

Central Oregon Innovation Hub

Planning Project Report



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FINAL REPORT
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EXECUTIVE SUMMARY

The Context

Central Oregon is booming. Because of its reputation for outdoor amenities, good jobs, and high quality of life, the region has the fastest growing population in the state and one of the fastest in the country. What used to be a timber and tourism region is teeming with traded sector businesses. Software, biotech, automotive, aviation, food and beverage, and outdoor gear innovators call the region home.

The Need

Central Oregon's success is, at least in part, due to the innovation and entrepreneurship (I & E) ecosystem. As documented in this report, the ecosystem includes many organizations and programs that support innovative entrepreneurs. But the distribution of the ecosystem's benefits is not equitable; not all geographic regions or communities have benefited. Furthermore, the region's I & E assets are not well coordinated. For instance, many organizations work in silos rather than collaboratively toward a shared vision of an inclusive ecosystem that supports innovators and entrepreneurs with the ultimate goal of shared prosperity across the region.

The Response

The Central Oregon community believes that establishing the Central Oregon Innovation Hub will address gaps and catalyze opportunities to bring ideas, start-ups, and product acceleration to fruition across the diverse range of enterprises and stakeholders in the region. Innovators and entrepreneurs will be more successful when they can efficiently implement effective practices to build their businesses. As a result, more of the great ideas generated by the region's innovators will become successful traded sector businesses, generating well-paying jobs throughout the region.

The Plan

Economic development stakeholders throughout Central Oregon joined forces and developed a plan for a Central Oregon Innovation Hub. This plan is the result of an extensive engagement process that included thought leaders, service providers, innovators, and entrepreneurs from throughout the region. The engagement focused on assessing the state of the I & E ecosystem, identifying a mission and vision for the Central Oregon Innovation Hub, identifying assets and prioritizing gaps, and designing an organizational structure and governance system to ensure that the mission can be met.



Central Oregon's success is due to its strong innovation and entrepreneurship ecosystem; however, the benefits have not been equally shared among all communities.

Vision and Mission

The region's vision for the Central Oregon Innovation Hub is as follows:

The Central Oregon Innovation Hub will become a resource for innovators and entrepreneurs in the entire Central Oregon region. The region will be known nationwide for its collaborative innovation culture. The Hub's coordinated system of support will nurture entrepreneurs to help them create innovative, traded sector businesses that generate novel solutions to the region's problems and opportunities for the residents of its equitable, sustainable, and thriving communities.

To achieve this vision, an innovation hub for Central Oregon must fulfill its mission:

- **Cultivate:** Foster a culture of innovation and entrepreneurship and build an ecosystem that supports innovators, entrepreneurs, and traded sector companies.
- **Connect:** Connect existing elements of the ecosystem, reduce duplication, and ensure that innovators and entrepreneurs across the region have access and can find what they need.
- **Coordinate:** Take a high-level view to identify and attend to the gaps in the ecosystem, track progress and success, and identify new opportunities to grow innovative businesses.

Service Strategy

Central Oregon stakeholders have developed a service strategy that addresses these needs. The initial service strategy and deliverables for the Central Oregon Innovation Hub will be as follows:

- **Develop a common innovation and equitable entrepreneurship agenda.** Ecosystem stakeholders will jointly support the agenda, coordinate services, and enhance effectiveness.
- **Design and deliver a database of assets and resources.** Identify service providers and programs that serve innovation-based businesses and their owners and staff.
- **Design and deliver a shared customer relationship management system (CRM)** and data system that tracks referrals, service usage, and impact.
- **Create a “front door”** for services for innovation-based businesses in Central Oregon. Deploy trained network navigators, embedded in communities across the region.
- **Communicate with stakeholders** about the status and impact of innovation and entrepreneurship in Central Oregon; establish a platform for sustaining and expanding communications.
- **Identify strategic opportunities** to fill the service gaps.

Organizational Structure and Governance

Central Oregon stakeholders have developed an organizational structure and governance plan that reflects the needs of the stakeholders while working with and improving the current I & E landscape. Using a collective impact model, the Central Oregon Innovation Hub will develop a shared agenda

for improving the I & E ecosystem. The organizational structure of the Central Oregon Innovation Hub will include:

- **working groups** that facilitate coordination of mutually reinforcing activities;
- **a steering committee** that builds community support and, in collaboration with the working groups, identifies priorities for ecosystem improvement; and
- **a backbone organization** that keeps track of important data, maintains a high-level view of the system, staffs the committees, and keeps the system moving forward. Oregon State University-Cascades will serve as the backbone organization with support from Central Oregon Community College.

The Central Oregon Innovation Hub will build trust among the ecosystem members with an organizational structure that promotes sharing information, decision making, and resources, supported by declarations of cooperation.

This report summarizes the results of our outreach and research, details each of the key elements of the plan, and presents a draft work plan and metrics for success. It also develops ideas for financial sustainability that offer the capacity for long-term impact on the region.

The outdoor recreation industry is a major economic driver in Central Oregon; product development, tourism and services tailored to the outdoor enthusiast create opportunities for Central Oregonians to build and grow local business.



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1. INTRODUCTION

Objectives of the Hub

As stated in the OSU-Cascades proposal to Business Oregon, the primary objective of the Central Oregon Innovation Hub planning project was to prepare the region to apply for designation as a regional innovation hub while advancing innovation-based economic development in the region. Business Oregon has awarded planning grants for this purpose to regions across the state. Once the planning process is complete, Business Oregon will issue a request for designation applications. Once designated, regional innovation hubs will be eligible for financial support.

Regional innovation hubs will contribute to Business Oregon's ten-year Oregon Innovation Plan developed in 2021. The goal of that plan is to ensure that Oregon becomes "globally known as a model for a diverse, inclusive, and resilient economy: a place where innovative people solve the greatest challenges of our times to create novel, sustainable products, processes, and companies that drive economic growth."

To prepare the region for an innovation hub designation and to advance innovation-based economic development in the region, the Central Oregon Innovation Hub project accomplished the following:

- Gathered a region-wide steering group to spearhead the Innovation Hub Plan and galvanize agreement on collaborative support of diverse, inclusive, resilient, and successful innovation in the region.
- Contracted with Triple Helix Partnerships and its partners to engage stakeholders and develop this innovation hub plan.
- Drafted a mission, vision, goals, asset inventory, gap analysis, service strategy, organizational structure, governance plan, and funding strategy.
- Developed a draft work plan and key performance measures.
- Held an Innovation Summit to gather feedback, and also used surveys, focus groups, and workshops to gather additional feedback.

This report summarizes the results of these activities and sets forth a vision for the Central Oregon Innovation Hub.



PHOTO: TONSIL TECH

The goal the Oregon Innovation Plan is to ensure that Oregon becomes known as a model for a diverse, inclusive, and resilient economy.

Planning Process

Project Steering Committee

The steering committee played a central role in the project. Its members assisted OSU-Cascades in each phase of the project and served as ambassadors for the project with other stakeholders. Steering committee members were:

- Ken Betschart, Central Oregon Community College, Small Business Development Center
- Jon Stark, Economic Development for Central Oregon (EDCO)
- Katy Brooks, Bend Chamber of Commerce
- Scott Aycock, Central Oregon Intergovernmental Council (COIC)
- Heather Ficht, East Cascade Works
- Michele O’Hara, Opportunity Knocks

The steering committee met regularly to review progress on the planning grant and on the deliverables from the planning process. They provided input and kept the process moving, and also provided facilitation during the Innovation Summit.

What is an innovation hub?

“Innovation hub” is a term used around the world to describe organizations or programs that coordinate different kinds of innovation and entrepreneurship resources within a geographic area. While this definition is vague, it is consistent with definitions that appear in the literature on innovation hubs, such as those developed by Toivonen and Friederic and McKinsey & Company. For the purposes of this project, we are guided by the definition provided by Business Oregon:

Regional Innovation Hubs (“hubs”) are regionally focused, sector-agnostic partnerships that implement programs, strategies, and connections to support and grow a regional innovation ecosystem. Hubs should be an innovation cultivator and a facilitator of networking, serving as a regional network of service providers and their collaborators to assist Oregon’s innovation-based companies in achieving growth. The intent of the Regional Innovation Hub program is not to create a new entity, but to incentivize the coordination of existing resources to maximize support for innovation-based entrepreneurs. Hubs must be intentional in partnering and collaborating with a variety of innovation-related stakeholders in the region, especially including underserved entrepreneurs in their partnerships.

Stakeholder Engagement

With the assistance of the steering committee, Triple Helix Partnerships and OSU-Cascades engaged ninety-eight individuals from dozens of Central Oregon organizations and entrepreneurs in 2023.

Engagement activities included the following:

- Interviews: We conducted eight one-on-one interviews in January and February.
- Focus groups: Based on the findings of the interviews, we designed and implemented three focus groups in February and March.
- Workshops: We held two Business Model Canvas Workshops in March.
- Summit: We held an Innovation Summit in April to obtain feedback on the Central Oregon Innovation Hub draft vision, mission, goals, gaps, and service strategy.
- Engagement on ecosystem gaps: We asked stakeholders for input on the asset map by sending out a google sheet of the draft asset map and asking for additions or corrections.
- Sounding boards: We held two sounding boards (similar to focus groups) to attain feedback on the draft mission, organizational structure, governance plan, and service strategy.

The full list of individuals engaged in the project is in Appendix 1.

Diversity, Equity, and Inclusion

The consulting team developed an inclusive engagement plan (see Appendix 3). The plan identified strategies to actively involve underrepresented stakeholders, including people of color and rural populations, in the planning process for the hub. The engagement plan also includes strategies that will increase opportunities for these stakeholders to engage in the future.

Institutional and Partner Support

Stakeholder engagement in hub planning fostered support for the plan from the fifteen organizations listed as members of the steering committee for the hub. These organizations are listed in Section 5.

A Roadmap to This Report

Section 2 presents the vision and mission of the Central Oregon Innovation Hub and demonstrates the need for the hub through statistics and stories. It also provides a preview of the proposed organization structure of the hub.

Section 3 makes the case for why the Central Oregon Innovation Hub is needed despite the success the region has already had in generating a strong innovation and entrepreneurship ecosystem. It also illustrates how the Hub will support innovators and entrepreneurs throughout the region.

Section 4 provides a summary of the current assets and services available to innovators and entrepreneurs in Central Oregon in the context of a complete I & E ecosystem. Following an assessment of the current gaps in the I & E system, it presents a service strategy to fill the gaps and outlines the expected outcomes of the strategy.

Section 5 describes a structure for implementing the service strategy. We have proposed organizing the Central Oregon Innovation Hub as a collective impact system. The Hub system centers the

needs of innovators and entrepreneurs and provides ongoing support for the innovation hub. The system will be governed through a set of declarations of collaboration that serve as good faith written agreements.

Section 6 describes how the Central Oregon Innovation Hub will ensure that programming, materials, and services are accessible to historically underserved populations in the region, including rural communities.

Section 7 describes how to measure outcomes for the hub and includes a sample work plan for the first three years of the hub, including actions, outcomes, and metrics.

Section 8 describes the priorities for funding the innovation hub, how funding would be deployed, and how funding from Business Oregon might be supplemented.



PHOTO: KELSEY LUCAS, EDCO

2. VISION FOR THE CENTRAL OREGON INNOVATION HUB: CULTIVATE, CONNECT, AND COORDINATE

The Central Oregon Innovation Hub (CO-IHub) will become a resource for innovators and entrepreneurs in the entire Central Oregon region. The region will be known nationwide for its collaborative innovation culture. The hub's coordinated system of support will nurture entrepreneurs to help them create innovative, traded sector businesses that generate creative solutions to the region's problems and opportunities for the residents of its equitable, sustainable, and thriving communities.

The vision for the Central Oregon Innovation Hub includes giving entrepreneurs and businesses many ways to innovate. That innovation may be incremental or disruptive; it can involve improved processes, or entirely new products or business strategies. The hub will also provide guidance for businesses to grow markets and expand into the traded sector.

The hub has a mission to **Cultivate, Connect, and Coordinate**. It will strategically address the needs of those who have not formerly benefited from the innovation economy. It will improve the effectiveness of the region's innovation assets by seamlessly connecting services throughout the region so that innovators and entrepreneurs can find what they need regardless of where they start. The hub will coordinate and monitor the ecosystem to identify and attend to gaps, track progress, celebrate success, and identify new opportunities.

Figure 1. Mission of the Central Oregon Innovation Hub



3. WHY DOES CENTRAL OREGON NEED AN INNOVATION HUB?

Central Oregon is booming. Because of its reputation for outdoor amenities, good jobs, and high quality of life, the region has the fastest-growing population in the state and one of the fastest in the country.¹ What used to be a timber and tourism region is teeming with traded-sector businesses. Software, biotech, automotive, aviation, food and beverage, and outdoor gear innovators call the region home. Investors and financiers are investing heavily in the region. According to Crunchbase, eighty investors have made investments into companies and startups with headquarters located in the region.² The growth of first financings ranked third in the nation. As a result, *Forbes* 2019 rankings placed the Bend-Redmond MSA in Tier 1 of the best performing small cities.³

A key to the region's success is the ecosystem that supports traded-sector entrepreneurs pursuing innovative projects. The region boasts networking events, workshops, mentoring, and training for entrepreneurs. Co-working spaces allow entrepreneurs to gather and cross-pollinate. Economic development organizations attract companies and talent to the region. Higher education institutions educate entrepreneurs and provide infrastructure, such as the Oregon State University-Cascades Regional Innovation District.

The Central Oregon Innovation Hub will build on this base of innovation and address the following current shortcomings:

- **The economic benefits of the current I & E system are not equally shared among the region's stakeholders.** For example, median household income in Jefferson County is only 75 percent of median household income in Deschutes County, and the poverty rate in Jefferson County is almost twice as high as that in Deschutes. Employment in Deschutes and Crook Counties has surpassed their pre-pandemic level; however, Jefferson County still struggles to replace the jobs lost before the 2007 recession. These differences result, in part, from the limited access of remote and rural parts of the region to resources that support innovation and entrepreneurs.
- **Existing I & E resources are not well coordinated.** We have documented over 147 organizations and 159 programs that provide support to the region's innovators and entrepreneurs. However, there is no system for coordinating them to maximize support for innovators and entrepreneurs. There is also no system for identifying the highest priority gaps and developing a strategy for closing them.
- **There are gaps in services.** As we will explain below, although some elements of Central Oregon's I & E ecosystem are healthy, others are incomplete.

The Central Oregon Innovation Hub will remedy these shortcomings and enhance the I & E ecosystem in Central Oregon by doing the following:

- **Developing a strong agenda for equitable access to resources for innovation and equitable entrepreneurship.** The ecosystem stakeholders that are part of the Central

¹ According to estimates from PSU's Population Research Center and the US Census Bureau, population growth in Central Oregon's Crook, Deschutes, and Jefferson Counties all outranked the growth of Oregon overall from April 2000 to July 2022. While the state's population grew by about 25 percent over this period, the three-county region grew by almost 70 percent, gaining over 100,000 residents, with the vast majority of that growth taking place in Deschutes County.

² <https://www.crunchbase.com/hub/investors-active-in-bend-oregon>

³ <https://www.forbes.com/places/or/bend/?sh=549753a532bc>

Oregon Innovation Hub will jointly support this agenda and coordinate the services to enhance their effectiveness.

- **Coordinate mutually reinforcing activities.** The Central Oregon Innovation Hub will provide a system for coordinating services to ensure that innovative businesses and entrepreneurs have the support they need and can find it easily.
- **Facilitate communication among the key I & E support groups and their stakeholders.** The Central Oregon Innovation Hub will provide forums, publications, reports, and network opportunities for members, stakeholders, and other relevant parties to share information and foster community.
- **Develop a shared measurement system.** The proposed shared data system will allow the Central Oregon Innovation Hub to identify and prioritize the key gaps in the system and adjust the strategy as data indicate the effectiveness of the approaches.



Central Oregon's Innovation Hub Can Improve the Success of Central Oregon's Entrepreneurs

The Hub will address challenges like those illustrated in the stories below, which are fictitious, but reflect what we heard from entrepreneurs throughout the planning project.

Matthew Wants to Improve Childcare in Central Oregon

Matthew and his wife live in Redmond. After the birth of their second child, they found it impossible to find childcare that would accommodate their unusual work schedules. Matthew works at a software company and, sometimes before a launch, he has to work very long days. His wife is a nurse at the local hospital and has hours that are sometimes difficult to predict. That means that sometimes they need evening and weekend care, which is almost impossible to find. They know other families that also need flexible, dependable, high-quality childcare.



As a software developer, Matthew knows he has the skills to help solve this problem. He is working on an app that can help connect available childcare providers with the families that need care on any given day and time.

Matthew knows how to develop the software, but he doesn't know how to market it; he also doesn't know how to protect his intellectual property. He started out by trying to find someone that could do a marketing study at the OSU-Cascades Innovation Co-Lab. They found some students who were willing to do some marketing research. Then he went to COIC to see if they had access to intellectual property attorneys that might have the skills to protect his idea.

Matthew also needed to find some additional developers who could help him scale up by adding additional features to add value to the technology and accept data in different formats. He had no idea how to go about hiring people, so he went to the Small Business Development Center (SBDC), which sent him some basic information about what he needed to start his company and hire employees. The SBDC told him that the Technology Association of Oregon might be able to help him find the coders he needed for the next stage of the app development.

Matthew would have to pay these employees and he wasn't sure how he would do that when he hadn't yet proven out the market so that he could get some seed funding. And where would that come from? What do different funding sources mean for his future control of the company and the technology?

After weeks of trying to navigate all of these services, Matthew was frustrated. He wished that somebody had spent time reviewing the idea, understanding the factors that would lead to his success, and identifying all of his needs. He wanted a step-by-step guide to the resources that a software-based startup needed to develop a prototype, launch the company, find capital, and find and employ talent. He feels like he wasted a lot of valuable time running around to all of these different services because they weren't coordinated. In the meantime, he and his wife were increasingly desperate to find care, and so were some of their co-workers.

Jenny's Struggle to Get Her Shoe Innovation off the Ground

Jenny and her husband, Joe, own a landscaping business in their small town of La Pine. Joe was always complaining about his work shoes. Athletic shoes slip on wet turf and rain boots are floppy and unsupportive. Jenny grew up sewing her own clothes and knew that she could make a better shoe. She found a shoe repair machine online and began experimenting with designs and materials. Finally, she created a shoe that tackled the terrain and felt great. Soon, Joe's colleagues were clamoring for Jenny's shoes. It was hard for her to meet the demand working by hand with one machine.



Jenny needed help. Who could make a prototype of her shoe? What would manufacturing cost? How would she gauge market demand and set an appropriate price? And that was just the start. If the shoes took off, she would need to find a manufacturer and a way to sell online and fulfill orders. And, most difficult of all, how would she pay for all of this?

Jenny knew that the Small Business Development Center (SBDC) at Central Oregon Community College had advisors who could help. But they were in Bend and getting time off work to visit was a problem. Using their online resources was difficult because internet service in her small community was spotty. All the while, she just wished she could access better machinery to keep updating her design in response to feedback from Joe's friends.

It was all very overwhelming. She was frustrated. She knew she had a good idea, but she didn't know where to turn next. She wished she could talk with someone in town who could help her understand the steps she had to take and could guide her through her next steps.

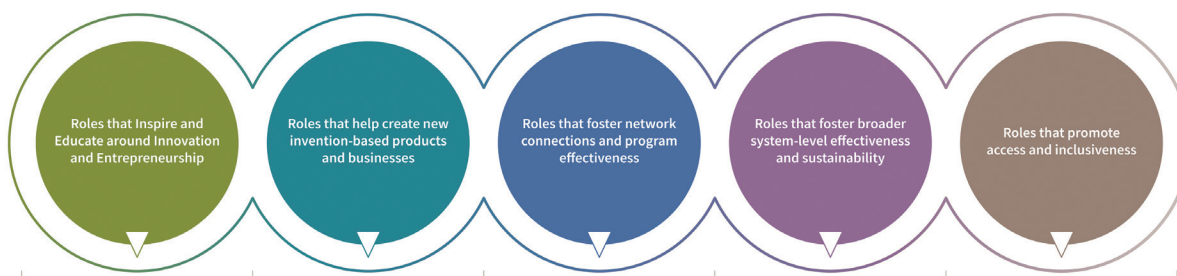
Sean, at the SBDC, took Jenny's call and knew she had a good idea. He needed to help her get to a prototype so that the market analysis could be done. He checked with the Manufacturing Advisory at the Oregon Manufacturing Extension Partnership, but they didn't have anyone with experience in the shoe industry. He checked with OSU-Cascades Innovation Co-Lab to see if faculty from the Outdoor Products degree could help with design. It's really hard to tell who the right person might be, and whether they would have this kind of expertise. And he knew that if he didn't help Jenny soon, she might give up, and the region would lose the chance to create a new traded sector company.

4. CURRENT SERVICES, GAPS, AND STRATEGY

Central Oregon Compared to a Model I & E Ecosystem

It is important to develop a map of the current I & E ecosystem in Central Oregon to guide the hub in prioritizing strategies for improving services and coordination. To describe the services currently available to innovators and entrepreneurs in Central Oregon, we needed a model of a complete I & E ecosystem as a reference to reveal gaps in the Central Oregon ecosystem. We used a model from the Lemelson Foundation that was developed following extensive stakeholder research in Oregon.⁴ Their research identified five ecosystem roles important to a complete innovation ecosystem. Those five roles appear in Figure 2.

Figure 2. Roles Necessary for a Complete Innovation and Entrepreneurship Ecosystem.



Source: Lemelson Foundation.

Within those five roles, Lemelson defines a total of eighteen specific roles that must be filled to create a fully supportive I & E ecosystem. Lemelson’s roles, with definitions and examples, are found in Appendix 2.

Stakeholders provided a list of organizations and the programs they run to serve I & E needs in the region. From that, we developed a draft inventory that categorizes organizations and programs based on the Lemelson role or roles they fill. Stakeholders reviewed the draft, added organizations and programs, and commented on their functions.

We limited the scope of the asset inventory to the region composed of Crook, Deschutes, and Jefferson Counties. The inventory includes some organizations headquartered outside the region that provide I & E services to innovators and entrepreneurs within these three Central Oregon counties.

About Central Oregon’s Current I & E Assets

In developing our I & E ecosystem inventory, we found organizations and the programs they offer filling each of the roles identified in the Lemelson report. As shown in Table 1 and Figures 3 and 4, we identified 159 programs run by 147 organizations that serve the I & E needs of Central Oregon (most of them located in the region, and some outside the region serving the region online).

⁴ Lemelson Foundation, n.d. *Cultivating an Invention Ecosystem: Insights from Oregon*.

Some of these roles are filled more completely than others in the region. For example, there are thirty-nine organizations providing informal education, fifty-five that are providing mentorship or inspiration, and thirty that offer business or technical advice. However, only nine organizations offer invention facilities, and eight have some kind of R&D capacity. The Central Oregon Innovation Hub will use this information to form its strategy for building a more complete I & E ecosystem.

Table 1. Organizations and programs and the ecosystem roles they fill in Central Oregon

ECOSYSTEM ROLE	ORGANIZATIONS	PROGRAMS
Roles That Inspire and Educate Around Innovation and Entrepreneurship		
Formal Academic Education	13	3
Applied Informal education	39	75
Mentoring /Inspiring	55	55
Roles That Help Create New Invention-Based Products and Businesses		
Business /Technical Advising	30	43
Research and Development	8	3
Business Capital	18	33
Invention Facilities	9	6
Entrepreneurial Facilities	11	11
Market Access	15	27
Talent/ Workforce	17	39
Roles That Foster Network Connections and Program Effectiveness		
Convener	25	11
Program Funder	9	11
Safety Net and Risk Mitigation	12	20
Evaluator	2	1
Roles That Foster Broader System-Level Effectiveness and Sustainability		
Catalyst	4	2
Policy Maker	12	0
Advocate	31	12
Roles That Promote Access and Inclusiveness		
Inclusiveness Champion	34	44
Total unique organizations and programs*	147	159

* Note that many organizations and programs fill more than one role in the ecosystem; thus, the columns do not add to the total.

Figure 3. Ecosystem Organizations Serving Central Oregon

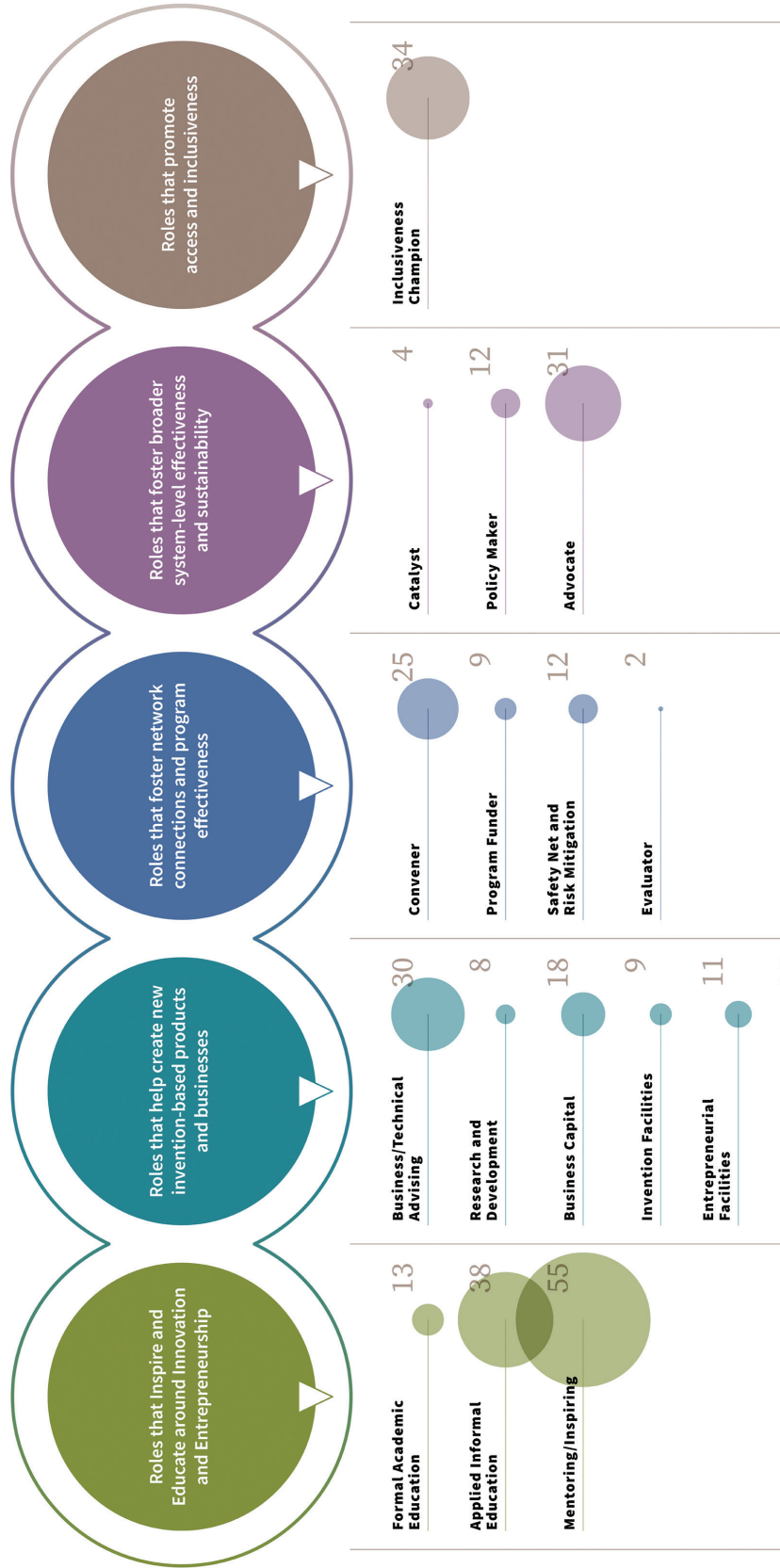
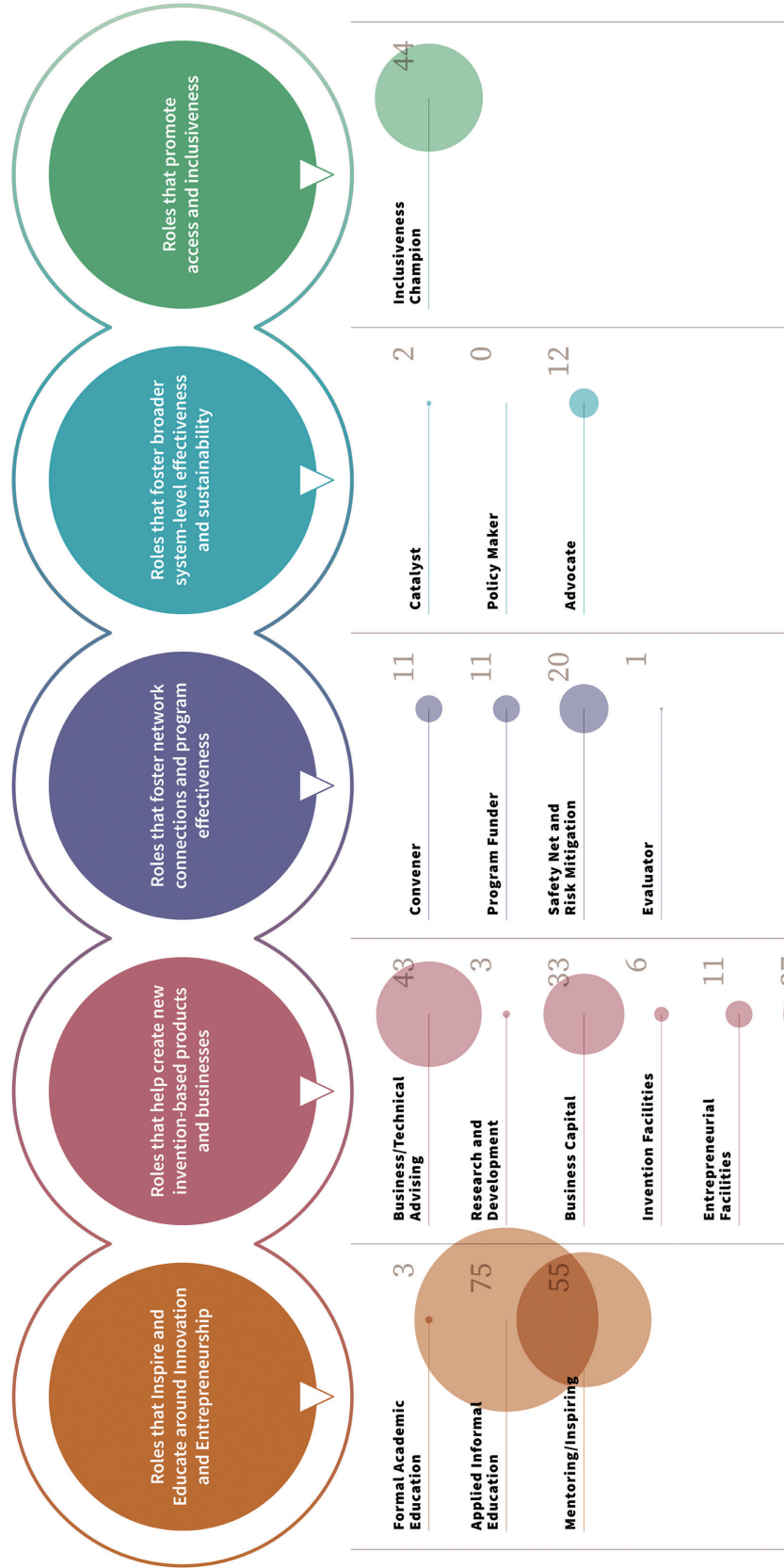


Figure 4. Ecosystem Programs Serving Central Oregon



Benefits and Gaps of the Current System

The current system offers a great deal of information, education and mentoring, and also provides a dense set of business advisors. It is unclear from the data we have whether the resources available are sufficient to meet the needs of entrepreneurs, whether there is coverage for all key industries, and whether culturally appropriate programming is available for all key demographic groups. These areas of work could be clarified and expanded as the hub develops. The asset inventory demonstrated that not all necessary ecosystem roles are equally represented in the region. Furthermore, the existence of an organization or program as an asset playing an ecosystem role does not automatically ensure that the region has the capacity to meet the demand for these services. To assess the degree of urgency of the gaps in the I & E ecosystem, we provided participants in the Innovation Summit the asset inventory, and then asked the participants to identify and prioritize the gaps that they felt were most detrimental to the overall functioning of the ecosystem.

Based on the Asset Inventory and the data collected during the summit, we have prioritized the services gaps as follows:

- **Connectivity.** One of the most frequently mentioned gaps was connectivity. Participants saw a need for a service that helps an innovator or entrepreneur find what they need no matter where they start. The concept was expressed as “network navigation services” and “concierge service.” They felt a shared information system would facilitate navigation and referrals. This is consistent with the findings of Elizabeth Hoeffcker, who found that strong connections are critical to an effective I & E ecosystem.⁵ Lack of connectivity creates barriers for entrepreneurs and innovators. The objective of the hub would be to create a seamless set of services to make the region attractive to innovators and entrepreneurs, with all of the economic benefit they would bring to Oregon.
- **Capital.** Financial resources are essential to the successful growth of an innovation-based company; yet according to the Kauffman Foundation, there is significant unmet need for financing across the country.⁶ This is also true in Central Oregon. Stakeholders identified business capital as a key gap that the hub should address. They also mentioned that there is a gap in resources that help innovators and entrepreneurs understand how to employ capital to achieve their business goals. Capital is also needed to close other gaps in services that are essential for a more complete I & E ecosystem. The hub would play an important role in identifying grant opportunities to complete the ecosystem.
- **Facilities.** Stakeholders identified facilities as one of the most problematic gaps. They mentioned the need for invention facilities, such as maker spaces, wet lab spaces,



PHOTO: OPPORTUNITY KNOCKS

Puffin Drinkwear represents a company born from the successful beverage sector in Central Oregon.

⁵ Hoeffcker, Elizabeth. 2019. Understanding Innovation Ecosystems: A Framework for Joint Analysis and Action. Cambridge: MIT D-Lab. <https://d-lab.mit.edu/resources/publications/understanding-innovation-ecosystems-framework-joint-analysis-and-action>.

⁶ Gaskin, P. and Baird, R. (2021) “Access to Capital for Entrepreneurs: Removing Barriers: 2021 Update,” Ewing Marion Kauffman Foundation: Kansas City. <https://www.kauffman.org/capital-access-lab/>.

prototyping equipment, and testing labs, entrepreneur facilities (e.g., co-working space), and event and meeting space. Some stakeholders mentioned the importance of and remote access points for services—physical locations outside of the main cities in the region where innovators and entrepreneurs could talk with a hub representative about how to access the array of services provided by the I & E system. The hub would collaborate with regional partners to understand what facilities innovators and entrepreneurs need, how these needs might be filled by the emerging innovation district and other developments, and how the hub can ensure that these facilities are accessible to those who need them, including those from rural, underserved, and underrepresented communities. An access point for Warm Springs residents was mentioned as an example. Remote access via mobile services, libraries, and cooperative extension offices was also suggested.

- **Coordinated informal education and mentoring.** Although there are many sources for I & E education and mentoring in Central Oregon, many stakeholders felt that the services need better coordination to meet needs and avoid duplication. A centralized system created by the hub could easily track and share regional service assets tailored to individual innovators and entrepreneurs based on their stage of business development, industry, or culture. During all of our engagement activities, participants mentioned the need to expand accessibility and tailor informal education and mentoring to culturally specific organizations.
- **Talent development and the workforce pipeline.** Stakeholders believe talent development and the workforce pipeline in Central Oregon need better coordination. The goal is to give youth and adults effective, consistent, and culturally appropriate access to programs that inspire and equip them to become innovators or entrepreneurs or to contribute to innovation at an existing traded sector company. Connecting these programs, identifying gaps and opportunities to fill gaps is an important function for the talent and workforce pipeline working group of the Central Oregon Innovation Hub.
- **Cultivating and communicating innovation culture and impact.** Participants felt a need for a stronger central focus for promoting current I & E networking events in Central Oregon. The hub would play an important role in promoting events and communicating the region-wide benefits of the I & E ecosystem.

What Is the Hub's Service Strategy?

The Central Oregon Innovation Hub's backbone organization, working groups, and steering committee will develop and implement the following activities to strengthen the ecosystem and accelerate innovation and entrepreneurship. The strategy will evolve as the hub proactively addresses developing needs as well as opportunities to attract and leverage resources. Initial deliverables for the hub will be as follows:

- **A database of assets and resources.** Building upon the asset map developed with this planning grant, the hub will develop a database that includes service providers and programs that serve innovation-based businesses. The database will include an integrated events calendar to coordinate events and eliminate duplication. The hub will keep the database up to date to support effective referrals.
- **A shared customer relationship management and data system** that tracks referrals, how the services are used, and their impact on the I & E ecosystem. Data will be derived from follow-up surveys of customers who access the resources in the database. The system can include an economic impact module to determine broader economic impacts.

- **Access to a “front door” for services for innovation-based businesses in the region.** Trained network navigators, embedded at hub-connected facilities within communities across the region, will help existing and potential innovators and entrepreneurs find the right resources regardless of their location. The hub will develop training materials and a wayfinding guide to give innovators and entrepreneurs ongoing guidance and help them succeed.
- **Communication with stakeholders** about the status and impact of innovation and entrepreneurship in Central Oregon. The hub will create a platform for sustaining and expanding communications. It will collect baseline data and measure impacts, while also sharing qualitative information and stories about how the I & E ecosystem, with support from the hub, is changing lives, communities, and industries.
- **Identification of strategic opportunities** to fill the gaps that the working groups identify and the steering committee prioritizes. Activities that provide access to underrepresented groups and geographies will be a high priority. The capital working group will identify funding opportunities to close these gaps, and the backbone organization will work with the groups to develop funding proposals and recruit organizations to operate missing programs and facilities.

The impact of offering these services is described in the logic model laid out in Section 7 and described below.

We have developed a work plan for the Central Oregon Innovation Hub for the first three years. The key outcomes from that work plan are listed below; greater detail is provided in Table 2.

Key Outcomes

Outcomes of the work plan for the hub’s first three years include the following:

- Increased networking, connectivity, and collaborative and entrepreneurial culture in the region.
- Increased number of innovators and entrepreneurs in traded sector industries served.
- Increased rate of new business formation in innovative traded sector industries.
- Increased rate of new business formation among underrepresented founders.
- Increased access to talent for entrepreneurs.
- Improved ability of innovation-based entrepreneurs to find customers and markets to increase growth.
- Reduced failure rate of new businesses in innovative, traded sector industries.
- Increased participation of underserved communities in I & E ecosystem.
- Decreased failure rate of new businesses in innovative, traded sector industries among underrepresented communities.
- Strong connection between the hub and larger statewide efforts, such as Business Oregon’s Centers of Innovation Excellence.

5. STRUCTURE AND GOVERNANCE OF THE HUB

The governance and organizational structure of the hub will embody and serve its mission to Cultivate, Connect, and Coordinate service to innovators and entrepreneurs. It will meet the goal of helping each organization in the ecosystem pursue its own mission while contributing to the shared goal of building an innovative region with shared prosperity.

Organizational Structure of the Hub: A Collective Impact Model

Central Oregon stakeholders have chosen a collective impact model as the most effective structure to implement the mission of the hub. A collective impact model has been widely used in urban and rural contexts in Oregon and nationwide for decades. Creating a collective impact system can address complex multi-stakeholder problems and opportunities in communities as small as a neighborhood and as large as a multi-county region. According to Kania and Kramer, who coined the term, “collective impact” works well for a committed group of actors from different sectors, who have a common agenda for solving a specific social problem. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.⁷ The description aligns with Central Oregon’s current ecosystem and the intended strategies of the hub to complete and maximize that ecosystem. Consequently it is the best model for the hub’s work.

By using a collective impact model, the hub will not be a top-down decision-maker, but rather a system that shares oversight, program development and delivery, and governance throughout the region. The model will establish and support coalition building and help correct the most common challenges of the ecosystem, many of which are predictable in I & E ecosystems in general, according to an analysis by Hoffeecker and Rubenstein.⁸ These challenges include unfilled ecosystem roles, disconnected actors, and the lack of a backbone organization that focuses on the challenge of strengthening the entire system. The collective impact structure will address these common challenges through its working groups, governance structure, and backbone organization.

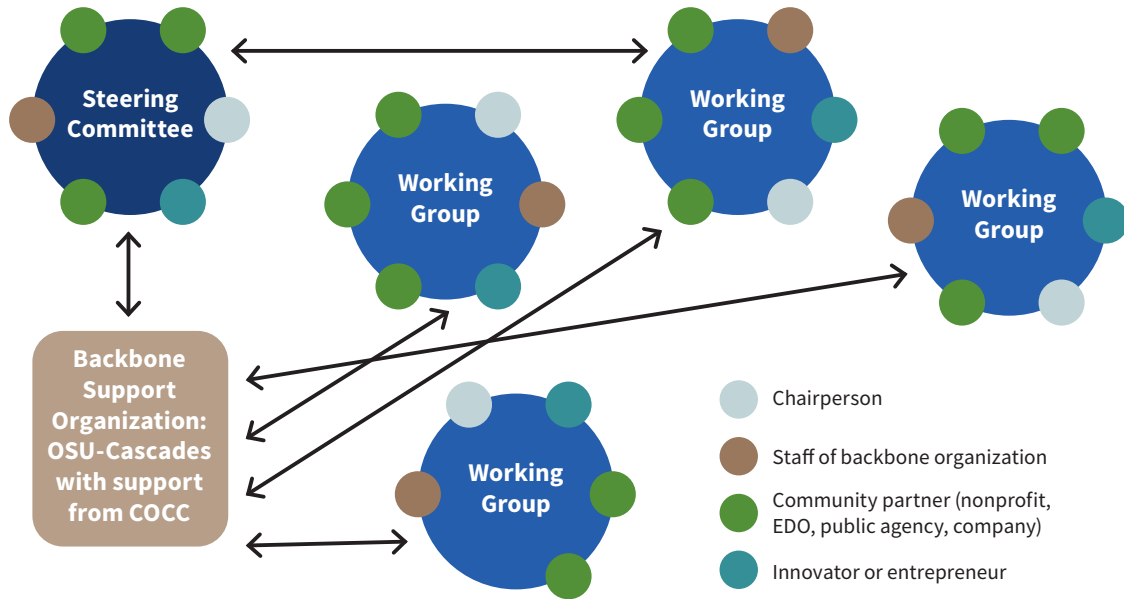
Figure 5 depicts the structure of the Central Oregon Innovation Hub once it is fully built out through a phased approach. It will include a set of working groups, each representing a different topic or issue, a backbone organization, and a steering committee.

The working groups will address and coordinate priority areas that the steering committee will identify through strategic planning. Working groups will surface and research needs and gaps within their issue areas, identify opportunities to fill gaps, and coordinate services. Working group members will have a strong mission alignment with and knowledge of the issues and stakeholders the working groups are responsible for. Each working group will include an entrepreneur or innovator to represent stakeholder needs.

⁷ Kania, John & Kramer, Mark. (2011, Winter). Collective Impact. *Stanford Social Innovation Review*. http://www.ssireview.org/articles/entry/collective_impact

⁸ Hoffeecker, Elizabeth. 2019. Understanding Innovation Ecosystems: A Framework for Joint Analysis and Action. Cambridge: MIT D-Lab. <https://d-lab.mit.edu/resources/publications/understanding-innovation-ecosystems-framework-joint-analysis-and-action>.

Figure 5. Proposed Organizational Structure of the Central Oregon Innovation Hub at Full Build-Out.



Based on the information we have collected, we have identified the following potential working groups, and these are reflected in the service strategy described in Section 4. Working groups may change based on the hub’s work plan and priorities for any particular year.

- **The connectivity working group** will be led by the backbone organization and will include representatives from the region’s organizations that have the most contact with innovators and entrepreneurs. It will design the user experience for the hub. This working group will develop and maintain the asset inventory, develop wayfinding guides and training for the network navigators working with innovators and entrepreneurs to find services, maintain the customer relationship management and referral systems, and develop effectiveness metrics.
- **The capital working group** will monitor and assess the demand for funding for entrepreneurs and their support services and nurture funding to meet the demand. They will address the entire spectrum of funding that innovators and entrepreneurs might use to start and grow their businesses, including venture and angel capital, crowdfunding, conventional business loans from banks, Small Business Administration-backed loans, microloans, and individual development accounts. It will also monitor federal programs such as the Small Business Innovation Research and the Small Business Technology Transfer grants, and opportunities for translational research support from federal agencies such as the National Science Foundation, National Institutes of Health, and Department of Defense. This working group will also identify opportunities for funding to fill gaps in the entrepreneurship ecosystem—for example, Economic Development Administration grants for facilities or foundation grants from organizations dedicated to invention (e.g., the Lemelson Foundation) or entrepreneurship (e.g., the Ewing Marion Kauffman Foundation). This group will also ensure that education and mentoring resources help entrepreneurs understand how to access and employ capital to meet a variety of business goals.

- **The facilities working group** will track and report the supply and demand for invention and entrepreneurship facilities, which can include everything from sophisticated wet labs and testing equipment to maker spaces and co-working spaces. This committee will also identify needs for remote access to the hub and coordinate meeting those needs. Remote access points are places where an innovator or entrepreneur can speak with a trained network navigator for help accessing hub resources.
- **The informal education and mentoring working group** will identify and attend to gaps in the mentoring and informal education assets and activities. For example, they will identify demographic or industry sectors that are not being served. They will also coordinate offerings to prevent duplication or competition for attendees or students.
- **The talent pipeline working group** will examine and coordinate training and recruiting of the talent that innovation-based businesses need. They will coordinate such talent development as training for K–12 and post-secondary students and workforce development programs that align with the career pathways that prepare people to meet the future workforce needs of innovation-based businesses. The hub will provide a valuable means for innovation industry stakeholders and educators to collaborate on curriculum alignment, internships, service learning, and other activities that form stronger career linkages.
- **The diversity, equity, inclusion, and belonging (DEIB) working group** will examine whether the current assets within the I & E ecosystem are accessible to the broadest audience possible, and whether there are practices or norms that exclude certain groups. The group will also develop approaches to remedy the exclusion. This group will have a specific charge to consider DEIB broadly, examining rural concerns in addition to race, gender, class, disability and other salient criteria. Group members will also serve on other hub working groups to ensure that groups use a DEIB lens in their work. A significant role for this working group will be to identify cultural community ambassadors, and trusted advisors who already have working relationships with the communities the hub needs to reach.

The backbone organization will coordinate the collective impact process. OSU-Cascades will serve as the backbone (lead) organization. OSU-Cascades is uniquely positioned to provide structure, services, convening, and a combination of *ideaship* and leadership. OSU-Cascades will lean heavily on support from other members of the steering committee. Central Oregon Community College (COCC), and, in particular, the Small Business Development Center at COCC will play an important role in connecting community-based learning and federal programs for new entrepreneurs.



The working groups will address and coordinate priority areas identified through strategic planning.

The backbone organization will have the following responsibilities:

- Organize and staff the working groups.
- Support and be accountable to the steering committee.
- Lead the connectivity committee, because it will play such a pivotal role in ensuring that the hub provides a positive and seamless user experience for entrepreneurs.
- Provide fiscal agency and management.
- Build the partnerships necessary to make the hub structure effective.
- Develop metrics and baseline data and manage the shared data and measurements system designed by the connectivity committee, including maintaining a detailed and up-to-date asset map.

The steering committee sets hub strategy and identifies a shared agenda that distributes the work and decision-making power throughout the working groups and the backbone organization. Tasks also include the following:

- Communicate the strategy to the backbone organization and the working groups.
- Ensure that the activities are aligned with the hub's goals and objectives.
- Form working groups according to the hub's key priorities and initiatives.
- Maintain a high-level view of the I & E ecosystem and adjust the strategy and tactics as needed.
- Build community and political support for the hub and its initiatives.
- Communicate the activities and impact of the hub, blending data with storytelling to enhance understanding of and support for the I & E ecosystem and the hub.

The steering committee will include representatives from the following organizations, as well as innovators and entrepreneurs from the Central Oregon community:

- Central Oregon Intergovernmental Council
- Economic Development for Central Oregon
- Deschutes County
- Cities of Redmond, Prineville, and Bend
- Oregon State University-Cascades
- Central Oregon Community College
- Small Business Development Center at the Central Oregon Community College
- Bend Outdoor Works and Oregon Outdoor Alliance
- Cultivate Bend
- Oregon Bio
- Technology Association of Oregon

- Warm Springs Community Action Team
- Latino Community Association of Central Oregon
- East Cascade Works
- Ford Family Foundation

Many of these organizations are already deeply involved in development of hub plan as steering committee members and most have been involved in the planning process in some way.

Each of the working groups and the backbone organization executive director will meet regularly in an implementation meeting to share information across working groups, coordinate their work, eliminate the silos they may be operating in, and bring important issues to the steering committee. This meeting will drive the “mutually reinforcing activities” essential to the collective impact process.

Governance Model of the Hub

The Importance of Trust

The hub will be governed by a collective impact model that relies on shared leadership, shared decision making, and shared accountability. According to Graham and Mollenhauer,⁹ shared leadership distributes leadership responsibility among people within a team who lead each other. This contrasts with vertical or hierarchical leadership that resides primarily with an individual. Shared decision-making is a process by which decisions are made in a collective way that is dispersed more broadly than a few individuals in key positions. Shared leadership and decision-making are impossible without shared accountability, in which ownership is dispersed across a wide group of stakeholders.

Building trust among partners is a critical component of a collective impact model because, rather than a top-down command structure, a successful collective impact model relies on partners developing a shared agenda that keeps each of them working toward common goals. A lack of trust—an inability to believe that other partners are pursuing mutual goals in good faith—prevents individual partners from fully meeting their obligations to the others.

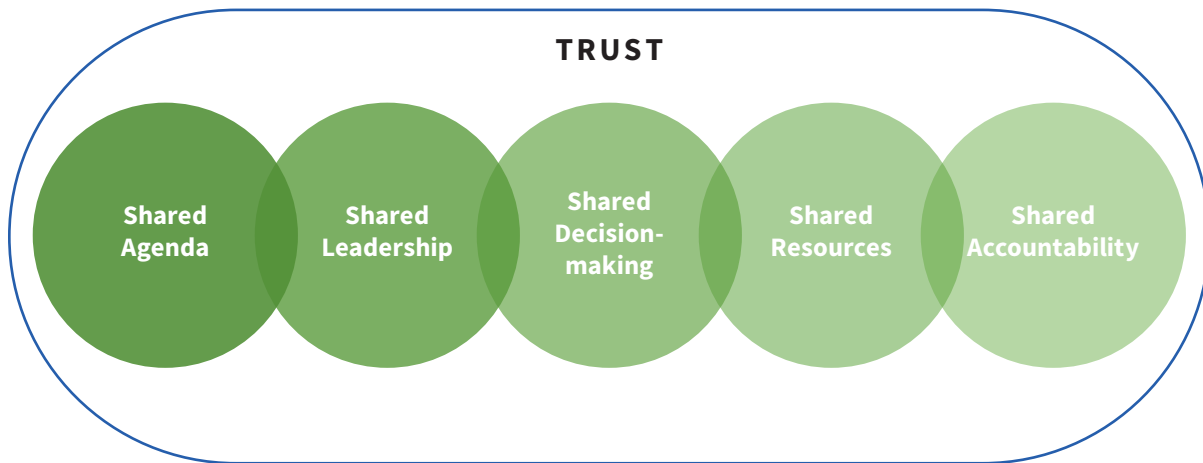
As illustrated in Figure 6, organizations can build trust among the members of a collective impact model by sharing leadership, decision-making and resources, such as money, information, and connections. This sharing will keep partners at the table advancing the work plan and shared agenda of the hub. Group accomplishments will demonstrate the good faith participation of all partners and the benefits of working together to fulfill shared interests. Consequently, those successes will further build trust.



Building trust among partners is a critical component of a collective impact model because it relies on partners developing a shared agenda and common goals.

⁹ Graham, Heather and Mollenhauer, Linda, 2019. Shared Decision-making for Nonprofit Governance. Ignite NPS.

Figure 6. Building Trust in a Collective Impact Model



Governance Agreements and Commitments

In establishing the Central Oregon Innovation Hub as a collective impact system, the key partners, stakeholders, and potential funders will establish a set of cooperation agreements (declarations of cooperation, or DoCs) that clearly state expectations for each partner. These DoCs will commit each partner to the partnership and will guide the work and contributions of each partner.

An overarching DoC provides an overview of partner responsibilities, actions, and budget contributions. Each partner takes appropriate responsibility for managing and coordinating the hub's formation. The partners signing the agreement would likely include members of the proposed steering committee and additional key stakeholders.

The DoC will state the reasons for forming the hub, the performance metrics to be used, the durability of the partnerships, the resources that partners will provide (e.g., money or staff time), and commitments to a good faith process to help launch, establish, and manage the hub through the backbone organization (OSU-Cascades), as well as any legal considerations.

Some partners will need to be paid to participate in the hub meetings. The DoC will specify how those individuals or their organizations will be compensated for their time.

By creating an overarching DoC, all partners to the DoC will recognize the complexity and challenge involved in this effort. By endorsing the DoC, they will affirm their commitment to the process and their support for a successful outcome—namely, an economically viable, sustainable, and effective innovation hub that can lead the region toward a more complete, equitable, and functional I & E ecosystem. Each partner will be asked to acknowledge that the best solutions depend upon cooperation of all entities involved, and accordingly recognize that each party brings a unique perspective and contribution.

Each partner will also sign an individual statement of cooperation and commitment that details their specific contributions of time, resources, and staff.

Ramping up the Central Oregon Innovation Hub

The hub will need to be phased in over time, particularly if the resources needed to support the collective impact structure shown in Figure 5 are not forthcoming at its launch.

Year One

A phased approach could use the first year to ground the hub in a solid understanding of the region's needs and a solid base of support and participation in all parts of the region. In year one, the steering committee must hire an executive director, who will be an employee of the backbone organization. The executive director's deliverables for the first year could be the following:

- Identify any additional stakeholders that need to be part of the hub and build relationships with existing hub stakeholders throughout the region.
- Develop the DoCs among key stakeholders, defining the priorities, governance structure, and funding for the hub.
- Further research capacity gaps in the I & E ecosystem that must be prioritized for the hub.
- Design working groups that align with the priority needs of the region and identify the individuals who should be part of those working groups. Determine the rules under which the working groups will operate and test and adapt those rules through the implementation of projects identified by the working groups.

Year Two

In year two, the hub could begin the difficult work of designing the infrastructure that will enable stronger collaboration and coordination across the region, designing the shared database of assets, customer relationship management system, shared calendars, and data system for tracking progress and outcomes. This will require forming and supporting additional working groups. The second year could also be used to explore remote access sites for the hub if that work cannot be accomplished with the resources provided in the first year.

By the third year, the hub should be working well enough to allow for movement from coordination to true cooperation and collaboration as staff, finances, space, and other resources are shared across organizations in service to the objectives of the hub. In the third year, it should be feasible to open “front door” physical sites and access points with trained network navigators who are aware of all of the assets of the system due to the shared database as well as their participation on working groups. At this point, the hub will begin to demonstrate the benefits of collaboration as innovators and entrepreneurs are better served and have a higher rate of success.



PHOTO: KEISEY LUCAS, ED/CO

With stronger collaboration and coordination across the region, entrepreneurs will more easily identify the resources they need to grow and thrive.

6. EQUITY AND INCLUSION

Equity and inclusion will be a guiding principle for the Central Oregon Innovation Hub as it seeks to support rural, BIPOC, female, and disabled founders and innovators by creating an environment where everyone feels valued and supported, regardless of their background or identity. The hub's service strategy will be designed to address the unique needs and challenges faced by these underrepresented groups, and the ambassadors and advisors will build trust within these communities. The hub's collective impact model will ensure distribution of decision-making, leadership, and resources, which will build in more opportunities for underserved stakeholders to have impact. By focusing on equity and inclusion hub-wide, the hub will deliver programs, materials, and services that better serve the entire I & E ecosystem in Central Oregon.

The hub's equity and inclusion efforts will only work if the working groups are representative and diverse. Accordingly, the steering committee will include members that are focused on accessibility to underrepresented innovators and entrepreneurs. This will ensure that these stakeholders participate in developing the shared agenda for the collective impact approach. They will help identify priorities that are important to these communities and set the tone for an inclusive and welcoming environment.

The hub is committed to applying best practices for infusing equity, inclusion, and a shared sense of belonging into its work. These principles were expressed by Kania, Williams, Schmitz, Brady, Kramer, and Juster in their recent article in the *Stanford Social Innovation Review*.¹⁰ We recommend that the Central Oregon Innovation Hub adapted and apply their principles as follows:

1. **Ground the work in data and context and target solutions.** Grounding the work in appropriate data and context requires that participants in the collective impact initiative develop a new and shared understanding of terminology, history, data, and personal stories. This will start at the working group level and move throughout the Central Oregon Innovation Hub system.
2. **Focus on changing systems in addition to programs and services.** Equitable outcomes and solutions cannot be achieved one program at a time. They will require deeper changes in public and private systems, structures, policies, and culture. The hub will work in good faith to identify, elevate, and address these deeper issues. As these are discussed and addressed by the working group and steering committee, they will also be addressed within the organizations that these members represent.
3. **Shift power within the collaborative.** Public policies, rules, and resource flows are too often controlled by individuals who don't reflect or represent the populations affected by those decisions. Realizing equitable outcomes and achieving systems change will require sharing power among all who are affected by decisions. The hub will accomplish this by including in the working groups practitioners who serve underserved communities as well as the beneficiaries of these services.
4. **Listen to and act with the community.** When we look honestly at the roots of challenges facing many communities, we find that we must move from working *in* communities to working *with* communities and supporting work *by* communities. Families, friends,

¹⁰ Kania, John, Williams, Junious, Schmitz, Paul, Brady, Sheri, Kramer, Mark, and Juster, Jennifer Splansky, 2022. "Centering Equity in Collective Impact" *Stanford Social Innovation Review*. Winter.

neighbors, and groups already operating in the community have the knowledge, skills, and experience essential for producing equitable change. The access points planned for the Central Oregon Innovation Hub are an opportunity for Central Oregon to design services for rural communities in collaboration with the organizations and people that are already doing this work and with those who will use the hub's services in these farther-flung parts of the region that have historically been neglected.

5. **Build equity leadership and accountability.** Leadership structures and accountability measures must center equity. This leadership must not be centralized but should be distributed throughout the system. The hub is designed to grow leadership from within the ranks of the communities it serves.

The Central Oregon Innovation Hub will also embrace an ethos of learning from the results of its efforts in real time and adjusting actions as necessary. The DEIB working group will monitor results to assess whether underserved and underrepresented groups are benefiting from hub activities, and will recommend changes where needed. DoCs will be revised as needed.

The Central Oregon Innovation Hub will embrace an ethos of learning, evaluating its efforts in real time and adjusting actions as necessary.



7. METRICS

The metrics that the Central Oregon Innovation Hub might use to track its activities, outputs, and outcomes over the first three years of operation are shown in Table 2. As shown above, the key indicators we will measure to gauge success are the following:

Short-term metrics (one year or less):

- Number of organizations signed on to the overarching DoC to participate in Central Oregon Innovation Hub
- Meeting attendance and participation
- Number of referrals among providers
- Number of organizations signing onto gap priorities memo

Medium-term metrics (two to three years):

- Number of organizations entering data and making use of shared data system
- Number of innovators and entrepreneurs in traded sector industries served
- Satisfaction level of customers with first service from the Central Oregon Innovation Hub
- Dollars raised to fill priority gaps in system
- Number of priority gaps filled
- Number of Central Oregon Innovation Hub access points, including remote sites
- Participation among underserved communities in innovation ecosystem and Central Oregon Innovation Hub
- Participants experiencing a stronger innovation culture in the region

Long-term metrics (three to five years):

- Number of new businesses launched in innovative traded sector industries
- Number of new businesses launched by underrepresented founders
- Number of entrepreneurs with increased access to managerial talent
- Ability of innovation-based entrepreneurs to find customers and markets to increase growth
- Survival rate of new businesses in innovative traded sector industries
- Survival rate of new businesses in innovative traded sector industries among underrepresented communities
- Hub is connected to larger statewide efforts, such as the Centers of Innovation Excellence

These outcomes, how we plan to achieve them, and how we plan to measure them are provided in Table 2.

Table 2. Central Oregon Innovation Hub: sample work plan, outputs, outcomes, and metrics for years one to three.

For a phased-in approach, shaded items could be moved to years two or three.

	<i>Key Activities</i>	<i>Key Outputs</i>	<i>Key Outcomes</i>	<i>Metrics</i>
YEAR 1	Develop Declaration of Cooperation that defines priorities, governance structure, and funding for the hub.	Signed and executed Declaration of Cooperation among the core Hub partners	Regional agreement on agenda and priorities for advancing the I & E ecosystem	Number of organizations signed on to declaration
	Research capacity gaps in the I & E ecosystem.	Identification and prioritization of most detrimental gaps in the ecosystem. Agreement memo summarizing research; identifying highest priority gaps	Shared priorities for filling gaps Timeline of activities for filling them	Number of organizations signing priority agreement memo
	Form and launch working groups to define key priorities for the region.	Meeting agendas and minutes; follow-up activities; working group priorities lists	Stronger coordination and cooperation	Level of meeting attendance and participation
	Hold celebratory hub event.	Event	Strengthen innovation culture	Number of participants experiencing a stronger innovation culture
	Design database of assets and resources and shared CRM/referral system for coordinating existing services for innovators, entrepreneurs, and traded sector business; train users.	A technology solution for the hub including an asset database, CRM, shared calendar, referral system, metrics adopted by all signatories to the Declaration of Cooperation	Stronger coordination, networking, connectivity among service providers Greater number of innovators and entrepreneurs served	Number of referrals among providers Number of innovators and entrepreneurs served Satisfaction level with service
	Develop shared data system for tracking progress/outcomes.	Shared data system, database, performance metrics defined and implemented.	Data from data system guides conversation of hub steering committee	Number of organizations entering data into the system
	Explore sites for remote access.	Report detailing pros and cons of each site	Decision about location of remote sites	Number of remote sites planned

	Key Activities	Key Outputs	Key Outcomes	Metrics
YEAR 2	Hold working group and steering committee meetings.	Meeting agendas and minutes; follow up activities	Build connectivity among existing programs	Meeting attendance and participation
	Operate and maintain shared database and CRM referral system; train users.	Tech stack that supports shared system; training materials	Stronger coordination, networking, connectivity among service providers; Greater number of innovators and entrepreneurs served	Number of referrals among providers Number of innovators and entrepreneurs served Satisfaction level with first contact
	Identify opportunities to fill priority gaps of the hub.	Funding proposals with program designs	Attract funding Launch new programs that fill priority gaps	Dollars raised to fill gaps Number of priority gaps filled New business starts by industry New business starts by underrepresented founders
	Operate shared data system; begin producing metrics and customer stories.	Performance metrics; customer stories	Data from data system guides conversation of hub steering committee	Number of orgs entering data into the system
	Develop “State of the Region” I & E ecosystem report and celebratory event.	Report	Support for I & E ecosystem among broader stakeholder group	Social media impact measures for report; Number of participants experiencing a stronger innovation culture
	Stand up “front door” physical sites and train network navigators to work with innovators and entrepreneurs.	New locations Navigator trainings	Greater number of innovators and entrepreneurs served	Number of referrals among providers Number of innovators and entrepreneurs served Satisfaction level with first contact

	Key Activities	Key Outputs	Key Outcomes	Metrics
YEAR 3	Hold working group and steering committee meetings.	Meeting agendas and minutes; follow up activities	Build capacity among existing programs	Meeting attendance and participation
	Operate and maintain shared database and CRM referral. system; train users.	Tech stack that supports shared system; training materials.	Stronger coordination, networking, connectivity among service providers; Greater number of innovators and entrepreneurs served	Number of referrals among providers Number of innovators and entrepreneurs served Customer satisfaction level
	Operate “front door” physical sites.	Service to innovators and entrepreneurs in remote locations	Greater number of innovators and entrepreneurs served	Number of referrals among providers Number of innovators and entrepreneurs served Satisfaction level with service
	Identify opportunities to fill priority gaps of the hub.	Funding proposals with program designs	Attract funding Launch new programs that fill priority gaps	Dollars raised Number of priority gaps filled. New business starts in innovative, traded sector industries New business starts by underrepresented founders Survival rate of new businesses in innovative, traded sector industries. Survival rate of new businesses in innovative, traded sector industries among underrepresented communities.
	Operate shared data system; begin producing metrics.	Performance metrics; customer stories	Data from data system guides conversation of hub steering committee	Number of orgs entering data into the system
	Develop “State of the Region” I & E ecosystem report and celebratory event.	Report	Support for I & E ecosystem among broader stakeholder group	Social media impact measures for report Number of participants experiencing a stronger innovation culture

8. SUSTAINABILITY

How Innovation Hub Resources will be used

A startup budget for the Central Oregon Innovation Hub will prioritize the salary of an executive director, an assistant, the budget necessary to allow the executive director to pursue conversations across the region, and investment in a backbone database system to accomplish the initial tasks listed in the work plan.

After a strategic vision for the hub is in place, it will attract funding from other sources whose missions align.

How Might Innovation Hub Resources Be Supplemented?

A long-term plan for funding the hub should include a diversified set of funding options that could include the following:

- **Facilities and resources.** OSU Cascades will serve as the backbone organization for the Central Oregon Innovation Hub. It will offer the Hub facilities, meeting space, events, and other resources in alignment with its programming for the Innovation District.
- **Cash contributions** from the founding organizations and private sector partners. As the overarching DoC is developed, partners can agree on what level of contribution makes sense. Some public sector budgets may already include funding for this work that can be aligned with the work of the hub.
- **Staffing contributions** from public sector partners, including OSU-Cascades, who will staff the backbone organization, and the cities, counties, and organizations, who will staff the remote locations.
- **Federal grants.** To fill specific holes in the Central Oregon Innovation and Entrepreneurship Ecosystem, the hub executive director should work with the steering committee to apply for federal grants that will fund the needed programs. For example, the following are types of grants that can be used to fund programming to fill gaps in the ecosystem:

Economic Development Administration (EDA):

The EDA's **University Center program** funds higher education institutions to address community needs with a focus on the following:

- Regional commercialization efforts
- Advancing high-growth entrepreneurship
- Cultivating innovation
- Encouraging business expansion in a region's innovation clusters
- Developing a high-skilled regional workforce
- Increasing the resiliency of a region

EDA's Seattle regional office (which serves Oregon) completed its last competition for this program in 2022, so the next round will occur in 2027. Average funding is about 140,000 per year for five years.

Build to Scale program, which funds organizations that are aiding companies in developing the next generation of technologies. These grants seek to advance technology and science-based economic development through regional innovation ecosystems that promote the commercialization of new technologies, strengthen growing industry clusters, and lead to the expansion of high-paying economic opportunities in communities, regions, or combinations of regions. This is an annual competition that awards grants at two levels: Build grant applicants may request up to \$750,000 (one-to-one match required); Scale grant applicants must request between 750,000 and 2,000,000 over the period of performance, which is generally three years.

STEM talent challenge. This program provides funding for projects that implement or scale STEM competency-based, work-and-learn education and training models that are directly connected with the needs of employers in a regional economy. This can include programs that develop access to skilled workers and demand driven workforce pipelines for the innovation economy. This funding would complement the hub's work by providing trained workers for traded sector, innovation-based businesses in Central Oregon. The applications for 2023 were due June 12, 2023. It is unclear whether this will be an annual competition.

National Science Foundation (NSF)

NSF's new directorate for technology, innovation, and partnerships has a number of new competitions focused on fostering innovation and technology ecosystems, accelerating research to impact, and partnering to engage the nation's diverse talent. These programs fund partnerships among public and private universities that are similar to the structure we are developing for the Central Oregon Innovation Hub. Examples include the Regional Innovation Engines program, and the Partnerships for Innovation program.

Private Foundation Funding

Many foundations fund organizations in this space, including the Case Foundation, the Kauffman Foundation, the Lemelson Foundation, JP Morgan Chase, Wells Fargo, and other bank foundations. There may also be opportunities to engage local foundations. For example, the Oregon Community Foundation's Thriving Entrepreneurs program offers funding to organizations that serve entrepreneurs who are women, people of color, those living in under-resourced rural communities, or entrepreneurs working in under-resourced sectors. The Murdock Charitable Trust might be able to assist with funding for innovation facilities and equipment.

The hub's backbone organization will monitor these opportunities and will work with its working groups to identify and pursue the most strategic funding opportunities to fill the most important gaps in the I & E system.

How will the Hub Become a Self-Sustaining Model?

After the build-out of the Central Oregon Innovation Hub, it will become the responsibility of the local stakeholders to maintain it and to keep the coordinating infrastructure active and up to date. System maintenance will be simpler and less expensive than system development; however, it is not free. The executive director and other staff of the backbone organization will need support for maintaining the infrastructure, coordinating activities, communicating impact, and continuously identifying opportunities to fill the gaps that emerge as the system functions.

APPENDIX 1: PLANNING PROJECT PARTICIPANTS

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Marcus Legrand, The Fathers Group
Mark Drummond
Matt Sayre, Collaborative EDO
Matt Smith, Tribe Pilot
Meg Chun
Meghan Brandow, Oregon State
University-Cascades
Michele O'Hara, Opportunity Knocks
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Nate Wildfire, Missing Middle Housing Fund
Nicole Mcnew, Economic Development
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Patti Norris, Central Oregon
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Paul Evers, Riff
Paul May
Randy Adams, C-Level Solutions
Rene Miller, Oregon Translational Research
and Development Institute
Rod Ray, Canyon Mountain Consulting
Roger Lee, Summit Bank
Ryan Lewis, Flagline Strategy
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Shannon Lipscomb, Oregon State
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Skip Newberry, Tech Association of Oregon
Stephanie Betteridge, City of Bend
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Steve Pittman, Oregon State
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Community College
Sydney Forbes, Tonsil Tech
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Tracy Wilson, High Desert Educational District
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APPENDIX 2: INVENTION AND ENTREPRENEURSHIP ECOSYSTEM ROLES

Table A-2. Invention and Entrepreneurship Ecosystem Roles

<i>Definition of Roles</i>	<i>Examples</i>
Roles That Inspire and Educate Around Invention and Entrepreneurship	
Formal/Academic Education: Educating students in STEM, career and technical education (CTE), invention, entrepreneurship, and related fields in formal settings	<ul style="list-style-type: none"> • Degree and certification programs or courses and programs at colleges and universities • CTE and STEM tracks in high schools • In-school invention education programs such as TiE Young Entrepreneurs or JV InvenTeams
Applied/Informal Education: Providing hands-on programs and competitions for youth/students; Applied education programs for inventors and entrepreneurs.	<ul style="list-style-type: none"> • Out-of-school time programs such as Camp Invention and Oregon MESA • Accelerator programs and bootcamps for new entrepreneurs • Startup weekends
Mentoring/Inspiring: Supporting students/entrepreneurs to guide and encourage their invention or entrepreneurial pathway.	<ul style="list-style-type: none"> • Industry volunteers for youth invention education programs • Seasoned CEO taking a new entrepreneur “under their wing”
Roles That Help Create New Invention-Based Products and Businesses	
Business/Technical Advisor: Advising inventors/entrepreneurs in order to help accelerate product or business development.	<ul style="list-style-type: none"> • Signature Research Centers • Small Business Development Centers (SBDCs) Business coaches • Legal advisors
Research and Development: Providing access to research equipment, or commercialization activities that enable translational research and commercialization.	<ul style="list-style-type: none"> • Federal SBIR programs • Concept funding from state grant program • Patent protection from university funds • Fee-for-service access to major research equipment • Anchor companies providing access to equipment for entrepreneurs
Business Capital: Investing directly into a startup to accelerate the development of a product and company through equity, debt, or alternative financing.	<ul style="list-style-type: none"> • Angel and venture capital investors • Banks or government organizations providing debt financing • Family and friends
Invention Facilities: Providing spaces/labs for experimentation and product development.	<ul style="list-style-type: none"> • Makerspaces and community invention spaces Industry-specific incubators (e.g., OTRADI) • Labs at Universities and community colleges

Definition of Roles	Examples
Entrepreneurial Facilities: Providing spaces that foster and facilitate interaction among startups and/or mentors.	<ul style="list-style-type: none"> • Co-working spaces • Accelerator spaces • Networking events for entrepreneurs (e.g., pub talks)
Market Access: Connecting entrepreneurs to customers or gaining access to new markets.	<ul style="list-style-type: none"> • State programs to access international markets • Connection to a key first customer • Anchor companies acting as customers
Talent/Workforce Pipeline: Training or recruiting the talent needed for invention-based enterprises.	<ul style="list-style-type: none"> • Workforce development efforts to support the growth on innovation-based enterprises • State policies for attracting or training STEM talent
Roles That Foster Network Connections and Program Effectiveness	
Convener: Bringing together entities or resources across various parts of the ecosystem or within specific stakeholder groups.	<ul style="list-style-type: none"> • An industry association helping to connect businesses to education programs • An entrepreneurial organization connecting a startup to legal and accounting professionals
Program Funder: Providing financial support of invention and entrepreneurship programs and initiatives.	<ul style="list-style-type: none"> • A foundation providing funding for after school invention education programs • A local government supporting an entrepreneurial bootcamp or accelerator effort
Safety Net and Risk Mitigation: Supporting basic needs, transportation, and other wrap-around services that allow students and entrepreneurs to access critical resources and/or pursue their companies.	<ul style="list-style-type: none"> • A higher education foundation office providing scholarships • A community organization providing transportation for student participation in invention education programs • Federal housing or nutrition programs
Evaluator: Using tools to measure the effectiveness of programs or ecosystem-wide efforts.	<ul style="list-style-type: none"> • Organizations that provide evaluation services (e.g., Education Northwest) • Reports that identify capital resources and challenges across investment stages • A state government agency funding an impact study on specific innovation programs
Roles That Foster Broader System-Level Effectiveness and Sustainability	
Catalyst: Catalyzing resources and fostering collaboration across the ecosystem.	<ul style="list-style-type: none"> • An economic group leading a regional innovation strategy and fostering action and accountability • Organizations supporting/sponsoring competitions aimed at promoting invention • An industry nonprofit that develops a coalition of state and national investors interested in cleantech and then catalyzes systemic connections to startups

Definition of Roles	Examples
<p>Policy Maker: Establishing policies that encourage the development and growth of invention and entrepreneurship.</p>	<ul style="list-style-type: none"> • Elected officials or executive-branch employees • Organizations that advocate for policy positions that bolster the innovation economy
<p>Advocate: Advocating for invention and entrepreneurship on behalf of the broader system.</p>	<ul style="list-style-type: none"> • The alliance of experiential programs and STEM hubs to collectively advance invention education
Roles That Promote Access and Inclusiveness	
<p>Inclusiveness Champion or Service Provider: Ensuring that the needs of disadvantaged or underrepresented populations are met through advocacy and/or direct services.</p>	<ul style="list-style-type: none"> • Culturally specific entrepreneurship incubators • Invention-based education programs for underserved youth • State and federal funding to support access to invention-based programs and opportunities for under-resourced communities

Source: *Cultivating an Invention Ecosystem: Insights from Oregon*. The Lemelson Foundation.



PHOTO: KELSEY LUCAS, EDCC

APPENDIX 3: INCLUSIVE ENGAGEMENT PLAN

MEMO

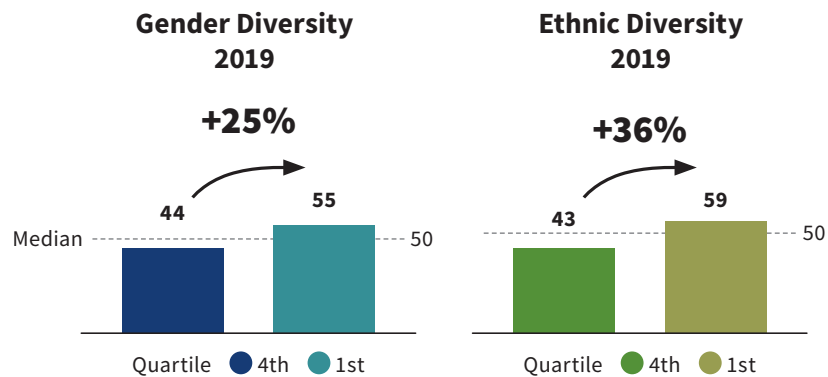
Date: Dec. 29, 2022
TO: Adam Krynicki, OSU-Cascades Co-Lab
FR: Sarah Heinicke, Verditas
Sheila Martin, Triple Helix Partnerships
RE: Central Oregon Innovation Hub Engagement Plan

The purpose of this memo is to document the intention, opportunities, and steps which the consultant team will take to reach the highest number and diversity of ecosystem partners, entrepreneurs and innovators who can provide ideas for and validation of the Central Oregon Innovation Hub business plan. The goal is that the final business plan envisions a hub where partners from all corners and communities of the three counties are working together, dramatically improving access, and increasing support for traded sector entrepreneurs and innovators across the entire region. Our job throughout this planning process is to seek out and compel a wide variety of community members to participate in the process of co-designing what their Innovation Hub will be. In some cases, there is a need to build a case for their participation; others are already aware of this planning process and fully engaged. Most participants will likely be somewhere in the middle.

For the purpose of this work and the Business Oregon grant application, the populations who are considered marginalized from access to economic development networks and benefits are Black, Indigenous, People of Color (BIPOC), women, and rural residents.

The reasons for engagement, the case for diversity equity and inclusion

Studies from the Harvard Business Review, Boston Consulting Group, McKinsey and Clear Company have shown diversity has a strong correlation with organizational performance.



The chart above is from McKinsey's most recent report, "Diversity Wins: How inclusion matters." It shows (blue bars) that organizations with diversity of gender are 25% more likely to be more profitable than their peers. It also shows that organizations with diversity of ethnicity (green bars) are 36% more likely to be more profitable than their peers. The World Economic Forum's report "Diversity, Equity, and Inclusion 4.0" suggests that companies with diverse employees have "up to 20% higher rate of innovation and 19% higher innovation revenues." However, there is much more to diversity than a simplistic business case. The 2020 Harvard Business Review study of the value proposition of diversity determine that how diversity is implemented and what actions follow is tantamount to making real gains.

"Abundant research has now made clear: Increasing the numbers of traditionally underrepresented people in your workforce does not *automatically* produce benefits. Taking an "add diversity and stir" approach, while business continues as usual, will not spur leaps in your firm's effectiveness or financial performance.

Increasing diversity does not, by itself, increase effectiveness; what matters is how an organization harnesses diversity, and whether it's willing to reshape its power structure.

And despite all the rhetoric about the value of diversity, white women and people of color remain seriously underrepresented in many industries and in most companies' senior ranks. That lack of progress suggests that top executives don't actually find the business case terribly compelling.

On that point, we have to agree: The *simplistic* business case isn't persuasive. A credible and powerful case *can* be made, however, with three critical modifications. First, platitudes must give way to sound, empirically based conclusions. Second, business leaders must reject the notion that maximizing shareholder returns is paramount; instead, they must embrace a broader vision of success that encompasses learning, innovation, creativity, flexibility, equity, and human dignity. Finally, leaders must acknowledge that increasing demographic diversity does not, by itself, increase effectiveness; what matters is how an organization harnesses diversity, and whether it's willing to reshape its power structure."

In short, the article suggests that it is not enough to invite members of Central Oregon communities to a process, summit or Hub and presume the benefits of diversity will automatically follow; it matters greatly what we do next, once we have gathered a diverse group to join this process. Adopting a position of learning, innovation, creativity, and flexibility, while considering the impacts to equity, and human dignity is key.

The current landscape in Central Oregon

Given these newer findings about how to think about diversity in the workplace and in service of fostering an innovative entrepreneurial economy in central Oregon, inclusion and engagement are central to the business planning process, as it will serve an entire ethos of the Hub. Local partners have been setting the table for inclusionary work well before the Business Oregon grant application.

We will keep building on this practice, putting the region in a great place to carry forward an inclusive vision when the Hub plan is complete.

As context setting, the following are our observations about strengths, weaknesses, opportunities, and threats (the familiar SWOT matrix) on these discussions to date. As we move through this work with the Hub partners these SWOT conditions will inform some of our thinking, especially in the initial stages:

Strengths:

- This proposal planning effort involves an impressive board of leaders in regional economic development and relevant ecosystem partners who are ready to maximize innovation and inclusion. A large amount of work to date identifies some assets and gaps, and some of the high-level issues with marginalized BIPOC and rural founders—the report of the regional equity in recovery council (RERC) is one such example.
- Central Oregon is in a rapid growth phase. For some founders, Central Oregon provides the necessary resources—money, support networks, technical expertise, and specialized services—to thrive. A question for the Hub partners is not only “how do we support those who are most likely to be successful, but “how do we create a system in which those who currently lack access to those resources can become more successful?” This represents a strength, and an opportunity.

Weaknesses:

- The RERC report demonstrates (p.8) that agency efforts at more inclusive economic success have a reputation for working with marginalized communities after the fact, which can undermine the efforts of everyone involved in making true progress because those communities may feel that the efforts lack sincerity.
- There is the potential disconnect between where BIPOC and rural communities are now in their innovation and entrepreneurial journey and where the Hub and State want to prioritize resources. For example, diversifying the population of innovators may require expanding on services beyond those typically targeted to very early-stage companies. Determining how to bring along Innovators and Entrepreneurs (I & E) at multiple points in this journey will be a challenge.

Opportunities:

- Because of the success that Central Oregon is experiencing today there is opportunity for the region to build off that success by leveraging the impacts of a more diverse workforce and community of partners. If that inclusion was done in with a broader vision of success as suggested by the approaches from the research summarized above, there would be opportunities to make significant contributions to Latinx, indigenous, female and rural populations.
- There is a sense of hopefulness in all the work the ecosystem partners have done, and how successful the Central Oregon story is and there is a great opportunity to make that success available to all.

Threats:

- It can be easy to fall into inaction through over-analysis. Inaction will maintain the status quo and will undermine trust that has been built in underrepresented

communities, confirming the sense that representation is pursued only as an afterthought.

- The threat of other higher, competing priorities with no clear way to integrate—for example, the recent threats of pandemics, climate emergencies (e.g., wildfires/flooding), conflicts, and humanitarian crises derailed much progress many communities made in advancing a more inclusive agenda in the workplace, while also (ironically) illuminating the need for it.
- This is difficult work. You know that change is required but change is hard. Does this work support the forces of change, especially as they relate to power sharing, flexibility in how things are done, openness to different ways of doing business? Or does it in unintentional ways shore up the status quo or simply pay lip service to the need for new approaches?
- Time: Building lines of communication and trust takes time, and this grant application and business plan must be completed in six months.

The Project timeline:

Within this planning horizon we will be working to understand how the Central Oregon Innovation Hub can develop a business plan that will successfully knit together the ecosystem partners within the region, identify system assets and, demonstrate a process of how marginalized communities (BIPOC, women, and rural communities) can be brought into the system in a mutually beneficial way. The engagement plan is described through the tasks of the project:

Task 1 Kickoff meeting:

- This meeting is the first opportunity to meet the Hub Partners Steering Committee leadership and discuss our approach. We will establish roles and responsibilities among the team members and between the steering committee to ensure we are working together to work with and incorporate the connections local leadership and ecosystem partners have already made. This hand off is important to make sure we use our time effectively, continue to foster trust among marginalized communities and to build on past successes.
- OSU-Cascades has provided a wealth of information, contacts, past reports, previous assessments which the team will use as the foundation for engagement on this project.

Task 2: Discovery: interviews, surveys, focus groups:

- With help from the client, steering committee, and Hub Partners, the team will recruit as diverse an array of participants as possible, given the limited timeline and budget, for interviews, focus groups, and a survey.
- We will align the participants to the focus areas and objectives of the innovation hub (specific traded sectors, categories of partners). Information from discovery will result in a draft business model canvas.
- Outreach efforts will focus on including the broadest range of voices across as many dimensions as possible (including BIPOC, non-traditional founders, rural, and other criteria) and we will be looking for Hub partners' help in getting that range of participation during this phase.

Task 3: Ecosystem asset mapping and gap analysis:

- We want to make sure that we are including assets that are important to a wide variety of entrepreneurs and innovators. As we are determining assets and gaps we will specifically look for assets most used and needed by people who might not think of themselves as innovators.
- This is also an opportunity, as we gather this information, to make people aware of the assets that are available.
- We will get this deeper level of information through research and in-person interviews based on the initial contact and databases provided by OSU..

Task 4: Virtual Business Model Canvas Workshop:

- Based on the discovery, we will draft a business model canvas, taking what we heard and laying it out across the elements of the canvas. We will bring people together to refine it during a virtual workshop. We will have identified some participants in the asset mapping process, some in the discovery process.
- Within the Business Model Canvas (BMC) processes, there are many opportunities to consider the key partners, stakeholders, and beneficiaries as it is created, and that work will be facilitated with diverse engagement in mind. We will start with the prioritized list of EDO contacts provided to the team from OSU.
- In cases of some first stage or marginalized I & E participants the BMC development process may reveal they don't know what they don't know– lack of awareness of opportunities is likely a key barrier that this process should address, for instance by conceptualizing hub services that would provide the necessary services that would provide resources.

Task 5: Innovation Summit:

- One purpose of the summit will be to develop innovation hub proposal elements, based on the business model canvas, retaining a lens of diverse engagement as both an input and output of summit work. It is important to make sure we have done our work to invite and include people early on, and make sure they are co creating this process.
- Access issues: Sometimes big events can be disorienting and alienating for newcomers. We will likely assign (relying on input from the steering committee and OSU) seasoned hub partners “Summit buddies” to people we know are new to the ecosystem. These summit buddies will reach out personally to invite them and look for them during the summit to make sure they are connecting and feeling included. We will coordinate with hub partners and recommend allocation of resources (particularly within the coalition and community partners) to make sure anyone who wants to attend has transportation, translation services if needed and possibly costs (such as childcare, time off, accommodations) covered to be able to attend.
- The summit will look at each of the 8 components of the business plan and each of those components will give us an opportunity to dig deeper into the nuances of
 - Mission, Vision, Goals
 - KPI Measures

- Governance
 - Funding strategy
 - Gap Analysis
 - Inventory analysis
 - Hub and Spoke Regions
- The summit will mark a point of transition from the consultant team’s research to the full development and implementation of the plan by the regional stakeholders. To facilitate this hand off, we will ask (in advance) that hub participants and regional stakeholders join teams—what we are calling sounding boards—to finalize the design of each element of the plan. This is an important part of developing a sense of ownership for the plan and its goals.
 - We want to recruit people to the sounding boards that have expertise, and those who have a variety of experiences or who are at different stages in their I & E journey. We will rely heavily on the Hub partners to make recommendations and to personally ask people to step into these roles.

Task 6: Develop Plan Components:

- The summit should produce a clear draft of all the plan elements. Each of these elements may still need some refinement, post summit. We will facilitate remote sessions for each of these elements, with the self-identified community members (Sounding Boards) leading the effort. We will work using the results from the BMC, the summit and direct communication with partners to help us identify emerging voices, i.e. leaders and unsung heroes in their communities, including those who could not participate in the summit. This is another key opportunity to hand off power and create some new ideas about how this hub could be most beneficial to all.

Task 7: Input for the DRAFT:

- Once the sounding boards have achieved consensus on their work, we will create a survey of the key elements of the plan. We will distribute the draft plan and the survey to a list of stakeholders and participants, specifically asking them to weigh in on finite components of the plan. As is true throughout this process, our contacts and reach will evolve as we work our way through this planning effort. Once we reconcile the comments we receive, we will finalize the plan for review by the Hub Partners. We will include the survey comments in an appendix of the final plan.

Task 8: Finalize & Submit Plan:

- The final step will be to present the final plan to the Hub partners in person. We will also provide a report of our outreach and inclusion efforts. We will report back on the degree to which we received input from a variety of stakeholders. Within the survey we will ask for voluntary demographic information so that we can document who participated and who we did not reach.

REFERENCES

Ely, R. Thomas, D. “Getting Serious about Diversity: Enough already with the business case.” Harvard Business Review, Nov. 2020.

McKim, J. “The Business case for implementing DEI”. New Hampshire Business Review, 2021.

DEFINITIONS

Marginalized populations	BIPOC, rural residents, and women (for the purposes of this project)
Rural	Business Oregon has a definition of what a rural area is in statute, in ORS 285A.010(14) “Rural area” is defined as an area located entirely outside of the acknowledged Portland Metropolitan Area Regional Urban Growth Boundary and the acknowledged urban growth boundaries of cities with populations of 30,000 or more.
BIPOC	Black, Indigenous, People of color
DEIB	Diversity equity inclusion belonging
Entrepreneurial Ecosystem	The entrepreneurial ecosystem is a set of social, economic, cultural, and political factors that influence the development of entrepreneurs and small businesses. Commonly recognized components of an entrepreneurial ecosystem include finance, business support, public policy, markets, human capital, infrastructure, research and development (R&D), and culture, but it is their strength as an interconnected whole that determines the health of the ecosystem and its capacity to support entrepreneurs.

CENTRAL OREGON INNOVATION HUB PLAN TIMELINE

Task	Date	Deliverable	Inclusion Tasks
Kickoff Meeting + Inclusive Engagement Plan	December–January	inclusive engagement plan	role and responsibilities, hearing from you
Discovery, interviews, survey, focus group	December–March	draft bmc	find missing or muted voices, context building, opportunity for info sharing, education
Ecosystem mapping and gap analysis	December–March	map assets, identify gaps in service areas	find assets and articulate gaps relevant to a broader group of potential innovators
Business Model Canvas Workshop	March	BMC for the hub plan	build on previous engagement work, work through access issues
Innovation Summit	April	summit process agenda, draft key elements of plan	in person event, co-lead breakouts with key community members, assign summit buddy system, sounding boards
Develop plan components	March–May	revised draft of plan elements	make meetings accessible, recruit broad perspectives
Seek input for DRAFT Plan	June	draft plan complete; feedback	feedback survey
Finalize plan with steering committee	June	revised final plan	present plan to partners and provide an inclusion process report
Submit final plan for Business Oregon application	June	final plan submitted to Business Oregon	link to plan and process on website and to steering committee



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