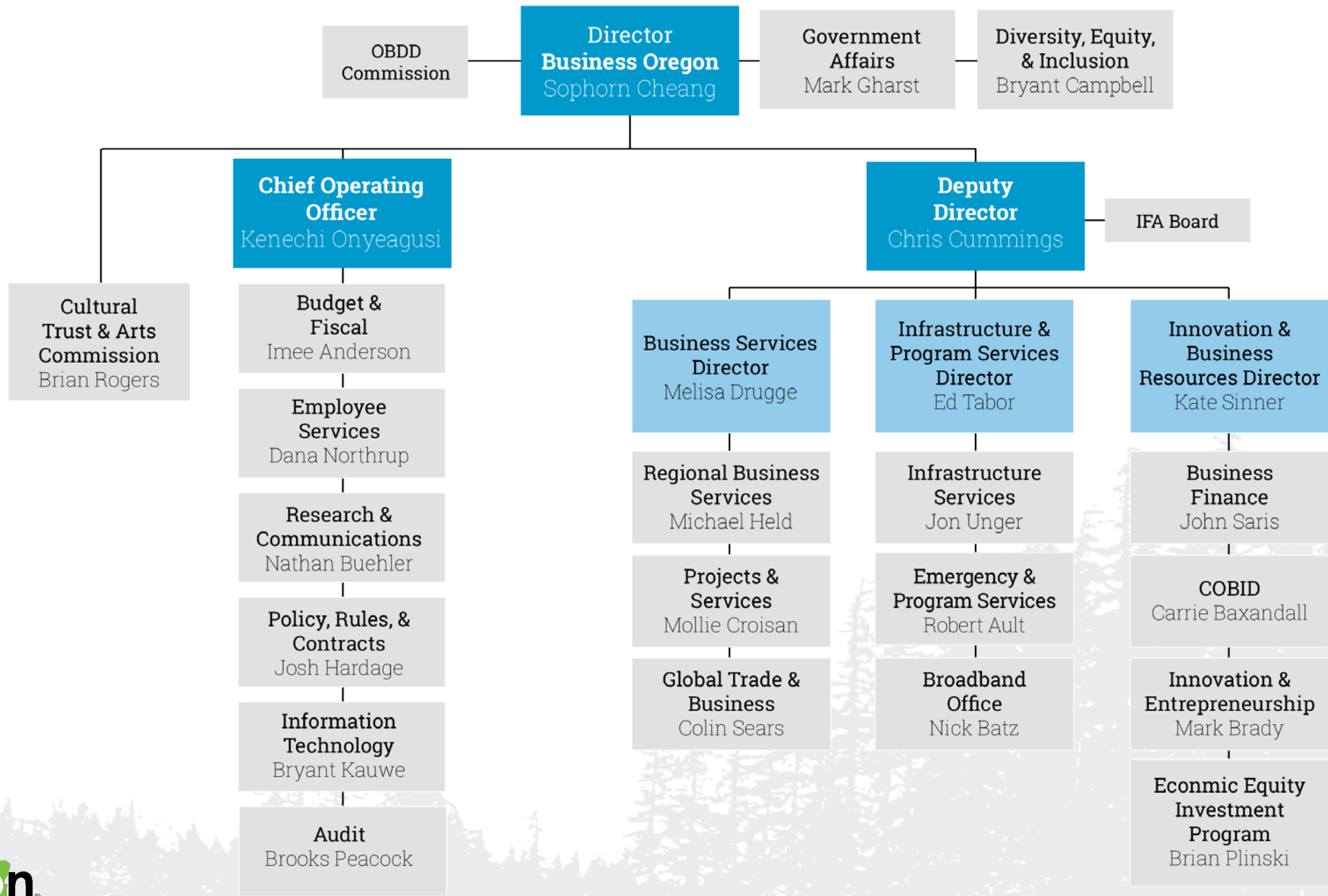
AGENCY REALIGNMENT

Purpose

- Reduce direct reports
- Add management capacity
- Build internal growth opportunities
- Allow for strategic thinking

Previous Structure

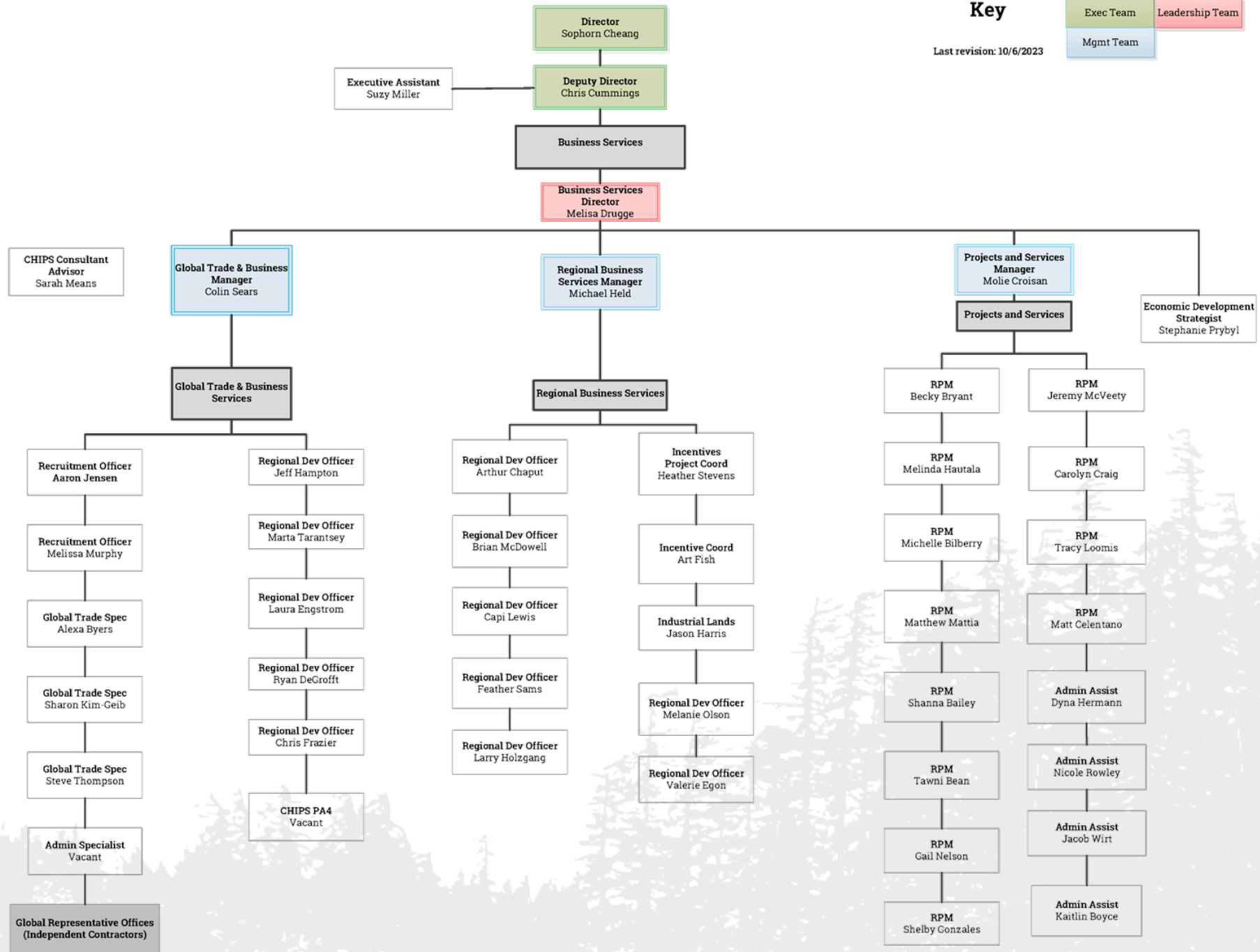




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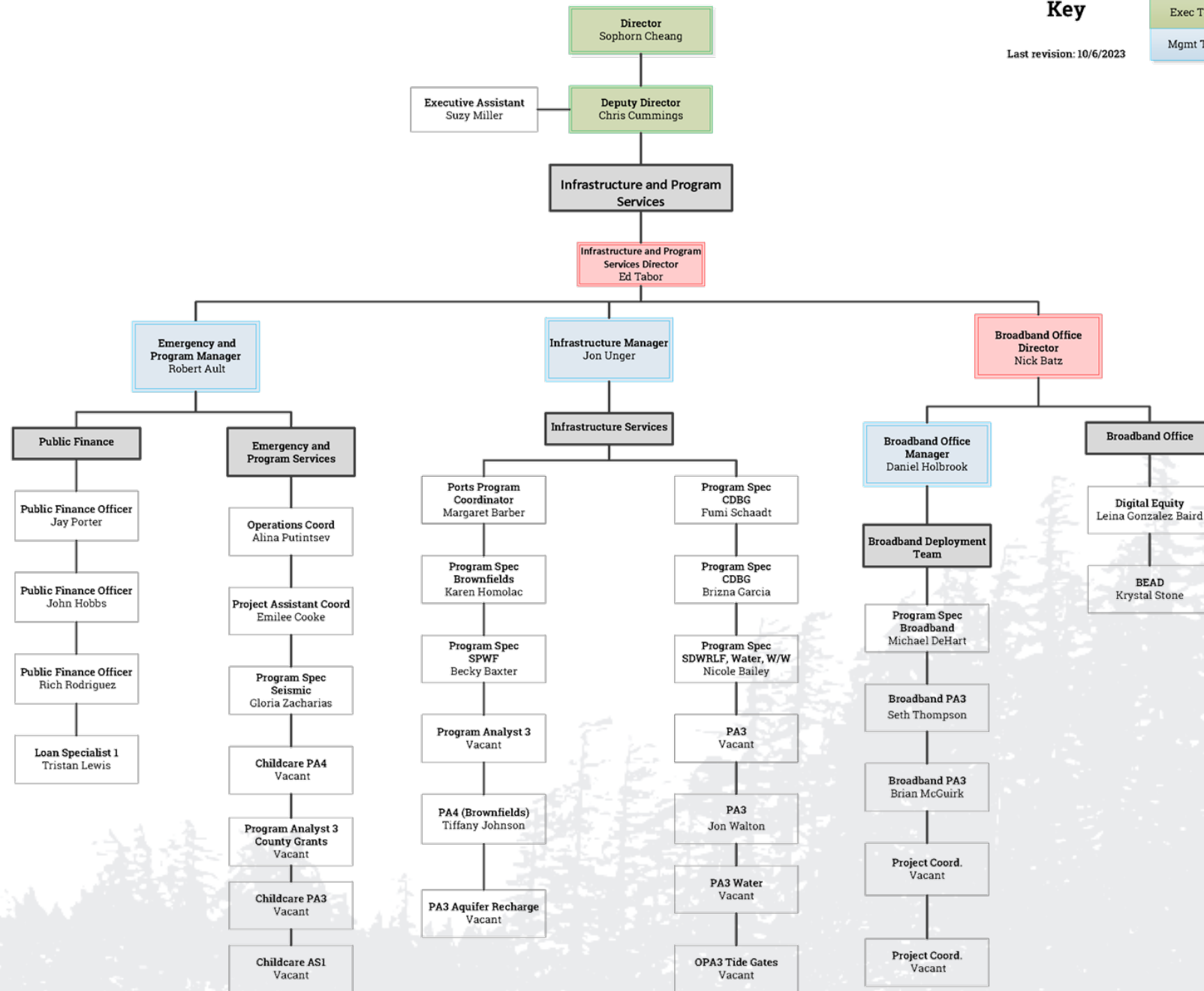
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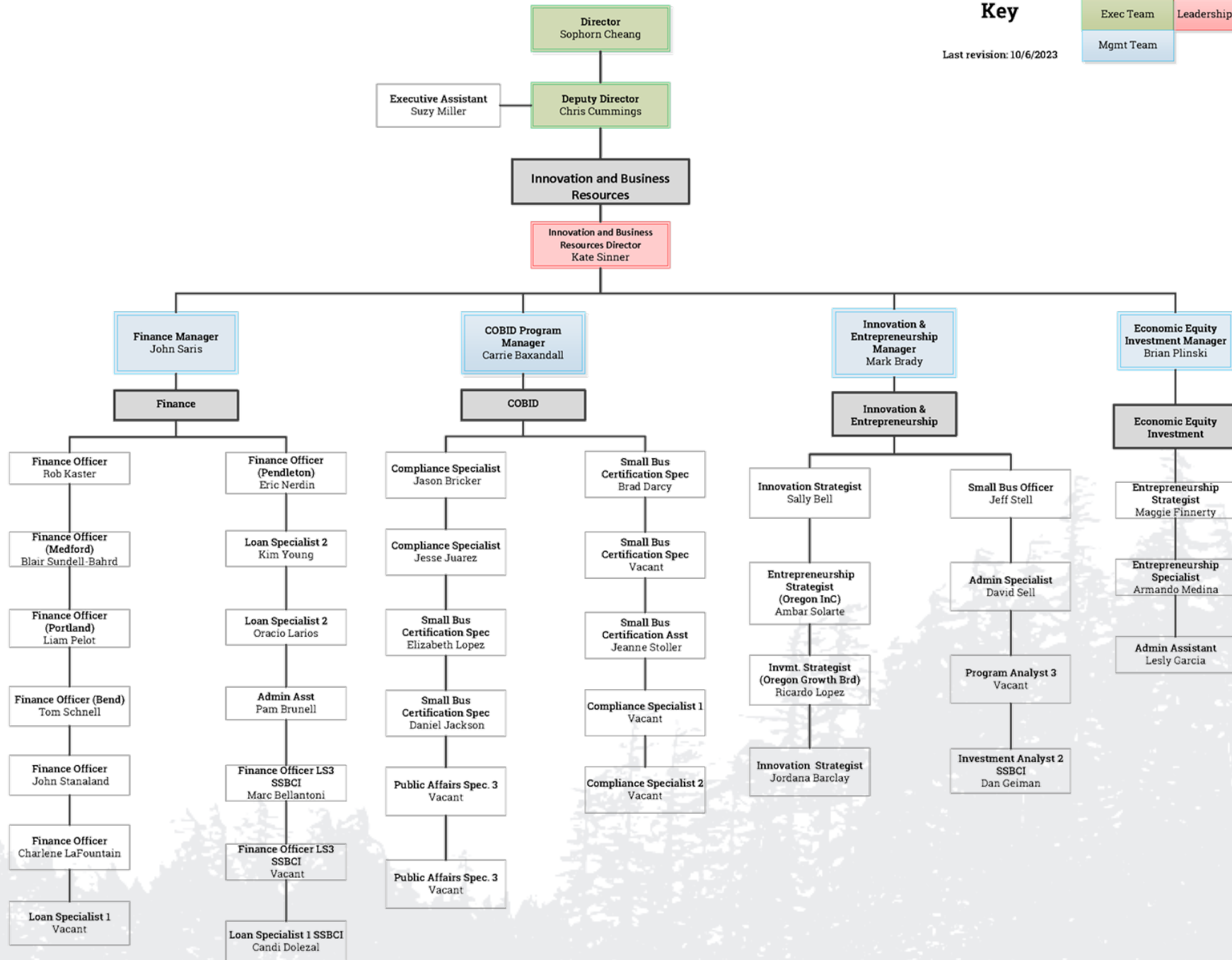
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Last revision: 10/6/2023



REGIONAL INNOVATION HUBS

JORDANA BARCLAY

Innovation Plan Summary: 4 Strategies and 10 Actions

For all People...In all Places



Strategy 1: Foster Ideation – Catalyze the commercialization and deployment of new products/services within Oregon’s existing traded sectors as well as emerging markets.

- **Action 1:** Support Centers of Innovation Excellence that leverage Oregon’s existing traded-sector strengths and emerging market opportunities.
- **Action 2:** Leverage and expand sources of nondilutive capital to catalyze the commercialization of new innovations.
- **Action 3:** Support early-stage innovation within Oregon’s university, college, and other research settings, ensuring opportunities for all people in all places to connect to resources.



Strategy 2: Strengthen the Innovation Ecosystem – Develop a systemic, regionally based entrepreneurial service delivery system.

- **Action 4:** Create Regional Innovation Hub designations that will fund and incentivize collaboration to build and advance innovation-focused ecosystems, ensuring opportunities for all innovation-based businesses throughout Oregon.
- **Action 5:** Link talent to innovation efforts.



Strategy 3: Catalyze Access to Risk Capital.

- **Action 6:** Foster the further development of Oregon’s risk-capital stack.
- **Action 7:** Incentivize angel investments in Oregon’s innovation-based firms.
- **Action 8:** As deal flow increases across the state, focus efforts to drive more of the Oregon Growth Account’s investments to Oregon’s businesses.



Strategy 4: Brand Oregon as The Place for Innovation – Tell Our Story.

- **Action 9:** Develop Oregon’s Innovation Brand and market within the state – the brand should be aligned with and leverage Oregon’s existing strengths.
- **Action 10:** Develop an External Marketing Campaign that showcases Oregon’s unique identity and competitive strengths in innovation.

Regional Innovation Hubs

- **Strategy 2: Strengthen the Innovation Ecosystem**
- Regionally focused, sector-agnostic partnerships that implement programs, strategies, and connections to support and grow a regional innovation ecosystem
- Provide services that support innovation-based, traded-sector firms throughout the entrepreneurial development process
 - Technical Assistance
 - Mentorship
 - Access to Capital
 - Talent development/attraction
 - Networking
 - More

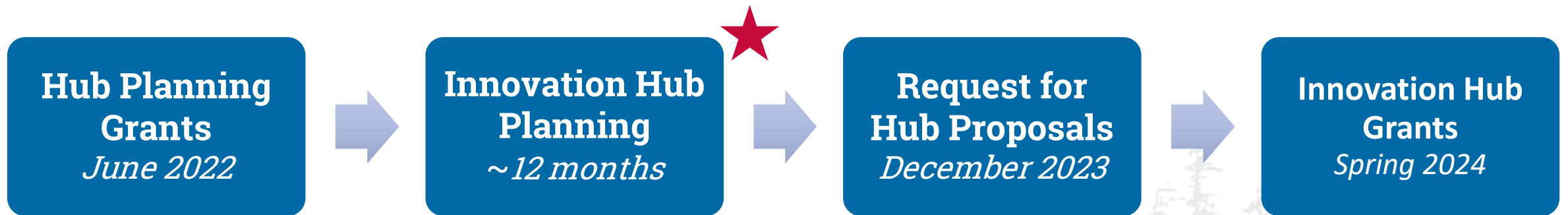
Expected Outcomes

- Increased networking, connectivity, and collaborative and entrepreneurial culture in region
- Ability of innovation-based entrepreneurs to find customers and markets to increase growth
- Entrepreneurs with increased access to managerial talent
- Broader participation among underserved communities in innovation ecosystem
- Hubs connected to larger statewide efforts

Required Partners

- SBDC
- Regional/Local Economic Development Organization
- At least one County representative from region
- At least one City representative from region
- A community-based organization that provides relevant culturally specific business support
- Relevant 4-year university or community college, if located and/or serves region
- Minimum of three private sector representatives from key regional traded sector industries

Process



Planning Grants

- Awarded to regional partnerships to prepare for submission of a request for full Regional Innovation Hub funding
- All 11 of Business Oregon's regions received a Regional Innovation Hub Planning Grant and initiated planning process
- Awards range: \$100,000 - \$140,000
- Consultants and/or staff hired to support planning efforts
- \$200,000 commitment from The Lemelson Foundation to hire a DEI consultant to support the Hub planning efforts

Regional Innovation Hub: Planning Grants

1. North Coast (Columbia-Pacific Economic Development District)

Hub Planning project includes creating a partner engagement plan and developing a strategy around entrepreneurial skills talent development. Col-Pac and its partners will also create a map of industry experts able to provide mentorship, technical assistance, and guidance to innovation-based entrepreneurs, as well as determine access to capital avenues available.

3. Mid-Valley (Strategic Economic Development Corporation)

Hub Planning project includes engaging in outreach efforts to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, and conducting best practice research to identify Hub elements of success.

2. Portland Metro (Portland State University) – Hub Planning project includes assembling a comprehensive inventory of organizations, resources, and programming that exist for innovation-based entrepreneurs in the three-county region, conducting outreach and engagement with ecosystem partners, and surveying innovation-based entrepreneurs to identify service and resource gaps in the Metro region.



4. South Valley/Mid-Coast (Onward Eugene)– Onward Eugene's engaging in outreach efforts to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, and conduct research with stakeholders engaged in innovation-based entrepreneurship to develop an asset inventory, needs assessment, and gap analysis.

5. South Coast (South Coast Development Council)

Hub Planning project includes engaging in outreach efforts to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, identifying innovation resources, programs, partners, and companies in the region, and completing a needs assessment through one-on-one interviews, listening sessions, and workshops.

6. Southern (SOREDI)

Hub Planning project includes identifying and convening partners to understand needs for innovation-based entrepreneurs, including those from underserved groups, and creating a regional assessment of organizational capacities and partnerships.

7. South Central (Oregon Institute of Technology)

Hub Planning project includes outreach to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, and completing an assessment of the region's innovation assets, needs, capacity, and gaps. Oregon Tech will also create a database of resident expertise, mentors, and workforce training that will nurture innovation and entrepreneurship.

9. North Central (Mid-Columbia Economic Development District)

Hub Planning project will identify a programming pipeline and define needs and opportunities related to research and development in key industries. In addition, they will create a strategy to develop a mentorship and peer-to-peer learning network, as well as examine the talent development pipeline.

8. Central (OSU-Cascades)

Hub Planning project includes hosting an Innovation Summit to develop an asset map with organizations that help traded-sector innovators and entrepreneurs, as well as assessing the services gap and drafting a gap analysis.

10. Greater Eastern (Blue Mountain CC)

Hub Planning project includes conducting a needs assessment on entrepreneurial technical assistance and facilities, planning networking events to connect Hub collaborators and Hub clients, and building a comprehensive capital access roadmap for innovation-based entrepreneurs.

11. Northeast (Wallowa Resources)

Hub Planning project includes developing and mapping partners and services in the innovation ecosystem and engaging in outreach to ensure the Hub is inclusive of partners throughout the Northeastern region, especially those from historically underserved communities.

Current Status

- Hub planning period ended September 30th; Final reports due October 31st
- The Lemelson Foundation funded DEI consultant work ongoing
- Request for Grant Applications for full Regional Innovation Hubs anticipated release December 2023
- Awards anticipated early Spring 2024

QUESTIONS?

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BUSINESS OREGON'S INDUSTRIAL LANDS PROGRAMS

Goal: Support job growth & private investment with shovel ready industrial land & buildings

- Shovel Ready Sites
- Inter-agency land-use & regulatory coordination
- Site inventory research & data
- Funding & resources for site readiness
- Market & business development
- Proactive outreach & engagement



Industrial Lands Programs Overview

Programs/Tools:

- Oregon Prospector – property listings, market data & proposal distribution
- Certified Shovel Ready Program - owner investment
- Special Public Works Fund - TA grants & job creation grants
- Semiconductor Industrial Lands Program - program in development
- Industrial Lands Technical Assistance Grant - one time TA grant for private & municipal; not accepting applications at this time
- Regionally Significant Industrial Sites - income tax reimbursement on investment; not accepting applications at this time

Oregon Prospector

- Real-time inventory as maintained by users
- Over 1,000 properties and 300 users in database
- Community & workforce data
- Submission site for state managed business recruitments

WWW.OREGONPROSPECTOR.COM



FOR SALE
778 Acres
South Redmond, Oregon

**QUALIFIES FOR
ENTERPRISE
ZONE**

AARON WATT
+1 503 279 1779
aaron.watt@cushwake.com

MARK CARNESE
+1 503 279 1764
mark.carnese@cushwake.com

MATT JOHNSON
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CUSHMAN & WAKEFIELD

Oregon Prospector

Location All Properties Size Sale / Lease All Types **All Filters** New Search

♥ Saved Results 0

Property Results

993 total Properties

Sort By: **Featured** Descending

PDF Excel Print Share

Expand Map

Map Layers

Show Properties

Redo search in map

Map Satellite



Vacant Land

Vacant Land

Vacant Land

Kempf Industrial Park

Address: S of Hwy 20, along the E bound...
City: Albany
County: Linn County
Zip Code: 97321
Min Size: 30 acres
Max Size: 67 acres

View Details

Compare

Canby Pioneer Industrial Park

Address: NE of Canby between Hwy 99E...
City: Canby
County: Clackamas County
Zip Code: 97013
Min Size: 345 acres
Max Size: 345 acres

View Details

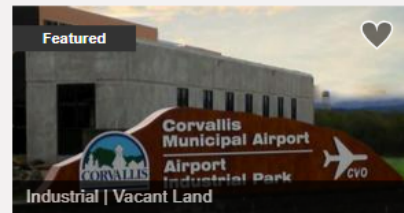
Compare

Tech Hills Certified 79.25 Acr...

Address: Dan O
City: Klamath Falls
County: Klamath County
Zip Code: 97601
Min Size: 10 acres
Max Size: 67.80 acres

View Details

Compare



Corvallis Airport Industrial P...

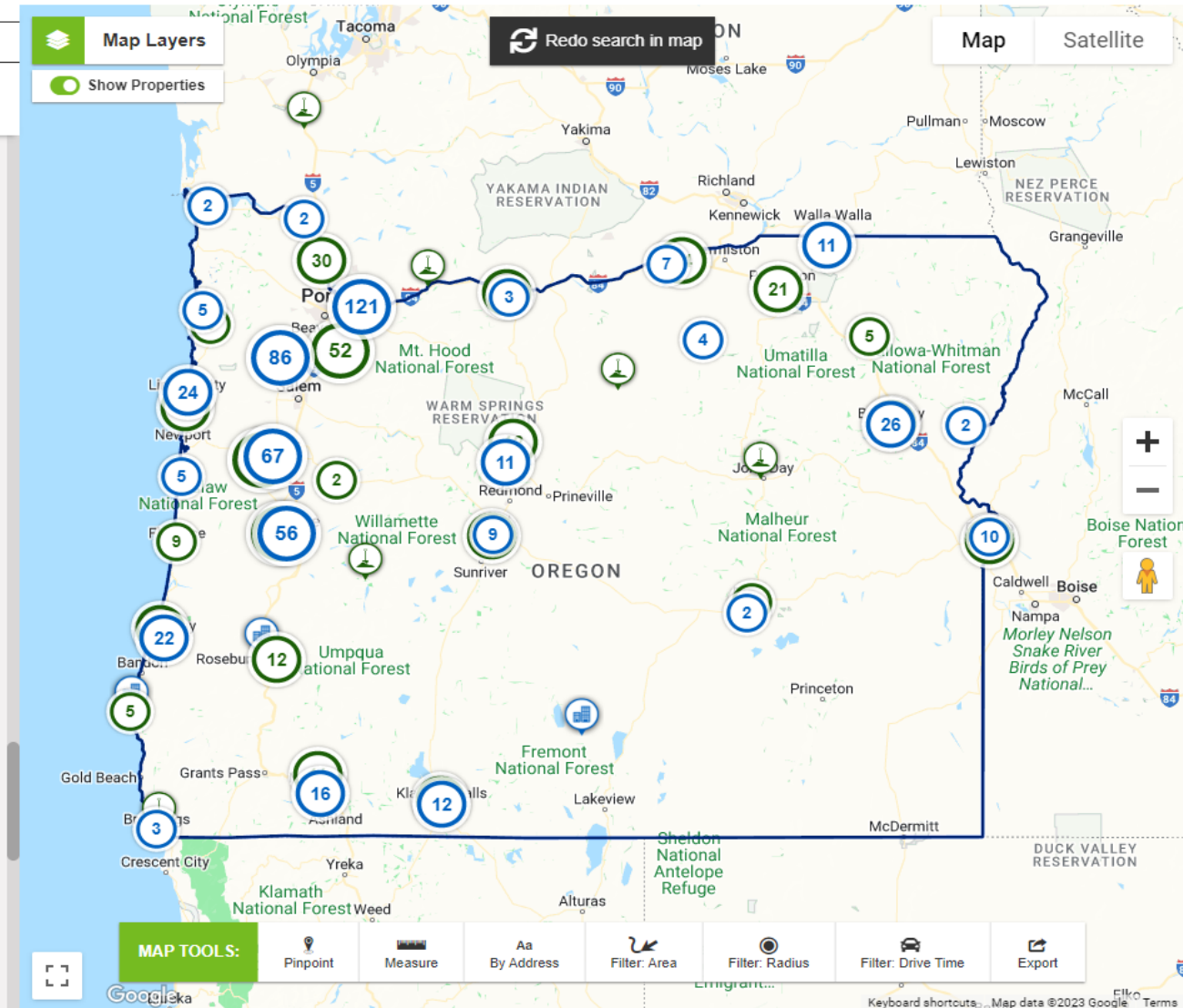
Address: Corvallis Airport Industrial Park
City: Corvallis
County: Benton County
Zip Code: 97333
Min Size: 1 acres
Max Size: 140 acres

North Holladay Industrial Pa...

Address: N 4th Avenue and N Holladay S...
City: Cornelius
County: Washington County
Zip Code: 97113
Min Size: 2 acres
Max Size: 21 acres

C.T.P. Partners Site

Address: 1234 West Lane
City: Scappoose
County: Columbia County
Zip Code: 97056
Min Size: 5.80 acres
Max Size: 5.80 acres



Industrial Lands Technical Assistance Grant Awardees

	Recipient	Total Project Cost	Match Committed	Grant Requested	SRF TA Grant	SPWF TA Grant	Total Biz OR Award
1	City of Albany	\$25,000	\$6,250	\$18,750	\$0	\$21,250	\$21,250
2	City of Burns	\$2,600,000	2,500,000		\$100,000	\$0	\$100,000
3	Clatsop County	\$14,566,000	\$14,466,000	\$100,000	\$50,000	\$50,000	\$100,000
4	Central Oregon Intergovernmental Council (COIC)	\$48,500	\$5,000	\$43,500	\$43,500	\$0	\$43,500
5	City of Corvallis	\$75,000	\$0	\$75,000	\$15,000	\$60,000	\$75,000
6	CTP Partners LLC	\$118,600	\$36,420	\$82,180	\$82,180	\$0	\$82,180
7	Dallas Mills Properties	\$100,000	\$0	\$100,000	\$100,000	\$0	\$100,000
8	City of Hermiston	\$60,000	\$10,000	\$50,000	\$0	\$51,000	\$51,000
9	City of Klamath	\$100,000	\$20,000	\$80,000	\$80,000	\$0	\$80,000
10	City of McMinnville	\$410,000	\$310,000	\$100,000	\$100,000	\$0	\$100,000
11	City of Millersburg	\$88,000	\$8,000	\$80,000	\$40,000	\$40,000	\$80,000
12	Port of Arlington	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
13	Port of Astoria	\$100,000	\$10,000	90,000	\$90,000	\$0	\$90,000
14	City of Redmond	\$55,263	\$28,000	\$35,263	\$0	\$46,963	\$46,963
15	City of Sherwood	\$78,000	\$20,000	\$50,000	\$0	\$60,000	\$60,000
16	City of Stayton	\$95,000	\$0	\$95,000	\$47,500	\$47,500	\$95,000
17	City of Wilsonville	\$135,000	\$35,000	\$100,000	\$100,000	\$0	\$100,000
18	City of Woodburn	\$200,000	\$100,000	\$100,000	\$100,000	\$0	\$100,000
Total SRF TA Grant					\$998,180		
Total SPWF Grant						\$376,713	
Total Combined Grant							\$1,374,893

Regionally Significant Industrial Sites - RSIS

Applicant	Site Name	Acres	Projected Cost	Estimated Jobs
Port of Portland	TRIP Phase 2	184.0	\$16,623,175	3,500 all phases
Port of Morrow	East Beach Ind. Park	982.0	\$7,979,490	800
City of Hillsboro	Hillsboro Tech Park	822.0	\$34,517,000	9,000
City of Madras	Madras Airport	1,146.0	\$27,612,500	1,000
City of Pendleton	Pendleton UAS Range Phases 3,4,5	302.0	\$18,231,400	300
Klamath County	WESGO	70.8	\$2,020,000	150
City of Waldport	Waldport Ind. Park	100.0	\$20,075,000	1,342
City of Scappoose	Scappoose Ind. Park	553.8	\$28,365,986	3,765
City of Redmond	South Redmond Track LLI	789.0	\$42,000,000	6,512
City of Klamath	Zbinden	86.0	\$3,787,500	150
City of Millersburg	Millersburg Ind. Area	403.0	\$68,748,927	2,100
City of Wilsonville	Wilsonville Ind. Area	809.13	\$299,230,000	5,609

Future of Industrial Lands Programming

- Importance of industrial lands
- Need competitive supply, market-ready sites statewide
- Existing challenges, opportunities
- Resources for site readiness
- Feedback, support & advocacy



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