To request translation or disability-related accommodations, please contact us at **C4@clackamas.us** | **971-469-1468**.

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Щоб попросити переклад або спеціальні послуги для осіб з особливими потребами, зверніться до нас, скориставшись такими контактними даними: **C4@clackamas.us** | **971-469-1468**.

如需翻译服务或残障相关的协助，请与我们联系：**C4@clackamas.us** | **971-469-1468**。

Để yêu cầu dịch vụ dịch thuật hoặc điều chỉnh liên quan đến tình trạng khuyết tật, vui lòng liên hệ với chúng tôi qua **C4@clackamas.us** | **971-469-1468.**

Clackamas County
www.clackamas.us

Clackamas County Coordinating Committee

C4 Meeting Agenda

Meeting Date: Thursday, August 06, 2026
Meeting Time: 6:45 PM – 8:30 PM
Zoom Link:
https://clackamascounty.zoom.us/j/88188245472?pwd=Odnu1fCZ7qbP7tfYTUV5BqYAAqGeNp.1

AGENDA

6:45 PM	**Call to Order, Pledge of Allegiance, and Introductions** Presenters: Commissioner Paul Savas and Mayor Brian Hodson, Co-Chairs	**Page 03**
	Housekeeping – **Action Item** • Approve May 07, 2026 Meeting Minutes	**Page 06**
6:50 PM	**ODOT Summer Construction Update** Presenters: Paul Scarlett, ODOT	**Page 08**
7:10 PM	**E-Bike Enforcement** Presenters: Kevin McGrane, Happy Valley; Chief Oddis Rollins, West Linn • Case studies in enforcement • Q&A	**Page 16**
7:55 PM	**C4 Retreat: Report Out & Prioritizing Topics of Interest – Action Item** Presenter: Jaimie Lorenzini, Clackamas Staff	**Page 25**
8:20 PM	**Other Business** • R1ACT Updates • JPACT Updates • MPAC Updates	
8:30 PM	**Adjourn**	

2026 Membership Roster

Clackamas County Coordinating Committee

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 Burback (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 *Performance Clackamas*
Strategic Plan 2025-2030

Safe, Secure and Livable Communities

- *Affordable Housing:* By 2030, 900 affordable housing units will be developed, including an emphasis on the senior population and underserved parts of the County.

- *Jail:* By 2028, based upon best practices, the County will complete preliminary design concepts and estimates for a new Clackamas County Jail.

Vibrant Economy

- *Available Land for Business Development:* By 2028, in conjunction with our communities and partners, the County will work to increase available land to retain, expand and recruit new businesses.

- *Development Process:* By 2028, the County will conduct a review of all development regulatory processes to minimize burdens, providing an effective and timely permitting process for the community.

- *Childcare:* By 2027, in conjunction with our communities and community partners, the County will develop strategies to retain, expand and recruit new childcare opportunities.

Strong Infrastructure

- *Sunrise Corridor:* By 2030, funding for the next phase of the Sunrise Gateway Corridor/Hwy 212 project will be committed from federal, state, regional and local funding sources.

- *Transit:* By 2027, the County will provide a plan for what efficient, accessible and affordable transit looks like in Clackamas County.

Healthy People

- *Recovery Oriented System of Care (ROSC):* By 2027, the County will continue to address homelessness, mental health and substance use disorders through the completion and operations of the Clackamas County Recovery Campus.

Public Trust in Good Government

- *Best Practice Governance:* By 2026, convene a review committee to evaluate best practice county governance models.

- *Communications and Engagement:* By 2026, through the development of a strategic communications and engagement plan, the Clackamas County community will experience greater transparency and accountability from their County government.

Board approved 7.22.25

Clackamas County
Coordinating Committee

Draft Minutes

Thursday, May 07, 2026
Milwaukie City Hall (Zoom Hybrid)
10501 SE Main St, Milwaukie, OR 97222

The C4 Meeting was recorded and the audio is available on the County's website at https://www.clackamas.us/meetings/c4/c4meetings. Minutes document action items approved at the meeting, as well as member discussion.

(*) Denotes virtual attendee

I. Attendance:

Members: **Clackamas County:** Paul Savas; Diana Helm; **Canby:** Brian Hodson; **CPOs**: Pam Burback; **Fire Districts:** Matthew Silva; **Gladstone**: Michael Milch; **Hamlets:** Mark Hillyard*; **Happy Valley:** Joshua Callahan; **Lake Oswego**: Joe Buck; **Metro:** Christine Lewis; **Milwaukie:** Will Anderson; Lisa Batey (Alt.); **Molalla:** Scott Keyser, **Oregon City:** Adam Marl; **Port of Portland**: Dan Eisenbeis; **Sandy**: Rich Sheldon; **Sanitary District:** Paul Gornick; **Transit (Urban):** John Serra; Dwight Brashear* (Alt.); **Tualatin:** Christen Sacco* (Alt.); **Water Districts:** Sherry French*; Severin Holden* (Alt.); **West Linn**: Mary Baumgardner (Alt.); **Wilsonville**: Shawn O'Neil*; Anne Shevlin* (Alt.)

Staff: Trent Wilson (PGA); Jamie Lorenzini (PGA)

Guests: Laura Edmonds (DTD); Becca Tabor (DTD); Jennifer Murphy (Historic Milwaukie NDA); Joseph Briglio (Milwaukie); Mandy Byrd* (Milwaukie); Robert Massey (Milwaukie); Megan Ellertson (OHCS); Austin Saldana (OHCS); Henry Taylor-Goalby (OHCS); Rachel Thieme (Port of Portland); Tyler Deems (Sandy); Everett Wild (Wilsonville); Rick Cook*

II. Housekeeping

April 02, 2026 meeting minutes approved.

III. Moderate Income Revolving Loan Program

Members received a presentation about the MIRL program, which offers revolving loans to cities and counties for housing production targeting moderate-income households earning at or below 120% of the area median income (AMI). Discussion followed to clarify program parameters, the role of sponsoring jurisdictions and potential liabilities, controls for developers, and program reporting. Interest was expressed in whether cities can pass through their administrative fee to the counties to assist with administration.

IV. Local Perspectives on Economic Development

Members received a primer on economic development and learned about economic development initiatives occurring in Port of Portland, Sandy, and Milwaukie. Discussion followed about the Port's role in regional economic development, funding mechanisms for incentive programs and operations, tailoring incentives to the local business climate, and communication

considerations with the public. The discussion closed by flagging an economic development survey in circulation.

V. Approve C4 Retreat Agenda – Action Item

Members reviewed the draft retreat agenda. Questions followed about event amenities, involvement by economic development professionals, weaving in the governor's prosperity council, and within the transit session, contemplating how cities can support micromobility.

Motion by Ms. Helm to approve draft agenda approved. Second by Mr. Keyser. Staff clarified, and motioners confirmed, that staff have wiggle room to address comments received. Motion passed.

VI. Other Business

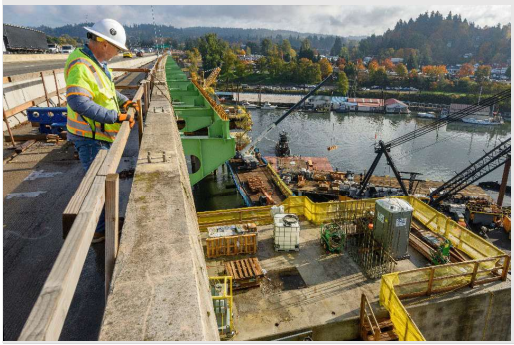
- R1ACT is putting together a project list for consideration in ODOT's new CIP process. The experience has been challenging, noting process ambiguity.
- JPACT is anticipated to consider emergency transportation routes at its next meeting. Other topics of interest include the transportation demand management strategy, the regional transportation plan process, and a series of transit funding conversations.
- MPAC has overlap with JPACT, discussing RTP amendments for three transit projects, cooling corridors and extreme heat, updates on the Future Vision project, the land banking study, and RTP process.
- The seat on the TriMet board representing most of Clackamas County remains vacant. There have been eight meetings since the vacancy, and a retreat is scheduled. Clackamas County sent a letter asking the governor to act quickly.
- C4 will next convene on June 5-6 for its annual retreat. Registration information is in the packet. Please register by May 15.

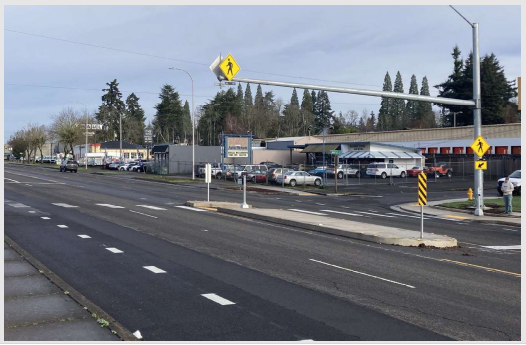
Adjourned at 8:41 pm.

Oregon Department of Transportation

2026
Summer Construction Projects
Region 1

Clackamas County Coordinating Committee, August 6, 2026







Oregon Department of Transportation

Matt Freitag, Project Delivery Manager

Stephanie Turner, West

Shelli Romero, Central

Paul Scarlett, East

Vidal Francis, I-205 Abernethy Bridge Project

Region 1 by area



Regional Impacts to Know

- **I-5 Rose Quarter -** 2.1 mile closure of I-5 southbound (all lanes) around the clock through the Rose Quarter between I-405 and I-84 for up to five weeks starting September 11, 2026. Mid-July 2026 a 14-hour closure of all lanes of I-5 from Exit 302B to the Fremont Bridge and I-405 to install sign bridge.
- **I-205 Abernethy Bridge Project -** Overnight lane, ramp and directional closures, overnight closures of OR 43, ongoing noise, two weekend directional closures of the bridge later in the year.
- **I-5 Boone Bridge -** Nighttime lane and ramp closures on I-5 northbound in Wilsonville summer and fall 2026 with four nightime closures of all northbound lanes to install new bridge expansion joints and conduct exploratory work for future bridge project.
- **I-84 Eastbound McCord Creek Bridge Replacement -** I-84 eastbound traffic sharing the westbound bridge with one lane open in each direction through late summer 2026 and intermitant lane and shoulder closures through fall 2026.

Oregon Department of Transportation

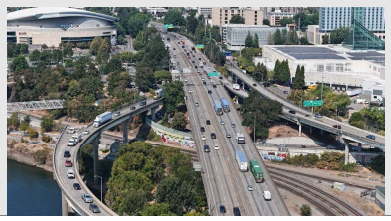
I-5 Rose Quarter

Project Purpose

Improves safety and congestion where three major interstates converge and reconnects the Albina neighborhood. Current work repairs 2,000 ft of failing concrete in project area.

Impacts

- Closure of 2.1 miles of all lanes of I-5 southbound around the clock between I-405 and I-84 for up to five weeks starting September 11.
- 14 hour closure of all lanes of I-5 beginning at Exit 302B to the Fremont Bridge and I-405 to install sign bridge.



Schedule for Phase IA

2026



I-205 Abernethy Bridge Project

Project Purpose

- Upgrades the Abernethy Bridge, between Oregon City and West Linn, to be the first earthquake ready interstate bridge over the Willamette River in the region.
- Enhances safety for drivers by reducing crashes and improving traffic flow at interchanges and on- and off-ramps.
- Widens the bridge to add a new southbound auxiliary lane.
- Makes bicycle and pedestrian improvements on OR 99E and OR 43 to so it's easier and safer to walk, bike, or roll.

Completed Milestones

- The substructure, drilled shafts, new piers, concrete bridge columns and crossbeams are all complete.
- All steel bridge girders installed on the Oregon City side.



Schedule

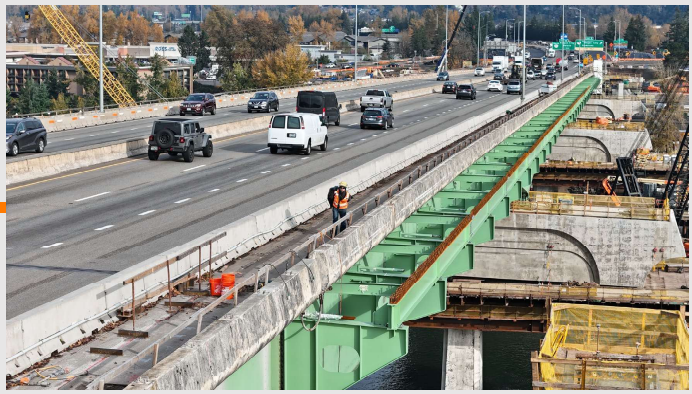
2022-2027

(continued on next slide)

I-205 Abernethy Bridge Project

Current Project Work

- Girder installation in West Linn.
- Bearing replacements, barrier demolition and waterline installation.
- Building new sound wall and bridge deck in Oregon City.



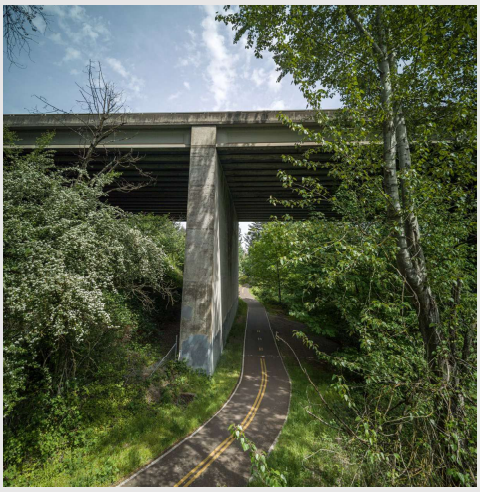
Traffic Impacts

- Nighttime lane, ramp and directional closures on I-205.
- Daytime and nighttime lane closures on OR 43, OR 99E, Clackamette Drive and Main Street with several overnight closures of OR 99E and OR 43.
- Short-term sidewalk and crosswalk closures.
- Two weekend directional closures of I-205 later in 2026 for bridge slide and widening.
- Additional lane and ramp closures after the bridge slide.



I-5 Boone Bridge Investigatory Work





Project Purpose

Geotechnical investigation and drilling around the Boone Bridge on I-5 to better understand foundation and ground stabilization needs for a future project. There is no timeline for bridge replacement since both design and construction are not currently funded.

Impacts

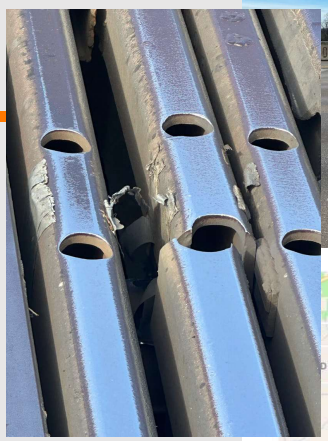
- Daytime work under the bridge.
- Nightime single lane and shoulder clousres on I-5
- Southbound exit to Miley Road remains open but has ramp shoulder closures.

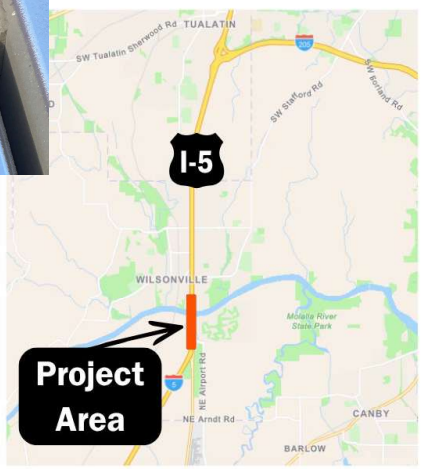
Schedule

Summer 2026

I-5 Boone Bridge Joint Replacement







Project Purpose

Replaces two bridge joints in the northbound I-5 lanes on the Boone Bridge that continue to malfunction and create safety issues for travelers requiring unplanned maintenance work and travel travel lane closures.

Impacts

- Nighttime lane and ramp closures on I-5 NB, 8 p.m. to 5 a.m. for up to 15 weeks.
- Nighttime closure of I-5 northbound with a detour. Up to 4 closures 12 a.m. to 4 a.m.

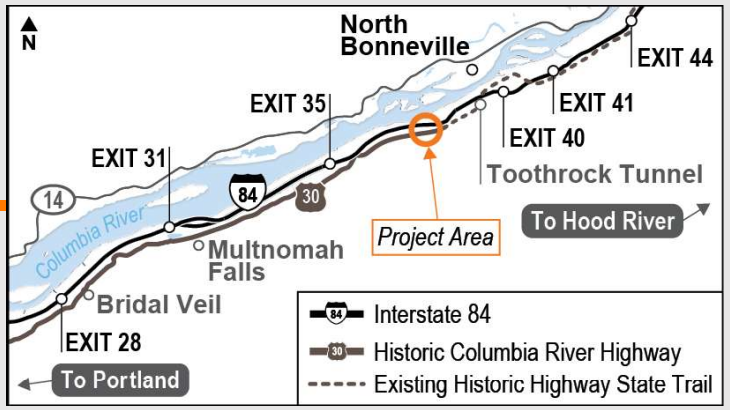
Schedule

2026

I-84 Eastbound McCord Creek Bridge Replacement

Project Purpose

Replaces an aging bridge carrying I-84 east over McCord Creek, eliminating a dip in the road and increasing safety, earthquake resilience and the lifespan of the highway.



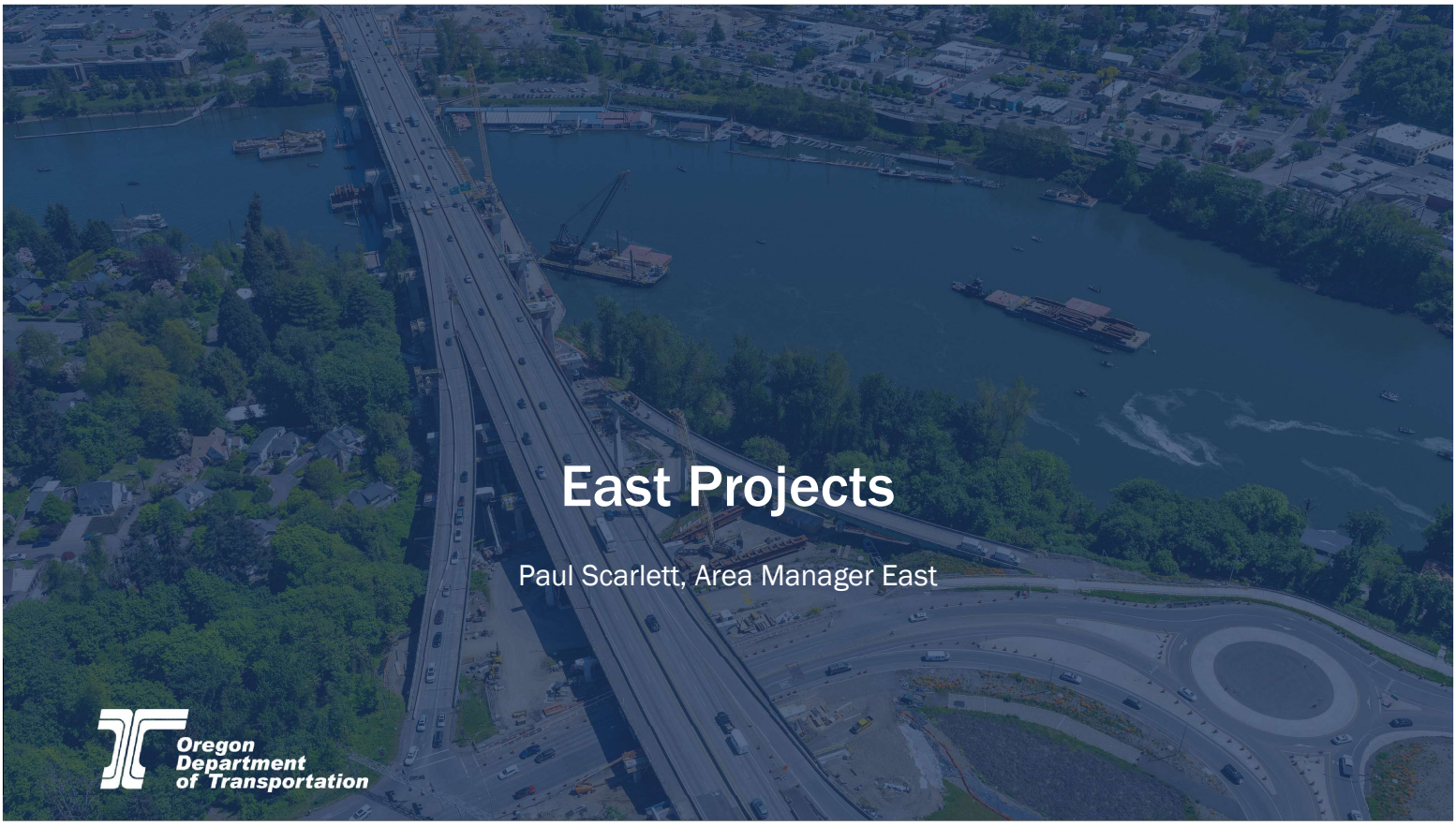
Impacts

- I-84 eastbound traffic sharing the westbound bridge with one lane open in each direction through late summer 2026.
- Intermittent single lane and shoulder closures in both directions of I-84 and NE Frontage Road on-ramp to eastbound I-84 closed through fall 2026.



Schedule

Spring 2025 through fall 2026



I-205: Columbia River – 82nd Ave. All Roads Transportation (ARTS)

Project Purpose

Reduce crashes at 26 I-205 ramp intersections by identifying the high-crash intersections and implementing proven, low-cost solutions such as new lighting, signals, crosswalks, signs and ramps that meet ADA requirements.





Impacts

- Nighttime lane and shoulder closures.

Schedule

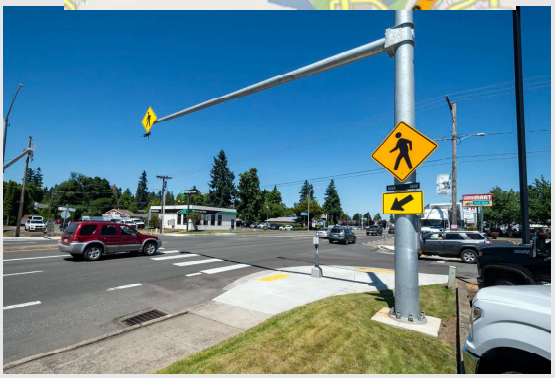
2026

OR 99E Crossing at Glen Echo Road

Project Purpose

Installs a new crossing on OR 99E south of Glen Echo Avenue in Gladstone to improve safety. This location is in a long stretch of OR 99E without a crossing and lacks connectivity for pedestrians.





Impacts

- Lane and shoulder closures.

Schedule

2026

Portland Metro and surrounding areas signal upgrades



Project Purpose

Replaces and upgrades older signal heads, signal detection equipment, and signal corridor retiming to improve signal visibility and traffic flow.



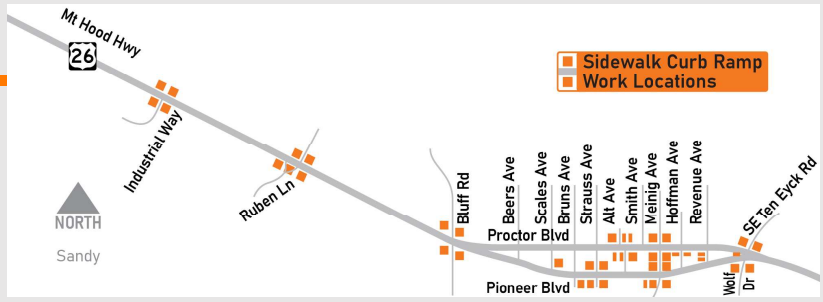
Impacts

- Lane and shoulder closures on OR 99E.

Schedule

2026

ADA Ramps Improvements (Sandy and Molalla)



Project Purpose

Brings 90 ramps into ADA compliance on U.S. 26 in Sandy and OR 211 in Molalla, helping everybody who uses the sidewalks.



Impacts

- Temporary shoulder, lane and sidewalk closures.

Schedule

April 2026 to fall 2026

Contact information

Project Delivery Manager
Matt Freitag
Matthew.D.FREITAG@odot.oregon.gov
503.807.3619

Area Metro Central
Shelli Romero
Shelli.ROMERO@odot.oregon.gov
503.334.5873

Area Metro West
Stephanie Turner
Stephanie.TURNER@odot.oregon.gov
503.964.0962

Area Metro East
Paul Scarlett
Paul.SCARLETT@odot.oregon.gov
503.509.7868

I-5 Rose Quarter
Rose Gerber
Public Outreach and Media Manager
Rose.GERBER@odot.oregon.gov
503.779.6927

For more information, please visit:
https:/tripcheck.com and ODOTconstructionPDX.com

E-BIKES IN HAPPY VALLEY

AUGUST 2026

HAPPY VALLEY CONTEXT



HAPPY VALLEY CONTEXT





LEGISLATIVE CONTEXT

- House Bill 4103 (2024)
  - Classes of electric-assisted bicycles
- House Bill 4007 (2026)
  - Powered micromobility devices

Enrolled

House Bill 4007

Introduced and printed pursuant to House Rule 12.00. Presession filed (at the request of House Interim Committee on Transportation)



PUBLIC OUTREACH

- Open House - April 9
  - Communicated online, printed newsletters
  - >120 attendees
  - Social media engagement and discussion
- Outside surveys (February, July)





HAPPY VALLEY ORDINANCE

Ordinance – May 19

1. Prohibits use on boardwalks and other “public property designed primarily for pedestrian use”
2. Specifies requirements for devices other than electric-assisted bicycles
3. Defines “Reckless of Careless Operation” of a micromobility device
4. Sets fines up to $250 for violation of general operating regulations, and up to $500 for Reckless or Careless Operation violations; fines are doubled for the second instance reported within 1 year.

LAW ENFORCEMENT



CITY PROGRAMMING

- Classes
  - Formal Classes
  - On-Bike Training
  - Community Rides



Building a Successful E-Bike and E-Scooter Safety Program

The Challenge

- Dramatic increase in e-bike and e-scooter use.
- Younger riders.
- Faster vehicles.
- Increased complaints.
- Confusion about state law.
- Residents demanding action.

The question wasn't whether we should do something.

The question was **how do we improve safety and compliance before enforcement becomes necessary?**

Start with Education - not Enforcement

This may have been the most important decision we made. We intentionally decided our first phase would be education. We wanted every child…Every parent…Every resident… …to know exactly what the rules were BEFORE we ever increased enforcement. That gave us credibility.
Later, if enforcement became necessary, no one could say, *"We didn't know."*





Simplify the Laws

People often don't read legal statutes. They remember simple rules. Instead of handing out copies of Oregon Revised Statutes…we reduced everything down to three messages. AGE // SIDEWALKS // HELMETS

- Visual
- Memorable.
- Kids understood them.
- Parents understood them.
- Officers could explain them in under 30 seconds.





Communicate Everywhere

Education should happen everywhere.

We used:
- Facebook
- Instagram
- One Minute with the Chief
- Graphic handouts
- Posters
- School contacts
- Officer contacts
- Community events

The more places people hear the message...
the more normal it becomes.

Internal Consistency

Every officer has to understand
the laws...
the expectations...
the department philosophy...
and the enforcement priorities.

We spent considerable time ensuring every officer knew
- what statutes applied
- what our expectations were
- when education was appropriate
- when citations became appropriate

The Ordinance

West Linn Ordinance 1772

Only after education...
community messaging...
and internal preparation...
did we move forward with a local ordinance.

Parent Responsibility and Enforcement

Children don't usually purchase these vehicles. Adults do.
Parents ultimately decide whether a child is riding legally.

Our ordinance recognizes that.
When appropriate, parents can be held accountable.

Compliance is the goal.
If education works...citations go down.
That's success.

If behavior changes... that's success.


WEST LINN POLICE DEPARTMENT
WEST LINN
STATE OF OREGON
1859
POLICE
OREGON
Building a Successful E-Bike and E-Scooter Safety Program
--Our goal was never to write citations. Our goal was to make it unnecessary to write citations because everyone already understood the rules.

Memorandum

To: Clackamas County Coordinating Committee (C4)

From: C4 Staff

Subject: C4 2026-2027 Work Program

Date: August 5, 2026

2026-2027 Discussion Priorities (Action Requested)

The Clackamas County Coordinating Committee convened on June 5 – 6 for its annual retreat in Welches, OR. The retreat concluded by identifying topics that merit further discussion at C4 meetings. On August 5, C4 members will be invited to participate in a discussion and in-meeting poll to rank the topics below by priority:

- **Economic Development** (E.g., Expert presentations, grants, aggregating site data)
- **Land Use** (E.g., Requirements to expand urban growth boundaries, industrial land readiness and availability)
- **Transportation** (E.g., Transportation package, alignment between density, transit and infrastructure)

Feedback from the in-meeting poll will be used to assist the Executive Committee in bringing C4 meaningful content throughout the year.

Values & Outcomes Development (Information)

During the retreat, participants also expressed interest in collaborating on a Values & Outcome document in preparation for the 2026 state transportation package and a Values & Outcomes document relating to economic development. Staff proposes to bring both deliverables to C4 in the following cadence:

Task	Timeline
1.1 Document development (ClackCo staff)	Jul. – Aug.
1.2 Consult C4 on drafts	Oct. – Nov.
1.3 Engage BCC	Sept., Dec., Feb
1.4 Solicit city logos	Dec. – Feb.

1.5 Finalize document through C4	Feb. (2027)

Other Deliverables

Retreat participants identified tangible accomplishments they would like to see before the 2027 C4 retreat. Staff has carried these concepts into scoping, with additional feedback below:

Request	Preliminary Staff Feedback
Key Performance Indicators for economic development performance in the county.	C4 staff wishes to honor the home rule authority of cities with adopted economic development strategies. In lieu of KPIs, staff proposes peer-to-peer learning opportunities.
Interactive, public-facing data on economic development. This tool could include counters to explain why we're growing, and material from the annual economic landscape analysis.	Staff can provide data sources, however it would be incumbent on each jurisdiction to report its own data.
Engagement/movement on a transportation package.	C4 is anticipated to discuss a revised Values & Outcomes document this fall.

Clackamas County Coordinating Committee

2026 C4 Retreat Summary Notes

Executive Summary

The Clackamas County Coordinating Committee (C4) meets to provide coordination and cooperation between jurisdictions within Clackamas County and to form unified positions on land use and transportation plans. Membership is comprised of elected officials from Clackamas County, cities, representatives from unincorporated communities and representatives from transit, sewer, water and safety districts.

The Clackamas County Coordinating Committee convened for its annual retreat on June 5 – 6, 2026 in Welches, OR. Event participants included C4 members and alternates, county and city elected officials, staff, and representatives from the Oregon state legislature. The retreat's primary topics were economic development, the development of a state transportation funding package, and transit coordination. Packet materials are available here. The following document summarizes key discussions by session and possible next steps, including topics for future meetings.

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Clackamas County Coordinating Committee

2026 C4 Retreat Summary Notes

Attendees

C4 Members: ***Canby****: Brian Hodson, Traci Hensley (Alt.);* ***Clackamas****: Paul Savas, Diana Helm;* ***CPOs:*** *Patricia Erdenberger (Alt.);* ***Estacada****: Melissa Hill;* ***Gladstone:*** *Michael Milch;* ***Happy Valley****: Joshua Callahan, Glenn Wachter (Alt.);* ***Molalla****: Scott Keyser, Eric Vermillion (Alt.);* ***Oregon City****: Adam Marl, Michael Mitchell (Alt.);* ***West Linn:*** *Mary Baumgardner;* ***Wilsonville****: Shawn O'Neil;* ***Urban Transit****: John Serra, Dwight Brashear (Alt.)*

Staff: Trent Wilson; Jaimie Lorenzini

Non-C4 Members: ***Clackamas****: Martha Schrader, Dan Johnson, Mike Bezner, Karen Buehrig, Cindy Moore, Laura Edmonds, Jamie Stasny, Brendan Adamczyk, Becca Tabor, Adam Torres, Kristina Babock, Megan Nugent;* ***Estacada****: Melanie Wagner;* ***Gladstone****: Jacque Betz;* ***Hamlet of Beavercreek****: Kenny Sernach;* ***Happy Valley****: Kevin McGrane;* ***Lake Oswego****: Lynn Peterson, Will Farley;* ***Metro****: Jaye Cromwell;* ***Sandy****: Kathleen Walker, Andi Howell;* ***Tualatin:*** *Steve Koper;* ***Wilsonville****: Everett Wild, Diana Kotler*

Special Guests: Angela Wilhelms (OBI), Rep. Sue Rieke Smith, Rep. April Dobson, Rep. Lamar Wise

Session 1: Opening Remarks

C4 Co-Chairs Savas and Hodson provided opening remarks, followed by introductions, a run-of-show, and a discussion on desired outcomes for the weekend. Group goals for the weekend include collaboration, understanding group priorities, issue alignment, and identifying future actions. Disagreements, if any, will be resolved by seeking clarification and using consensus cards.

Session 2: Economic Landscape

Guest speaker Angela Wilhelms, CEO of Oregon Business & Industry, reviewed Oregon's economic conditions, highlighting business, regulatory, tax, and economic performance rankings. Notably, Oregon ranks 47th for business-friendliness, 44th in state GDP growth, and 39th in top states for business (2025). Retreat participants were challenged to prioritize economic and business development, improve affordability for residents and businesses, create a solutions-oriented regulatory environment, and make tax and budget policies sustainable and competitive. In contemplating policy changes, Ms. Wilhelms suggested allowing rules to settle before instituting further changes, discussing a higher threshold for the corporate activity tax and exploring allowable exemptions, and modifying the DEQ climate protection and recycling modernization programs.

Group Discussion Ideas

- Convening jurisdictional planning departments to develop a simplified set of rules for businesses seeking to come and build in Clackamas County.
- Talking with ODOT to address issues for businesses opening on state facilities.
- Rallying around and supporting local legislators after hard votes.
- Working with the state to keep an up-to-date list of available employment land.
- Treating economic recovery like a public emergency, while acknowledging that some changes will take time to implement due to the level of complexity.
- Collaborating across the state to fix issues, which may require some sacrifice of local control to achieve a coordinated strategy.
- Leveraging knowledge in local cities and counties.

Session 3: Economic Identity

Prior to the retreat, communities were surveyed about their attitudes toward economic development. Thirteen communities responded. Sectors frequently targeted for growth include industrial/manufacturing and tourism/hospitality, while the most common barriers include utility infrastructure, road infrastructure, and affordable housing. To support economic growth, communities commonly use tools like urban renewal/tax-increment financing and local partnerships. Perceived threats involve the cumulative effects of new state laws and the loss of state support. Possible opportunities include process efficiencies, fiscal reforms, targeted policy adjustments, and state collaborations to enhance land viability.

Discussion Q1: What Defines Us?

Participants love living in Clackamas County. There is deep history, with regional destinations, and access to nature. Unlike Multnomah and Washington counties, Clackamas is not characterized by a large, central city; rather, Clackamas County contains many smaller and strong cities. Every community has a different flavor, but we are collaborative in our diversity.

Discussion Q2: How Do Others See Us?

The county board has experienced frequent turnover, and sometimes we come across as contrarian. The county has insufficient utility/road infrastructure and connectivity, but we are also known for being pro-growth and getting to “yes”.

Discussion Q3: How Do We Want to Be Seen?

We want to be known for livable communities, strong home rule, and successful logging/forest management and business-friendly sustainable practices.

Session 4: Healthy Economies

In Session 4, participants transitioned from vision-setting to practical problem-solving, identifying the specific barriers that must be addressed to realize our shared economic development identity. Visiting themed stations, participants explored topics including diagnosing business losses, developing treatment options (business retention, expansion, attraction, resiliency), economic wellness, building trust, and what's missing. Pursuant to an activity report-out, participants engaged in a dot activity, with the following responses generating the greatest alignment.

Issues that are in Our Control/We'd Like to Pursue	Items that are Out of Our Control/We'd Like to Influence
Planning and zoning consistency (simplify and stop changing) (10) Develop a relationship/report card with businesses (defending and monitoring growth; celebrating business) (10) Clarify and reduce regulatory burden on businesses (9) Collaborate with the business community on an ongoing and long-term basis (9)	Taxes (12) Land availability (9) The state is missing, resulting in communication and trust issues (8) High rent rates (commercial/residential); nuances around out-of-state property owners vs. local property owners (7) State investment, engagement in driving economic development (6)

Session 5: Where Do We Go From Here?

The first day of the retreat culminated in a discussion of actionable next steps, C4's role in the ongoing conversation, and how the conversation should be memorialized.

Discussion Summary

- There is interest in leveraging C4 to **inform economic development goals** for Clackamas County, such as a north star, metrics/benchmarks, and where we want to be in five years.
- There is interest in developing a **Values & Outcomes document**. The document should be treated as a living document/roadmap and used to advocate for state dollars. The document could be developed through a subgroup, or tasking staff practitioners with developing recommendations for consideration. The document should:
    - Articulate how constituents benefit from and relate to economic development;
    - Articulate a unifying vision
    - Clarify what we need the state's help on (e.g., medium businesses)
        - What are the big-ticket items?
        - What does accountability look like with state dollars?

    - Clarify what we can do (e.g., assisting with micro-businesses)
- There is a desire to **work more closely with the Clackamas Caucus and improve the line of communication with legislators**. Legislators in attendance suggested that communities be ready to provide legislators with trustworthy data and work to identify partners.

Session 6: Learning from the 2025 Transportation Package

Participants reflected on the 2025 transportation package and legislative process to identify what worked well and what needs to happen as the state prepares to revisit transportation funding in 2027.

Good things in the 2025 package: Preservation of the historical 50/30/20 funding formula, local control, money for paving, the early-stage listening sessions/partner engagement, STIF increase, clarity on what we didn't want, menu of funding options/shifting away from gas tax, increased accountability, road usage charge, indexing, HCAS rebalance, user-pay system, funding path for the missing lane on I-205, ODOT review.

Challenges in the 2025 package: The focus was on money, not restructuring. There was no repair to the ODOT ecosystem, and findings from the ODOT review were not enacted (no best practices). There was ambiguity, including a lack of transparency from the legislature, and questions about who was in charge, how decisions were being made, and how the system works. The transit funding needs were a surprise, with needs buried behind ODOT and different philosophies about how transit should be funded. The late release of a package was also challenging, and people felt pressured to fall in line, noting partisanship and issues with trust, timing, tone sensitivity, and the invalidation of lived experience.

Session 7: Preparing for the 2027 Transportation Package

Participants engaged in a Model UN-style exercise simulating policy development for Oregon's 2027 transportation package. Working in teams representing different policy areas, each group identified top priorities and possible trade-offs. Pursuant to the report-out, participants engaged in a dot exercise to identify areas of alignment, remaining questions, and friction. Data will be used by staff to recommend updates to the Values & Outcomes document. Following summarizes key feedback:

Maintenance, Preservation, and Emergency Response: There is a strong desire and unity to maintain the 50/30/20 highway revenue distribution formula. There is also strong interest in prioritizing maintenance and preservation, but an equal number of responses expressed discomfort or opposition to potential funding strategies, with one participant expressing that ODOT should use its resources more effectively or show the math explaining why goals cannot be accomplished.

Major Project Funding and Delivery: There is a strong desire for additional transparency and accountability measures, such as risk management, audits, and contract management. Conversely, there was moderate support for investment in Boone Bridge, Sunrise Corridor, a jurisdictional transfers program, a 2025 bottleneck funding path, and creating a new, small major projects office that operates with transparency and trust. There is no consensus on how projects would be funded.

Transit: There was strong support to broaden the qualified entity structure for direct provider control. There was mild support to change the funding structure/distribution to small providers (funding off the top for small providers). Conversely, there was a moderate-high level of opposition to, and questions about, potential STIF funding increases. Transit providers noted the need for funding, while jurisdictions expressed the need for relationships with certain providers and enhanced messaging/education.

Community Livability and Safety: There was moderate support for increased local control over speed limits, egress/ingress requirements, and flexible-route first/last-mile transit. An almost equal number of responses expressed questions, with some in outright opposition. There was also mild support for investment in bridge operations and prioritizing bridges for funding.

Freight: There are questions about the continued prioritization of the operations of freight routes, bridges, and arterials. Jurisdictions recognized the need for freight-appropriate routes, but expressed the need for greater accountability and enforcement of weigh stations and designated routes. Separately, there was moderate opposition to prioritizing more EV-charging stations for trucks.

Session 8: Local Mobility Solutions

Over the last several years, transit resources and service levels have become increasingly constrained. In Session 8, participants discussed pragmatic steps that leaders are willing to explore – individually or collaboratively – to meet the evolving transportation needs of their residents. Items prioritized for follow-up include: increasing the line of communication between the small providers group and cities, empowering local providers to develop solutions, increasing understanding of service model options, and talking about funding.

Discussion Summary

1. **Communication & Relationship-Building**: Jurisdictions are interested in receiving more communication from the small providers group and strengthening the voice of small providers at regional tables.
2. **System Coordination**: Transit needs to be viewed as a unified system, and we need to find out what makes sense for subregional service provision. Collaboration is needed to ensure that the right tool is applied to the right situation, e.g., efficiencies from different bus types and fuel sources. Transit development plans are important for moving priorities forward.
3. **Service Models & Operational Approaches**: There is an appetite for continued conversations and education on service model types, such as UServe, shared vehicle mobility (Zipcar), and partnering with retirement homes with unused shuttles. This may be an opportunity for transit providers to recommend solutions.
4. **Data-Driven Service Decisions**: TriMet has quality data on service gaps, and we could explore how to fill these gaps with local service. There is also an appetite for solutions for distributed/dispersed ridership and appropriate distribution of assets.
5. **Funding**.

Session 9: Annual Organizational Meeting

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

Theme	Topics
Economic Development	• Form a staff subcommittee to help synthesize the data. • Bring OBI back to talk about legislative priorities. • Explore opportunities for an integrated, countywide economic development plan and aggregating site data. • Invite Laura Edmonds to talk about turnkey economic development grants and programs.

	• Peer-to-peer learning around river-based economic development opportunities.
Land Use	• Look at requirements to expand urban growth boundaries.
Transportation	• Refresh the 2025 Values & Outcomes document. • Pursue alignment between housing density requirements, transit access, and transportation infrastructure funding.
Advocacy	• Support Trent Wilson in Salem. There is interest in facilitating a joint advocacy day in the Capitol or getting all 19 Clackamas legislators in a room with C4 to talk about transportation. • Add all state legislators to C4's mailing list. • Consider holding a focused retreat with legislators, *but* there needs to be a clear ask. Alternatively, normalize having one large meeting a year.

What do we want to accomplish by next year?

- Key Performance Indicators for economic development performance in the county.
- Interactive, public-facing data on economic development. This tool could include counters to explain why we're growing, and material from the annual economic landscape analysis.
- Engagement/movement on a transportation package.

Continuous Improvement

Prior to exiting the venue, guests were prompted to complete an anonymous card reflecting on event strengths and opportunities for improvement next time. Guest feedback will be used by the C4 Executive Committee to improve future events. Following are major takeaways:

- Participants noted year-over-year improvement in support amenities (midday snacks, fidget items) and appreciated that the dinner service invested in the local economy. Staff support was also praised.
- Participants requested accessibility improvements (dark fonts, consistent microphone use), adding "Get to Know You" activities, and elongating the retreat to facilitate deeper conversations. Additionally, some participants found certain topics less relevant.

2026 C4 Economic Development Survey

Summary Report (July 2026)

Executive Summary

In advance of the 2026 Clackamas County Coordinating Committee (C4) Retreat, thirteen communities responded to a countywide Economic Development Survey. The survey provides insight into how communities understand their economic identities, the sectors they prioritize, and the challenges they face in advancing business and employment growth. Overall, jurisdictions report:

- **Strong interest in growing industrial/manufacturing and tourism/hospitality sectors**.
- **Significant barriers** related to utility and road infrastructure, affordable housing, land availability, and regulatory complexity.
- **Common strategies** such as urban renewal, tax increment financing, local partnerships, business retention and expansion, and enterprise zones.
- **Threats** associated with inconsistent or evolving state requirements, limited state support, and cumulative regulatory impacts.
- **Possible Opportunities** including process efficiencies, fiscal reforms, improved state coordination, and targeted policy adjustments to enhance land readiness.

The outcomes of this survey should not be regarded as scientific findings. Rather, outcomes reflect the perceptions and preferences of a focus group at a specific point in time. Participants included elected officials, as well as senior-level and technical staff; individual responses may not represent the official position of a particular jurisdiction.

Findings from this survey informed **Session 3 of the 2026 C4 Retreat**, which centered on defining Clackamas County's economic identity, understanding how the county is viewed externally, and identifying pathways to strengthen economic development.

Within the discussion, participants reflected on infrastructure constraints, while honoring the county's reputation for being pro-growth and getting to "yes". Participants expressed a desire to be known for livable communities, strong home rule, successful logging/forest management, and business-friendly sustainable practices.

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Acknowledgements

This report was prepared for the Clackamas County Coordinating Committee (C4) by the Department of Public & Government Affairs. We would like to extend sincere gratitude to the Department of Transportation and Development for co-developing the survey and providing valuable technical expertise.

Questions

For additional information about the 2026 C4 Retreat and the Economic Development Survey, please email C4@clackamas.us.

Survey Participants and Organization Process Assets

All C4 member agencies were invited to participate in the 2026 Economic Development Survey. Responses were received from 13 communities, including Boring CPO and the cities of Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, Tualatin, West Linn, and Wilsonville. Clackamas County, as the survey host, did not contribute a survey.

Although economic development is an emerging policy area for C4, several participating agencies have adopted economic development policies, plans, and strategies. These artifacts, or organizational process assets (OPAs), are listed below to support best practices and peer-to-peer learning.

In addition to existing OPAs, the City of Estacada has an economic development strategy in development, and Canby is expected to begin developing one in the next 12-18 months, alongside an Urban Growth Boundary Concept Plan.

Figure 1 Toolbox of Organization Process Assets

Organization	Document
Canby	• Economic Opportunities Analysis (2023)
Gladstone	• 2025-2027 Economic Development Council Goal
Happy Valley	• Economic Opportunities Analysis (2011)
Lake Oswego	• Economic Development Strategy and Resource Plan (2022)
Milwaukie	• 2025-2027 Economic Development Goal Tracker (2026) • Milwaukie Urban Renewal Plan (2016)
Molalla	• Economic Opportunities Analysis Findings (2025)
Sandy	• Economic Development Strategic Plan (2023) • Economic Opportunities Analysis (2024)
Tualatin	• Tualatin Economic Development Strategy (2025) • Tualatin Economic Opportunities Analysis (2019)
West Linn	• Economic Opportunities Analysis (2016)
Wilsonville	• Economic Development Strategy (2026) • Economic Opportunities Analysis (2026)

"Simply put, an economic development strategic plan is a tool to articulate and realize your community's economic vision and take control of your economic future." Sandy Economic Development Strategic Plan, 2023

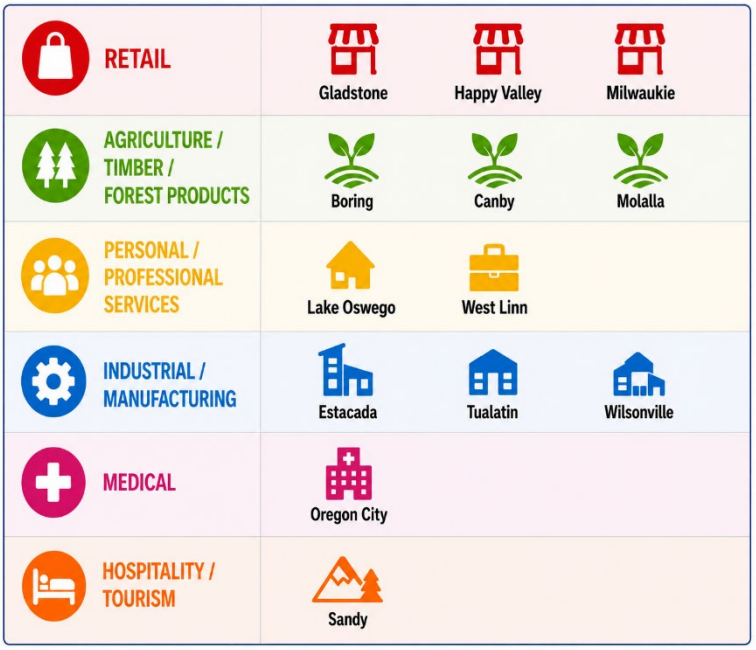
Survey Findings

1. Identity: Which employment sector is your community best known for?

Survey respondents were asked to identify the single employment sector that best characterizes their community. Agriculture, industrial/manufacturing, and retail emerged as the most frequently selected sectors, while hospitality/tourism and medical uses were identified less often.

Responses also revealed a distinct geographic pattern. Communities located closer to the Portland metropolitan core were more likely to identify retail and personal or professional services as their defining employment sectors. Jurisdictions along the urban periphery more commonly identified industrial and manufacturing uses, while communities located farther from the urban core and closer to the wildland-urban interface were more likely to identify agriculture, timber, forest products, and tourism as central components of their local economies.

Figure 2 Economic Identity Chart



Because respondents were limited to selecting a single sector, these results should be viewed as indicative rather than comprehensive. Many communities possess diverse economies with strong secondary or emerging sectors. For example, while Happy Valley identified retail as its primary economic identity, the city also hosts a significant medical employment hub. Similarly, Oregon City's medical sector currently plays a defining role in its economy, but tourism is expected to grow substantially as redevelopment of the Willamette Falls area progresses.

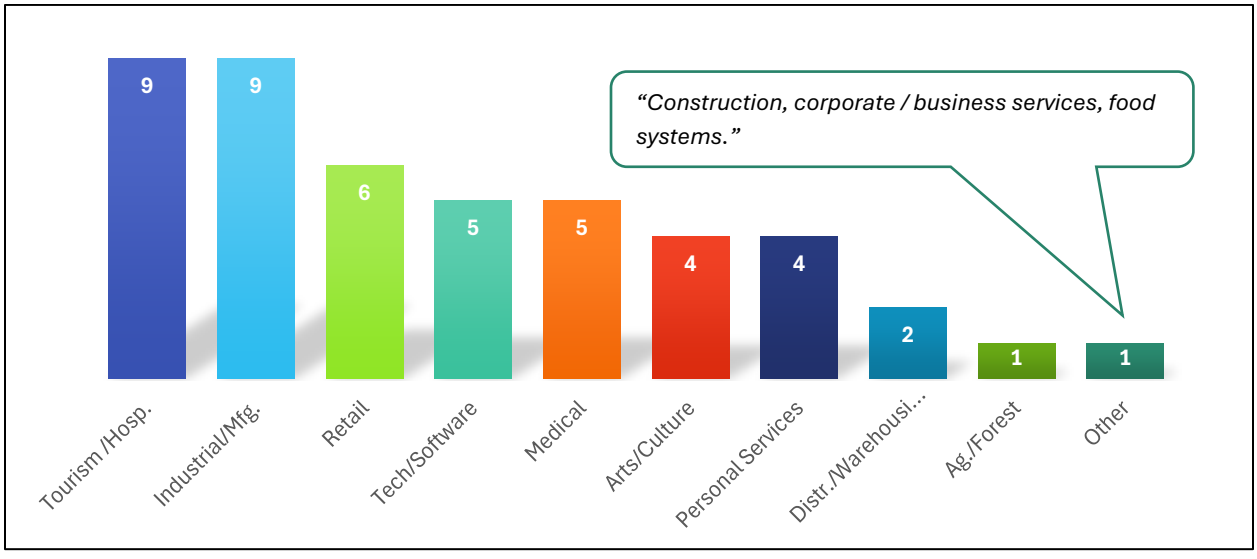
2. Vision: Do you have an employment sector you are working to grow?

When asked which employment sectors they are actively seeking to grow, respondents demonstrated notable alignment around two priorities: industrial/manufacturing and tourism/hospitality. Each sector was identified by nine communities, making them the most commonly selected growth targets.

Although these sectors appear distinct, they may reflect different approaches to a similar challenge: maximizing economic opportunity within increasingly constrained land supplies. Industrial and manufacturing uses often generate comparatively high-wage employment while utilizing land efficiently, making them attractive in communities with limited developable acreage. Conversely, tourism and hospitality strategies enable communities to attract visitor spending and generate economic activity from outside the host community. As communities continue to evaluate growth opportunities, both approaches represent strategies for increasing economic output and local revenues.

Conversely, sectors such as distribution and warehousing, agriculture and forestry, construction, corporate and business services, and food services were rarely reported. These specialized sectors may provide communities with opportunities to differentiate themselves and build competitive advantages based on local assets and market conditions.

Figure 3 Do you have an employment sector you are working to grow? Select all that apply.



3. Challenges: Barriers to employment and business growth

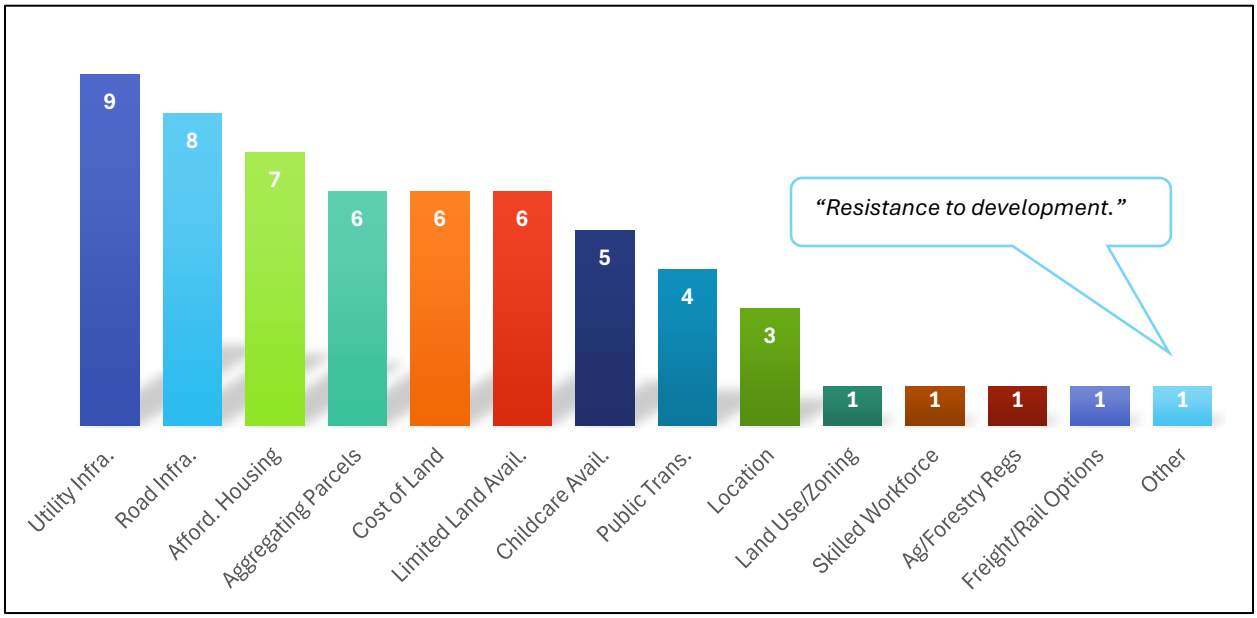
Respondents identified a broad range of barriers that limit business and employment growth. Utility infrastructure emerged as the most frequently cited challenge, followed closely by road infrastructure and affordable housing. Land-related constraints—parcel aggregation, land costs, and limited land availability—were also consistently identified.

Childcare availability, public transportation, and geographic location were identified as moderately common issues. Open-ended responses also acknowledged community resistance to development as an added challenge.

Interestingly, disaster recovery, public safety, and climate-related hazards were not identified as barriers to economic growth. Recognizing the disruptions caused by recent wildfires, severe weather events, and public health emergencies, this finding may reflect both community resilience and the progress made in recovery and preparedness efforts.

Collectively, these findings suggest that infrastructure capacity and land readiness remain among the most significant economic development challenges facing Clackamas County communities. Perhaps most remarkably, utility infrastructure was cited even more frequently than transportation infrastructure and affordable housing, underscoring concerns about water, wastewater, and other essential systems needed to support development. Without sufficient infrastructure capacity, communities may struggle to attract or retain employers regardless of available land supply.

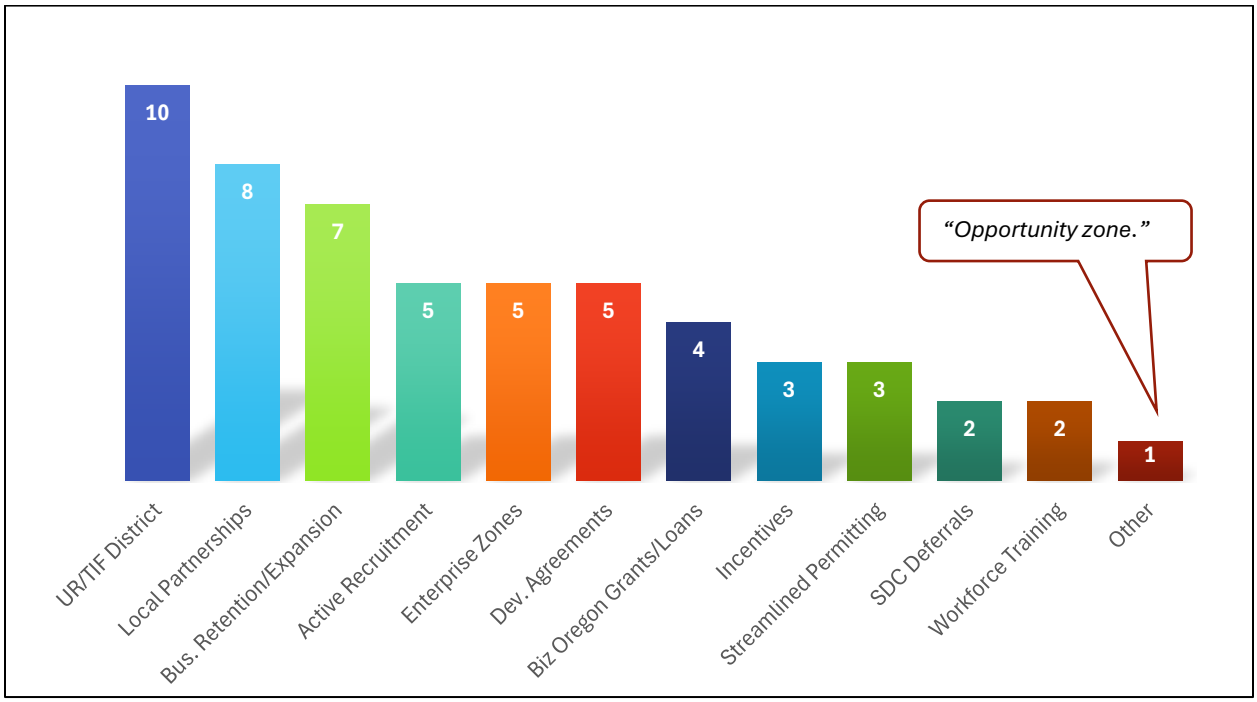
Figure 4 What barriers do you face in realizing employment growth? Select all that apply



4. Tools: Strategies used to support growth

Communities reported using a wide variety of strategies to support business and employment growth. By a margin, urban renewal and tax increment financing (TIF) districts emerged as the most commonly used economic development tool, followed by local partnerships and business retention and expansion programs.

Figure 5 What strategies does your agency/ jurisdiction use to support business and employment growth? Select all that apply.



The prevalence of urban renewal and partnership-based strategies suggests that communities favor tools that leverage collaboration, catalyze private investment, or forego future revenues. Enterprise zones, development agreements, and active business recruitment efforts were also commonly utilized.

Conversely, strategies such as streamlined permitting, direct incentives, and system development charge (SDC) deferrals were used less frequently. These tools typically require jurisdictions to redirect existing resources, reduce fee revenues, or assume additional financial risk at a time when many communities are experiencing fiscal constraints.

Local context is an important consideration in the development and deployment of tools. For example, the City of Estacada participates in a Rural Renewable Energy Development (RRED) Zone, which provides targeted tax incentives to encourage renewable energy

investment in rural areas. Alternatively, Oregon City's BIZ POD program provides technical assistance, peer networking, and professional coaching to entrepreneurs and emerging businesses, strengthening the local small business ecosystem while fostering long-term business resilience.

These examples illustrate that while communities share common goals, successful economic development strategies are often highly place-based and responsive to local opportunities.

5. Possible threats and opportunities

Survey respondents were asked to identify recent or potential policy changes that could either hinder or advance economic growth within their communities. The responses summarized in Figures 6 and 7 represent individual perspectives and lived experiences. This feedback, however, should not be interpreted as consensus policy positions or endorsements by any particular jurisdiction.

Despite the diversity of responses, several common themes emerged. Respondents expressed concern about the cumulative impact of regulatory requirements, particularly in land use, housing, and permitting. Other participants cited concerns about inadequate state partnership and systemic issues resulting in higher costs without comparable revenues.

Perceived opportunities generally clustered around four themes: improving process efficiency and transparency, implementing fiscal reforms, specific policy changes to address the functionality of existing policies and statutes, and state partnerships to improve land readiness.

Land readiness and policy modernization were among the most frequently identified opportunities, suggesting a strong interest in creative development solutions that accelerate development while maintaining local flexibility. Overall, respondent feedback seems to suggest that greater predictability, improved coordination, and strategic investments in infrastructure could enhance local economic development efforts.

Figure 6 Perceived policy threats

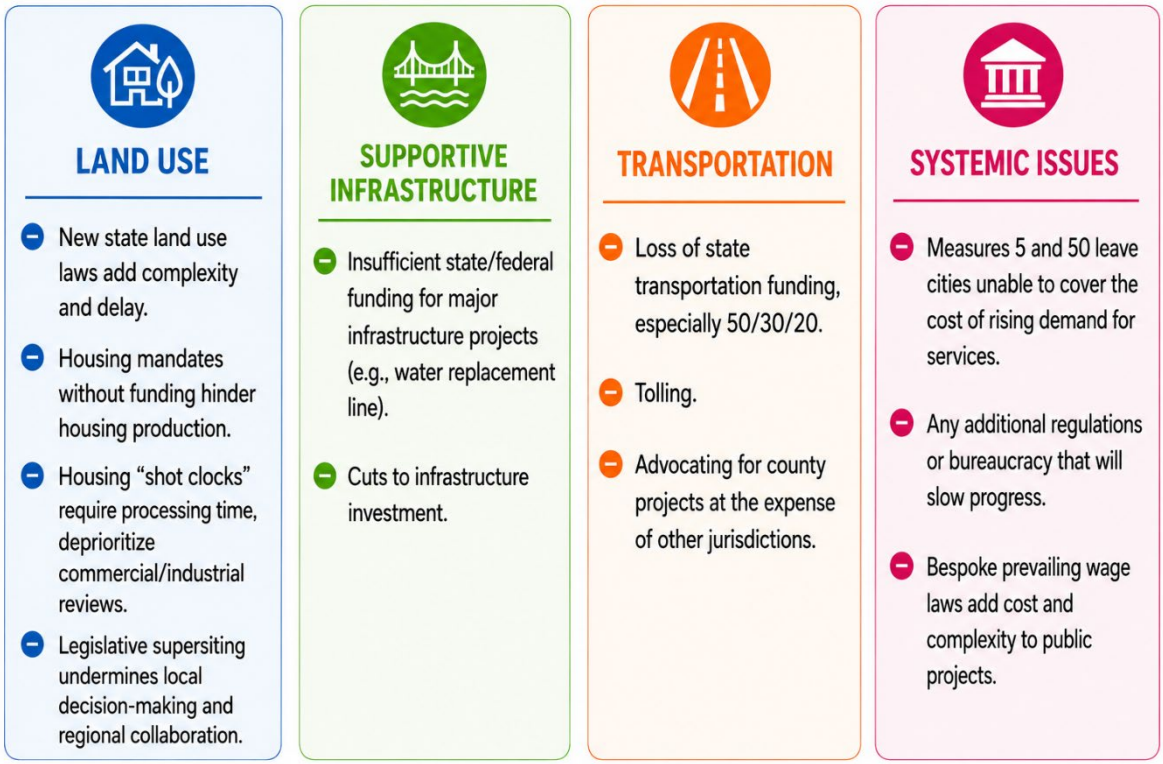


Figure 7 Perceived policy opportunities



6. Local investment priorities

Respondents were invited to identify their top two infrastructure needs to attract or retain businesses, providing a project name, address, or coordinates to assist county staff in mapping needs. Whereas most respondents provided such investments, it is important to remember that the responses of individual respondents may not represent the official view of a particular agency.

Figure 8 Infrastructure needs to attract business

City	Investment Needs
Canby	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	Natural Gas to our Industrial Campus Regional Transportation - OR224 through Carver Curves is difficult.
Boring CPO	Safe roads for commercial as well as private vehicles to commute / do business in our area.
Gladstone	N / A
Happy Valley	Sunrise Corridor & Rock Creek and Clackamas Interceptor
Lake Oswego	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	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	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	Investment Needs
Oregon City	Highway 213 corridor (ODOT) and county road (Redland) intersections to the state facility. Water, sewer, and street improvements down Beavercreek Road past CCC and OCHS.
Sandy	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	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.
West Linn	Land availability. Aging water infrastructure. Disinvestment in State Hwy 43. Potential for tolling I-205 is a risk factor.
Wilsonville	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. 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.

7. Connecting communities with resources

The final survey question invited respondents to request a range of support from the Clackamas County Economic Development team. Clackamas County's Economic Development team will follow up directly with interested jurisdictions to better understand local needs, identify opportunities for partnership, and determine appropriate next steps.

Figure 9 Are there areas where your organization would like support from the Clackamas County Economic Development team?

City	Introductions to Workforce Practitioners	Assistance with "BRE" Visits	Guidance on Incent. Programs / Grants	Other
Canby				Appreciation for existing partnership
Gladstone		Yes	Yes	
Happy Valley		Yes	Yes	
Lake Oswego	Yes		Yes	
Milwaukie	Yes	Yes		
Molalla		Yes		
Oregon City		Yes	Yes	
Tualatin			Yes	
West Linn			Yes	
Wilsonville				Continuation of county business development grants; technical assistance experience and knowledge about E-Zone administration

Connections to the C4 Retreat

Survey findings directly informed Session 3 dialogue about **economic identity**. After receiving an overview of survey fundings, participants were invited to discuss our collective identity, how we are currently viewed by external partners, and how we'd like to be seen.

Within the discussion, participants articulated their love for living in Clackamas County. There is deep history, with regional destinations, and access to nature. Unlike Multnomah and Washington counties, Clackamas is not characterized by a large, central city; rather, Clackamas County contains many smaller and strong cities. Every community has a different flavor, but we are collaborative in our diversity.

In considering external reputation, participants noted frequent turnover on the county board, and sometimes we come across as contrarian. The county has insufficient utility/road infrastructure and connectivity, but we are also known for being pro-growth and getting to "yes".

Looking towards the future, participants want to be known for livable communities, strong home rule, and successful logging/forest management and sustainable business practices.

Conclusions

The 2026 C4 Economic Development Survey highlights both the diversity and interconnectedness of Clackamas County communities. While each jurisdiction possesses a unique economic identity, respondents identified several shared opportunities and challenges that transcend jurisdictional boundaries. Collectively, the findings suggest that communities are increasingly aligned around common economic development priorities and are eager to strengthen collaboration, improve infrastructure readiness, and build a more resilient regional economy.

1. Shared Economic Priorities Are Emerging

Although communities differ in their existing economic identities, respondents demonstrated significant alignment regarding future growth priorities. Industrial/manufacturing and tourism/hospitality sectors emerged as the most frequently identified targets for future investment, reflecting opportunities to maximize economic opportunity, create family-wage jobs, and attract outside investment and visitor spending.

2. Infrastructure Remains the Binding Constraint

Across nearly every survey topic, infrastructure emerged as a central theme. Utility infrastructure, transportation systems, and affordable housing were consistently identified as barriers to economic growth. These findings suggest that infrastructure readiness remains one of the most significant determinants of future economic competitiveness in Clackamas County.

3. Land Readiness and Regulatory Predictability Matter

Survey respondents expressed concern regarding limited land availability, challenges associated with parcel aggregation, and the cumulative impacts of evolving regulatory requirements. At the same time, participants identified opportunities to improve process efficiency, modernize existing policies, and increase flexibility within state programs. Together, these findings underscore the importance of predictable, transparent, and coordinated regulatory systems that support both local decision-making and economic investment.

4. Economic Development is Increasingly Collaborative

Communities reported extensive use of partnership-based strategies, including urban renewal, business retention and expansion programs, and collaboration with local and regional organizations. Survey respondents also expressed interest in continued technical assistance and resource sharing through Clackamas County. These findings could suggest that economic development is viewed as a collaborative endeavor requiring coordinated action among local governments, regional partners, businesses, and state agencies.

5. There Is Opportunity for a Shared Regional Narrative

Survey findings and discussions during the 2026 C4 Retreat revealed a strong appreciation for Clackamas County's natural assets, diverse communities, and collaborative culture. Participants also expressed a desire to be known for livable communities, strong home rule, successful logging/forest management, and business-friendly sustainable practices. Developing and communicating a shared story about Clackamas County's strengths, values, and economic aspirations may help improve regional competitiveness, attract investment, and reinforce collaboration.

Ultimately, the survey findings suggest that while communities face significant challenges, there is also substantial opportunity. By investing in infrastructure, strengthening partnerships, improving regulatory clarity, and leveraging the unique strengths of individual communities, Clackamas County and its partners can continue building a resilient, prosperous, and regionally connected economy.

Appendix

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	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 Beavercreek 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	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. 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.