



The Oregon Business Development Department

## **Strategic Plan**

*updated May 2009*

The goals and strategies below were presented by the Agency to the Oregon Business Development Commission (formerly the Oregon Economic and Community Development Commission) on May 15, 2009. The goals are meant to drive economic growth in Oregon over both the short and long term.

### **Agency Goals**

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#### **Goal 1:**

Help existing businesses retain jobs while growing and attracting sustainable businesses by focusing value-added services in key industries of:

- Clean Technology
- Wood & Forest Products
- Technology & Advanced Manufacturing
- Outdoor Gear & Active Wear

#### **Goal 2:**

Enhance Oregon's position in the global economy by assisting Oregon businesses in accessing global markets and by recruiting international companies to Oregon.

#### **Goal 3:**

Advocate on behalf of Oregon businesses to capitalize on those areas where Oregon has demonstrated a competitive advantage by making targeted strategic investments.

#### **Goal 4:**

Assist communities to build infrastructure capacity to address public health safety and compliance issues as well as support their ability to attract, retain and expand businesses.

[ *strategies on next page* ]

## Agency Strategies:

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### Goal 1:

#### **Goal:**

Help existing businesses retain jobs while growing and attracting sustainable businesses by focusing value-added services in key industries of:

- Clean Technology
  - *Renewable energy/energy efficiency*
- Wood & Forest Products
  - *Natural resources*
- Technology & Advanced Manufacturing
  - *Manufacturing/metals*
  - *High technology*
- Outdoor Gear & Active Wear
  - *Sports apparel/recreation products*

#### **Strategies:**

1. Provide a comprehensive list of services (existing, modified or new) to assist new and existing Oregon businesses.
2. Deliver business services using department program funds with clearly defined objectives.
3. Enhance business finance programs to meet changing economic needs of Oregon businesses.
4. Participate in targeted business recruitment efforts that align with Oregon's existing and emerging economic strengths.
5. Build on education system strengths to commercialize research into Oregon products and businesses.
6. Assist with marketing, certifying and developing industrial sites that meet strategic economic goals and objectives.

### Goal 2:

#### **Goal:**

Enhance Oregon's position in the global economy by assisting Oregon businesses in accessing global markets and by recruiting international companies to Oregon.

#### **Strategies:**

1. Enhance the business climate of Oregon and increase international market opportunities.
2. Work with Oregon companies to develop global strategies for access to markets.

3. Develop opportunities for Oregon companies to modify products to support industry supply chains.
4. Brand and market Oregon's unique set of economic assets.

### Goal 3:

**Goal:**

Advocate on behalf of Oregon businesses to capitalize on those areas where Oregon has demonstrated a competitive advantage by making targeted strategic investments.

**Strategies:**

1. Facilitate connections between industry and government and advocate for business interests.
2. Facilitate connections between industry and higher education and advocate for business interests.
3. Pursue federal funds to expand program services such as federal contract procurement assistance, lean manufacturing and small business services.
4. Increase Oregon's share of federal and private research dollars through signature research center collaborations.
5. Strengthen partnership with local lenders to make more credit available to local small- and medium-sized businesses.

### Goal 4:

**Goal:**

Assist communities to build infrastructure capacity to address public health safety and compliance issues as well as support their ability to attract, retain and expand businesses.

**Strategies:**

1. Create and develop an Infrastructure Finance Authority with specialized debt and asset management expertise, and programs that provide affordable financing for infrastructure projects to communities.
2. Coordinate with federal and state agency funding partners to streamline project approval process to get funding to communities in quickest and most comprehensive ways possible.
3. Assist municipalities to plan, develop and expand and sustain infrastructure and community development projects.
4. Work with communities to develop responses to state and local economic or infrastructure priorities and work collaboratively on projects that leverage limited resources and position local communities to be competitive.