

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 03/16/22 **Approx. Start Time:** 10:00 AM **Approx. Length:** 60 minutes

Presentation Title: Economic Development Dues/Memberships & Lottery Funds Overview

Department: Business & Community Services

Presenters: Sarah Eckman, BCS Interim Director and Cindy Moore, BCS, Economic Development Coordinator

Other Invitees: Eileen Stein, BCS Interim Director; Sue Hildick, Public and Government Affairs Director; Chris Lyons, Public and Government Affairs Manager

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This session is informational and will provide an overview of:

- The economic development related organizations that the County pays dues and membership fees to, accompanied by a staff recommendation of which should continue, and which should be discontinued;
- The projects being paid for with State Economic Development Lottery Dollars;
- What is provided through membership in the Clackamas County Business Alliance (CCBA), as well as accomplishments of CCBA with funds provided by the County during 2018-2019

It is anticipated the Board will discuss and make a decision regarding dues specific to the CCBA.

EXECUTIVE SUMMARY:

At a January 12, 2022 work session, the Board of County Commissioners discussed organizational dues and memberships related to economic development and requested a policy session to receive additional information about dues and memberships, projects being paid for with State Lottery Dollars, and information about the Clackamas County Business Alliance (CCBA).

Dues and Memberships

Clackamas County, through its Business and Community Services and Public and Government Affairs Departments, pays dues and memberships to many economic development-related entities in the local, regional and state economic development arena. Each entity has a nexus to supporting economic development in Clackamas County. Staff have prepared the attached spreadsheet that lists the name of each entity to which dues and memberships are paid, as well as a brief description of the entity's purpose and a staff recommendation of whether or not dues and memberships should continue. All dues and memberships, with the exception of Chambers of Commerce, are paid with State Lottery Dollars. Chambers of Commerce dues are paid with general fund. The spreadsheet is organized with the largest monetary contributions (\$3,500 and above) at the top in blue, and smaller contributions in green below.

Lottery Dollars Budget

The attached Lottery Dollars spreadsheet outlines budgetary use of State Lottery Dollars, both for funding the County's Economic Development program, as well as many economic

development related projects. Over half of the Lottery funds allocated to Clackamas County are dedicated to fund the County's Economic Development Program. The remaining funds are used for projects that further economic development in the County. All projects are aligned with both the Board's Managing for Results Goals, as well as the MFR goals for the Business and Community Services Department.

State Lottery Funds are restricted, and specifically designated, by Oregon Revised Statutes (ORS 461.540), to be used for "furthering economic development."

"Furthering economic development" includes, but is not limited to, providing:

(A)

Services or financial assistance to for-profit and nonprofit businesses located or to be located in Oregon;

(B)

Services or financial assistance to business or industry associations to promote, expand or prevent the decline of their businesses; or

(C)

Services or financial assistance for facilities, physical environments or development projects, as defined in [ORS 285B.410 \(Definitions for ORS 285B.410 to 285B.482\)](#), that benefit Oregon's economy. [1985 c.302 §7(7); 1995 c.12 §7; 2002 s.s.3 c.6 §18; 2005 c.835 §27; 2009 c.872 §3; 2011 c.699 §8]

The attached spreadsheet provides several fiscal years' worth of Lottery-funded projects, to provide context for projects, past and present. The spreadsheet is organized by active and inactive projects, with active projects being listed in the top (blue/white) portion, and inactive projects in the bottom (pink/white).

Clackamas County Business Alliance

The Clackamas County Business Alliance is a non-profit association of business and community members that are committed to the economic strength of Clackamas County. CCBA directly affects policy making by leveraging the strengths of the public and private sectors to ensure the economic vitality of Clackamas County.

In 2018, The County entered into agreement with the CCBA to provide \$150,000 in funding over two fiscal years, in addition to the \$25,000 provided annually to the organization. The County has since reduced its annual CCBA membership to \$10,000, the standard membership rate for the County's organizational size and type.

On July 23, 2019, Business and Community Services staff, as well as CCBA staff and board representation, presented to the Board of County Commissioners on the accomplishments made by CCBA with the funding provided in the 2018 agreement. A copy of the information provided in that session is attached. A copy of the CCBA Strategic Plan is also attached as supplemental documentation.

Since becoming regular dues-paying members of CCBA, Clackamas County has participated in the opportunities afforded through association membership: regularly scheduled CCBA meetings, government affairs forums, special presentations and held a seat on the CCBA Board. The Board of County Commissioners are Ex-Officio members of CCBA.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? X YES NO

What is the cost? \$62,131 (current annual dues and memberships – all listed on spreadsheet). Annual Lottery Dollar budget varies; currently, it is approximately \$2,000,000.

What is the funding source? Oregon State Lottery Funds allocated to Clackamas County, and general fund.

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department’s Strategic Business Plan goals?
This item aligns with the purpose of the Economic Development Division as outlined in the BCS strategic plan which is to provide leadership, market research, planning, analysis and coordination services to policymakers, community partners and businesses so they can locate or expand their business in Clackamas County.
- How does this item align with the County’s Performance Clackamas goals?
The evaluation of membership dues and projects funded with Lottery dollars aligns with the Board’s strategic priority of *Building Public Trust through Good Government* by providing a transparent review of the investments. In addition, these activities support the goal to *Grow a Vibrant Economy* by supporting related economic development efforts as offered by our partners.

LEGAL/POLICY REQUIREMENTS:

The use of State Lottery Dollars are defined by Oregon Revised Statute (ORS) 461.540 (https://oregon.public.law/statutes/ors_461.540). All Lottery Funds must be used for purposes of “furthering economic development.”

“Furthering economic development” includes, but is not limited to, providing:

(A)

Services or financial assistance to for-profit and nonprofit businesses located or to be located in Oregon;

(B)

Services or financial assistance to business or industry associations to promote, expand or prevent the decline of their businesses; or

(C)

Services or financial assistance for facilities, physical environments or development projects, as defined in [ORS 285B.410 \(Definitions for ORS 285B.410 to 285B.482\)](#), that benefit Oregon’s economy. [1985 c.302 §7(7); 1995 c.12 §7; 2002 s.s.3 c.6 §18; 2005 c.835 §27; 2009 c.872 §3; 2011 c.699 §8]

PUBLIC/GOVERNMENTAL PARTICIPATION:

The membership organizations offer a variety of options for participation. Examples include but are not limited industry associations and local chambers of commerce. These organizations often have Public Policy committees in which County representatives can participate as

members. For the Lottery funded projects, County representation is directly related to the project needs.

OPTIONS:

1. Pay the remaining \$5,000 balance due in membership fees to the Clackamas County Business Alliance.
2. Do not pay the remaining \$5,000 balance due in membership fees to the Clackamas County Business Alliance.

RECOMMENDATION:

1. Pay the remaining \$5,000 balance due in membership fees to the Clackamas County Business Alliance.

ATTACHMENTS:

- BCS - Lottery funds – Membership dues projects
- Lottery Dollar Project List March 2022
- CCBA Policy Session 07232019.pptx
- CCBA Strategic Plan
- Clackamas County Q1GPI Update
- Greater Portland Regional Overview 2022
- GPI 2022 Investor Roles & Benefits

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval *Sarah Eckman*
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Sarah Eckman @ 503-894-3135 or Cindy Moore @ 971-284-1002

Organization	Lead Dept	Type of Support	Type	Funding Source	Annual Dues	Purpose	Staff recommendation
Clackamas County Business Alliance (CCBA)	BCS	Dues/Membership	Business association	Lottery dollars	\$ 10,000.00	CCBA is a non-profit association of business and community members that are committed to the economic strength of Clackamas County.	Continue to support at regular member rate
Westside Economic Alliance	BCS	Dues/Membership	Business association	Lottery dollars	\$ 8,650.00	A non-profit, member-based organization that advocates for a healthy economic environment on the Westside of the metropolitan region.	Continue to support at regular member rate, and meet with WEA leadership to explore a possible seat on the WEA Board.
Greater Portland Inc (GPI)	BCS	Dues/Membership	Regional economic development entity	Lottery dollars	\$ 25,000.00	GPI provides support and services to companies seeking to relocate or expand in Greater Portland, a region that spans two states and seven counties. Key services include but are not limited to: Global marketing of the region to site selectors and key decision makers within private industry, facilitation of the Comprehensive Economic Development District (EDD) and convener of the regional Comprehensive Economic Development Strategy (CEDs).	Meet with new GPI leadership to align services with the goals of the BCC and new strategic plan for the Economic Development Division. Explore membership dues vs. fee for services structure
GPI Annual Summit Sponsorship	BCS	Event sponsorship	Regional event participation	Lottery dollars	\$ 5,000.00	See GPI description above. This sponsorship is for the GPI Annual Summit, separate from the membership dues.	Evaluate sponsorship opportunities for key events on an annual basis based upon budget
Pacific Northwest Defense Coalition (PNDC)	BCS	Dues/Membership	Trade association	Lottery dollars	\$ 3,500.00	The PNDC is the non-profit business trade association for Pacific Northwest Defense and Security industry businesses.	Evaluate sponsorship opportunities for key events on an annual basis based upon budget
Oregon Economic Development Association (OEDA)	BCS	Dues/Membership	Professional association/development	Lottery dollars	\$ 795.00	OEDA is a statewide non-profit organization working to support economic development professionals in diversifying and expanding Oregon's economy.	Continue to support at regular member rate
OEDA Urban Renewal Committee	BCS	Dues/Membership	Professional association sub-committee	Lottery dollars	\$ 150.00	Membership for Urban Renewal Committee participation. This is a statewide program within OEDA's organization structure supporting jurisdictions with Urban Renewal programs to provide best practices and professional development.	Continue to support at regular member rate
International Economic Development Council (IEDC)	BCS	Dues/Membership	Professional association/development	Lottery dollars	\$ 975.00	IEDC is a non-profit, non-partisan membership organization serving economic developers and economic development organizations.	Continue to support at regular member rate
Oregon Bioscience Association	BCS	Dues/Membership	Trade association	Lottery dollars	\$ 500.00	Oregon Bio is a member trade association that supports the regional bioscience community through networking, workforce development, educational programs, enterprise support, advocacy and the promotion of research collaborations.	Cancel annual membership in lieu of engaging for strategic events/activities at non-member rate
Council of Development Finance Agencies (CDFA)	BCS	Dues/Membership	Professional association/development	Lottery dollars	\$ 400.00	CDFA is a national association dedicated to the advancement of development finance concerns and interests. CDFA is comprised of the nation's leading and most knowledgeable members of the development finance community representing hundreds of public, private and non-profit development entities. Members are state, county and municipal development finance agencies and authorities that provide or otherwise support economic development financing programs as well as a variety of non-governmental and private organizations including bankers, underwriters, attorneys, financial advisors and other organizations interested in development finance.	Continue to support at regular member rate

Oregon Micro Enterprise Network	BCS	Dues/Membership	Business association	Lottery dollars	\$	200.00	The Oregon Microenterprise Network (OMEN) is the State Association of micro business development organizations and practitioners. Founded in 1998, OMEN's mission is to represent and build the capacity and quality of service providers targeting micro businesses and other entrepreneurs.	Cancel annual membership in lieu of engaging for strategic events/activities at non-member rate
Oregon Media Production Association	BCS	Dues/Membership	Trade association	Lottery dollars	\$	175.00	OMPA is the trade organization for media production professionals in Oregon.	Cancel annual membership in lieu of engaging for strategic events/activities at non-member rate
Commercial Real Estate Development Association	BCS	Dues/Membership	Trade association	Lottery dollars	\$	584.50	NAIOP, the Commercial Real Estate Development Association, is the leading organization for developers, owners and investors of office, industrial, retail and mixed-use real estate. NAIOP comprises 19,000+ members and provides strong advocacy, education and business opportunities through a powerful North American network.	Continue to support at regular member rate
Oregon Entrepreneurs Network	BCS	Dues/Membership	Business association	Lottery dollars	\$	895.00	OEN helps entrepreneurs start up and scale up by connecting them to peers and mentors, startup funding opportunities, and hands-on training. A nonprofit, membership-driven organization with a 28-year track record, OEN is Oregon's only organization that supports scalable startups from every industry across the state.	Cancel annual membership in lieu of engaging for strategic events/activities at non-member rate
Urban Land Institute	BCS	Dues/Membership	Research entity	Lottery dollars	\$	305.00	The Urban Land Institute is a nonprofit education and research institute with over 45,000 members across the globe – including 1,100 in Washington State and Oregon.	Continue to support at regular member rate
American Forest Resource Council	BCS	Dues/Membership	Trade association	Lottery dollars	\$	600.00	AFRC is a regional trade association whose purpose is to advocate for sustained yield timber harvests on public timberlands throughout the West to enhance forest health and resistance to fire, insects, and disease.	Continue to support at regular member rate
National Trust for Historic Preservation (National Main Street Center)	BCS	Dues/Membership	Non-profit	Lottery dollars	\$	250.00	A privately funded nonprofit organization, we work to save America's historic sites; tell the full American story; build stronger communities; and invest in preservation's future.	Cancel annual membership in lieu of engaging for strategic events/activities at non-member rate
West Linn Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	300.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Canby Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	450.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Estacada Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	72.50	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Lake Oswego Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	350.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Molalla Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	291.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
North Clackamas Chamber*	PGA	Dues/Membership	Business association	General Fund	\$	1,100.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Oregon City Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	472.50	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Tualatin Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund		\$475.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Wilsonville Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	355.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Sandy Chamber of Commerce*	PGA	Dues/Membership	Business association	General Fund	\$	286.00	A local organization of businesses whose goal is to further the interests of businesses.	Continue to support at regular member rate
Total All Dues/Memberships					\$	62,131.50		
<i>* County reduced dues by 50% due to budget cuts</i>								

	Actual FY 17/18	Actual FY 18/19	Actual FY 19/20	Actual FY 20/21	Projected FY 21/22
State Economic Development Lottery Revenue	\$ 1,957,862	\$ 1,874,962	\$ 2,015,721	\$ 2,537,111	\$ 2,179,200

Economic Opportunity Projects

						Pending BCC decision	
Active	CCBA Annual Dues - Standard Membership fees (Agreement)	The CCBA is a non-profit association of business and community members that are committed to the economic strength of Clackamas County. CCBA directly affects policy making by leveraging the strengths of the public and private sectors to ensure the economic vitality of Clackamas County.	\$ 5,000	\$ 5,000	\$ -	\$ 10,000	\$ 5,000
Active	Westside Economic Alliance - Membership (Clackamas County)	The WEA is a non-profit organization that advocates for a healthy economic environment and provides its members with a common voice on local, regional and state issues.			\$ 8,000	\$ 8,650	\$ 8,650
Active	GPI Annual Dues - Platinum Membership with GPI Board seat	Greater Portland Inc (GPI) provides support and services to companies seeking to relocate or expand in Greater Portland, a region that spans two states and seven counties. A true public-private partnership model, GPI is supported by more than 70 public-sector partners and private investors who are committed to advancing regional economic development through job growth and investment.	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Active	GPI Annual Economic Summit Sponsorship	GPI signature event; opportunity to promote Clackamas County to a large regional audience of private sector leaders	\$ 5,000		\$ -	\$ 5,000	\$ 5,000
Active	Economic Landscape Updates - Economy (Bus. Ec. Dev.)	The primary objective of the Economic Landscape Updates is ongoing economic analysis using IMPLAN data and ES202 employments data along with updates to Clackamas County industry clusters.				\$ -	\$ 50,000
Active	CCC SBDC Vet Asst Scholarship	Veterans Scholarship for Small Business Development Center (SBDC)	\$ 10,000	\$ 10,000	\$ 15,000	\$ 10,000	\$ 10,000
Active	Project PRIDE ((Project for the Retention of Industry and the Development of the Economy) (Transfer)	This program enables workforce development staff to work more closely with County businesses in assisting them to meet recruitment, hiring, placement, training and retention goals, which reduces expensive employee turnover costs. It also allows staff to inform businesses about underutilized tax credits and other hiring incentives.	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Active	BEN (Business Employment Network) (Transfer)	Staff works closely with Clackamas Workforce Partnership, Business and Economic Development agencies, the Oregon Employment Department, and area businesses to connect them with untapped labor pools within the County.	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Active	Willamette Falls Trust (formerly Rediscover The Falls)	Contribution to the project subject to specific need in adopted Riverwalk budget. (Agreement)	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ 50,000
Active	Willamette Falls Locks	Commitment to support WF Locks Task Force established by the state to facilitate transfer from Army Corp of Engineers to local public agency to repair and operate. In FY 21/22, made a three year commitment to provide \$40,000 per year.	\$ 39,000		\$ -	\$ 50,000	\$ 40,000
Active	Oregon Institute of Technology	Intent it to partner with Oregon Institute of Technology on scholarship assistance for students experiencing barriers to graduation.					\$ 50,000
Active	Clackamas Community College Scholarship	Scholarship assistance for students experiencing barriers to graduation.					\$ 100,000
Active	Business Recovery Centers	Provided six Business Recovery Centers throughout Clackamas County to provide COVID-19 pandemic recovery assistance to small businesses throughout the County.					\$ 300,000
Active	Lewis & Clark College	Small Business Legal Clinic- contract for them to provide legal assistance to 15 small businesses per year.					\$ 15,000
Active	MESO -Technical Assistance	Provide MESO staff dedicated to assisting Clackamas County businesses. The mission of MESO is to elevate and empower historically excluded and under resourced entrepreneurs with tailored business assistance and flexible capital to build family wealth through small business ownership.				\$ 317,000	\$ 150,000
Active	Land Bank Authority Creation	Research to determine benefit in formation of a Land Bank Authority to achieve employment land/redevelopment goals	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -
Active	International Trade Strategy	A new program in Ec Dev.	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ -
Active	Business & Economic Development	Economic Development Division staffing and administration costs	\$ 1,090,000	\$ 1,150,000	\$ 1,150,000	\$ 734,631	\$ 850,000

Economic Opportunity Projects

Inactive	CCBA Annual Grant - Sustainability Grant (Agreement)		\$ 20,000	\$ 20,000	\$ -	\$ 15,000	
Inactive	CCBA Annual Support - Additional to Membership and Grant per Agreement (Agreement)		\$ 10,000	\$ 75,000	\$ 75,000		
Inactive	NERC Annual Regional Forecast - Diamond Circle Member: 50% discount from \$25k due to status as Founding Subscriber		\$ 12,500	\$ 12,500			
Inactive	Economic Prosperity Analysis (Canby, Estacada, Milwaukie pilot areas)						
Inactive	GPI 2020 Implementation Grant	Fund contribution towards the Regional Cluster Analysis for the GPI 2020 Plan implementation which will help inform and validate Clackamas County key clusters	\$ 25,000				
Inactive	WFLP Foundation - Paid FY 17/18	Two year commitment @ \$60k/year to fund new non-profit to raise private money for RW development; matches OC and Metro commitment of same. (Paid \$120,000 FY 2017/2018) (Agreement)	\$ 120,000				
Inactive	Mt Hood Express - Sandy Transit Funding	Two year commitment until permanent funding solution identified \$5k each from DTD and BCS EcDev	\$ 5,000	\$ -			
Inactive	City of Happy Valley	Infrastructure Assessment				\$ 20,000	
Inactive	MESO - Small Grant Program - COVID - 19	Administrative fees for grant distribution			\$ 46,500	\$ 71,250	\$ 51,600
Inactive	Clackamas Work Force (Interfund Invoice from H3S)				\$ 2,500	\$ 50,000	
Inactive	Heritage Project - Allocated costs		\$ 44,095	\$ 41,167	\$ 25,673	\$ 1,008	
Inactive	PSU Hatfield program		\$ 24,304				
Inactive	Fee Expense					\$ 5,545	
Inactive	Agriculture and Forest	Cross Laminated Timber Project	\$ 240,000	\$ 264,000	\$ 124,240	\$ 150,000	\$ -

TOTAL EXPENDITURE	\$ 1,787,899	\$ 1,715,667	\$ 1,909,913	\$ 1,961,084	\$ 1,773,250
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Difference (Over) Under Projects	\$ 169,963	\$ 159,295	\$ 105,807	\$ 576,027	\$ 405,950
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Clackamas County

BUSINESS ALLIANCE



Clackamas County Board of Commissioners

CCBA Accomplishments & Outcomes

July 23, 2019



Calendar Year 2018 Deliverables

- Completion of initial industry and public sector outreach to inform strategic planning and organizational design
- Creation of initial draft of the CCBA Strategic Plan
- Finalize CCBA Strategic Plan after due input and review
- Rebranding



Calendar Year 2018 Deliverables

Creation of initial draft of the CCBA Strategic Plan

- Detailed notes from the three planning sessions served as the basis for the 2018-2021 CCBA Strategic Plan
- Draft plan presented to both CCBA Board of Directors and the Board of County Commissioners for further feedback



Calendar Year 2018 Deliverables

Finalize Strategic Plan

- Board of Directors approved the Final 2018-2021 CCBA Strategic Plan in September 2018 after due input and review
- Plan is on our website and available to the public



Calendar Year 2018 Deliverables

Rebranding

- New logo
- New website
- Marketing Materials
- Hired Administrative Services Manager



Calendar Year 2019 Deliverables

- Implementation of Year one initiatives outlined in finalized CCBA Strategic Plan
- Organizational Development Report delivered to the County Administrator and, if directed by the same, to the Board of County Commissioners



Calendar Year 2019 Deliverables

Implementation of Year One Initiatives: **Inform**

- Upgraded Monthly Forums (sponsorship opportunities)
- More diverse subject matter
- New monthly newsletter



Calendar Year 2019 Deliverables

Implementation of Year One Initiatives: Influence

- Networking opportunities
- Safe space to share ideas
- Amplify the visibility of CCBA



Calendar Year 2019 Deliverables

Implementation of Year One Initiatives: **Act**

- New Government Affairs Committee
- Unify business voice in Clackamas County
- Help shape public policy
- Serve as the business voice for Clackamas County in the tri-county region
- Serve as a business liaison



Calendar Year 2019 Deliverables

New Membership

- **New membership drive began January 1, 2019**
- **Letter sent to over 100 traded-sector businesses**
- **Active membership recruitment**
- **Updated dues structure began January 1, 2019**



Next Steps

- Provide up-scale and attractive programs
- Increase advocacy at the state and local levels
- Workforce development
- Continue to grow membership
- Look for more ways to collaborate with other business groups



Questions?

Clackamas County

BUSINESS ALLIANCE



Thank You!

Clackamas County

BUSINESS ALLIANCE



CCBA
Strategic
Plan
2018-2021

CCBA Background

The Clackamas County Business Alliance was formed in 2000 in order to support a prosperous business environment in Clackamas County. At that time, many saw Clackamas County as a predominantly rural community adjacent to the economic powerhouse of metropolitan Portland with a legacy of a natural resource based economy. Several business leaders from the area advocated for the formation of the Alliance in order to help give a business voice to issues uniquely affecting Clackamas County.

Although regular gatherings of business leaders and government officials provided opportunities for both groups to share information, perspectives and discuss policy factors related to economic growth issues, without appropriate funding, the organization was not able to provide the substantive offerings -- or the promise of such -- to foster a large or active member base.

Gaining significant industry interest without funding or ready services was particularly difficult given the Alliance had limited resources.

CCBA

2018-2021

Strategic Plan



What is Clackamas County?

Economics:

Today, Clackamas County accounts for a full **12%** of the nine county Portland-Salem-Vancouver area’s GDP and one of only seven Fortune 1,000 firms in Oregon is in Clackamas County. With the expense, taxes, and land-locked nature of the City of Portland, industry has expanded significantly in Clackamas County. In the most recent Clackamas County Economic Landscape analysis, Clackamas County’s economy grew at a faster rate year-over-year than the Portland metro regional economy.

The fastest GDP growth in the county is occurring in Advanced Manufacturing: Metals & Machinery, Professional Business Services, Wood Manufacturing, and Food & Beverage Processing.

Population:

Clackamas County is large and diverse; it covers 1,879 square miles, yet 52% of the land is national forest. As of 2017, the population was 413,000, showing 22% growth since 2000, with an unemployment rate of 3.6%.

During the last 17 years, the cities that added the most residents included Happy Valley (15,335), Wilsonville (9,950), and Oregon City (8,410). The cities with the highest growth rates during this period included Happy Valley (330%), Sandy (100%), Wilsonville (69%), and Molalla (59%).

Employment:

Clackamas County is growing; the number of employed residents in Clackamas County continues to grow, adding 25,200 jobs since January 2010. On the other hand, the number of residents looking for work continues to fall with only 8,302 residents seeking work in January.

As of May 2018, Clackamas County added 1,600 jobs from a year ago with health care and construction leading the way. Job vacancies in 2017 show that many jobs in construction, health care, and manufacturing were hard to fill.

The strategic and supported growth of the traded sector in Clackamas County is paramount to the continued health of the county and the region’s economic prosperity. There are many Portland-centric and statewide policy decisions that are made that have the potential to impact Clackamas County economic development. In addition, there are many issues unique to Clackamas County that deserve local industry attention and input to maximize growth and economic development potential.

The collective voice of Clackamas County’s businesses must be heard when critical policy and public investment decisions are being developed.



CCBA Mission

Inform | Influence | Act

The Clackamas County Business Alliance is a non-profit association of business and community members that are committed to the economic strength of Clackamas County. CCBA’s mission is to directly affect policy making by leveraging the strengths of the public and private sectors to ensure the economic vitality of Clackamas County.

Objectives Summary

1. **Inform:** *Exclusive access to reliable, timely, and quality information.*
2. **Influence:** *Build critical connections between leaders in business and government.*
3. **Act:** *Shape public policy.*



CCBA Vision – To be the business voice in Clackamas County on state, local and federal policies.

“In my role as Mayor of Wilsonville I have become more and more aware of the importance of considering diverse perspectives. CCBA contributes an important voice to discussions of multiple issues and policies affecting our economy, our cities, and our people. I look forward to the continuing growth of CCBA engagement across our County and our Region.” - Mayor Tim Knapp, Wilsonville.

Clackamas County

BUSINESS ALLIANCE



OBJECTIVES

Objective 1: Inform – Provide exclusive access to reliable, timely, and quality information

- Give businesses a competitive advantage to propel success
- Inform Clackamas County Commissioners and other public officials about emerging business plans that will impact the county's economy
- Allow businesses to share and receive strategic information critical to their future success

Objective 2: Influence - Build critical connections between leaders in business and government

- Provide access to elected and appointed government officials
- Serve as a safe place for open discussion of complex and controversial issues
- Foster important professional relationships
- Recruit to expand and diversify membership
- Amplify the visibility of CCBA
- Target new members from a select group of traded sector businesses and government
- Attract younger, emerging business leaders to ensure future growth and sustainability
- Diversify membership within and outside the county

Objective 3: Act - Shape public policy

- Develop a policy review process
- Be the collective voice of influence
- Influence and shape public policy as it is developed
- Advocate for public policies that will foster the future growth and success of business in Clackamas County

2018 – 2021 WORK PLAN

Objective 1: Inform - Provide exclusive access to reliable, timely, and quality information

Give businesses a competitive advantage to propel success

- Provide access to information and emerging public policy that is not available elsewhere
- Give businesses a strategic look into the future of Clackamas County
- Help businesses expand their sphere of influence
- Feature a mix of timely, challenging, or trending topics such as: issues specific to certain geographic areas, transportation, tax policy, land-use, infrastructure, etc.

Inform Clackamas County Commission and other public officials about emerging business plans that can impact the county’s economy

- Ensure businesses have time to share their story with public officials
- Share new and expanding business plans with policymakers
- Provide information and a forum for businesses

Allow businesses to share and receive strategic information critical to their future success

- Facilitate communication between businesses to support economic development

Objective 2: Influence - Build critical connections between leaders in business and government

Provide access to both elected and appointed government officials

- Monitor future trends and influence public policy as it is formulated
- Ensure communication and information sharing occurs between government and business
- Identify where collaborations on similar interests might be available

Foster important professional relationships

- Create visibility for businesses
- Create regular opportunities to gain information and insights through personal interactions and dialogue

*Creating
Community ...*

*Connecting
Clackamas
County...*

*Shaping the Vision
of Clackamas
County*

(2018-2021 Work Plan continued)*Serve as a safe place for open discussion of complex and controversial issues*

- Create a collaborative partnership that both businesses and government value
- Work personally and collaboratively to shape the future of the community
- Ensure all sides of each issue are articulated for informed positions

Amplify the visibility of CCBA

- Develop a new logo and rebranding strategy
- Produce new marketing materials and an updated website
- Engage elected officials to help recruit new membership
- Implement digital and social media to share message with a wider audience

Target new members from a select group of traded sector businesses and government

- Focus on high tech, manufacturing, agriculture, business and professional services
- Target businesses that are large with high visibility that will encourage other businesses to join CCBA
- Establish specific membership recruitment goals for each year over the next three years
- Profile other traded sectors that are under-represented in CCBA and develop recruiting approaches appropriate to each. (e.g. food processing, forest products, health care, warehousing and distribution, and development and construction).
- Focus on governmental groups like Greater Portland Inc., Metro, chambers of commerce in Clackamas County, Oregon Business & Industry, Regional Solutions, and the Oregon Legislature.
- Emphasize city recruitment within Clackamas County
- Develop a strategy to attract superintendents from school districts in Clackamas County

Attract younger, emerging business leaders to ensure future growth and sustainability

- Offer mentoring opportunities: peer to peer model, not expert to novice
- Focus on building the community for businesses, families, and employees
- Capitalize on new communications technology such as Skype, GoToMeeting, etc.

CCBA

2018-2021

Strategic
Plan

“When I assumed our local government liaison position at NW Natural, I realized the value of CCBA during my first meeting; so many decision makers, and in one place, discussing the key issues of the day. I’m thrilled to be a part of an organization influencing public policy in our community. – Nina Carlson, NW Natural.

(2018-2021 Work Plan continued)*Diversify membership within and outside the county*

- Identify businesses throughout the county with emphasis on those on the outer and eastern, rural regions
- Membership should represent the county as a whole, building diversity
- Identify and recruit consulting firms and corporations (inside and outside the county) that provide services to businesses and elected officials in Clackamas County

Objective 3: Act - Shape public policy*Develop a policy review process*

- Create a government affairs committee that reviews state, local and federal policies
- Ensure the process has timely responses as policy moves quickly

Be the collective voice of influence

- Unite chambers, other business groups, and local government throughout the county when there is agreement on issues
- Work with the county to provide the business voice on public policy issues
- Promote the visibility of Clackamas County as a vital economic region

Influence and shape public policy as it is developed

- Provide an open forum for businesses and policymakers to collaborate
- Produce data and factual information to educate businesses and policymakers
- Provide feedback to the Board of County Commissioners on policy decisions and regulations that may impact economic vitality in the county

Advocate for public policies that will foster the future growth and success of business in Clackamas County

- Provide a business perspective on legislative issues to the Board of County Commissioners through collaboration with the county's Public Government Affairs Department and the Economic Development Division of the Business and Community Services Department, addressing issues including, but not limited to, the expansion of the Sunrise Corridor and increased accessibility to employment lands.
- Influence policies that also *indirectly* affect business goals
- Ensure Oregon-based or global businesses understand the *local context* and impact of emerging policies that will affect their businesses
- Focus on the long-term success, both in business and as a voice of authority, for the growth and prosperity of Clackamas County and the broader Portland region.

CCBA

2018-2021

Strategic
Plan

“Vibrant, complete communities happen when all stakeholders collaborate together while serving each other for the greater good. For almost 20 years, CCBA has stayed the course advocating for collaboration for the greater good for Clackamas County. I invite you to join CCBA and be a part of the future through honest collaboration.” - David Marks, CCBA Founder, Marks Metal Technologies



Clackamas County Business
Alliance Strategic Plan
PO Box 2156
Lake Oswego, OR 97035
www.ccba.biz

GPI Business Development Activity - Q1 2022

Greater Portland Inc's business development team has been working projects, building relationships, and implementing regional strategies that stand to serve Clackamas County's economic interests. Here are a few highlights from Q1 to-date:

- **Business Development Project Pipeline**
 - 6 new projects since January 1: 4 recruitment, 2 retention
- **The Food Northwest Process & Packaging Expo**
 - GPI attended the annual Portland-based event to call on companies, generating 2 leads
 - Companies from Food Processing/Packaging, Metals & Machinery, and Agricultural industries were present
 - 149 exhibitors had booths with more than 40 targeted by GPI business development
- **SelectUSA's CleanTech Virtual Inbound Investment Mission**
 - An international virtual event hosted by the US Department of Commerce, targeting international CleanTech startups looking to enter the US market
 - GPI facilitated more than 30 meetings with companies, qualifying opportunities for recruitment project work
 - Several leads have been generated and are actively being pursued
- **Clean Tech Industry Tour: ESS, Inc.**
 - GPI, in partnership with the City of Wilsonville and ESS, Inc., coordinated an onsite tour and panel discussion of the new and expanding battery manufacturing facility.
 - Approximately 30 GPI investors, economic development professionals, and elected officials attended
 - Wilsonville Mayor Julie Fitzgerald provided a welcome address
 - The lunch panel included:
 - GPI President & CEO Monique Claiborne
 - David Kenney, President and Executive Director, VertueLab
 - Darren Murtaugh, Senior Manager, Grid Edge Solutions, Portland General Electric
 - Dr. Julia Song, Co-founder and Chief Technology Officer, ESS Inc.
- **GPI Community Familiarization Meetings**
 - GPI's business development team has been coordinating team-on-team meetings with investor economic development professionals from across the region including:
 - City of Happy Valley
 - City of Lake Oswego
 - City of Milwaukie
 - City of Sandy
 - City of Wilsonville
 - Clackamas County, Economic Development
 - Clackamas Workforce Partnership
 - These meetings have helped GPI better understand acute needs of communities within the region and better align or tailor efforts to serve them

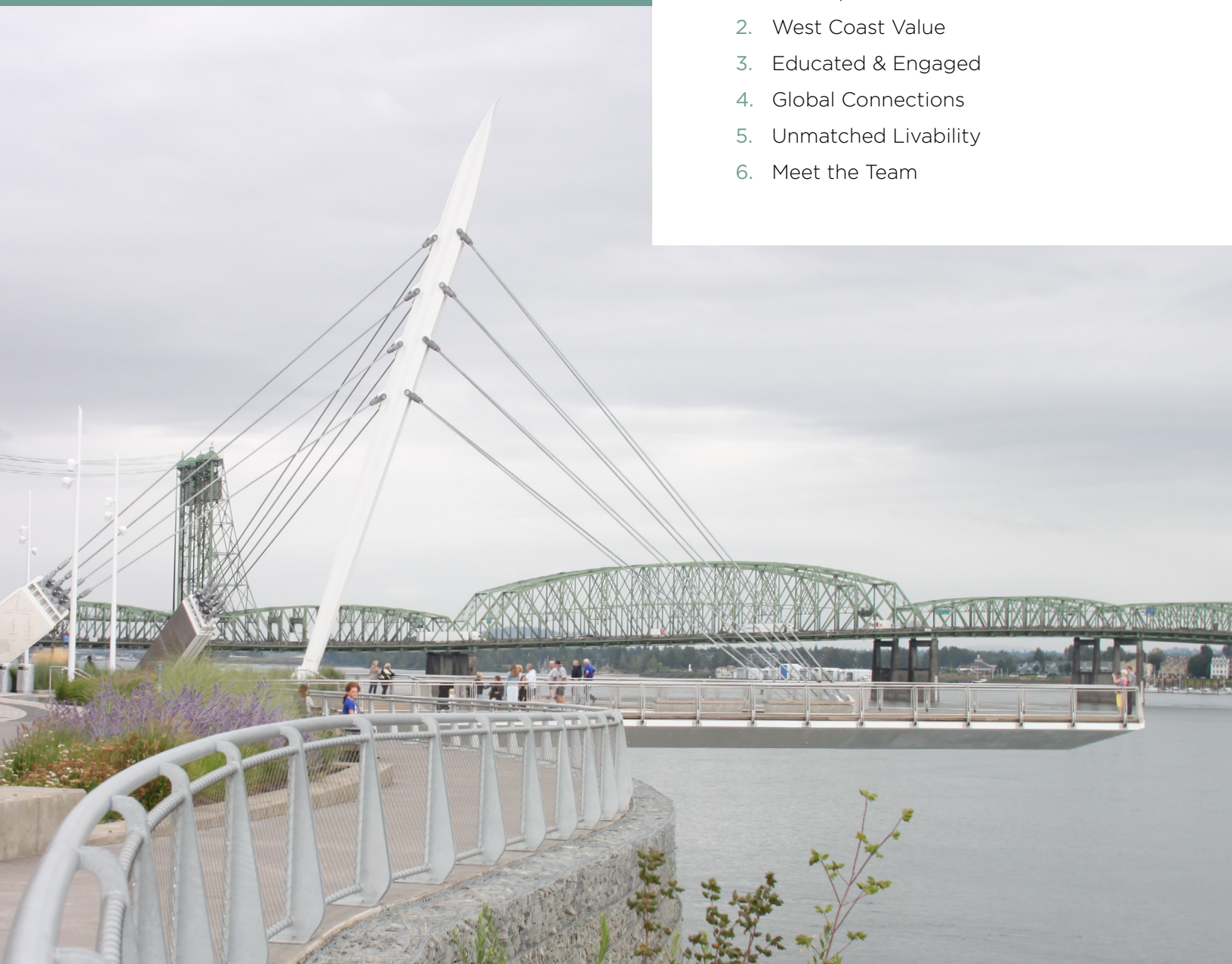
GREATER PORTLAND REGIONAL OVERVIEW



Greater Portland is home to a deep pool of skilled workers across diverse industry sectors. Combined with its global connections and the best business value on the West Coast, the region has critical elements your company needs to access talent, scale at speed and best the competition.

Index

1. Our Top Industries
2. West Coast Value
3. Educated & Engaged
4. Global Connections
5. Unmatched Livability
6. Meet the Team



OUR TOP INDUSTRIES

Focused on the Future

Sustainability, eco-friendliness, and citizen-focused infrastructure factored into Portland's ranking as the second most future-focused city in the U.S. by Financebuzz in 2021.

Computers & Electronics

\$12.37B in international exports in 2020

Local jobs: 41,400

Local employers: Intel, Lam Research, Tektronix, HP, Siemens EDA

Apparel & Outdoor

Home to one of the largest concentrations of industry jobs and firms in the U.S.

Local jobs: 21,000

Local employers: Nike, Columbia Sportswear, Adidas America, Lacrosse Footwear

Climate Tech

Greater Portland employs 79% more people in climate tech compared to the national average

Local jobs: 14,400

Local employers: ESS Inc., Avangrid Renewables, NuScale Power

Food & Beverage

Greater Portland employs nearly twice the amount of food & beverage workers compared to the national average

Local jobs: 29,700

Local employers: Tillamook, Swire Coca-Cola, Sysco, Reser's Fine Foods

Software

Fastest-growing industry cluster in the region, with 29% 5-year job growth

Local jobs: 35,300

Local employers: NAVEX Global, ZoomInfo, New Relic, Vacasa, Oracle

Metals & Machinery

Greater Portland's industry concentration is 4x the national average

Local jobs: 22,600

Local employers: Precision Castparts, Daimler, Boeing, Vigor, A-dec

Design & Media

Design & media contributes \$4.2 billion in economic output to the region

Local jobs: 33,000

Local employers: Wieden + Kennedy, David Evans and Associates, Logical Position, Sigma Design Inc., LAIKA

Bioscience (Emerging)

Real estate firm CBRE considers Portland a top 10 emerging market for bioscience

Local jobs: 7,800

Local employers: Thermo Fisher Scientific inc., Genentech, Micro Systems Engineering, Acumed

WORLD-RENOWNED EMPLOYERS

10 largest traded-sector employers in Greater Portland:

1. Intel
2. Nike*
3. Precision Castparts*
4. Daimler Trucks*
5. The Standard
6. Columbia Sportswear Company*
7. Jacobs
8. Adidas*
9. Siemens EDA
10. ZoomInfo*

*Headquarters office

Portland Business Journal, 2021-22

Best on the West Coast

The Greater Portland region was ranked the best place to live on the West Coast based on quality of life, job market, value and desirability.

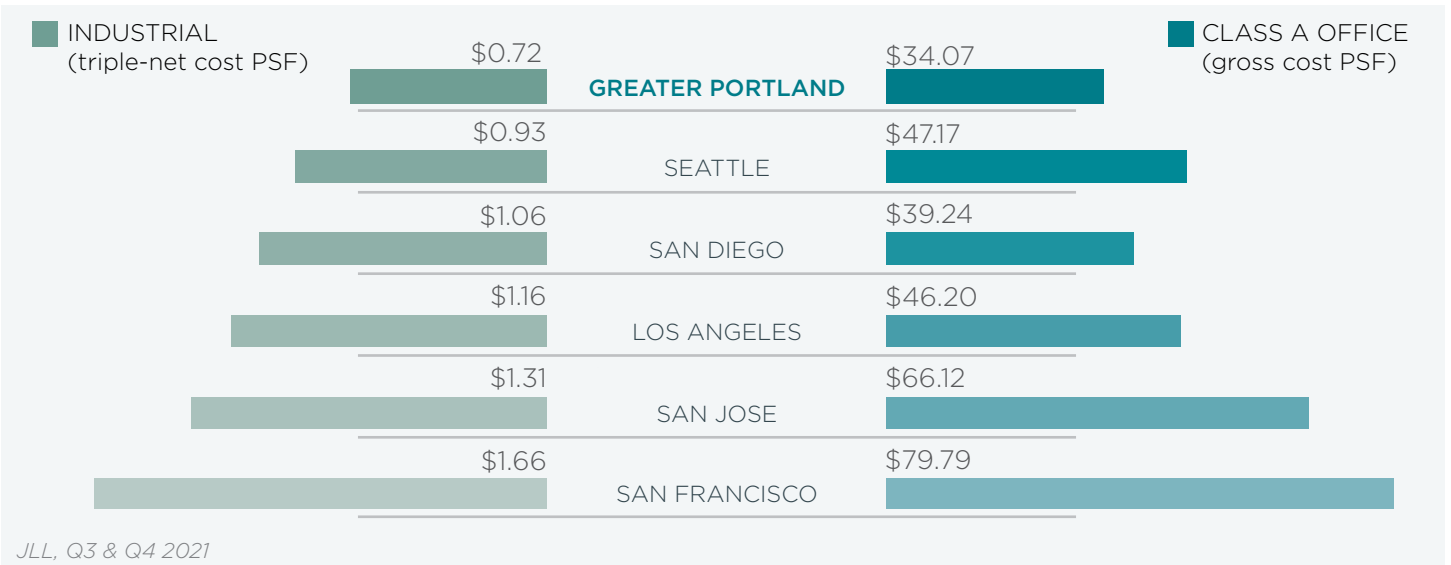
U.S. News & World Reports, 2021

WEST COAST VALUE

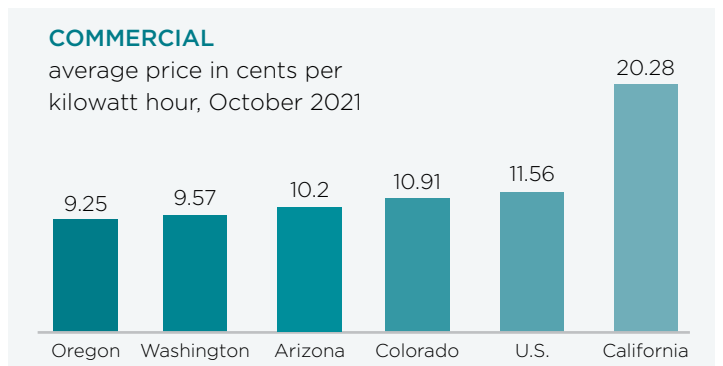
Your Money Goes Further

U.S. News & World Report ranked Greater Portland as the most affordable metro on the West Coast in 2021.

COMPETITIVE COMMERCIAL REAL ESTATE COSTS



AFFORDABLE ELECTRICITY



Lowest energy costs

Washington and Oregon are ranked No. 1 and No. 3, respectively, for lowest energy costs in the U.S.

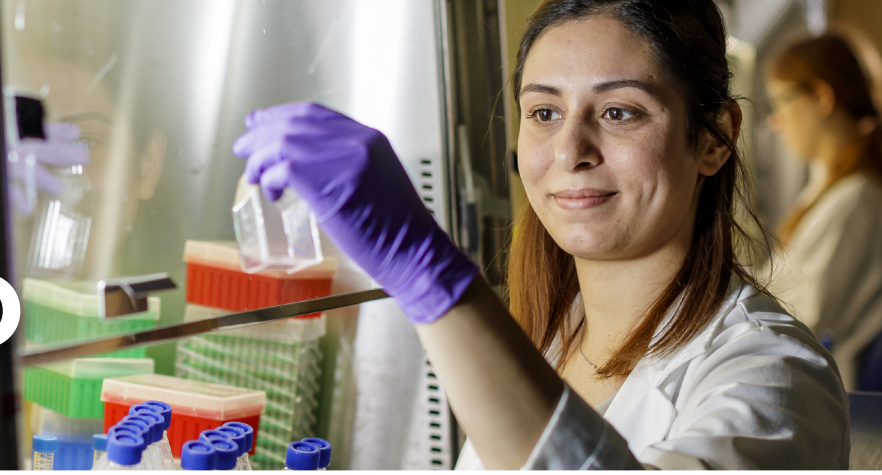
Wallet Hub, 2021

Better business tax climates

Oregon and Washington rank in the top 25 business tax climates in the nation. California is 48th.

Tax Foundation, 2022

EDUCATED & ENGAGED



Top West Coast market for young professionals

Greater Portland employment grew by 7.3% in 2021, making it the fourth-fastest growing labor market in a ranking of the 100 largest metros across the country according to data from The Bureau of Labor Statistics, analyzed by The Business Journals.

DEEP TALENT POOL

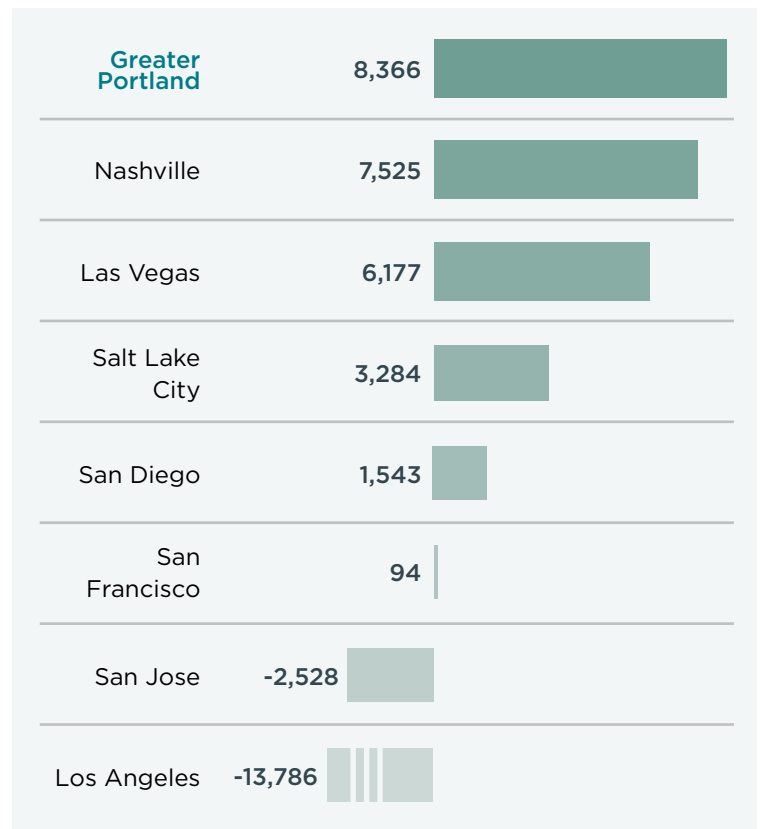
Greater Portland's largest colleges and universities:

INSTITUTION	FULL-TIME ENROLLMENT
Oregon State University	32,312
Portland State University	23,640
Portland Community College	22,904
University of Oregon	21,752
Clark College	7,665
Mt. Hood Community College	6,812
Clackamas Community College	5,555
University of Portland	3,999
Pacific University	3,808
Washington State University Vancouver	3,504
Oregon Health & Science University	3,035

Source: National Center for Education Statistics, Washington State University - Vancouver, Fall 2020

A MAGNET FOR NEW TALENT

Net new residents age 25+ with a bachelor's degree or higher:



Source: U.S. Census Bureau, ACS, 2014-2019, and Oregon Employment Department

66 Colleges, universities and satellite campuses within 100 miles of Greater Portland

234,000 Total metro enrollment in higher education

53% of Portlanders have at least a bachelor's degree. The national average is 33%

7th among the top 50 major cities in the U.S. for residents with graduate degrees

GLOBAL CONNECTIONS

America's Best Airport

Portland International Airport has been voted "America's Best Airport" in *Travel+Leisure* magazine's reader survey nine out of the last 10 years 2013-2021.



73 Non-stop destinations | **307** Daily non-stop passenger departures

GO INTERNATIONAL NON-STOP

11 international non-stop destinations reachable from Portland:

- | | | |
|-------------------------|-------------------|----------------------------|
| Guadalajara, Mexico | Calgary, Canada | Amsterdam, the Netherlands |
| Puerto Vallarta, Mexico | Vancouver, Canada | Tokyo, Japan |
| Los Cabos, Mexico | Keflavik, Iceland | Seoul, South Korea |
| Frankfurt, Germany | London, England | |

18 Airlines

Key international & domestic passenger carriers serve travelers at Portland International Airport:

- Air Canada
- Alaska
- Allegiant
- American
- Boutique Air
- British Airways
- Condor
- Delta
- Frontier
- Hawaiian
- Icelandair
- JetBlue
- Southwest
- Spirit
- Sun Country
- United
- WestJet
- Volaris

PORTS, RAIL LINES AND INTERSTATES

- | | | |
|----------------|------------------------|---------------------------------|
| Interstate 5 | Union Pacific Railroad | 1 Port of Portland |
| Interstate 205 | BNSF Railroad | 2 Port of Vancouver |
| Interstate 84 | | 3 Portland Int'l Airport |



“ Oregon and Washington have the nation's top-ranked infrastructure ”

U.S. News & World Report, 2019

UNMATCHED LIVABILITY

Easy access to the outdoors

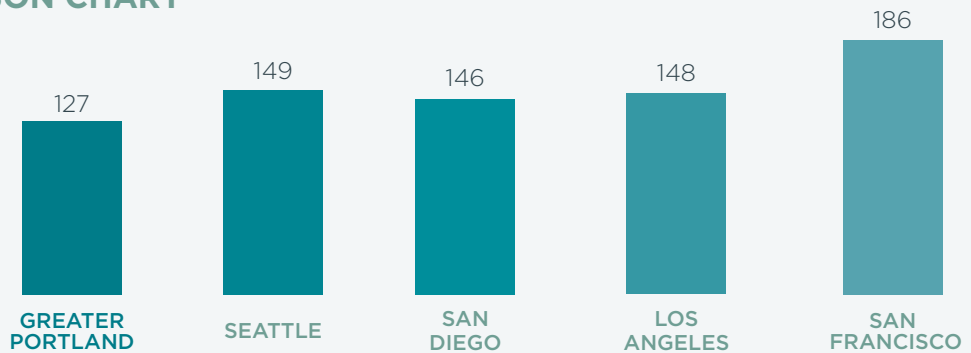
It's easy to enjoy nature in Greater Portland, with 37,000 acres of parks and green space. If you want to explore, the Pacific Coast is 90 minutes west and the Cascade mountains are 60 minutes east.

PEER CITY COMPARISON CHART

COST OF LIVING INDEX (US=100)

Living in Greater Portland is **less expensive** than its peer regions.

C2ER, COLI report Q3 2021



MEDIAN HOME VALUES

Greater Portland is an **incredible value** compared to its peer regions.

National Association of Realtors



“Most sustainable city in the U.S.”

Rocket Homes, 2021

“No. 1 metro area for inclusion”

Brookings, 2021



“No. 1 city for foodies”

Wallet Hub, 2021

“Best coffee city in the U.S.”

Wallet Hub, 2021

Meet the team



NICK TRISKA
BUSINESS DEVELOPMENT MANAGER

nick.triska@greaterportlandinc.com
(971) 339-2009



PAT MOBLEY
BUSINESS DEVELOPMENT REPRESENTATIVE

pat.mobley@greaterportlandinc.com
(971) 339-2006



 [linkedin.com/company/
greater-portland-inc](https://www.linkedin.com/company/greater-portland-inc)

 @GreaterPDX

 [facebook.com/
GreaterPortlandInc](https://www.facebook.com/GreaterPortlandInc)

 @GreaterPortlandInc

(503) 445-8065

[GreaterPortlandInc.com](https://www.GreaterPortlandInc.com)

*Photos courtesy of Travel Portland,
the City of Sandy and Portland State
University.*



2022 INVESTOR ROLES & BENEFITS

WHO WE ARE

Greater Portland Inc's mission is to attract, grow, and retain traded-sector businesses that employ all skill levels, and market Greater Portland's competitiveness in coordination and cooperation with public partners. GPI is the only regional public-private partnership that is dedicated to creating and expanding jobs and driving tangible regional prosperity.

CORE INITIATIVES

I. Regional Business Recruitment and Retention

GPI offers confidential, no-cost assistance to domestic and international companies interested in investing and growing within Greater Portland. We are a single point of contact and convener to all regional resources. Services include:

- » Project management
- » Connectivity to private sector providers and key assets
- » Access to workforce and education partners
- » Diversity and inclusion resources
- » Data resources, research, and analysis
- » Market visits
- » Assistance in securing government incentives
- » Real Estate connectivity

II. Regional Strategy & Coordination

GPI develops and implements the region's comprehensive economic development strategy (CEDS.) The vision is for the Greater Portland region to be an equitable, innovative, resilient and forward-thinking economy that fosters upward economic mobility for individuals and prosperity for businesses. It is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of our region.

GUIDING PRINCIPLES

- » Deliver best-in-class economic initiatives to win business and quality jobs
- » Convene the region in collaborative efforts across borders and communities
- » Invest in tangible and measurable outcomes that demonstrate real return-on-investment
- » Focus activities on targeted traded-sector industries
- » Communicate the region's value proposition in an authentic and compelling manner
- » Serve as a unifying voice for strategic alignment toward economic growth
- » Bring an action imperative to long-term research and needs

GPI investors are central to these core initiatives, contributing financial resources, time and vital expertise to help attract and grow companies and quality jobs in Greater Portland.



INVESTOR ROLES

GPI investors support GPI's staff and other regional partners in GPI's business recruitment, retention, expansion, and regional business marketing efforts. All investors, regardless of investment level:

- » Serve as advisors to the GPI staff and board, providing timely information and insight into business and industry trends that can be leveraged to grow our region's economic prosperity
- » Promote the Greater Portland region as a quality place to do business when talking with peers, clients and other businesses
- » Build relationships with fellow investors that lead to new business opportunities and growth
- » Equip GPI staff and partners with important insights about their own industry
- » Supplement GPI's database of regional business leaders
- » Provide examples of regional business innovation and success
- » Engage with GPI and fellow investors via business recruitment/retention projects, events and committees

SMALL CITY CONSORTIUM

The Small City Consortium (SCC) is comprised of the cities and counties—with populations under 50,000. Investment amount is based on City population. The purpose of SCC is to provide a network of similarly sized jurisdictions that can discuss and provide input to GPI on economic development issues

The SCC is represented on the board of directors by a mayor or executive director from the SCC. The board representative serves on an annual basis from January through December and is selected by a majority vote amongst the mayors and executive directors from the agencies in the SCC.

ECONOMIC DEVELOPMENT EFFORTS

- » Receive project leads from companies considering the region for location or expansion - and receive GPI staff assistance when submitting proposals.
- » Your staff working in economic development are eligible to attend GPI's monthly Economic Development Practitioner meetings that provide a featured speaker, shared learnings, and networking opportunities with up to 100 professionals from across the region.
- » Promote related community news through GPI's Site Selection newsletter that is sent to thousands of site selection contacts across the world.



MONIQUE CLAIBORNE
PRESIDENT & CEO
GREATER PORTLAND INC

monique.claiborne@greaterportlandinc.com
503.308.9550

Benefits by Investment Level*

Investor Benefits	Cornerstone \$50,000+	Platinum \$25,000+	Gold \$12,000+	Silver \$6,000+	Small City Varies
Board seat	1 seat	1 seat	1 Board seat for every 3 Gold level investors	1 Board seat for every 5 Silver level investors	1 Board seat for entire consortium
Featured on GPI marketing collateral	✓				
Determine strategic direction (officers included)	✓	Eligible			
Attend ad-hoc project deal flow meetings (officers included)	✓	✓			
Hosting opportunities for new corporations	✓	✓			
Attend GPI outbound business recruitment trips	✓	✓			
Listed in GPI online investor directory	✓	✓	✓		
Host GPI meetings and events	✓	✓	✓		
Access GPI research and market data	✓	✓	✓		Eligible
Wraparound services	✓	✓	✓		Eligible
Investor recognition on GPI website, social media, and newsletter	✓	✓	✓	Eligible	Eligible
Attend Ambassador events	✓	✓	✓	✓	✓
Attend best practice trips	✓	✓	✓	✓	✓
Serve on GPI committees	✓	✓	✓	✓	✓
Receive monthly newsletters	✓	✓	✓	✓	✓
Receive GPI annual report	✓	✓	✓	✓	✓
Attend Greater Portland Economic Summit	Discounted Tickets	Discounted Tickets	Priority Seating	Priority Seating	Priority Seating

* GPI welcomes investments of \$6,000 or less. Please inquire to learn more.

Sponsorship opportunities available

Don't see an investment level you like? Consider sponsoring a GPI event or program. Such events support GPI's work to improve our economy and further our mission of marketing the region as a vibrant and viable location for investment, job growth and cultivating prosperity for all. To learn more about our event calendar and sponsorship opportunities, contact Emily Meshumar at emily.meshumar@greaterportlandinc.com.