

MEMORANDUM

TO: Clackamas County Board of County Commissioners (BCC)

FROM: Dan Johnson, Director, Department of Transportation and Development
Laura Edmonds, Manager, Office of Economic Development

RE: Office of Economic Development Business Forums in FY25-26

DATE: September 16, 2025

REQUEST: Board direction on Board-hosted forums with local businesses.

BACKGROUND:

On May 13, 2025, the Board reviewed the Office of Economic Development (OED) Business Outreach Strategy 2025 (See Attachment A).

The Outreach Strategy was developed to provide opportunities to engage with businesses and support a business-friendly environment in Clackamas County. One of the four key components of the Outreach Strategy is the coordination of up to three forums. These are Board-hosted events featuring specific businesses or industries of interest to Commissioners. The first of these forums, the State of the County, is currently scheduled to be led by Public and Government Affairs and is scheduled for November 5, 2025. Staff is requesting Board direction on possible future forums.

Attachment B provides a more comprehensive summary of possible forums for consideration. Possible future forum themes could include, but are not limited to:

- Healthcare
- Manufacturing
- Industry
- General Economy

No matter what forums the Board prefers, OED will collaborate and co-host with local chambers and business organizations. The priority will be to engage with multiple partner organizations that can assist with attraction of business panelists, provide broad outreach and increase attendance to maximize the quality of the program.

In addition, to ensure an engaging and robust program, forum topics will include key areas such as workforce, land, industry needs, childcare, barriers, regulation, state and federal economics, taxes and other discussion points to support the future success of our business community.

In light of the recent local healthcare investments and the boards focus on increasing land availability for manufacturing, staff respectfully recommend the Board direct staff to proceed with coordinating a Healthcare and a Manufacturing forum.

RECOMMENDATION: Direct staff to schedule a healthcare forum and a manufacturing forum.

Respectfully submitted,

Dan Johnson

Dan Johnson

Attachment A: OED Business Outreach Strategy 2025

Attachment B: FY25-26 Forum Recommendations

**Office of Economic Development (OED)
Business Outreach Strategy 2025**

In an effort to support a friendly business atmosphere the Office of Economic Development (OED) staff have put together an outreach strategy that will provide the Board of Commissioners with opportunities to:

- Personally engage with businesses throughout the County,
- Proactively spotlight businesses,
- Participate in Business & Community Outreach Opportunities and
- Provide Business Forums.

Business Engagements

- 1) Individual Business Meetings: These would primarily include traded sector businesses (advanced manufacturing, metals and food & beverage; wholesale/warehouse; etc.) in unincorporated Clackamas County. These meetings will provide the businesses an audience with the Commissioners, to showcase their organization and to share their successes and challenges. The Board will be able to learn more about the business' needs and how they can help to support their ongoing success.

Meetings would be approximately 1 ½ hours in length (time for travel will need to be accommodated as well); a formal list of business meetings will be provided by OED, scheduled and blocked out on Commissioner schedules. Anticipate one meeting per month over a 12-month period.

- 2) Industrial Familiarization Tours: Arranged in collaboration w/ local City leadership, we will schedule a tour of industrial parks to understand the opportunities for business growth in cities and our rural communities. These tours may include individual business meetings (depending on availability), site visits to housing developments or other projects in the area so the Commissioners present can learn about opportunities and challenges the city is facing for future growth.
- 3) OED Engagement: As the OED team is engaging with the business community there may be opportunities to invite Commissioners to join us in the field. These meetings will be short notice, and the mix of businesses will be dependent on the work being performed by staff at that given time. These meetings are in accordance with our existing staff workplan and can be sporadic in nature.

Business Spotlights

- 1) Establish a video program, in collaboration w/ PGA, beginning Spring 2025, we will record one business spotlight feature per month. We will start by spotlighting the 10 recent Business Development Grant recipients, as they have already agreed to be publicly highlighted by the County based on the grant funding received. Video

stories can be made public on the County website, incorporated into the County's video media, shared by the Commissioner's during Board meetings and utilized by the business for their own professional marketing.

- 2) Commissioners engaged in business meetings and tours will have the opportunity to share their experience during their Commissioner Updates at Issues and Business Meetings. This will provide a spotlight for the business to bring heightened awareness about them, as well as allow each Commissioner to share their personal impression about the business and what they got out of the meeting.

Business & Community Outreach Opportunities

- 1) OED will share information about partner and community events where the Commissioner's might engage and be present for networking, ribbon cuttings and other engagements where they can connect with the public and learn about community & business needs.
- 2) OED staff attend annual events, conferences and summits that bring numerous members of the business community together to discuss state-wide and national topics. We will ensure that the Commissioners are apprised of these large-scale opportunities, and they can choose to attend if schedules allow.
- 3) Attending such events will also allow the Commissioners to share when reporting back during weekly Board Issues or Business meetings.

Business Forums

OED, in coordination with appropriate partners, will coordinate up to three (3) forums in 2025. These forums will provide the Board with opportunities to hear from business leaders directly, to understand their challenges and opportunities in real-time in order to make timely and effective decisions that could support business growth and workforce development.

- 1) State of the County (anticipated to take place mid-October 2025)
- 2) Business & Industry Forum (Healthcare)
- 3) Business & Industry Forum (topic to be determined)

Considerations

Meetings and site tours will be scheduled in accordance with the Commissioner's availability. They will be coordinated with Policy Advisors to determine which Commissioners are available to be in attendance at each meeting or tour. Careful planning will ensure we keep attendance to no more than two (2) Commissioners at any scheduled meeting.

Specific dates will be determined with advanced notice and will be based on scheduling availability of all parties who will be engaged.

Forum Recommendations 2025-2026

To ensure an engaging and robust program, any and all forums would cover key areas: workforce, land/space needs, regulation, state & federal economics, taxes and other opportunities for supporting future success. No more than 5 panelists per event.

All panelists should be C level representatives from the companies present. Moderators would be selected who understand the industry and who can be part of the conversation along w/ the panelists. Providing additional insights, pivoting conversation when necessary to keep the audience engaged.

- 1) Healthcare Forum Panel
 - a. 2 hospitals (Providence & Kaiser)
 - b. 1 Long term care
 - c. 1 Retirement community
 - d. 1 Hospice provider
- 2) Manufacturing Forum Panel
 - a. Metals
 - b. Food & Beverage
 - c. Technology
 - d. Automotive/Equipment
 - e. General (perhaps wellness/nutrition)
- 3) Industry Forum Panel; varied in size from various sectors ensuring cross section and overlap of opportunities and/or challenges
 - a. 2 Small business
 - b. 1 or 2 Medium business
 - c. 1 Large business
- 4) Economic Forum (Fall 2026) This could be a single economist presenting or could be a keynote speaker/economist and a small panel to discuss economic impacts of current state and federal decisions impacting business.
 - a. Real estate
 - b. Logistics
 - c. Trade & Tariffs
 - d. Workforce
 - e. Other identified industry expert

We would lead the program development for at least two Forums, collaborating & co-hosting w/ our local Chambers and Business Organizations. The priority would be to engage with multiple partner organizations that can support the attraction of the business panelists, provide broad outreach and increased attendance.