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Clackamas County
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Clackamas County
**Coordinating
Committee**

2026 Retreat



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Mt. Hood Oregon Resort
68010 East Fairway Avenue
Welches, OR 97067

Day One

- 1:00 PM Session 1: Opening Session**
- C4 Co-Chairs Call to Action + Introductions
 - Discussion on Weekend Goals and Agreements
- 1:45 PM Session 2: Economic Development Landscape**
- Guest: Angela Wilhelms, Oregon Business Industries
- 2:45 PM Session 3: Economic Identity**
- Findings from economic development pre-survey
 - Breakout tables and reports
 - What are we working towards?
- 3:30 PM Break**
- 3:45 PM Session 4: Healthy Economies**
- Easel exercise
- 4:45 PM Break**
- 5:00 PM Session 5: Where Do We Go from Here?**
- What is C4's role in the conversation?
 - Consensus building and next steps
- 6:00 PM Adjourn for Day One**
- 6:30 PM Dinner**
- Please join us for a catered dinner service and networking opportunity from 6:30 – 8:00 pm at the ZigZag Inn, 70162 US-26, Welches, OR 97067.

Dinner Transportation

A shuttle bus is available for guests who do not wish to drive. The shuttle will depart the Mt. Hood Resort at 6:30 pm from the lobby entrance. The shuttle will return to the Mt. Hood Resort at 8:00 pm.

Overnight Lodging

Room check-in begins at 4:00 pm on June 5. Check-out is 11:00 am, June 6.

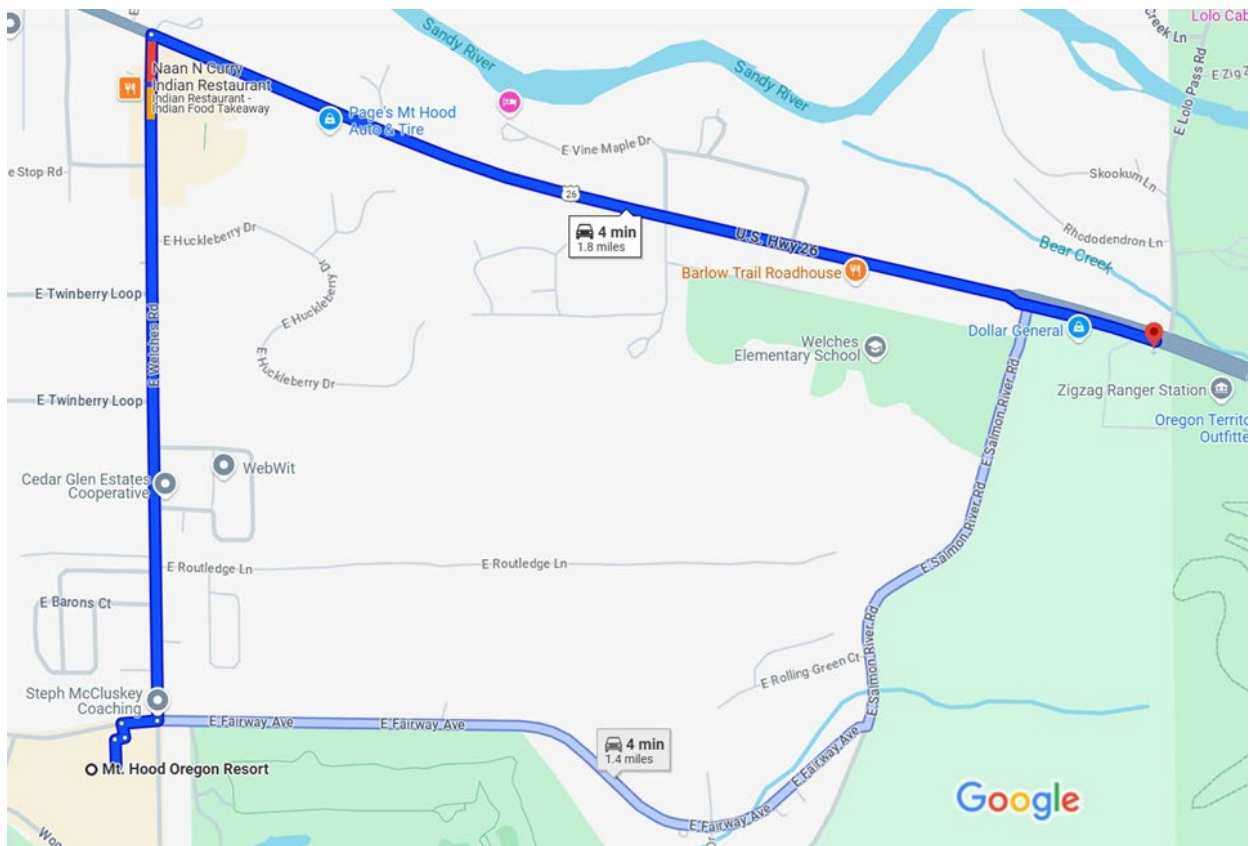
Day Two

- 7:30 AM** **Breakfast Opens**
- 8:00 AM** **Session 6: Learning from the 2025 Transportation Package**
- Challenges, opportunities, questions
- 8:30 AM** **Session 7: Preparing for the 2027 Transportation Package**
- Stress testing the 2025 Values & Outcomes document
 - Priorities, trade-offs, and consensus building
- 10:00 AM** **Session 8: Local Mobility Solutions**
- What are you working on?
 - What ideas do we want to explore further?
- 11:00 AM** **Break**
- 11:15 AM** **Session 9: C4 Priorities Planning**
- Prioritizing the work of C4 for the coming year.
- 12:00 PM** **Adjourn**

Driving Directions to ZigZag Inn

Please join us for a catered dinner service and networking opportunity from 6:30 – 8:00 pm at the ZigZag Inn, 70162 US-26, Welches, OR 97067. Directions are provided below for guests who elect not to ride the event shuttle bus.

1. Begin at Mt. Hood Oregon Resort (68010 E Fairway Ave, Welches, OR 97067)
2. Turn right onto E Fairway Ave ↗
3. Turn left onto E Welches Rd ↶
4. Turn right onto US-26 E ↗
5. Destination will be on the right:
ZigZag Inn (70162 US-26, Welches, OR 97067)



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Retreat Attendees (C4 Members and Alternates)

- Paul Savas, Co-Chair Clackamas County, Commissioner
- Diana Helm Clackamas County, Commissioner
- Brian Hodson, Co-Chair City of Canby, Mayor
- Traci Hensley City of Canby, Councilor (Alternate)
- Melissa Hill City of Estacada, Councilor (Alternate)
- Michael Milch City of Gladstone, Mayor
- Josh Callahan City of Happy Valley, Councilor
- Glenn Wachter City of Happy Valley, Councilor (Alternate)
- Joe Buck City of Lake Oswego, Mayor
- Will Anderson City of Milwaukie, Councilor
- Scott Keyser City of Molalla, Mayor
- Eric Vermillion City of Molalla, Councilor (Alternate)
- Adam Marl City of Oregon City, Commissioner
- Michael Mitchell City of Oregon City, Commissioner (Alternate)
- Mary Baumgardner City of West Linn, Councilor (Alternate)
- Shawn O'Neil City of Wilsonville, Mayor
- Patricia Erdenberger Community Planning Organization, Hoodland CPO Chair (Alt.)
- Christine Lewis Metro, Councilor
- John Serra Urban Transit, TriMet
- Dwight Brashear Urban Transit, SMART (Alt.)

Retreat Support

- Trent Wilson Clackamas County, Government Affairs Manager
- Jaimie Lorenzini Clackamas County, Government Affairs, C4 Administrator

Retreat Attendees (Non-C4 Members)

- Martha Schrader Clackamas County, Commissioner
- Melanie Wagner City of Estacada, City Manager
- Jacque Betz City of Gladstone, City Administrator
- Kevin McGrane City of Happy Valley, Policy Analyst
- Lynn Peterson City of Lake Oswego, Interim City Manager
- Kathleen Walker City of Sandy, Mayor

Retreat Attendees (Non-C4 Members, Cont.)

- Steve Koper City of West Linn, Community Development Director
- Everett Wild City of Wilsonville, Government Relations Manager
- Diana Kotler City of Wilsonville, Transit Operations Manager
- Kenny Sernach Hamlet of Beavercreek, Director At Large
- Andi Howell Sandy Area Metro, Transit Director
- Dan Johnson Clackamas County, Transportation & Development (DTD)
- Mike Bezner Clackamas County, Transportation & Development (DTD)
- Karen Buehrig Clackamas County, Transportation & Development (DTD)
- Cindy Moore Clackamas County, Transportation & Development (DTD)
- Laura Edmonds Clackamas County, Transportation & Development (DTD)
- Jamie Stasny Clackamas County, Transportation & Development (DTD)
- Brendan Adamczyk Clackamas County, Transportation & Development (DTD)
- Becca Tabor Clackamas County, Transportation & Development (DTD)
- Adam Torres Clackamas County, Transportation & Development (DTD)
- Kristina Babcock Clackamas County, Health, Housing, and Human Services (H3S)
- Megan Nugent Clackamas County, Public & Government Affairs (PGA)

Special Guests

- Angela Wilhelms Oregon Business Industries (OBI), President & CEO
- Sue Rieke Smith House District 26, Representative
- April Dobson House District 39, Representative
- Lamar Wise House District 48, Representative
- Office of Christine Drazan Senate District 26



C4 Retreat

June 05, 2026

1:00 p.m.

Session 01

Opening Session

Summary

*Presenting: C4 Co-Chairs Commissioner Paul Savas (Clackamas) & Mayor Brian Hodson (Canby)
Jaimie Lorenzini, C4 Administrator and Clackamas County Government Affairs*

Retreat attendees will ease into the retreat with opening remarks from C4 Co-Chair Savas, a run of show provided by C4 Staff, and a discussion of desired outcomes for the weekend.

Session Breakdown

- 15m – Welcome by the Co-Chairs and introductions
- 05m – C4 Staff, run of show and logistics
- 20m – Share desired outcomes for the C4 Retreat

Materials Provided for this Session

- C4 General Information Page
- C4 2025-2026 Focus Areas
- C4 2026 Agenda Retrospective and Report Card

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2026 Membership Roster



Current Voting Membership

SEAT	MEMBER	C4 EXEC	C4 METRO	C4 RURAL	JPACT	MPAC	R1ACT
CLACKAMAS COUNTY	Commissioner Paul Savas	Yes	Yes	Yes	Yes		Yes
CLACKAMAS COUNTY	Commissioner Diana Helm		Yes	Yes		Yes	
CANBY	Mayor Brian Hodson	Yes		Yes			Yes
CPOS	Pamela Burbach (Boring CPO)	Yes	Yes	Yes			
ESTACADA	Mayor Sean Drinkwine			Yes			
FIRE DISTRICTS	Matthew Silva (Estacada FD)	Yes					
GLADSTONE	Mayor Michael Milch	Yes	Yes				
HAMLETS	Mark Hillyard (Beavercreek)		Yes	Yes			
HAPPY VALLEY	Councilor Josh Callahan		Yes				
JOHNSON CITY	Vacant						
LAKE OSWEGO	Mayor Joe Buck		Yes		Yes	Yes	
MILWAUKIE	Councilor Will Anderson		Yes			Yes	
MOLALLA	Mayor Scott Keyser			Yes			
OREGON CITY	Commissioner Adam Marl		Yes			Yes	
PORTLAND	Vacant						
RIVERGROVE	Mayor Chris Barhyte		Yes				
SANDY	Councilor Rich Sheldon			Yes			
SANITARY DISTRICTS	Paul Gornick (OLWS)		Yes				
TUALATIN	Councilor Valerie Pratt		Yes				Yes
WATER DISTRICTS	Sherry French (CWD)	Yes	Yes			Yes	
WEST LINN	Mayor Rory Bialostosky		Yes				
WILSONVILLE	Mayor Shawn O'Neil		Yes				

Table 1: Current Voting Membership

Current Ex-Officio Membership

SEAT	MEMBER
MPAC CITIZEN REP	Ed Gronke
METRO COUNCIL	Councilor Christine Lewis
PORT OF PORTLAND	Daniel Eisenbeis
RURAL TRANSIT	Todd Wood (Canby Area Transit)
URBAN TRANSIT	John Serra (TriMet)

Table 2: Current Ex-Officio Members

Frequently Referenced Acronyms and Short-forms:

Related to the Clackamas County Coordinating Committee (C4)

- C4MS:** C4 Metro Subcommittee
CTAC: Clackamas Transportation Advisory Committee (C4 Transportation TAC)

Related to Metro and Metro Committees

- JPACT:** Joint Policy Advisory Committee on Transportation (Metro)
TPAC: Transportation Policy Advisory Committee (JPACT TAC)
MPAC: Metro Policy Advisory Committee (Metro)
MTAC: Metro Technical Advisory Committee (MPAC TAC)
RWAC: Regional Waste Advisory Committee (Metro)
SHS RPOC: Supportive Housing Services Regional Policy Oversight Committee (Metro)

Related to the Oregon Department of Transportation (ODOT) and Tolling

- 50/30/20:** Highway Trust Fund distribution between ODOT, counties, and cities
OTC: Oregon Transportation Commission (ODOT policy decision body)
Region 1: ODOT's geographic designation for the metro area + Hood River
R1ACT: ODOT Region 1 Advisory Committee on Transportation
UMO: ODOT's Urban Mobility Office

General Transportation Acronyms

- DTD:** Clackamas County's Department of Transportation and Development
STIP: State Transportation Improvement Plan (ODOT)
RTP: Regional Transportation Plan (Metro)
TSP: Transportation System Plan (Local – county and cities)
HCT: High Capacity Transit
UPWP: Urban Planning Work Program

General Housing and Land Use Acronyms

- CFEC:** Climate-Friendly and Equitable Communities
HAPO: Housing Accountability and Production Office
H3S: Clackamas County's Health, Housing, and Human Services Department
HACC: Housing Authority of Clackamas County
SHS: Supportive Housing Services (Regionally approved funds for housing services)
OHCS: Oregon Housing and Community Services
LCDC: Land Conservation and Development Commission
DLCD: Department of Land Conservation and Development
UGB: Urban Growth Boundary
UGMA: Urban Growth Management Agreement

Clackamas County Coordinating Committee (C4)

2025-2026 Focus Areas

At the [2025 C4 retreat](#), several topics were identified to inform C4's annual work program. Pursuant to this exercise, C4 members and alternates evaluated topical themes according to the level of urgency and scope (C4's ability to influence):

1. **Transportation** [Combined urgency/impact score: 21]
E.g., Roads, funding tools, investment priorities
2. **Housing Production & Homeless Services** [Combined urgency/impact score: 21]
E.g., Supportive Housing Services, rural solutions, supporting older adults
3. **Infrastructure** [Combined urgency/impact score: 17]
E.g., Strategies to finance, extend useful life
4. **Transit** [Combined urgency/impact score: 12]
E.g., Influencing plans/programs, partnership opportunities, solutions toolbox
5. **Economic Development** [Combined urgency/impact score: 12]
E.g., Industrial land supply, workforce, prosperity, convention center
6. **Advocacy** [Combined urgency/impact score: 8]
E.g., Legislative summit, consistent messaging, pursuit of grant awards
7. **Measures 5 & 50** [Combined urgency/impact score: 7]
E.g., Local revenue options; possible fixes

C4 members affirmed findings on September 4, 2025, articulating a desire for C4 to operate as a thought partner in the development of solutions and an advocacy partner to achieve solutions. Feedback from C4 will be utilized by the C4 Executive Committee to inform ongoing committee planning and operations. To contact the Executive Committee, email C4@clackamas.us.

2026 C4 AGENDA RETROSPECTIVE

The following table summarizes C4 discussion topics scheduled since the 2025 Retreat, categorized by meeting, and notable group accomplishments.

September 4, 2025 – In Person <ul style="list-style-type: none"> • Performance Clackamas Strategic Plan • Work Program Affirmation • Legislative Updates 	October 2 – Virtual Only <ul style="list-style-type: none"> • Regional Emergency Transportation Routes P2 • Update on Evacuation Planning • AMR Contract Updates • Legislative Updates
November 6, 2025 – In Person @ Canby <ul style="list-style-type: none"> • Canby Housing Production Strategy – Local Case Study • Industrial Land – Local Case Study • Transit Circulator Service – Local Case Study • Annual Calendar, Call for Reappointments 	December 4 – In Person Annual Networking Event
January 8, 2026 – Virtual Only <ul style="list-style-type: none"> • Meeting with Clackamas Caucus – Priorities/Q&A • Jurisdictional Round Robin – Short Session Priorities 	February 5, 2026 – Virtual Only <ul style="list-style-type: none"> • C4 BUILD Grant Endorsement Letter (Sunrise/Tumwata Village) • TriMet 82nd Ave Transit Project • Clackamas County Transportation System Plan Comment Opportunities • Legislative Updates
March 5, 2026 – In Person @ Molalla <ul style="list-style-type: none"> • Annual Kick-Off/Membership Rollover • ODOT CIP/R1ACT Project List • C4 Re-Orientation • C4 Retreat – Preliminary Agenda Ideas • Legislative Updates 	April 2, 2026 – Virtual Only <ul style="list-style-type: none"> • Workforce Development Resources • C4 Mini Project List Check-In • C4 Retreat – Agenda Consult • Legislative Updates
May 7, 2026 – In Person @ Milwaukie <ul style="list-style-type: none"> • Approve Retreat Agenda • Moderate-Income Revolving Loan (MIRL) Program • Local Perspectives on Economic Development (Port-Of-Portland, Sandy, Milwaukie) 	June 5-6, 2026 – Retreat <ul style="list-style-type: none"> • Economic Development Jurisdictional Survey • Economic Development Values and Outcomes • Stress Testing 2025 Transportation Values and Outcomes Document • Local Mobility Solutions
Accomplishments	
<ul style="list-style-type: none"> • Submitted letter in support of local BUILD Grant proposals (Sunrise Corridor Improvements; Confederated Tribes of Grand Ronde Complete Streets Project) • Launched rotational meetings, bringing C4 to Canby (Nov), Molalla (March), Milwaukie (May) • Launched “Request Agenda Topic” link to enhance committee collaboration 	

2026 C4 REPORT CARD

The following table summarizes C4 discussion topics scheduled since the 2025 Retreat, categorized by the 2025-2026 Strategic Focus Areas affirmed by C4 on September 4, 2025.

Tier 1 Priorities	
Transportation (Roads, funding tools, priorities)	Housing/Homeless (SHS, rural solutions, seniors)
10/2: Regional Emergency Transportation Routes 10/2: Update on Evacuation Planning 2/5: Clackamas County Transportation System Plan Comment Opportunities 3/5: ODOT Capital Improvement Program 4/2: C4 Mini Project List Check-In	11/6: Canby Housing Production Strategy – Case Study 5/7: Mod. Income Revolving Loan Program
Tier 2 Priorities	
Infrastructure (Strategies to finance, extend useful life)	Transit (plans/prog., partnership, solutions toolbox)
2/5: C4 BUILD Grant Endorsement Letter (Sunrise/Tumwata Village)	11/6: Canby Local Circulator – Case Study 2/5: TriMet 82 nd Ave Transit Project 6/6: Local Mobility Solutions
Tier 3 Priorities	
Economic Development (Industrial land supply, workforce, etc.)	Advocacy (Leg. summit, messaging, grants)
11/6: Canby Employment Land Marketing and Development – Case Study 4/2: Workforce Development Resources 5/7: Local Perspectives on Economic Development (Port, Sandy, Milwaukie) 6/5: Economic Development Landscape Jurisdictional Survey Results Shared Values and Outcomes	9/4: Legislative Updates 10/2: Legislative Updates 1/8: Meeting with Clackamas Caucus – Priorities/Q&A 1/8: Jurisdictional Round Robin – Short Session Priorities 2/5: Legislative Updates 3/5: Legislative Updates
Tier 4 Priorities	
Measures 5&50 (Local rev. options, possible fixes)	Committee Logistics
	9/4: Work Program Affirmation 11/6: Annual Calendar, Reappointments 3/5: Annual Kick-Off, Membership Rollover 3/5: Retreat – Agenda Brainstorming 4/2: Retreat – Agenda Consult 5/7: Retreat – Agenda Approval
Other	
9/4: Performance Clackamas Strategic Plan 10/2: AMR Contract Update 12/4: Annual Networking Event	

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C4 Retreat

June 05, 2026

1:45 p.m.

Session 02

Economic Development Landscape

Summary

*Presenting: Angela Wilhelms, President and CEO, Oregon Business Industries
Laura Edmonds, Economic Development Manager, DTD*

Over the past year, C4 has examined multiple aspects of economic development, ranging from workforce development trends to emerging public incentive programs. Session 2 will shift the focus to the broader economic landscape, featuring guest speaker Angela Wilhelms, CEO and President of Oregon Business Industries. Giving voice to the business perspective, Ms. Wilhelms will discuss Oregon's historic economic strengths, the gradual decline in competitiveness, and actionable recommendations to help restore the state's economic edge.

Common Language

For the purposes of the C4 Retreat, "Economic Development" is the intentional practice of improving a community's economic well-being and quality of life. It includes a broad range of activities to attract, create and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy. The practice of economic development comprises a collaborative effort involving industry, government and a myriad of community stakeholders. Economic Development programs aim to...

- Bring new businesses in and promote the community as a location for economic activity
- Help existing local businesses solve problems that would cause them to fail, close or move away
- Help local businesses grow and expand
- Work with partners to prepared residents for available careers, connect businesses to skilled workers, and build the pipeline of future workers in the community
- Help entrepreneurs and new firms start up and access the resources they need to succeed
- Improve a community's quality of life

Session Breakdown

- 30m – Presentation by Special Guest Angela Wilhelms
- 30m – Group Discussion

Materials Provided for this Session

- Guest Bio
- Oregon's Economic Landscape One-Pager
- OBI Recommendations to the Prosperity Council



Angela Wilhelms, President and CEO



Angela Wilhelms has been president and CEO since September 2021. Before joining OBI, Angela held several roles focused on public policy, organizational governance, communications and strategic planning. Her work spans manufacturing, higher education, Capitol Hill and the Oregon Legislature. In the Oregon House of Representatives, she served as chief of staff in the House Minority Office and the House Co-Speakers' Office helping advise lawmakers on a diverse portfolio of policy, budget and legislative management issues. Angela has a degree in finance from Santa Clara University and both a JD and MBA from Willamette University. She serves on the boards for Sport Oregon, the Oregon State Capitol Foundation and Common Sense Institute Oregon and is an emeritus member of the SMART Reading board. In her spare time, Angela loves to explore Oregon, and she is a certified official with USA Track & Field.

About Oregon Business & Industry

OBI is Oregon's leading statewide business advocacy group, working diligently to build a healthy, more prosperous and more competitive state economic for today and for generations to come. Representing businesses of all sizes, from each of Oregon's 36 counties and across all sectors, OBI's work centers on state level policy and legal affairs, with engagement in the legislative, executive and judicial branches. The association is Oregon's statewide chamber of commerce as well as Oregon's affiliate for the National Association of Manufacturers and the National Retail Federation. OBI has approximately 1,600 members that collectively employ more than 250,000 Oregonians. These members come together as OBI to strengthen and grow a healthy private sector, which is the backbone of job creation, wage growth, philanthropic support and tax revenue for critical public services.

Oregon Has Lost its Competitive Mojo

OREGON
BUSINESS
& INDUSTRY



39th best state for business

▼ (11-place drop in one year)

Source: 2025 CNBC America's Top States for Business



47th for business friendliness

Source: 2025 CNBC America's Top States for Business



43rd for cost of doing business

Source: 2025 CNBC America's Top States for Business



45th for cost of living

Source: 2025 CNBC America's Top States for Business



35th most competitive tax environment

▼ (28-place drop since 2019)

Source: 2026 Tax Foundation State Tax Competitiveness Index



Second worst for corporate taxes

Source: 2026 Tax Foundation State Tax Competitiveness Index



33% increase in business tax burden, 2019-2023

Source: 2024 EY Oregon State and Local Business Taxes



7th most heavily regulated state

Source: 2025 StratACUMEN Oregon Regulatory Impact Analysis



1st: State occupational licensing burden

Source: 2025 Archbridge Institute State Occupational Licensing Index

What They're Saying



"For the second year in a row, Oregon's rank dropped due to competitive reforms in other states as Oregon stood still."

Source: 2026 Tax Foundation State Tax Competitiveness Index



"We're not seeing months and months of sustained job losses happening in the U.S. yet. But it is a growing concern to see a few months of job losses in a row happen in Oregon."

– Oregon Employment Department economist Gail Krumenauer

Source: "Oregon Gained State Government Workers in the Past Year While Manufacturing Ranks Fell," Oregon Journalism Project, Sept. 10, 2025.



"In terms of Oregon versus the U.S., something unique coming out of the pandemic recession is that typically what happens in an economic downturn is that Oregon loses jobs on roughly the same timeframe as the rest of the country, but our losses have actually been steeper."

– Oregon Employment Department economist Gail Krumenauer

Source: "In Conversation: Oregon State Employment Economist Gail Krumenauer," Oregon Business, Oct. 7, 2025.



Other states are experiencing "an insane rate of success for recruitment efforts" aimed at Oregon businesses.

– Business Oregon economist Damon Runberg

Source: "Oregon's business reputation has taken a hit. Are businesses really leaving?" Oregon Capital Chronicle, Sept. 12, 2025.



"We're noncompetitive at best, and disinterested at worst, and, as a result, companies and entrepreneurs are leaving Oregon in droves."

– Portland Business Journal publisher Candace Beeke

Source: "Publisher's notebook: Oregon competitiveness sorely lacking," Portland Business Journal, Aug. 5, 2025



"Oregon's deterioration has been long-term and sustained. It is the second most worsened state since 2000, after Hawaii. Tax and regulatory burdens have risen, and although the state remains relatively personally free, other states have increased more on that dimension and passed it in the ranking."

Source: 2023 Cato Institute "Freedom in the 50 States" report (Oregon ranked 46th overall).

We Can and Must Restore Oregon's Competitiveness – Learn More at OregonBusinessIndustry.com.



April 2, 2026

To: Members of Governor Kotek's Prosperity Council
Fr: Oregon Business & Industry
Re: Recommendations

Oregon Business & Industry exists to strengthen Oregon's economy in order to achieve a healthy, prosperous and competitive Oregon for the benefit of present and future generations.

This is OBI's mission statement — words carefully chosen by business leaders from across the state to reflect a vision of shared success and a state where employers and employees can thrive and flourish. That "prosperity" has entered a more common political vernacular in Oregon is welcome to OBI. But we will also be the first to say that words are nothing without action.

We want to help and are grateful for the opportunity to submit these recommendations for action to the Governor's Prosperity Council. In compiling them, we used the same principles of pragmatism, boldness and data-driven analysis that drive the rest of our work. We did not shy away from ideas just because they are hard, nor did we include things to be gratuitously provocative.

The reality is that the problems with Oregon's business climate and economy are deep, systemic and multifaceted. There is no silver bullet to restoring Oregon's business climate or regaining national competitiveness. There is no cure that will reverse trends and outcomes overnight. But there is a mix of things — some small, some large; some quick, some long-term; some executive, some legislative — that must be done. The work before the governor, her executive branch policymakers and legislators is complicated and important. It is also timely. Every month, session, year or biennium wasted without taking steps to economic recovery sets us back further, especially in a competitive landscape where other states are aggressively figuring out how to win.

Our recommendations are organized by core principles we believe the council should consider. Behind each we indicate which of the council's strategic goals¹ are advanced (B=Business Climate, W=Workforce, T=Tools for Growth). There are many ideas from OBI's Oregon Competitiveness Agenda² not included here. That does not mean they are less important or less impactful; we simply tried to focus on higher level issues and pare down the list for submission. We encourage those who have not yet done so to read the Agenda as well as The Oregon Scorecard³, which includes myriad data underscoring the urgency of this work.

¹ <https://www.oregon.gov/gov/policies/Pages/Prosperity-Council.aspx>

² <https://oregonbusinessindustry.com/obi-releases-oregon-competitiveness-agenda/>

³ <https://oregonbusinessindustry.com/oregonscorecard/>

The bottom line is that unless Oregon strengthens its business climate through a more predictable and stable regulatory environment, manageable cost structures and balanced legislative and policymaking approaches, we risk continued distress. Greater prosperity requires a healthy private sector.

Thank you for your service on the council. Please let us know if you have any questions.

Avoid laws and regulations that make Oregon a policy outlier and harm the state's competitiveness, whether in establishing new policies or evaluating and modernizing existing ones.

- ✓ Replace Oregon's unique Climate Protection Program with a market-based program that allows for legislative oversight and linkage with other states, invests related revenue in prioritized state policies related to GHG reduction (e.g., wildfire mitigation, transportation congestion relief, industrial equipment upgrades) and avoids duplicative or overlapping regulation of GHGs. [B,W]
- ✓ Redesign Oregon's Recycling Modernization Act to ensure it is constitutional, fair and transparent to regulated entities and consumers; to align costs with outcomes; and to align systems and costs with other programs. [B]
- ✓ Engage in a thorough review of Oregon's unique, 50+ year old land use system with recommendations for modernization due to the Legislature for the 2029 session. Attention should be paid to industrial, housing and energy needs; improving the appeals process; creating more flexibility for the addition of land into UGBs or land swaps supported by local communities; and updating goals to reflect modern realities and needs. [B,T]
- ✓ Require summaries of proposed policies or policy revisions (statutes *and* administrative rules) to include comparative information about whether the proposal exists in other states, outcomes data if it does, how Oregon's proposal aligns with or deviates from such policies and how those deviations are in the best interest of Oregonians. [B]
- ✓ Task agencies with reviewing existing administrative rules to identify Oregon-specific approaches that result in layered, complex and costly regulatory requirements and then update those for increased efficacy, efficiency and alignment with national norms and best practices. [B]
- ✓ Update Oregon's unique laws and regulations relating to pay equity and non-disclosure agreements to align with other states' approaches. [B,W,T]
- ✓ Dissolve the Universal Health Plan Governance Board and reject the effort to establish a unique single payer program. [B,W]

Make Oregon a more affordable place to live, work and run a business.
(Many of the proposals in support of other principles will help realize this, but there are specific cost-alleviating measures policymakers can take.)

- ✓ Modernize the Corporate Activity Tax (CAT) by increasing the threshold and indexing it to inflation, lowering the rate to a level like the few other states with gross receipts taxes and increasing

- deductibility to minimize the effects of compounding on consumers and Oregon businesses, particularly manufacturers. [B]
- ✓ Index Oregon’s personal income tax rates to avoid bracket creep. [B,W]
 - ✓ Reform prevailing wage laws to encourage public-private investment in housing and other essential development needs. [B,W,T]
 - ✓ Create regionally appropriate policies that allow for expanded access to affordable child care, including credits or incentives for employers that participate in cost-sharing programs. [B,W,T]
 - ✓ Maintain current connections to federal taxable income and reconnect to the provisions from which it has disconnected, especially small business deduction (section 199A), bonus depreciation (section 168) and qualified small business stocks (section 1202). [B,T]
 - ✓ Incentivize public-private partnerships for workforce training and development, such as expanded on the job training and education opportunities and employer workforce training credits or incentives. [B,W,T]
 - ✓ Streamline permitting and other regulatory barriers to housing development to ensure communities can create enough differentiated housing stock at affordable prices. [B,W]
 - ✓ Eliminate the estate tax. [B]
 - ✓ Place a moratorium on the enforcement of OHA’s Health Care Cost Growth Target program as well as policy-setting that increases the cost of health care insurance or delivery. [B,W]
 - ✓ Preempt local income and payroll taxes to avoid multijurisdictional layering. [B,W]
 - ✓ Expand Oregon’s state and local tax (SALT) federal cap workaround so that it can be more widely used and make it permanent. [B,W]

Establish a culture of “yes” rather than “no” and reduce Oregon’s overall regulatory burden while modernizing rulemaking processes and outcomes.

- ✓ Leadership at the top needs to help reset policymaking and enforcement culture to one of “yes”, where supporting private sector health is a shared goal and operational expertise is respected. [B]
- ✓ Set a target of reducing regulations in Oregon by 20% by 2030 and create a mechanism to ensure streamlining going forward. [B]
- ✓ Establish a legislative committee to review proposed, sunseting and existing agency rules to help ensure rules align with legislative intent, do not exceed agency authority and meet agreed upon outcomes and goals (ex: Washington’s Joint Administrative Rules Review Committee). [B]
- ✓ Establish sunsets for all administrative rules and programs, requiring a thorough review of the contemporary need, costs, benefits and outcomes before renewal can be approved. [B]
- ✓ Bring Oregon in line with nearly every other state and the federal government by establishing an arbitrary and capricious or de novo standard for agency action, something Attorney General Rayfield has used in more than 30 lawsuits filed against the federal government. [B]
- ✓ Require a viability analysis for any proposed regulation to ensure that pending requirements are technologically and economically feasible and commercially available. [B]
- ✓ Require more robust fiscal and economic impact analyses, including analyses on likely costs to consumers and establish accountability measures for times when such analyses are not done. [B]

- ✓ Improve Oregon’s occupational licensing requirements (currently the nation’s most onerous) to better align with national norms. [B,W]
- ✓ Ensure balance of perspective, ideology and expertise to rulemaking so that regulations are driven by data and evidence, not politics. [B,T]
- ✓ Establish more customer service focused operations within agencies to help regulated entities comply and improve outcomes toward policy goals. (Ex: Department of Revenue’s Office of the Taxpayer Advocate, Bureau of Labor and Industries’ Employer Assistance program; Defunct Ex: Oregon OSHA’s previous “safe harbor” support approach.) [B]
- ✓ Prevent informal and nonpublic policymaking by agency staff, such as the development of internal management directives, manuals, interpretations or other guidance that can change program requirements without public input or sometimes even awareness. [B]
- ✓ Complete the alignment of Oregon’s disparate leave laws to reduce administrative burdens for employers, employees and the state. [B,W]
- ✓ Streamline Cleaner Air Oregon (CAO) by establishing a more reasonable scope, creating off ramps for facilities under certain risk thresholds (ex: Washington), standardizing facility evaluation processes and limiting data collection requirements to contaminants with EPA-established standards; pause current CAO Toxic Air Contaminant Review and Update rulemaking to allow for more rigorous scientific review. [B]
- ✓ Repeal agricultural and manufacturing overtime laws, which place artificial constraints on workers’ earning capacity and employers’ ability to meet production demand fluctuations, particularly those tied to harvesting crops or other seasonally specific demands. [B,W]
- ✓ Adjust regulatory approaches to incentivize desirable outcomes by rewarding excellence while spotlighting needed improvements (i.e., more carrots, not just sticks), such as dynamic inspection programs. (Prior OR ex: pollution control tax credit, green permitting program.) [B,T]
- ✓ Improve permitting for new applications, renewals and modifications through: [B]
 - Better inter-agency coordination, including between local and state jurisdictions;
 - Consistent, public and reasonable timelines for agency action, with fee refunds to applicants if agency deadlines are missed;
 - Ending moving-target permitting, where goalposts change during a permitting process;
 - Publicly posted assessments measuring agency performance and progress toward measurable outcomes; and,
 - An external audit of and improvement recommendations for underperforming permitting programs or those with significant permit backlogs.

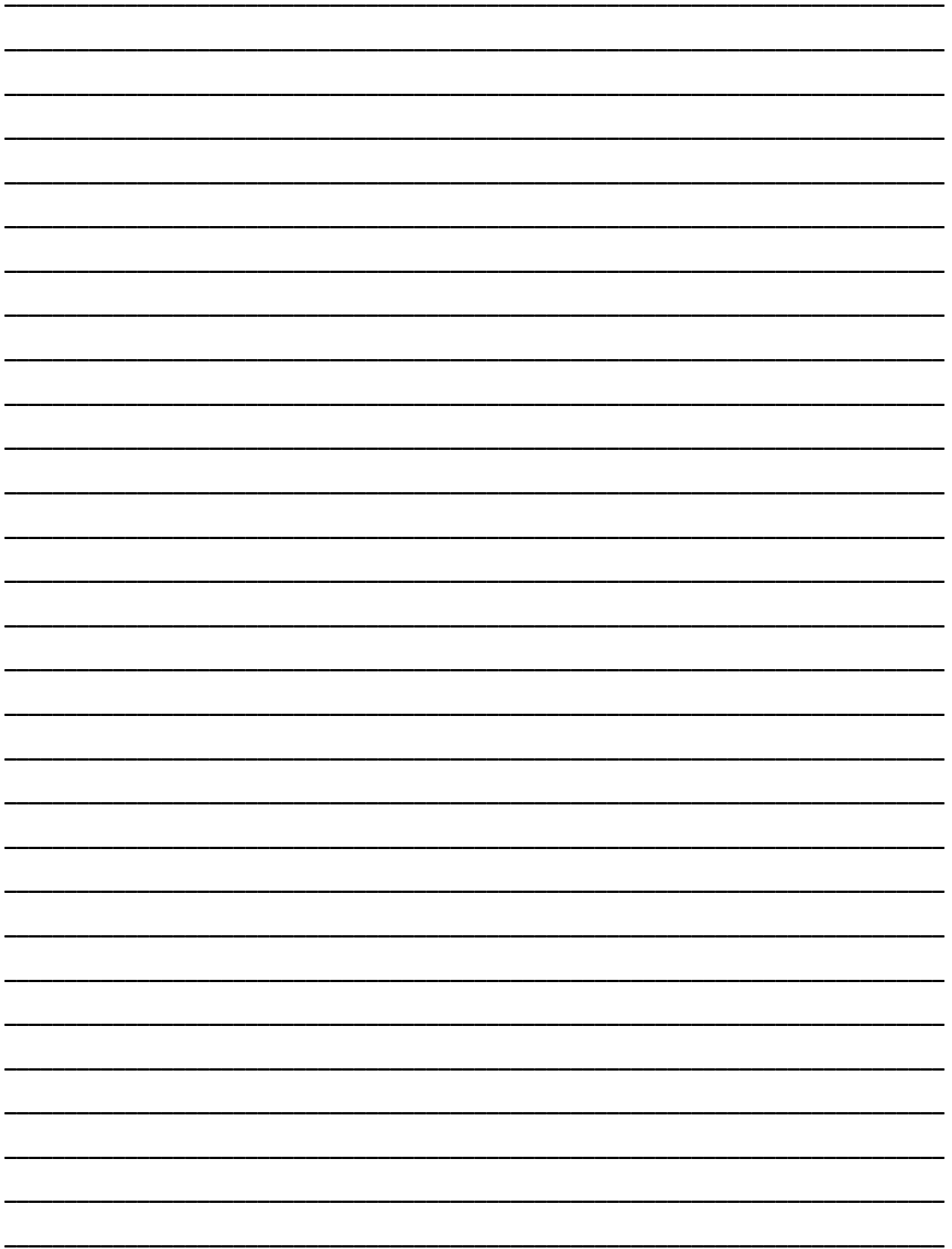
Prioritize business and economic development through competitive retention, recruitment and long-term planning efforts in critical areas.

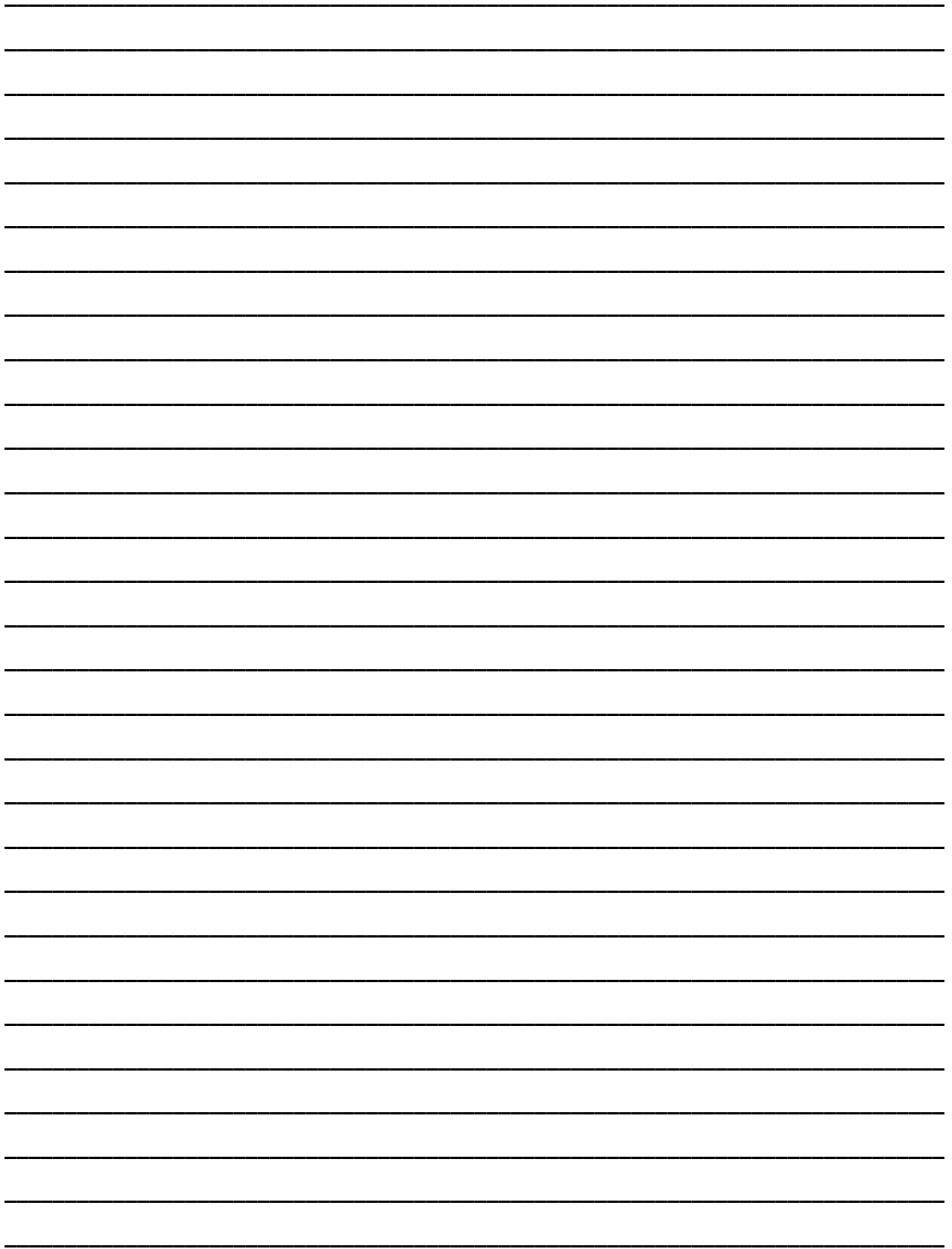
- ✓ Create a Department of Commerce to provide an overarching, consolidated structure for related functions currently split across multiple agencies; to oversee business support, development and related services; and to streamline and improve collaboration, dissemination and consistency of available information. [B,W,T]

- ✓ Establish, fund and routinely refresh a statewide economic development strategy—with a plan for execution—that leverages historical and traded sector strengths while also building a future-focused economy. [B,W,T]
- ✓ Enhance business support functions focused on the retention and growth of existing Oregon companies. [B,W,T]
- ✓ Establish a statewide energy strategy that balances the state’s needs for energy generation, storage and transmission with a focus on affordability and reliability. [B,W,T]
- ✓ Working with industry experts and stakeholders, further develop and strengthen the statewide strategy for wildfire resiliency that includes a focus on creating healthier, productive and more resilient forests. [B]
- ✓ Ensure the state’s business development agency can focus on this function without the distraction of myriad programmatic administration efforts. [B,T]
- ✓ Restore, even partially, Lottery funds once dedicated to economic development but since redirected to other programs (down to 25% from 100%). [B,T]
- ✓ Invest in the Strategic Investment Fund at competitive levels. [B,W,T]
- ✓ Establish and make permanent commonly used tax credits and investment opportunities to help drive economic activity, ultimately resulting in economic ROI. (Ex: permanent and expanded R&D tax credit, capital equipment credits or exemptions, broadly available and easy to use job tax credit that encourages retention and growth.) [B,W,T]
- ✓ Make Enterprise Zone policy permanent and ensure Oregon’s Opportunity Zones are truly statewide so that communities across the state can benefit from them. [B,W,T]

Ensure a sustainable state budget focused on providing Oregonians with outcomes commensurate with the investments made by state government.

- ✓ Engage in holistic tax reform that analyzes impacts of various taxes and structures on economic growth and private sector job creation, affordability, fiscal sustainability and the relationship between local and state tax policy. [B,W,T]
- ✓ Connect allowable state budget growth to an economic growth measurement, such as GDP. [B,W]
- ✓ Use one-time money only for one-time programs. [B,W]
- ✓ Avoid expanding one-off revenue schemes that increase Other Fund revenue for the purpose of offloading General Fund obligations. [B,W]
- ✓ Transition from current service level assumptions to zero-based budgeting to ensure proper analysis of needs, growth and outcomes. [B,W]
- ✓ Working with national experts, establish actionable K-12 education outcome metrics and goals, then hold the department and districts accountable for those outcomes. [B,W]
- ✓ Consolidate and strengthen workforce development through a coordinated approach that builds upon successful regional efforts but contains focused state leadership rather than just a haphazard distribution of funding. [B,W]
- ✓ Require 10-year (five-biennia) budget forecasting as part of the agency request process, the governor’s recommended budget proposal and the legislative budget-setting process. While not binding, this will inform legislators about anticipated needs and cost escalations. [B,W]







C4 Retreat

June 05, 2026

2:45 p.m.

Session 03

Economic Identity

Summary

*Presenting: Jaimie Lorenzini, C4 Administrator and Clackamas County Government Affairs
Laura Edmonds, Economic Development Manager, DTD*

Prior to the 2026 C4 Retreat, Clackamas County surveyed communities to understand current economic development priorities and approaches. Staff will provide an overview of survey responses, highlighting areas of alignment, unique local interests, and opportunities. Using this information, retreat participants will dig deeper into our shared identity, how we are currently seen, and how we'd like to be known in the region. This visioning process will help clarify what is within the group's collective control and whether additional support may be needed to achieve shared goals.

Session Breakdown

- 15m – Presentation
- 15m – Table Discussion
 - Identity: What characteristics, industries, or conditions make Clackamas County special? What values define us?
 - Reputation: How are we currently seen by businesses, other governments, and the state?
 - Goal: How do we *want* to be seen locally, regionally, or within the state?
- 15m – Report Out and Group Discussion

Materials Provided for this Session

- 2026 C4 Economic Development Survey: Presentation and Raw Data Highlight

Clackamas County Coordinating Committee

2026 Economic Development Survey Results

Economic Development Survey Participants

Boring
CPO

Canby

Estacada

Gladstone

Happy
Valley

Lake
Oswego

Milwaukie

Molalla

Oregon
City


Sandy

Tualatin

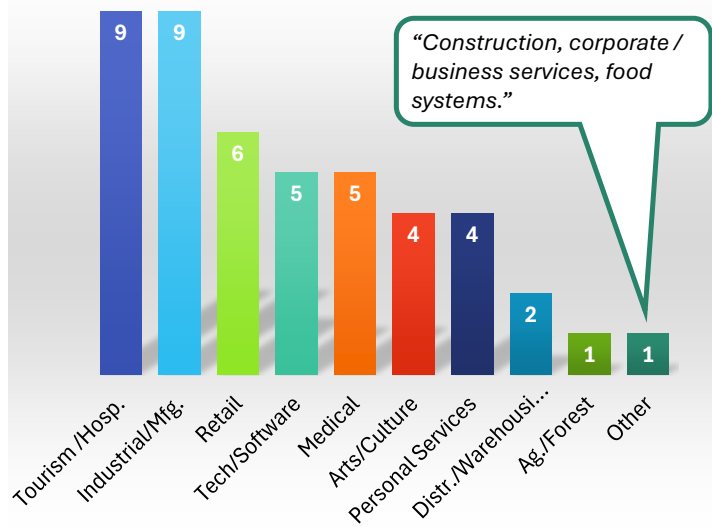
West Linn

Wilsonville

Which employment sector is your community best known for? Choose one.

 RETAIL	 Gladstone	 Happy Valley	 Milwaukie
 AGRICULTURE / TIMBER / FOREST PRODUCTS	 Boring	 Canby	 Molalla
 PERSONAL / PROFESSIONAL SERVICES	 Lake Oswego	 West Linn	
 INDUSTRIAL / MANUFACTURING	 Estacada	 Tualatin	 Wilsonville
 MEDICAL	 Oregon City		
 HOSPITALITY / TOURISM	 Sandy		

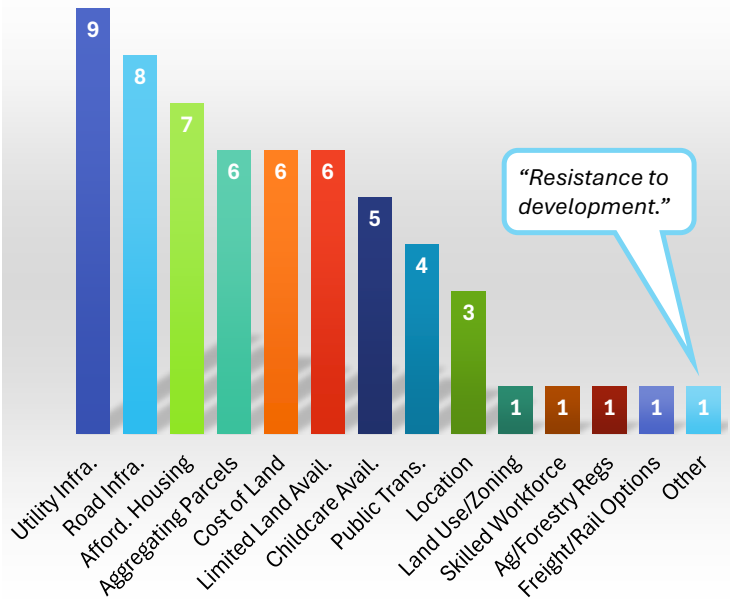
Do you have an employment sector you are working to grow? Select all that apply.



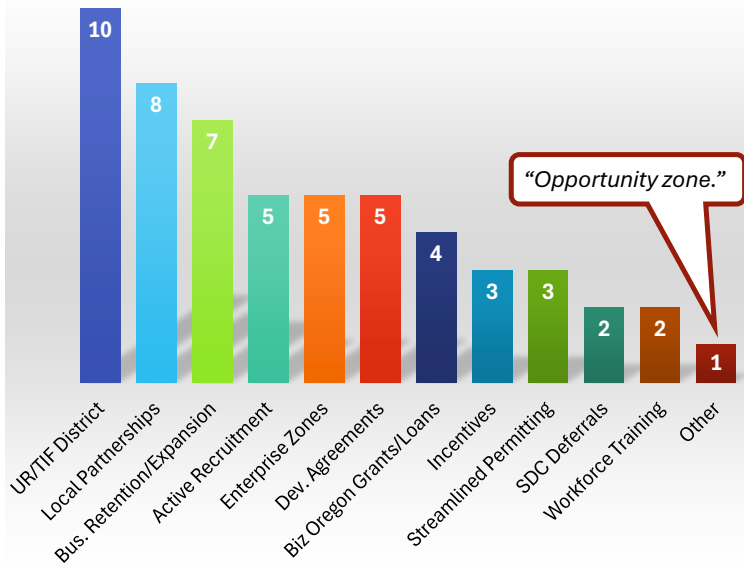
What barriers do you face in realizing employment growth? Select all that apply.

Not Barriers:

- Disaster Management and Recovery
- Safety Concerns (e.g., Land, Extreme Weather)



What strategies does your agency/ jurisdiction use to support business and employment growth? Select all that apply.



POSSIBLE THREATS



LAND USE

- New state land use laws add complexity and delay.
- Housing mandates without funding hinder housing production.
- Housing “shot clocks” require processing time, deprioritize commercial/industrial reviews.
- Legislative supersiting undermines local decision-making and regional collaboration.



SUPPORTIVE INFRASTRUCTURE

- Insufficient state/federal funding for major infrastructure projects (e.g., water replacement line).
- Cuts to infrastructure investment.



TRANSPORTATION

- Loss of state transportation funding, especially 50/30/20.
- Tolling.
- Advocating for county projects at the expense of other jurisdictions.



SYSTEMIC ISSUES

- Measures 5 and 50 leave cities unable to cover the cost of rising demand for services.
- Any additional regulations or bureaucracy that will slow progress.
- Bespoke prevailing wage laws add cost and complexity to public projects.

POSSIBLE OPPORTUNITIES



PROCESS EFFICIENCY

- + Align shot clocks.
- + List policies clearly.
- + Time to catch up with new rules/laws.
- + Review new rules for internal consistency, statutory conflicts.



FISCAL REFORM

- + Overturn Measures 5 and 50.
- + Change the tax structure.
- + Distribute dollars directly to businesses (reduce passthrough).



POLICY CHANGES

- + DEQ third-party review authority (faster permit reviews).
- + Update Opportunity Zone (OZ) 2.0 to drive investment in downtown projects.
- + Expand enterprise zones to be applied to specific properties.
- + Pathway to navigate urbanization of urban reserves.
- + Interpretation by BOLI of what constitutes a “public investment” that requires private developers to pay prevailing wages.
- + Update wastewater discharge policy, ensure rules adapt to technology advances.



STATE PARTNERSHIP

- + Support for land aggregation (ownership, uses).
- + State support for site readiness, to advance recruitment/expansion.
- + Low-interest loans for companies investing locally.
- + Financial/program support to encourage highest use of land within the UGB.
- + Investments in infrastructure.

POSSIBLE OPPORTUNITIES

PROCESS EFFICIENCY

- + Align shot clocks.
- + List policies clearly.
- + Time to catch up with new rules/laws.
- + Review new rules for internal consistency, statutory conflict.

POLICY CHANGES

- + DEQ third-party (faster per...)
- + ...

STATE PARTNERSHIP

- + ... support for land aggregation (partnership, uses).
- + ... support for site readiness, ...
- + ... to advance recruitment/ expansion.

...

- + Over...
- + Change...
- + Distribute de... to businesses (reduce passthrough).

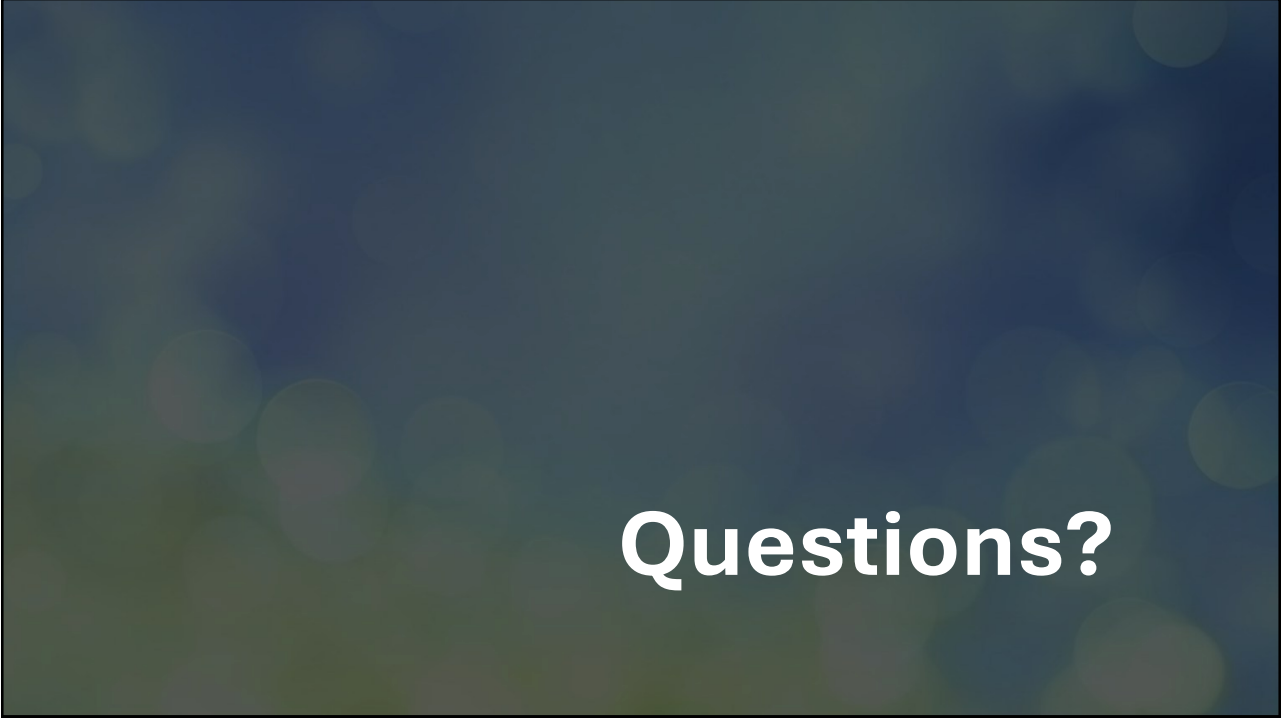
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...

- + Low-interest loans for companies investing locally.
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- + Investments in infrastructure.

PARADIGM SHIFT: BUSINESS RETENTION & EXPANSION



Questions?

2026 C4 Economic Development Survey

Raw Data Highlight

City	Known For	Trying to Grow	Barriers	Toolbox	Investment Needs
Canby	Agriculture / Timber / Forest Products	Arts / Culture; Industrial / Manufacturing Tech / Software Engineering; Hospitality and Tourism	Skilled Workforce; Aggregating Parcels for Urban Development; Utility Infrastructure; Affordable Housing; Road Infrastructure	Business Retention / Expansion Efforts; Urban Renewal / TIF District; Workforce Training; Active Recruitment; Partnerships with Local Biz. Agencies	Canby has constraints as it relates to our power supply. Canby Utility oversees electricity in Canby, and purchases power from Bonneville Power Administration. Portland General Electric runs the transmission lines, bringing power to Canby. The constraints - and future impacts/constraints - are a major concern as Canby works to expand its urban growth boundary.
Estacada	Industrial / Manuf.	Retail; Industrial / Manuf.; Hospitality/Tourism	Location; Utility Infra.; Affordable Housing; Road Infrastructure	Enterprise Zones; Biz. Oregon Grants/Loans; Biz. Retention / Expansion; Streamlined Permitting; Urban Renewal / TIF District; Active Recruitment; Partnerships w/ Local Biz. Agencies	Natural Gas to our Industrial Campus Regional Transportation - OR224 through Carver Curves is difficult.
Boring/CPO	Agriculture / Timber / Forest Products	N / A	Road Infrastructure	N / A	Safe roads for commercial as well as private vehicles to commute / do business in our area.
Gladstone	Retail	Arts / Culture; Retail; Personal / Professional Services; Hospitality and Tourism	Availability of Childcare; Limited Land Availability; Public Transportation; Affordable Housing	Biz. Oregon Grants / Loans; Urban Renewal / TIF District	N / A

City	Known For	Trying to Grow	Barriers	Toolbox	Investment Needs
Happy Valley	Retail	Industrial / Manufacturing; Personal / Professional Services; Distribution / Warehousing; Medical	Aggregating Parcels for Urban Development; Cost of Land; Utility Infrastructure; Road Infrastructure	Enterprise Zones; SDC Deferrals; Streamlined or Accelerated Permitting; Urban Renewal / TIF District; Partnerships with Local Biz. Agencies	Sunrise Corridor & Rock Creek and Clackamas Interceptor
Lake Oswego	Personal / Professional Services	Retail; Personal / Professional Services; Hospitality and Tourism	Availability of Childcare; Location; Limited Land Availability; Cost of Land	Development Agreements; Business Retention / Expansion Efforts; Partnerships with Local Biz. Agencies	We are in the planning stages of expanding our mixed-use urban core east into what is called the Foothills district, located between downtown Lake Oswego and the Willamette River. Barriers to development: 1) Creating a 2nd entrance into the area, which requires crossing a railroad and intersecting with a state highway. One of the top options also includes sensitive lands and needs for an updated culvert. 2) A large amount of fill will be required to bring the land out of the floodplain.
Milwaukie	Retail	Arts / Culture; Retail; Industrial / Manufacturing; Hospitality and Tourism; Medical	Availability of Childcare; Limited Land Availability; Public Transportation; Cost of Land; Utility Infrastructure; Affordable Housing; Road Infrastructure	Incentives; SDC Deferrals Biz. Oregon Grants / Loans; Development Agreements; Business Retention / Expansion Efforts; Urban Renewal / TIF District; Partnerships with Local Biz. Agencies	Public transit and safe multi-modal infrastructure is essential to connect people to jobs and commercial zones as congestion increases and road capacity gets maxed out. Resilient electrical infrastructure is going to be key as severe weather becomes more common.
Molalla	Agriculture / Timber / Forest Products	Industrial / Manufacturing; Agriculture / Timber / Forest Products; Medical	Availability of Childcare; Location; Freight / Rail Options; Agriculture / Forestry Preservation and Regulations; Public Transportation; Utility Infrastructure; Road Infrastructure	Enterprise Zones; Development Agreements; Streamlined or Accelerated Permitting; Urban Renewal / TIF District; Partnerships with Local Biz. Agencies	1) Improvement and redirection of Molalla Forest Road from Mathias to OR-213 is a major cost barrier to industrial development. 2) Upgrading power, and installing water, sewer, storm infrastructure in Molalla Forest Road from Mathias to OR-213.

City	Known For	Trying to Grow	Barriers	Toolbox	Investment Needs
Oregon City	Medical and Tourism	Industrial / Manufacturing; Hospitality and Tourism	Aggregating Parcels for Urban Development; Cost of Land; Utility Infrastructure; Road Infrastructure	Enterprise Zones; Business Retention / Expansion Efforts; Workforce Training; Active Recruitment	Highway 213 corridor (ODOT) and county road (Redland) intersections to the state facility. Water, sewer, and street improvements down Beaver Creek Road past CCC and OCHS.
Sandy	Hospitality and Tourism	Retail; Industrial / Manufacturing; Tech / Software Engineering; Hospitality and Tourism	Utility Infrastructure	Incentives; Development Agreements; Urban Renewal / TIF District; Active Recruitment	Sandy's biggest infrastructure need is additional capacity in our wastewater system. The city currently has a moratorium on new development. Our current wastewater infrastructure costs, including both reinvestment in aged assets and the construction of new assets, is estimated at \$188 million. Utility rates and system development charges have been increased significantly, which puts pressure on both current residents and business owners, as well as future developers.
Tualatin	Industrial / Manuf.	Construction, Corporate / Business Services, Food Systems; Industrial / Manuf.; Distribution / Warehousing; Tech / Software; Engineering; Medical	Limited Land Availability; Public Transportation; Aggregating Parcels for Urban Development; Utility Infrastructure; Affordable Housing	Opportunity zone; Business Retention / Expansion Efforts; Urban Renewal / TIF District; Active Recruitment; Partnerships with Local Biz. Agencies	In 2021, the city established the Southwest and Basalt Creek Urban Renewal District in the newly annexed south end of the city. Infrastructure needs include sanitary sewer, water, and stormwater improvements. There is also a need for upgrades to the roads/transportation system and frequent and reliable public transit in this area to help spur industrial development.

City	Known For	Trying to Grow	Barriers	Toolbox	Investment Needs
West Linn	Personal / Professional Services	Personal / Professional Services; Tech / Software Engineering; Hospitality and Tourism; Medical	Resistance to development; Limited Land Availability; Land Use / Zoning; Aggregating Parcels for Urban Development; Cost of Land; Affordable Housing	Urban Renewal / TIF District	Land availability. Aging water infrastructure. Disinvestment in State Hwy 43. Potential for tolling I-205 is a risk factor.
Wilsonville	Industrial / Manuf.	Arts / Culture; Retail; Industrial / Manufacturing; Tech / Software Engineering; Hospitality and Tourism	Aggregating Parcels for Urban Development; Cost of Land; Utility Infra; Affordable Housing; Road Infrastructure	Biz Oregon Grants/Loans; Development Agreements; Business Retention / Expansion Efforts; Urban Renewal / TIF District; Partnerships with Local Biz. Agencies	<p>1) Boone Bridge: carries 126,000 vehicles, including 17,000 trucks, daily—more freight traffic than the Interstate Bridge. Backups ripple throughout the metro area, causing tangible financial impact to businesses. Safety, seismic, and capacity improvements are needed.</p> <p>2) Parkway Ave: serves as an I-5 frontage road. From Burns Way to Xerox Ave it does not meet urban standards, including lack of ped/bike and shoulders. Improvements ensure new and existing businesses have safe, convenient access.</p>



C4 Retreat

June 05, 2026

3:45 p.m.

Session 04

Healthy Economies

Summary

*Presenting: Laura Edmonds, Economic Development Manager, DTD
Jaimie Lorenzini, C4 Administrator and Clackamas County Government Affairs*

In Session 4, participants will transition from vision-setting to practical problem-solving, identifying the specific barriers that must be addressed to realize our shared economic development identity. Through structured discussion at themed stations, participants will explore topics such as re-building trust with businesses, resilient workforces, business retention, and healthy economies.

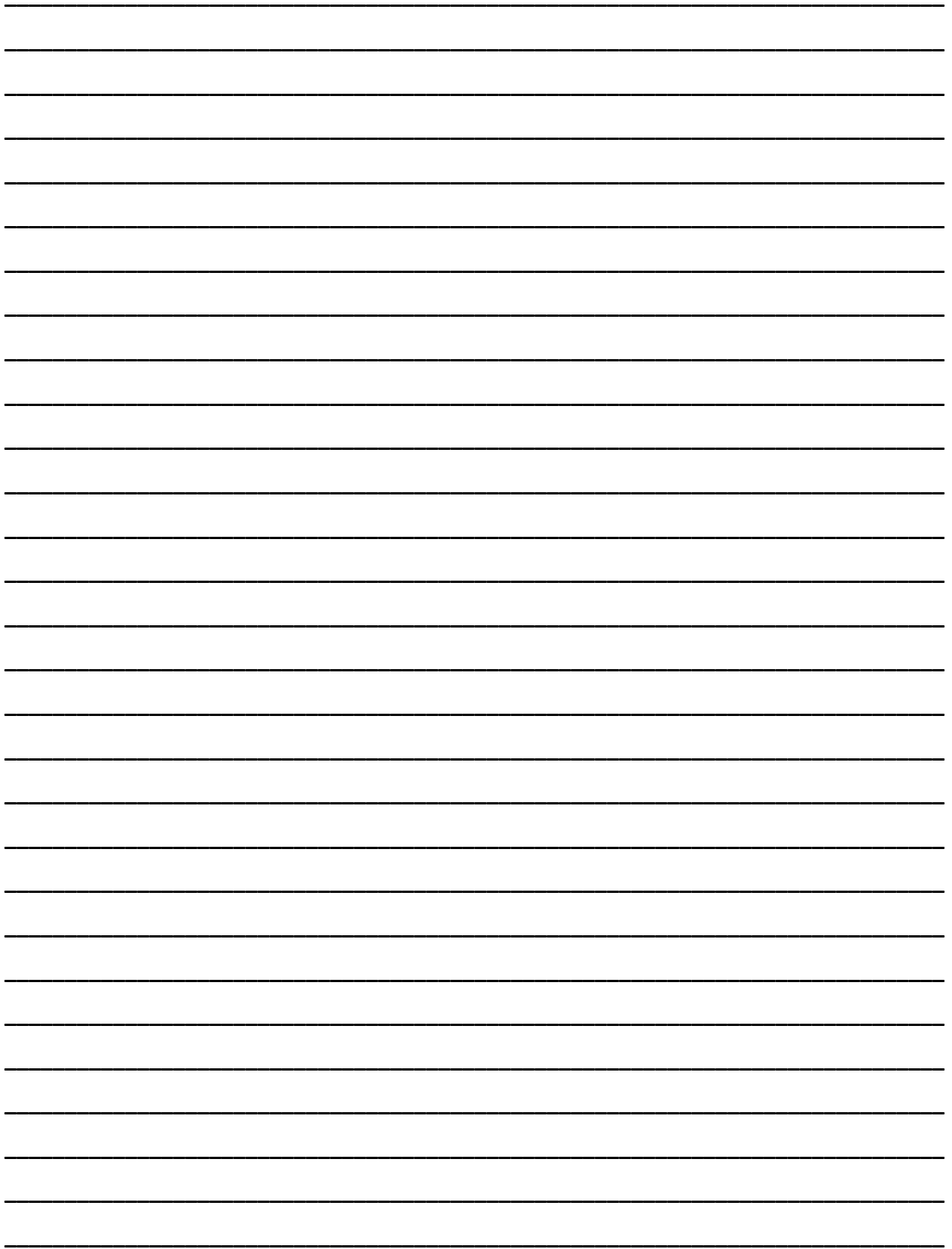
Station Theme	Questions
Building Trust	How do we rebuild trust with businesses? What is needed for full workforce participation?
Diagnosis	What sectors is your community bleeding? Why are businesses leaving?
Treatment	What does first aid look like? (Retention/Expansion) What does long-term treatment look like? (Attraction) What does preventative care look like? (Resiliency)
Wellness	What words describe the type of economy you want to see?
What's Missing?	Is there anything you learned today that needs deeper conversation?

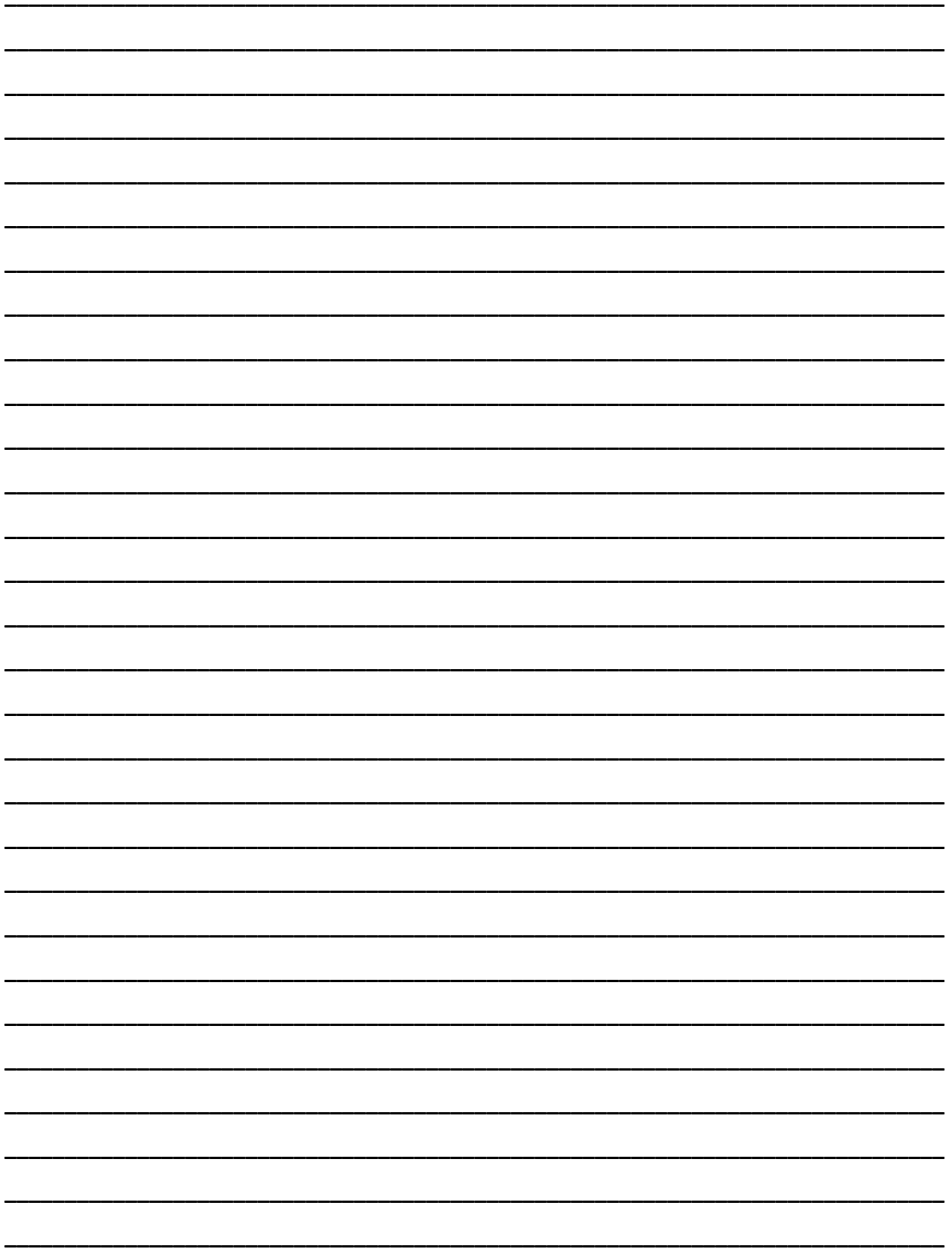
Session Breakdown

- 30m – Easel Exercise
- 30m – Report Out and Group Discussion

Materials Provided for this Session

- N/A







C4 Retreat

June 05, 2026

5:00 p.m.

Session 05

Where Do We Go from Here?

Summary

*Presenting: Jaimie Lorenzini, C4 Administrator and Clackamas County Government Affairs
Laura Edmonds, Economic Development Manager, DTD*

Building on prior visioning and problem-solving exercises, the first day of the retreat will culminate in a discussion of actionable next steps, C4's role in the ongoing conversation, and how the conversation should be memorialized.

Session Breakdown

- 60m – Group Discussion and Consensus Building

Materials Provided for this Session

- Economic Incentive Toolbox

Economic Incentive Toolbox

Local governments in Oregon have access to a diverse array of economic incentive tools to support economic growth and community development. The following chart provides an overview of the most commonly utilized programs—ranging from property tax abatements and workforce grants to strategic land development. Each tool has unique features, requirements, and administration processes, giving communities the flexibility to tailor their economic development approach to local needs and opportunities.

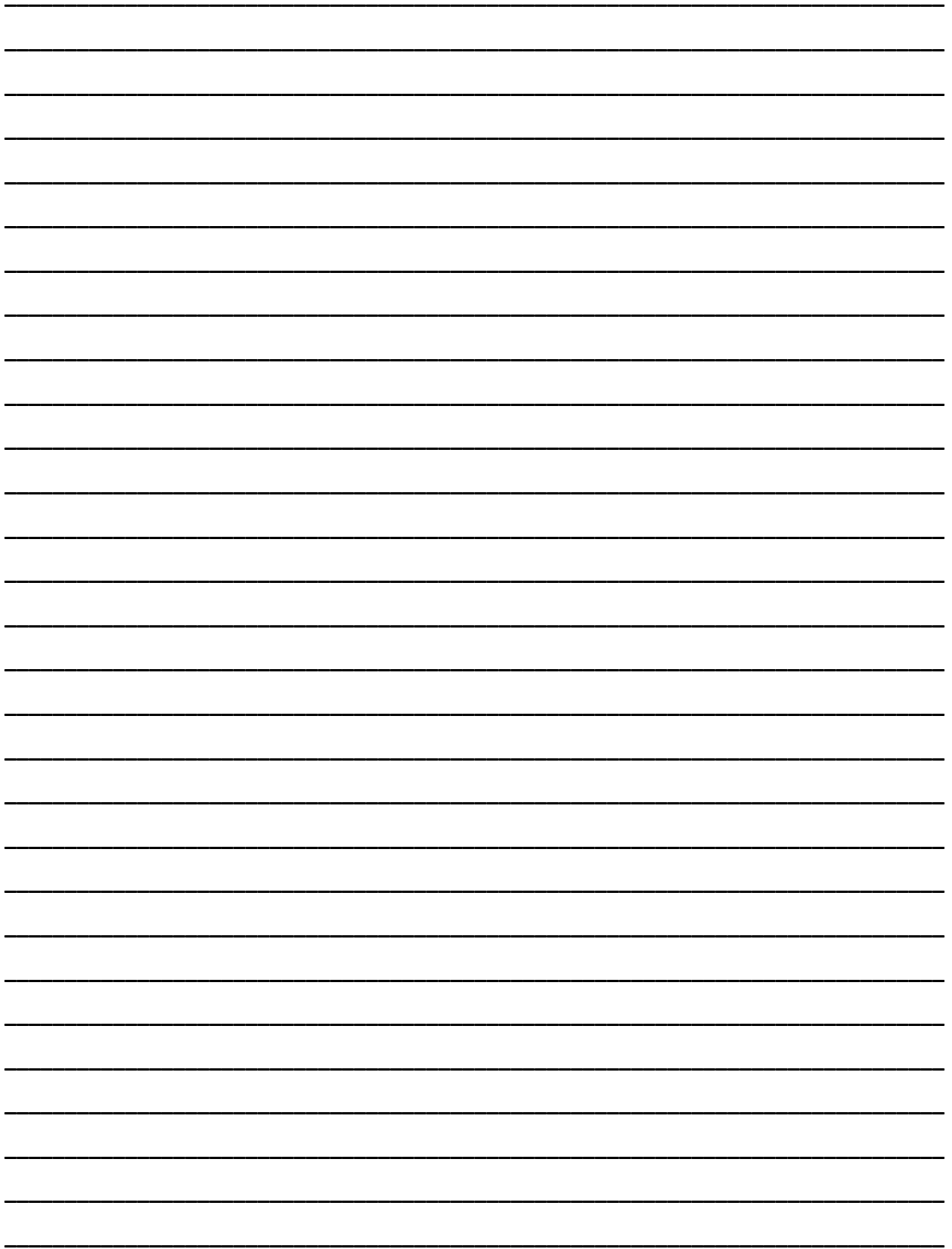
Disclaimer: The chart below is intended for informational purposes only. It is not a recommendation or endorsement of any particular tool or strategy. The inclusion of a program does not reflect a value judgment; rather, it highlights the breadth of options available to local communities as they consider their economic development goals.

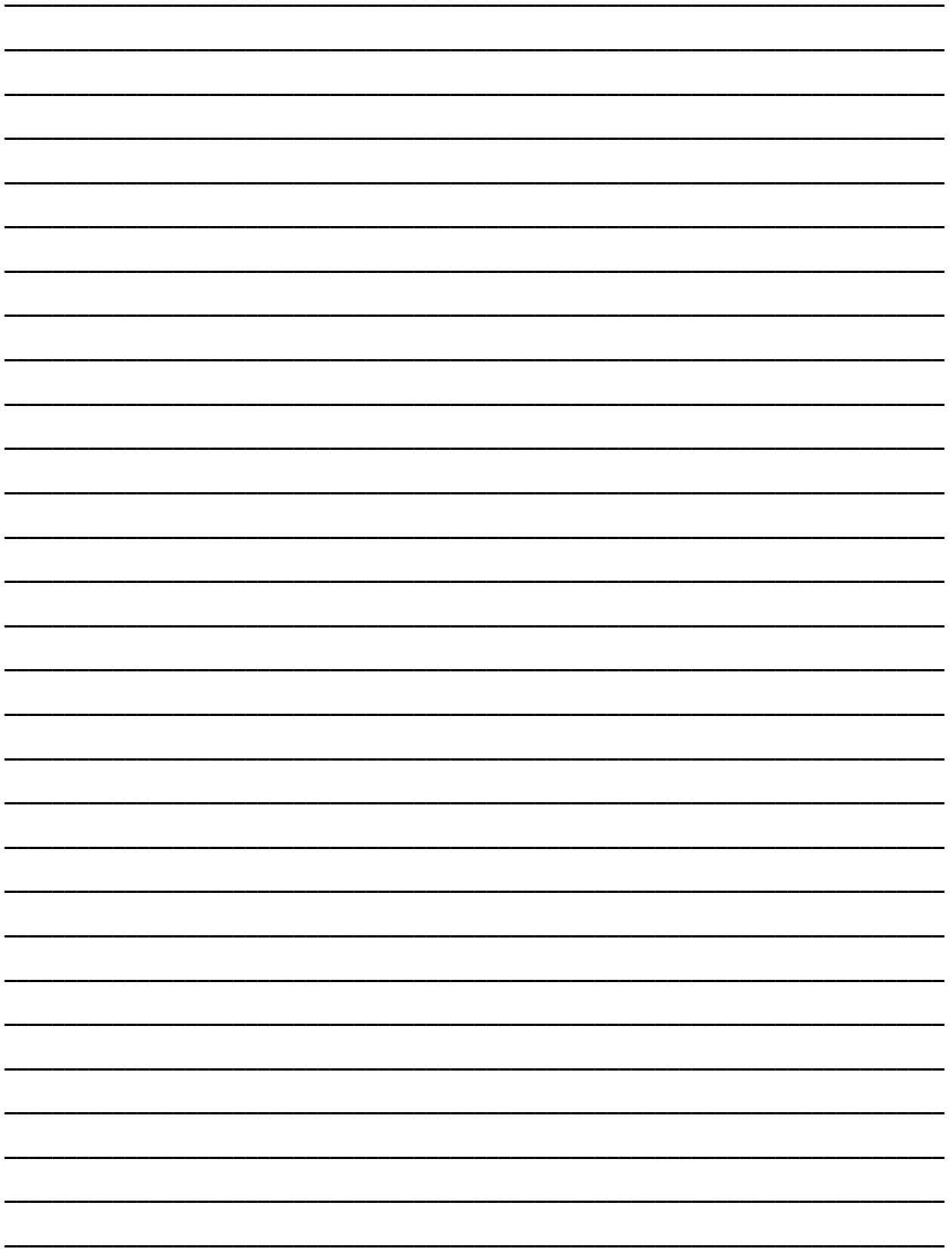
Tool	Type	Period	Requirements	Funding Details	Administration	Examples
1. Enterprise Zones	Property Tax Abatement	Limited Term (Typ. 3-5 yr)	Meet investment, employment thresholds w/in designated zones	Abates property taxes on qualified new investment (e.g., real prop. improvements)	OED-Business Oregon Program (Expires 2030)	Estacada, Molalla, Oregon City, Sandy, North Urban Clackamas County
2. Workforce Development Grants	Grants/Scholarships	Annual	Support Accredited CTE programs	None	OED/Clackamas Community College	FY 23/24 \$100k funded 58 students in 22 CTE Program areas; FY24/25 \$100k funded 63 students in 16 CTE Program areas
3. Business Development Grants	Grants	Annual	Support economic development, targeting traded-sector businesses	Grants support capital improvement and workforce projects	OED	Funded at \$600K/yr. Funds 10-15 grants/yr (\$100k limit)

Tool	Type	Period	Requirements	Funding Details	Administration	Examples
4. Strategic Investment Zones (SIZ - Urban/Rural)	Property Tax Abatement	15 years	Traded-sector businesses; Min. capital investment: ~\$40M (Rural), ~\$150M (Urban)	Abates property taxes on facilities and equipment; Requires Community Service Fee (25% of tax savings, capped)	State of Oregon-Business Oregon	Rural SIZ participant: Columbia Distributing (Canby), invested ~\$60M since 2020
5. State Rural Renewable Energy Development Zone	Property Tax Deferral	Currently 3-years	Renewable energy/biofuels Enterprise Zone Property Tax Incentives for Job Creation	Property tax incent. on qualified new investments (renewable energy, biofuels w/ job requirements)	State of Oregon-Business Oregon	No currently approved projects
6. Brownfield Land Bank	Real Estate/Redevelopment	N/A	Clean up, resell environmentally contaminated properties	Local governments purchase, clean up, and resell for redevelopment	OED	Cuyahoga County, Ohio
7. Commercial Property Assessed Clean Energy Financing	Financing/Loan	Long-term (Repaid via property tax bill)	Energy-efficient upgrades on commercial properties	Long-term financing		Multnomah and Washington County
8. Expedited Permit Review and Approval	Process/Admin	N/A	Targeted industries (e.g., microchips) or projects requiring fast-track	Streamlining the permitting process to reduce delays		Spokane, WA "rapid response team"; Clackamas "Business Response Team"
9. System Development Charge (SDC) Adjustments	Fee/Charge Adjustment	Varies	Incentivize specific types of development (e.g., affordable housing)	SDCs can be financed, capped, deferred, or waived		Estacada offers SDC financing at 3% interest over 10-years. Eugene exempts low-income housing projects

Tool	Type	Period	Requirements	Funding Details	Administration	Examples
10. Tax Increment Financing/Urban Renewal	Funding/Financing	Varies (TIF revenue captured for a period)	Redevelopment projects in designated Urban Renewal areas	Captures future tax revenue increase ("increment") to fund current improvements, including infra., land banking, grants, etc.		Albany, Oregon (CARA), Oregon City, Milwaukie, Sandy, Happy Valley
11. County Loans, Loan Guarantees, and Forgivable Loans	Financing/Debt	Varies	Developers or businesses that meet specific criteria (e.g., supporting small businesses)	Provides low-interest or forgivable loans, reducing risk and cost		Harris County, Texas \$17M revolving loan fund for small businesses
12. Specialized Federal Tax Incentives (Local eligibility)	Federal Tax Credit/Abatement	Varies (e.g., Opportunity Zones)	Investment in properties within federally designated geographic areas	Investors reduce/eliminate federal capital gains tax through Opportunity Zones, New Market Tax Credits		Main Street courthouse redeveloper cited Opportunity Zone tax credits
13. Strategic Land Acquisition and Development	Real Estate/Land Bank	N/A	Prepare strategic sites for development by targeted industries	Buys, prepares land, and selects developers competitively.		Gresham Vista Business Park, Troutdale Reynolds Industrial Park (Port of Portland)
14. Incubators, Hubs, and Accelerators	Business Support	Varies	Early-stage companies needing workspace, business assistance, and resources	Provides workspace, business assistance, and financial resources. Focus on programming over just physical facilities		Oregon State University's Advantage Accelerator

Tool	Type	Period	Requirements	Funding Details	Administration	Examples
15. State of Oregon Food Processors Property Tax Exemption	State Property Tax Exemption	Varies	Oregon Traded sector food processors	Tax exemption on qualified property (e.g., equipment, not real estate)		N/A (Statewide program targeting food processors)
16. Business-Specific Tax Credits	Local Tax Credit	Varies	Tied to a particular industry or business activity (e.g., R&D)	Targeted credit waiving or rebating property taxes		N/A







C4 Retreat

June 06, 2026

8:00 a.m.

Session 06

Learning from the 2025 Transportation Package

Summary

Presenting: Trent Wilson, Government Affairs Manager, Clackamas County

In 2025, the Oregon Legislature sought to pass a major transportation funding package, which, after multiple setbacks, was passed in a special session. Shortly thereafter, the fee-raising provisions of the bill were placed on the ballot by initiative petition.

In the lead-up to the 2025 session, the Clackamas County Coordinating Committee (C4) played a proactive and unifying role, with member agencies collaborating closely to develop and endorse a shared Values and Outcomes document.

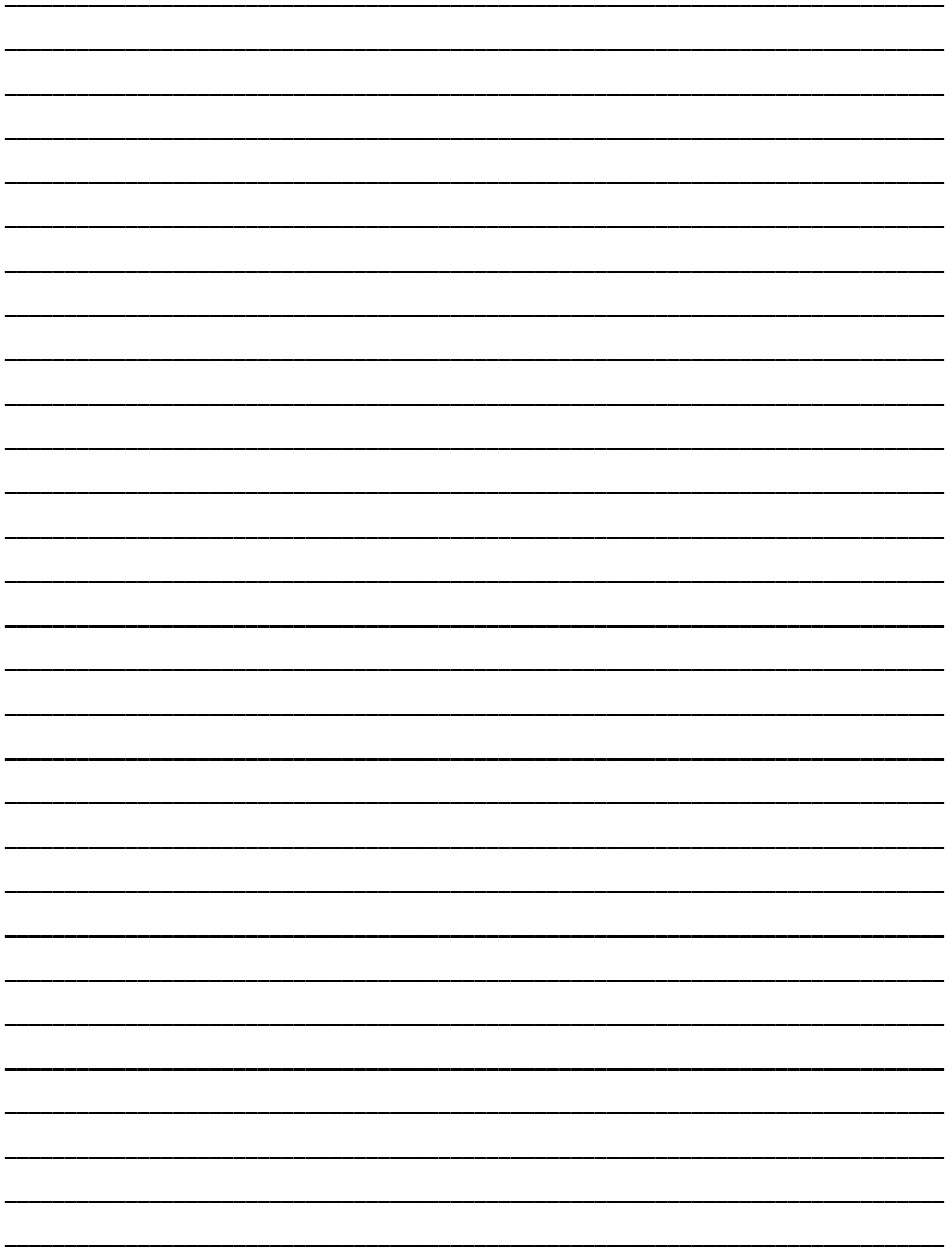
In Session 6 of the retreat, participants will take a moment to reflect on the 2025 transportation package process to identify what worked well previously and what needs to happen as the state prepares to revisit transportation funding in 2027.

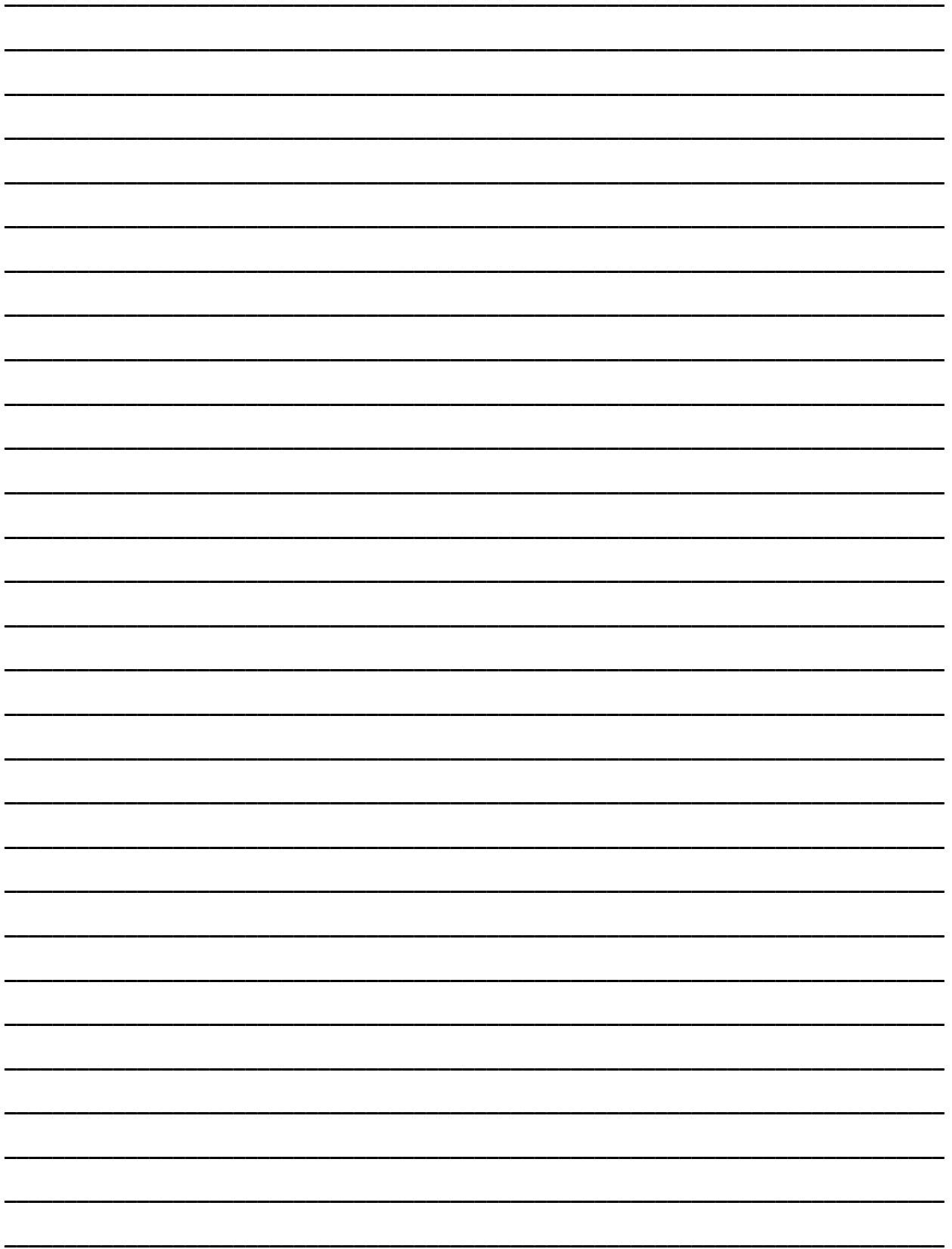
Session Breakdown

- 10m – Recap of the 2025-2026 Sessions
- 10m – What worked well? What did you like in the package?
- 10m – What didn't work? What needs to change to garner support?

Materials Provided for this Session

- N/A







C4 Retreat

June 06, 2026

8:30 a.m.

Session 07

Preparing for the 2027 Transportation Package

Summary

*Presenting: Jaimie Lorenzini, C4 Administrator, Clackamas County
Trent Wilson, Government Affairs Manager, Clackamas County*

During this session, participants will engage in a dynamic Model UN-style exercise simulating policy development for Oregon's 2027 transportation package. Working in teams representing different policy areas, each group will identify top priorities, negotiate trade-offs, and collaborate to build consensus on what it will take to support a comprehensive package. The session will feature structured activities, including coalition-building and a dot exercise, to surface shared values, highlight barriers, and clarify where alignment and disagreement exist.

By the end of the session, participants will have identified key priorities and acceptable trade-offs, tested the durability of the 2025 Values & Outcomes document, and highlighted areas needing further discussion and refinement. This process will deepen understanding of the range of perspectives in the room and strengthen advocacy for countywide transportation goals.

Session Breakdown

- 05m – Activity Instructions
- 45m – Model UN Exercise
- 10m – Dot Exercise
- 30m – Group Debrief

Materials Provided for this Session

- Activity Reference Material (2025 State Transportation Package Values & Outcomes Document, Chart of Roadway Funding Options, HB 3991 Revenue Estimates, House/Senate District Maps)
- Additional Instructions to Be Distributed During Session

Joint Values and Outcomes
for the 2025 State Legislative Transportation Package
by the Communities of Clackamas County

Approved on February 6, 2025

The jurisdictions named here support a seamless, functional transportation system that prioritizes safety and the reliable movement of people and goods.

We acknowledge that without adequate transportation funding to address maintenance and capital projects in our communities, our collective transportation system will continue to struggle, maintenance projects will become capital projects, and our transportation systems will fail to meet public expectations and uses. As the state legislature considers funding solutions to address state and local needs, the values and outcomes named here will be the foundation of our advocacy.

These values are not an endorsement of any collective or particular funding proposal.

To ensure an equitable, balanced, and seamless system for all, a transportation package should...

- Develop in collaboration with local voices and jurisdictions
- Protect and retain the 50/30/20 revenue formula from the State Highway Fund
- Secure operations and maintenance funding for state and local partners
- Increase safety for all travel modes and reduce diversion from highways onto local roads

To ensure maximum and efficient utilization of public dollars, a transportation package should...

- Provide local jurisdictions with the resources to implement state requirements
- Build trust through budget transparency, implement cost saving measures, and limit administrative costs
- Maximize our opportunity to leverage federal funds for local and state projects of significance
- Secure varied revenue sources to diversify funding tools for local and state agencies

To advance projects that build public trust and accountability, a transportation package should...

- Finish what was promised in HB 2017 and HB 3055, including the I-205 widening and bridge improvements between Stafford Rd and Abernethy Bridge.
- Formulate a list of additional, high-priority projects for future funding, such as Sunrise Corridor and other investments addressing growth in urban, suburban, and rural communities

To provide accessibility and funding to multimodal facilities and services, a transportation package should...

- Complete gaps in transit service, sidewalks, and bike lanes
- Improve transit operations, including regional coordination and equitable access to transit
- Invest in transit and paratransit so that it is a convenient, reliable, and safe travel option
- Provide sustainable long-term funding for first- and last-mile transit solutions
- Consider investments that improve safety for commuters reliant on bicycles, scooters, and other non-traditional transportation options

To support housing production and economic opportunities, a transportation package should...

- Accelerate transportation networks supporting developing areas
- Improve the operations of regional freight routes, bridges and arterials
- Improve safety and reduce congestion on roads that connect urban and rural communities

Supporting Logos for the Clackamas Joint Values and Outcomes



Chart of Roadway Funding Options

Excerpted from “Transportation Funding Needs” (ODOT, 2024)

Disclaimer: This information is provided for reference purposes only. It does not reflect support for any particular funding amount, mechanism, or legislative strategy.

Table 1: Roadway Funding Options

Fee Options	Adequacy of revenue	Responsive to inflation	Stability and predictability	Appropriateness of dedication	Administrative costs	Equity by income
Increase state gas taxes	Very Good	Poor	Fair	Good	Very Good	Poor
Increase DMV fees (licenses, registration or titles)	Good	Poor	Very Good	Fair	Very Good	Poor
Increase new vehicle use tax	Poor	Good	Fair	Fair	Very Good	Very Good
Increase MPG-based vehicle registration fees	Good	Poor	Very Good	Fair	Very Good	Poor
Temporary gas tax increase	Very Good	Poor	Poor	Good	Very Good	Poor
New vehicle user fee (first time title fee)	Poor	Poor	Fair	Fair	Very Good	Good
State gas tax indexing	Very Good	Very Good	Good	Good	Very Good	Poor
Local gas tax	Fair	Poor	Fair	Good	Very Good	Poor
Local registration fee	Fair	Poor	Very Good	Fair	Very Good	Poor
Studded tire tax	Poor	Poor	Poor	Good	Good	Fair
Bridge Toll	Good	Fair	Good	Very Good	Poor	Fair
Per mile road user charge	Very Good	Poor	Very Good	Very Good	Fair	Fair
Carbon tax	Good	Poor	Fair	Very Good	Very Good	Poor

Table 2: Amount of Revenue that can be Generated by Raising Existing Taxes and Fees

Category	Per unit	Revenue (\$Millions)*
Fuels Tax	\$ 0.01	\$ 16.00
Passenger Registration	\$ 10.00	\$ 38.00
Tiered Registration	**	\$ 200.00
Light Vehicle Titles	\$ 10.00	\$ 10.00
Class C License	\$ 10.00	\$ 4.00
Use Tax	0.1%	\$ 2.50

* Revenue estimates do *not* include complementary increases in heavy truck taxes because the cost responsible ratio of light to heavy revenue will be determined in the upcoming Highway Cost Allocation Study.

** Consistent with HB 2017 Section 75 *Study* (2017), the \$200 million revenue estimate represents the projected annual revenue generated from high efficiency passenger vehicles to achieve cost parity.

HB 3991 (2025) Revenue Estimates

2025 Special Session Transportation Package

Disclaimer: This information is provided for reference purposes only. It does not reflect support for any particular funding amount, mechanism, or legislative strategy.

Local Revenue Estimates

Canby	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 1,532,972.00	\$ 1,538,287.00	\$ 1,521,245.00	\$ 1,520,738.00
Special Session Proposal	\$ 279,383.00	\$ 492,668.00	\$ 450,439.00	\$ 452,214.00
Total	\$ 1,812,355.00	\$ 2,030,954.00	\$ 1,971,684.00	\$ 1,972,952.00
Estacada	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 437,419.00	\$ 438,936.00	\$ 434,073.00	\$ 433,928.00
Special Session Proposal	\$ 79,719.00	\$ 140,578.00	\$ 128,529.00	\$ 129,035.00
Total	\$ 517,138.00	\$ 579,514.00	\$ 562,602.00	\$ 562,963.00
Gladstone	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 957,927.00	\$ 961,248.00	\$ 950,599.00	\$ 950,282.00
Special Session Proposal	\$ 174,582.00	\$ 307,859.00	\$ 281,472.00	\$ 282,580.00
Total	\$ 1,132,508.00	\$ 1,269,107.00	\$ 1,232,071.00	\$ 1,232,863.00
Happy Valley	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 2,216,529.00	\$ 2,224,214.00	\$ 2,199,573.00	\$ 2,198,841.00
Special Session Proposal	\$ 403,961.00	\$ 712,350.00	\$ 651,292.00	\$ 653,857.00
Total	\$ 2,620,490.00	\$ 2,936,564.00	\$ 2,850,865.00	\$ 2,852,698.00
Lake Oswego	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 3,298,608.00	\$ 3,310,045.00	\$ 3,273,375.00	\$ 3,272,284.00
Special Session Proposal	\$ 601,170.00	\$ 1,060,109.00	\$ 969,243.00	\$ 973,062.00
Total	\$ 3,899,777.00	\$ 4,370,154.00	\$ 4,242,618.00	\$ 4,245,346.00
Milwaukie	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 1,716,954.00	\$ 1,722,907.00	\$ 1,703,820.00	\$ 1,703,252.00
Special Session Proposal	\$ 312,914.00	\$ 551,796.00	\$ 504,500.00	\$ 506,487.00
Total	\$ 2,029,868.00	\$ 2,274,703.00	\$ 2,208,319.00	\$ 2,209,739.00
Molalla	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 841,234.00	\$ 844,150.00	\$ 834,798.00	\$ 834,520.00
Special Session Proposal	\$ 153,314.00	\$ 270,356.00	\$ 247,183.00	\$ 248,157.00
Total	\$ 994,548.00	\$ 1,114,507.00	\$ 1,081,982.00	\$ 1,082,677.00
Oregon City	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 3,049,983.00	\$ 3,060,558.00	\$ 3,026,652.00	\$ 3,025,643.00
Special Session Proposal	\$ 555,858.00	\$ 980,206.00	\$ 896,189.00	\$ 899,719.00
Total	\$ 3,605,841.00	\$ 4,040,764.00	\$ 3,922,841.00	\$ 3,925,363.00
Rivergrove	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 45,635.00	\$ 45,793.00	\$ 45,286.00	\$ 45,270.00
Special Session Proposal	\$ 8,317.00	\$ 14,666.00	\$ 13,409.00	\$ 13,462.00
Total	\$ 53,952.00	\$ 60,459.00	\$ 58,695.00	\$ 58,732.00

Sandy	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 1,037,246.00	\$ 1,040,842.00	\$ 1,029,312.00	\$ 1,028,969.00
Special Session Proposal	\$ 189,038.00	\$ 333,351.00	\$ 304,778.00	\$ 305,979.00
Total	\$ 1,226,284.00	\$ 1,374,193.00	\$ 1,334,090.00	\$ 1,334,947.00
Tualatin	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 2,225,832.00	\$ 2,233,550.00	\$ 2,208,806.00	\$ 2,208,070.00
Special Session Proposal	\$ 405,657.00	\$ 715,340.00	\$ 654,025.00	\$ 656,602.00
Total	\$ 2,631,489.00	\$ 2,948,889.00	\$ 2,862,831.00	\$ 2,864,672.00
West Linn	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 2,210,995.00	\$ 2,218,661.00	\$ 2,194,082.00	\$ 2,193,351.00
Special Session Proposal	\$ 402,953.00	\$ 710,571.00	\$ 649,666.00	\$ 652,225.00
Total	\$ 2,613,948.00	\$ 2,929,232.00	\$ 2,843,747.00	\$ 2,845,576.00
Wilsonville	FY 2026	FY 2027	FY 2028	FY 2029
Current Total Apportionment	\$ 2,169,290.00	\$ 2,176,812.00	\$ 2,152,696.00	\$ 2,151,979.00
Special Session Proposal	\$ 395,352.00	\$ 697,168.00	\$ 637,411.00	\$ 639,922.00
Total	\$ 2,564,642.00	\$ 2,873,980.00	\$ 2,790,107.00	\$ 2,791,901.00

Data Source: [League of Oregon Cities](#), 8/15/25

HB 3991 Mechanisms

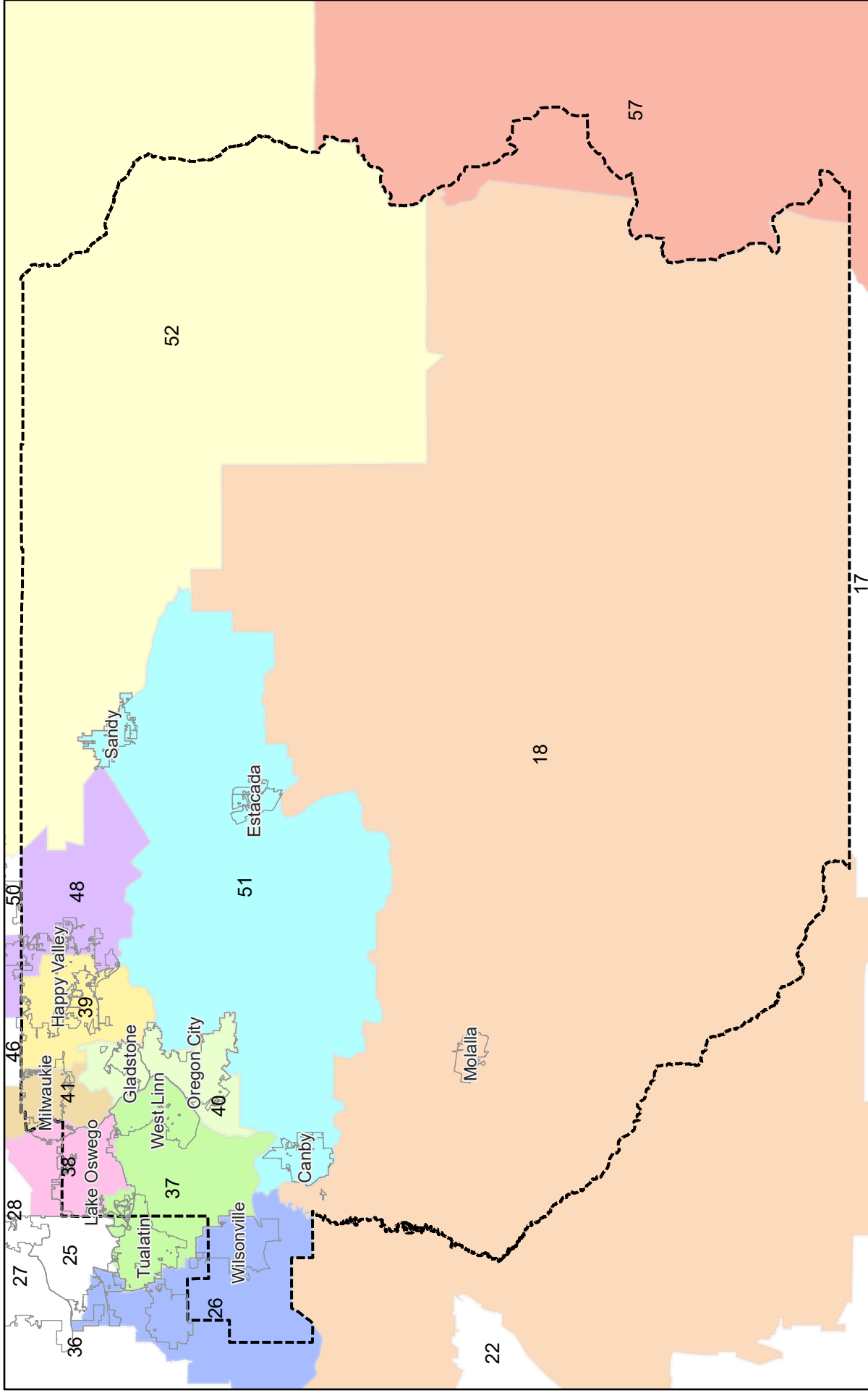
Funding Components

- Gas tax increase of \$0.06, bringing Oregon’s existing gas tax of \$0.40 to \$0.46. Based on statewide averages, this increase would add \$18.2-\$36.6 in annual costs, depending on mileage driven and vehicle fuel efficiency.
- Title fee increase of \$139/vehicle, registration fee increase of \$42/vehicle, and a surcharge of \$30 for electric vehicles.
- All revenue generated from gas tax, title & registration fees go to the State Highway Fund to be distributed 50-30-20.
- Payroll tax increase of .001% to help public transit funding. This generates \$50 in revenue for public transit with an annual income of \$50,000.

Policy Components

- Weight-mile pathway – tax tables associated with weight-mile are frozen until 2029, effectively holding tax unchanged while ODOT and legislators work on a long-term solution to implement in 2029.
- Increased accountability and transparency measures for ODOT
- Road User Charge for electric and hybrid vehicles.

Clackamas House Districts



5/19/2026

City Limits (poly)

County Boundary

Oregon House (SB 882)

18 - Lewis

26 - Rieke Smith

37 - Walters

38 - Nguyen

39 - Dobson

40 - Hartman

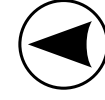
41 - Gamba

48 - Wise

51 - Bunch

52 - Helfrich

57 - Smith



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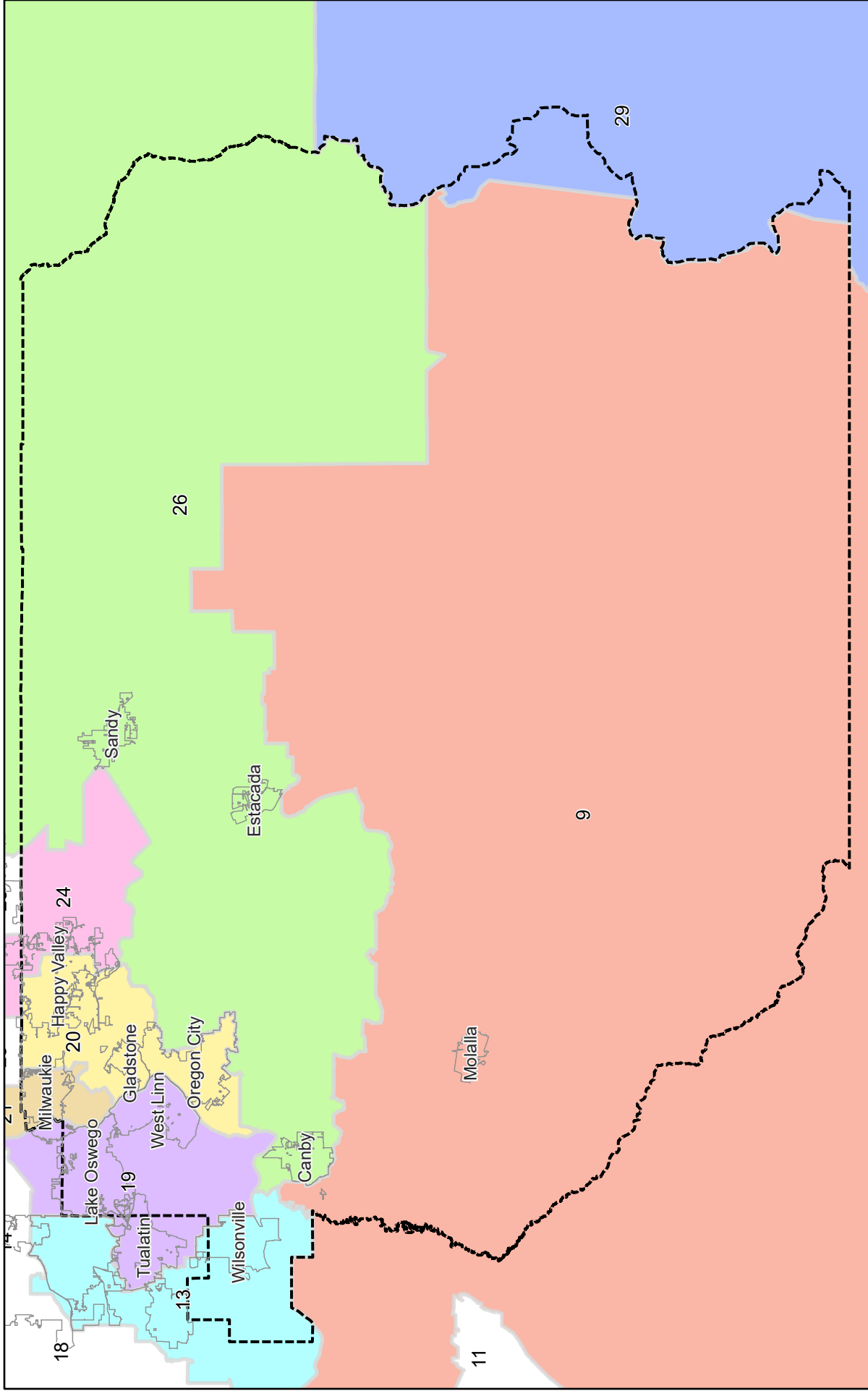
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Resource

Metrolink
drc@oregonmetro.gov








Center
Clackamas

Clackamas Senate Districts



5/19/2026


-  City Limits (poly)
-  County Boundary

-  9 - Girod
-  13 - Neron Misslin
-  19 - Wagner
-  20 - Taylor
-  24 - Jama
-  26 - Drazan
-  29 - Nash

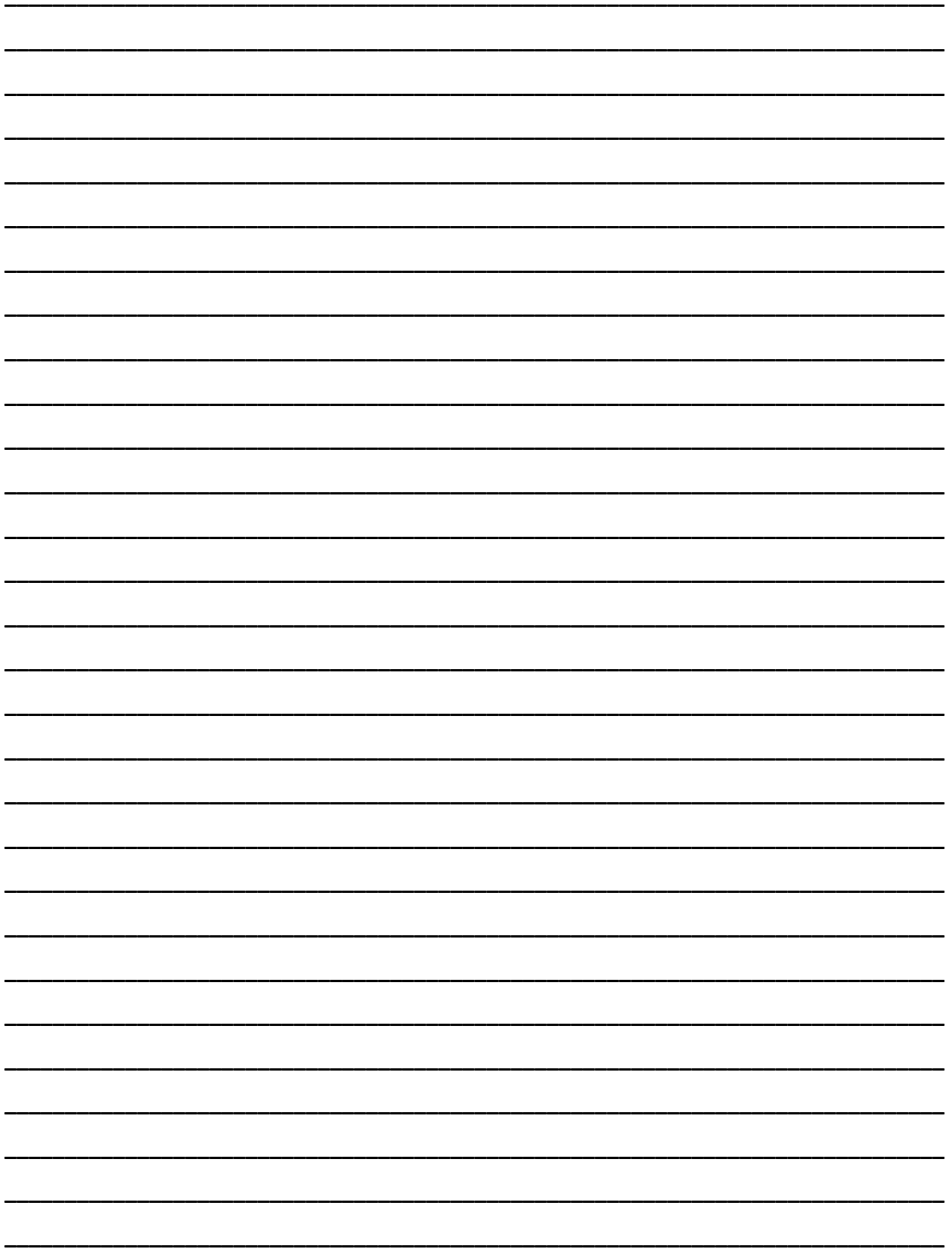
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 Metro
 drc@oregonmetro.gov
 Resource
 Center
 Clackamas





C4 Retreat

June 06, 2026

10:00 a.m.

Session 08

Local Mobility Solutions

Summary

*Presenting: Jaimie Lorenzini, C4 Administrator, Clackamas County
Kristina Babcock, Transit Services Program Manager, H3S
Karen Buehrig, Long Range Planning Manager, DTD*

Over the last several years, transit resources and service levels have become increasingly constrained. In Session 8, participants will discuss and react to emerging local strategies to bridge service gaps. During this session, the focus will be on pragmatic steps that leaders are willing to explore – individually or collaboratively – to meet the evolving transportation needs of their residents.

Session Breakdown

- 05m – Session Overview
- 10m – Local Initiatives
- 25m – Discussion: What role should local communities play when transit services are reduced? What actions or partnerships could fill the gap?
- 10m – Mapping Interests and Alignment
- 10m – Where Should These Conversations Live?

Materials Provided for this Session

- Transit Funding Primer
- Transit Typography in Clackamas County
- Transit Providers in Clackamas County
- Micromobility Toolbox

Oregon's Transit Funding Structure

Unpacking the Transit Funding Dilemma

What Needs Does Public Transportation Serve?

Oregonians take 100 million public transit trips a year, connecting to essential medical services, family, social networks, jobs, school, groceries, day care, and more. Transit is critical to daily travel, for people with mobility needs, youth, lower-income residents and those who choose transit.

Considering this, transportation costs are the second-highest household expense after mortgage or rent. Individuals can save an average of \$13,000 annually by choosing transit as a primary mode of transportation.¹ Research has found that investment in public transportation infrastructure and operations has a return on investment of \$5 for every \$1 spent.²

Public transportation is helping Oregon to achieve its climate goals, reducing congestion and greenhouse gas emissions (GHGs). Since 2000, Oregon's population has increased by 25% but per capita VMT has decreased by 13%. Nearly 20% of Oregon households include people who use transit at least once a week, and in a 2023 survey 52% of respondents stated that they would take transit service if service was added or improved in their area.³

Transit Funding Tools

State Public Transportation Funding

STIF was established by House Bill 2017 to maintain and improve public transportation for all users. STIF is funded primarily by a 0.1% payroll tax, with additional revenue from ID card fees, the non-highway gas tax, and the cigarette tax. The STIF program is broken into three funds: STIF Formula (90% of funding), STIF Discretionary (5%), and STIF Intercommunity (4%). Additionally, 1% of STIF funding supports training and technical assistance via the Technical Resource Center.⁴



Figure 1 ClackCo Connects Shuttle, Funded via STIF

¹ American Public Transportation Association, "Transit Savings Grow as Auto Costs and Gas Prices Increase," September 27, 2023, accessed October 18, 2023, <https://www.apta.com/wp-content/uploads/APTA-POLICY-BRIEF-Transit-Savings-09.27.2023.pdf>.

² Economic Development Research Group, "Economic Impact of Public Transportation: 2020 Update," American Public Transportation Association, April 2020, accessed October 18, 2024, <https://www.apta.com/wp-content/uploads/APTA-Economic-Impact-Public-Transit-2020.pdf>.

³ Oregon Department of Transportation, "Public Transportation Division Fact Sheet, Dec. 2024," accessed May 21, 2026, <https://www.oregon.gov/odot/RPTD/RPTD%20Document%20Library/Public-Transportation-Fact-Sheet-Overview.pdf>

⁴ Ibid.

Federal Public Transportation Funding

Federal funds for public transportation are authorized and appropriated by Congress, primarily through the U.S. Department of Transportation. The FTA and FHWA provide funding allocations to states on a yearly basis through several different programs with distinct purposes and eligibilities. Urban providers also receive funds directly from the FTA. Many federal sources require local or state matching funds, ranging from 10 percent to about 50 percent, depending on the program and project. FTA does not allow fare revenue to be used for local match.

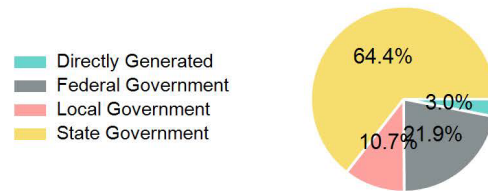
Local Public Transportation Funding

There are three primary sources of local funding for public transportation in Oregon: payroll taxes, property taxes, and earned revenues, such as those from fares and advertising (categorized as “Other revenue” by NTD). Some local governments may, at their discretion, also use such revenues as local general funds, transportation impact fees, system development charges, special assessments, and transportation utility fees. Local funds pay for most transit operations in larger urban systems and often contribute to operations in smaller urban, rural, and county systems. All forms of local funds, except passenger fares, can be used to meet local match requirements and leverage federal funding.⁵

The Funding Dilemma

As payroll growth slows, STIF tax collections have started to decrease. Meanwhile, increases in operating costs—including contracted services, fuel, insurance, vehicle maintenance, and other external expenses—make it increasingly difficult to maintain service levels. Clackamas County faces these challenges alongside many small and rural transit providers across Oregon. Although most agencies have avoided major service cuts so far, the widening gap between operating costs and funding raises concerns about long-term sustainability and the capacity to meet future transportation needs.

Operating Funding Sources



Capital Funding Sources

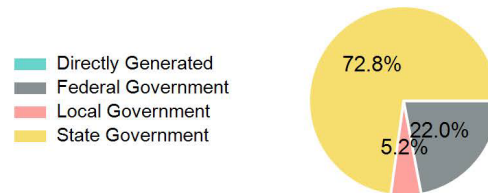


Figure 2: Clackamas County Social Services Revenue by Source Type (2024)

Operating Expenses per Vehicle Revenue Mile

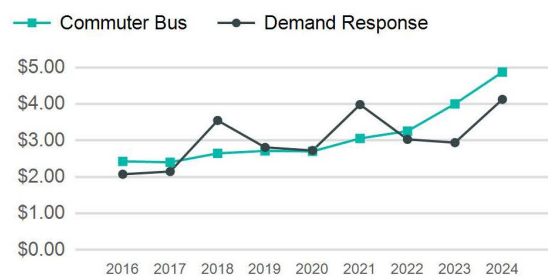


Figure 3: Clackamas County Social Services Operating Expense by Service Type (2024)

⁵ Oregon Department of Transportation, “Public Transit Funding in Oregon,” Accessed May 21, 2026, <https://www.oregon.gov/odot/RPTD/RPTD%20Document%20Library/ODOT-Public-Transportation-FactSheet.pdf>

Clackamas Transit Typography

Connecting People to Places

Fixed-Route Public Transit

County-wide bus and rail transit network, supporting regional transportation. E.g., Mt. Hood Express; TriMet

County Deviated Fixed-Route

Flexible-route shuttles connecting rural and industrial zones with major transit hubs. E.g., Clackamas Connects Shuttle; Village Shuttle Service

Dial-a-Ride / Paratransit

Door-to-door and accessible services for disabled riders, seniors, and eligible individuals. E.g., Canby Area Transit Dial-a-Ride; TriMet LIFT Service

On-Demand Service

Volunteer and community-based transportation for seniors, disabled residents, and local travel. E.g., County Ferry; Ride Together

Taxi/Cab Services

Local cab companies offering 24/7 service, airport transfers, medical transport, and courier services. E.g., Radio Cab; Broadway Cab; Metro Cab & Metro Car; PDX Yellow Cab

Rideshare

App-based on-demand service operating throughout Clackamas County. E.g., Uber; Lyft

Microtransit / Future Options

Emerging microtransit and mobility-hub planning for improved rural access and shuttle flexibility. E.g., Metro Community Connector Projects



Transit in Clackamas County

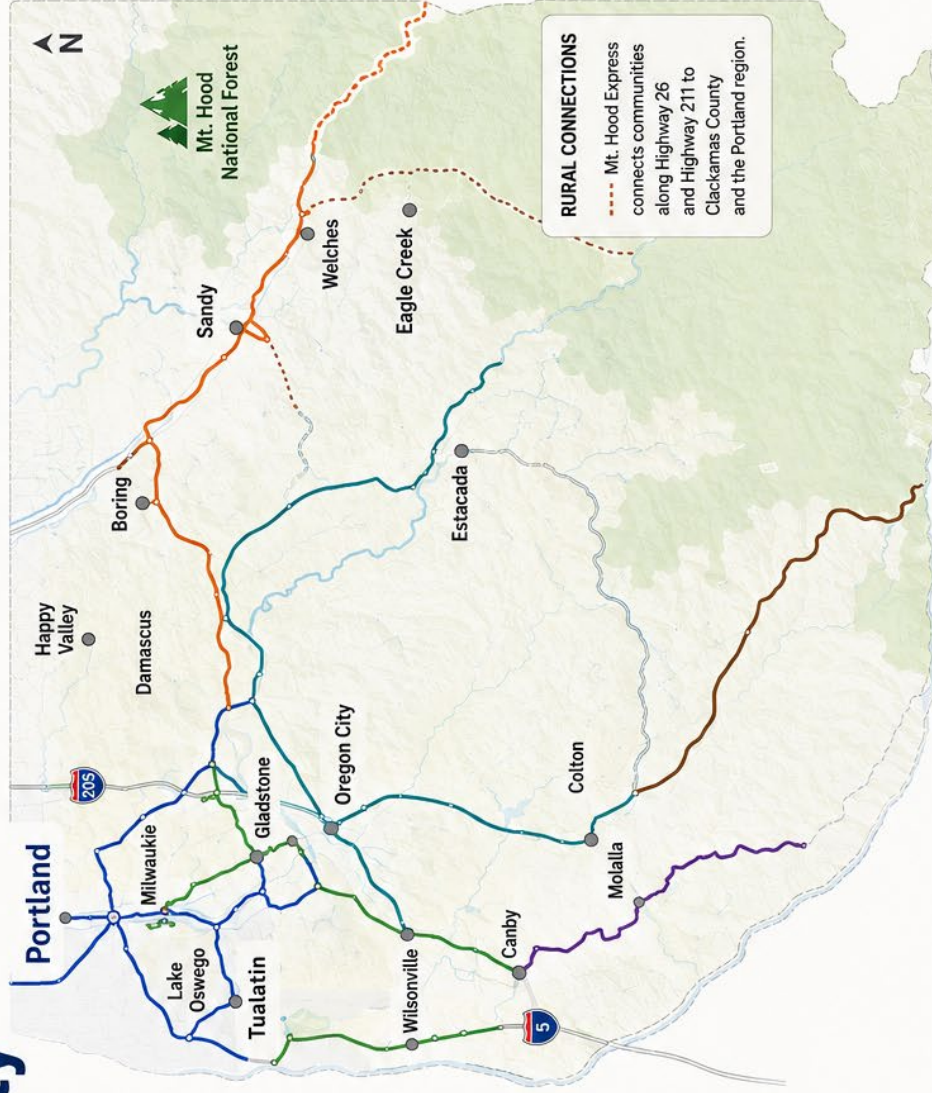
Your Connections. Your Community.

Multiple transit providers and services connect Clackamas County to local communities and the Portland region.

TRANSIT PROVIDERS SERVING CLACKAMAS COUNTY

TriMet	Regional bus, MAX Light Rail, WES Commuter Rail and LIFT paratransit.	Bus MAX Light Rail Commuter Rail Paratransit	
SMART	Fixed-route bus and on-demand service in the South Metro area.	Bus On-Demand Service	
Sandy Area Metro (SAM)	Fixed-route bus and on-demand service in Sandy and surrounding areas.	Bus On-Demand Service	
South Clackamas Transportation District (SCTD)	Local bus service within Clackamas County.	Bus	
Canby Area Transit (CAT)	Local bus service in Canby and surrounding communities.	Bus On-Demand Rides	
Mt. Hood Express	Commuter bus service between Clackamas County and the Mt. Hood communities.	Commuter Bus	
Clack Co Shuttles	Local community shuttles providing connections within specific areas of Clackamas County.	Local Shuttle	

SERVING COMMUNITIES ACROSS CLACKAMAS COUNTY



KEY CONNECTIONS

Transit in Clackamas County connects you to:



Plan Your Trip

Use Trip Planner at trimet.org or visit your local provider's website to plan your trip.

Many ways to get there. Working together to keep Clackamas County moving.

MICRO MOBILITY & FIRST/LAST MILE TOOLBOX

Strategies for Community Connections

A toolkit of mobility strategies to support transit access, expand choices, and connect people to places.



<p>1 FIXED SHUTTLE SERVICES</p>  <ul style="list-style-type: none"> • Downtown circulators • Neighborhood connectors • Park-and-ride shuttles • Industrial area shuttles 	<p>2 ON-DEMAND MICROTRANSIT</p>  <ul style="list-style-type: none"> • App-based microtransit • Dial-a-Ride • Dynamic route service • Rural mobility vans 	<p>3 PUBLIC BIKE SYSTEMS</p>  <ul style="list-style-type: none"> • Docked, dockless bike share • E-bike share • Bike libraries • Tourism bike rentals 	<p>4 SCOOTER & SMALL VEHICLE SYSTEMS</p>  <ul style="list-style-type: none"> • Neighborhood e-vehicles • Shared mopeds & e-trikes • Golf cart districts • Low-speed community vehicles
<p>5 EMPLOYER MOBILITY PROGRAMS</p>  <ul style="list-style-type: none"> • Employer shuttles • Transit pass subsidies • Commute concierge • Vanpools & carpools • Parking cash-out programs • Shift worker mobility 	<p>6 TNC PARTNERSHIPS</p>  <ul style="list-style-type: none"> • Subsidized Uber/Lyft trips • Transit connection vouchers • Accessible ride subsidies • Nightlight safe rides • Medical & essential trips • Income-based ride credits 	<p>7 VOLUNTEER & COMMUNITY TRANSPORTATION</p>  <ul style="list-style-type: none"> • Volunteer driver networks • Faith-based ministries • Community car co-ops • Timebank transportation • Senior escort programs • Neighbor helping neighbor 	<p>8 WALKING & PEDESTRIAN INFRASTRUCTURE</p>  <ul style="list-style-type: none"> • Sidewalk improvements • Safe crossings to transit • Lighting & wayfinding • Covered walkways • Trail-to-transit connections • School walking corridors
<p>9 BIKE INFRASTRUCTURE</p>  <ul style="list-style-type: none"> • Protected bike lanes • Neighborhood greenways • Bike repair stations • Bike corrals • E-bike charging stations 	<p>10 MOBILITY HUBS</p>  <ul style="list-style-type: none"> • Transit-oriented hubs • Rural transfer hubs • Civic & school hubs • Tourism mobility hubs • Multi-modal connections 	<p>11 FARE & PAYMENT INNOVATIONS</p>  <ul style="list-style-type: none"> • Integrated fare systems • Fare capping • Low-income passes • Gamified incentives • Resident mobility credits 	<p>12 TECHNOLOGY & INFO SYSTEMS</p>  <ul style="list-style-type: none"> • Integrated fare systems • Fare capping • Low-income passes • Gamified incentives • Resident mobility credits
<p>13 SPECIALIZED COMMUNITY PROG.</p>  <ul style="list-style-type: none"> • Student transit programs • Healthcare transportation • Food access shuttles • Library connectors • Climate, equity programs 	<p>14 PARKING & ACCESS STRATEGIES</p>  <ul style="list-style-type: none"> • Remote parking & shuttles • Shared parking agreements • Micro park-and-rides • Off-hour lot utilization • Access management 	<p>15 RURAL & FRONTIER STRATEGIES</p>  <ul style="list-style-type: none"> • Deviated rural routes • Mobility brokers • Intercity connector vans • Rural carshare • Ag worker transportation 	<p>16 EXPERIMENTAL MODELS</p>  <ul style="list-style-type: none"> • Autonomous shuttles • Drone delivery integration • Pop-up mobility corridors • Geofenced safety zones • AI demand forecasting



C4 Retreat
June 06, 2026
11:15 a.m.

Session 09

Closing Session, C4 Priorities Planning

Summary

Presenting: C4 Co-Chairs, Commissioner Paul Savas and Mayor Brian Hodson

Session 9 will close the retreat by reviewing the preferred outcomes identified during the retreat and prioritizing issues and topics that merit additional consideration for future C4 meetings.

Session Breakdown

- 30m – Goal Setting, Next 12 Months
- 15m – Retreat Wrap Up
 - Did you accomplish your goals?
 - What worked well, what could improve for next year?

Materials Provided for this Session

N/A

