

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 10/21/2025 **Approx. Start Time:** 2:00pm **Approx. Length:** 30 minutes

Presentation Title: Office of Economic Development Work Plan Update

Department: Transportation & Development

Presenters: Dan Johnson, Director
Laura Edmonds, Manager, Office of Economic Development

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

N/A – Informational update only.

EXECUTIVE SUMMARY:

On September 13, 2023 the Board of County Commissioners accepted the Office of Economic Development (OED) Workplan. This plan included key economic priorities, economic goals and strategies to support a vibrant economy. With the recent adoption of the Clackamas County Strategic Plan, minor revisions have been included to ensure a focus on land availability and childcare. See Attachment A.

The OED team, with the Workplan as its guiding document, has accomplished many plan elements, resulting in a supportive environment for businesses in Clackamas County. Highlights include:

Business Retention/Expansion/Recruitment:

- Three years in Enterprise Zone investments yielding \$31 million of taxable value, creating 568 jobs
- The inaugural year of the Business Development Grant investment of \$550,000 yielding \$4.8million in taxable capital improvements, 15 new jobs and 3 business relocations to Clackamas County

Workforce Development

- Work Force Development: Two years of Workforce Development scholarships totaling \$200,000 yielding 118 scholarships in up to 22 Career and Technical Education (CTE) program areas

Available Lands

- Initiated the Industrial Site Readiness Study

Childcare

- Partnering with Health, Housing and Human Services on the Childcare Implementation Team to assess alternatives to address the lack of childcare options within the area.

Attachment B provides a more comprehensive list of accomplishments, in the areas of Business Retention/Expansion Recruitment, Work Force Development, Available Land/Business Development and Child Care.

The OED will continue to work strategically to continue to attract, retain and expand opportunities for businesses in Clackamas County.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? ☒ YES ☐ NO

What is the cost? \$ N/A

What is the funding source? Lottery Funds

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals? Vibrant Economy
- How does this item align with the County's Performance Clackamas goals? Vibrant Economy

LEGAL/POLICY REQUIREMENTS:

None

PUBLIC/GOVERNMENTAL PARTICIPATION:

None

OPTIONS:

N/A – Informational update only.

RECOMMENDATION:

N/A – Informational update only.

ATTACHMENTS:

Attachment A: OED Plan, Goals & Priorities 2023-2024

Attachment B: OED Plan Accomplishments 2024 PowerPoint

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Laura Edmonds 503-742-4366

OFFICE of ECONOMIC DEVELOPMENT (OED)
WORKPLAN 2023-2025
(Board Acceptance: September 13, 2023)

ECONOMIC KEY PRIORITIES

- 1) Business Retention / Expansion / Recruitment
- 2) Workforce Development
- 3) **Available Lands for Business Development (Strategic Result – 2025)**
- 4) **Childcare (Strategic Result – 2025)**

Board of County Commissioners ECONOMIC GOALS

- 1) Build upon the County's economic asset base, expand existing industry and business sectors.
- 2) Identify existing facilities that are suited to specific industries; targeting those industries for expansion and/or relocation. **(including childcare)**
- 3) **Identify buildable land** and target industries that provides living wage jobs.
- 4) Identify new targeted industries; sub-clusters that support supply chains for existing companies in the County.
- 5) Identify barriers to business success and collaborate to remedy.
- 6) Attract businesses that pay self-sufficiency wage jobs.
- 7) Support workforce training and development to attract and retain business.
- 8) Provide services, tools and incentives that attract business to the County.
- 9) Promote business advocacy to alleviate undue pressures on business that might impact their growth and success.
- 10) Building economic prosperity and improve livability.
- 11) Create a collaborative environment with both internal and external partners to achieve County goals.
- 12) Build organizational capacity to improve OED deliverables.
- 13) Create a strong marketing and promotion plan.

The Workplan:

Goal #1: Build upon the County's economic asset base, expand existing industry and business sectors.

Strategies:

- Conduct one-on-one meetings with businesses throughout year; including Commissioners when possible, to allow us to better understand the needs of businesses and support solutions to help them achieve success.
- Continue to perform focused outreach on traded-sector companies and larger employers to better understand their unique business needs.
- Develop programs to provide direct assistance to businesses throughout Clackamas County to ensure retention & expansion.
- Observe industry trends and spur linkages among businesses.
- Foster strong relationships of personal trust.

Goal #2: Identify existing facilities that are suited to specific industries; targeting those industries for relocation and expansion.

Strategies:

- Periodically generate site lists that are move in ready; sharing & marketing locations as business outreach occurs.
- Identify target industry clusters that are suited to available facilities.
- Create targeted marketing to promote locations throughout the County.
- Work with commercial real estate partners to generate interest in the County.
- Work with partners to engage with site selectors to market region.
- Target outreach to those companies with high likelihood of significant growth in expanding economic clusters.
- ***Identify suitable childcare facilities.***

Goal #3: Identify buildable land and target industries that foster self-sufficiency wage jobs.

Strategies:

- **Assist, where feasible, in removing barriers to urban reserve lands to address buildable lands shortfall.**
- **Identify infrastructure needs and assist in researching funding to invest in improvements to make land usable.**
- Generate an ongoing list of sites that are shovel ready; marketing locations as business outreach occurs.
- Create targeted marketing to promote locations throughout Clackamas County.
- Work with commercial real estate partners to generate interest in Clackamas County.
- Work with regional partners to engage with site selectors to market region.
- Expand systematic outreach to those companies with high likelihood of significant growth in expanding economic clusters.

Goal #4: Identify new targeted industries; sub-clusters that support supply chains for existing companies in the County.

Strategies:

- Utilize key cluster insights and Business Retention & Expansion learnings / information to map supply chains, gaps, and opportunities.
- Support completion of Economic Landscape Analysis to identify key clusters, regional training and workforce needs.
- Work with existing businesses to determine who their supply chain vendors are to create targeted approach for business relocation.
- Research industry trends to identify clusters and emerging markets for targeted outreach.

Goal #5: Identify barriers to business success and collaborate to remedy.

Strategies:

- Identify/respond to common issues/opportunities for joint technical assistance or information/services for various business stages.
- Utilize OED relationships to learn from business outreach and contribute to unique business assistance response, as appropriate.
- Identify what business needs are and tie them to appropriate partners.
- Establish lines of communication, where appropriate, between business and elected officials so they might effect change.

Goal #6: Attract businesses that pay self-sufficiency wage jobs.

Strategies:

- Promote livability of region through marketing channels.
- Create business incentive programs to help offset cost of relocation; using any and all available incentives provided by County, State and Federal partners.
- Identify business grants and loans to connect businesses looking to expand and/or relocate.
- Identify needs and partners with solutions to create supportive programs to support a trained workforce and attract traded sector industries.

Small Grants Program:

- Identify and market grants & loans businesses can apply for directly.
- Explore in-house grants program to support business expansion and workforce development.
- Consider in-house grants program for County-wide infrastructure investment projects.
- Research childcare incentives for providers to offset low-income barriers for workforce development.
- Increase workforce scholarships to resolve barriers to employment - Support employee On the Job Training (OJT).

Infrastructure Incentives Program:

- Continue to support Enterprise Zones (EZ) throughout County.
- Identify types of businesses inside the EZ's and conduct targeted outreach to businesses to increase awareness of program benefits.
- Prepared testimonials of businesses benefiting from EZ's.

- Create one or more EZ collateral pieces for marketing.
- Identify County-wide business incentives to promote region more effectively.
- Identify State & Federal incentives to support business growth, development and capital improvement projects to remain relevant in the marketplace.
- Partner w/ Cities; matched funding for infrastructure investments for shovel ready sites.

Goal #7: Support workforce training and development to attract and retain business and increase workforce supply.

Strategies:

- Engage with educators and workforce partners to support initiatives that improve workforce training resources.
- Engage with higher learning entities to assess opportunities to grow self-sufficiency wage opportunities.
- Respond to business needs by addressing workforce training demands.

Goal #8: Provide services, tools and incentives that attract business to the County.

Strategies:

- Provide direct assistance to business throughout the County.
- Provide high caliber, innovative and tailored business assistance that responds to the unique needs and opportunities of traded sector companies.
- Respond to common business challenges with standardized services.
- Evaluate all Business Retention Expansion (BRE) services to adapt and innovate with unique business services.
- *Research business incentive tools we can promote and/or administer.*

Goal #9: Promote business advocacy to alleviate undue pressures on business that can impact their growth and success.

Strategies:

- Find ways the County may continue to help reduce barriers to doing business and spur growth for business.
- Engage and remain current on legislation that could support or hinder business.
- Encourage elected officials to take positions on legislation and/or measures that impact business.
- Consider taking positions on issues that could help or hinder business and workforce development.

Goal #10: Building economic prosperity and improve livability.

Strategies:

- Fostering business growth and development that supports self-sufficiency wage jobs.
- Support opportunities for families to afford living in communities that provide better quality of life.
- Support educational opportunities to build a stronger, more diverse workforce.
- Expand business to support increase of tax base for maintenance of livable communities: schools, libraries, parks, infrastructure, and social services.
- **Support childcare service providers who create opportunities for returning workforce.**

Goal #11: Create a collaborative environment with both internal and external partners to achieve County goals.

Strategies:

- Support economic development partners throughout the County in helping traded sector companies succeed.
- Support start-up entrepreneurs through referral to partner organizations like the SBDC and Oregon Association of Minority Entrepreneurs (OAME), Oregon Entrepreneurs Network.
- Take the lead in engaging partners and be clear on expectations, timelines and roles.
- Organize and/or engage in roundtable talks, presentations, networking & other targeted events on relevant topics.
- Connect unique expertise/partners to businesses as needed.
- Engage internal expertise to evaluate business needs, ensuring successful delivery of services.
- Engage internal teams to understand capacity constraints on deliverables, set expectations and timelines that are achievable.
- Ask resource and community partners to complete an annual evaluation or survey: What's working? What can be improved? What new collaboration or strategies can be developed to collectively serve businesses?

Goal #12: Build organizational capacity to improve OED deliverables.

Strategies:

- OED staff will be strategically assigned to more directly provide services to existing and future businesses.
- Specify how each member of the OED team contributes to and augments the BRE (Business Recruitment & Expansion) program w/ marketing, client service and admin support.
- Support a strong OED commitment to BRE.
- Report results at each staff meeting.
- Evaluate OED capacity to continue expansion of outreach to gazelles (companies poised for growth) and steps needed to be successful.
- Use BRE program as opportunity to engage and cross train all staff.
- Expand ED team knowledge of clusters through participation in industry committees, workshops and trainings.
- Summarize evaluation findings twice annually; reflect on insights; adapt program/service offerings as needed.
- Actively manage and measure the results of the BRE program to maximize success and return on investment in Clackamas County.
- Research and follow lead and best practices of other ED organizations.
- BRE tracking forms for ease of use by staff.
- Make use and adapt ACT database to simplify tracking and reporting capabilities.
- Determine internal roles & responsibilities and input data in timely fashion.

Goal #13: Create a strong marketing and promotion plan.

Strategies:

- Refresh the OED brand and update all marketing materials.

- Refresh the OED website, with new strategy for information and how it's organized.
- Create team culture that is aligned with our brand; equip team with key messages so presentations are consistent and gain notoriety in business community.
- Develop a schedule of marketing tactics to reach key target markets with important messages using marketing tools including; website, Facebook, LinkedIn, press releases and other outlets.
- Organize and implement social media strategy following best practices.
- Adopt program strategy and promote within OED & other internal departments.
- Populate data base of gazelles with key contact info for president/senior management; sort by cluster.
- For every business receiving identifiable assistance, request feedback for process improvements.
- At every event, ask for evaluation card & feedback to learn about opportunities for improvement and hear ideas for other programs or services.
- Brand Clackamas County OED as the Go-To one-stop partner for business assistance and resource information.
- Set business outreach goals for each team member, track numbers.
- Share information about key technical services at business outreach visits to make sure services are top-of-mind for all key audiences; ensure new collateral speaks to business audience.
- Aim for as many businesses as possible, identifying OED team as the go-to for assistance/consultation.
- Using marketing framework, conduct internal strategy sessions on messaging, language and priorities tactics.
- Determine key metrics on which to track and report; (# businesses contacted, supported, # of jobs created, revenue generated for region, private investment).
- Produce quarterly and annual metrics/progress reports of accomplishments.
- Conduct period reviews of program deliverables to determine effectiveness.
- Analyze partner engagement and client feedback; determine ROI.
- Monitor actual demands on time and program requirements; determine ROI.
- Stay abreast of trends, successes and tactics and integrate when and where appropriate.
- Track and update staff goals, tactics and deliverables on ongoing basis.
- Evaluate need for additional resources; external assistance and outsourcing needs.



Office of Economic Development

KEY PRIORITIES 2023-2025

BUSINESS RETENTION / EXPANSION / RECRUITMENT

WORKFORCE DEVELOPMENT

AVAILABLE LAND for BUSINESS DEVELOPMENT

CHILDCARE

Business Retention / Expansion / Recruitment

- Outreach; regional, partners and one-on-one business meetings
(Engaging with economic development & regional associations, private meetings with businesses and other industry partners focused on business and industrial growth)
- Offer Programs & Incentives that support business growth
(Enterprise Zones: 3-year period of 2022 thru 2024, 15 businesses invested over \$31M of taxable value - creating 568 jobs)
(Business Development Grants: 2024 deployed \$550,000; \$4.8M in total project investment for 10 businesses supporting capital, capacity & workforce projects; added 15 jobs w/ average wage of \$27.65 and encouraged 3 business relocations)
- Arts Grants: supporting creatives, cultural & historical organizations
(\$110,000 to Clackamas County Arts Alliance; supporting artists, arts, cultural & historical organizations as fiscal agent, training, event planning & exhibit opportunities)
(\$100,000 to MOOT: operations, historical exhibit preservation and K-12 educational programs)
(\$100,000 to Cultural Coalition; 28 grants / \$85,000 / 15% fiscal agent to administer grants)
- Develop annual Economic Landscape Analysis to assess health of industries in County (tracks 5 industries: Healthcare, Manufacturing, High Tech, Food Systems, Logistics; as well as labor market trends and correlation between supply chain industries)
- Work with Business to identify facilities for expansion (military vessel manufacturer / transmission tower manufacturer)
- Identify emerging markets / work with site selectors for new business attraction (national & international companies seeking facilities & land; clean tech industries; apparel & foot ware; housing manufacturing and R&D)
- Business Tourism Grant
(\$1 million dollars - one-time grant)
(Focuses on private sector businesses that provide goods, services, experiences, and/or offerings that are directly accessible and available to general public and appeal to visitors traveling from 50 or more miles away. Will include agri-tourism related business.)

Workforce Development

- Workforce Development Grant \$100,000 (annually 2023-2025)
(2025: no results yet)
(2024: 60 student scholarships in 16 CTE program areas)
(2023: 58 student scholarships in 22 CTE program areas)
- Engage w/ educators to expand curriculum & opportunities
(Rural CTE Consortium for Healthcare & Manufacturing courses)
- Engage w/ partners to identify workforce shortages, needs & solutions
(business meetings and regional discussions to communicate concerns, staffing and training needs)

Available Land / Business Development

- Perform Industrial Site Readiness Study (ISRS)
- Regional collaboration; identify opportunities to change UGB methodologies to open land for future development
- Identify land for redevelopment opportunities
- Collaborate with cities to support expansion & development plans
- Identify incentives & funding sources to support industrial expansion
- Engage on County Implementation Team to identify additional tools & techniques for expansion

Childcare

- Determine existing facilities and gaps
- Determine staffing & training needs
- Develop strategies for creating new childcare opportunities
- Engage with industry & education partners to identify & expand training
- Engage on County Implementation Team to assess childcare needs in Clackamas County