



OFFICE OF ECONOMIC DEVELOPMENT

150 BEAVERCREEK ROAD
OREGON CITY, OR 97045
WWW.CLACKAMAS.US/BUSINESS

MEMORANDUM

To: Clackamas County, Board of Commissioners (BCC)

From: Cindy Moore, Business Friendly Environment Implementation Team

Date: November 29, 2022

RE: Performance Clackamas Business Friendly Environment Implementation Team update

Chair Smith, Commissioners and Administrator Schmidt,

On behalf of the Performance Clackamas Business Friendly Environment Implementation Team, in addition to the review form reflecting our work to date, we are pleased to submit a few highlights via this memo.

Goal: *By 2024, 75% of businesses working in Clackamas County report a business-friendly environment that supports stability and growth.*

Key Activities:

- Team established definition of Business Friendly Environment: *A business friendly environment supports the business community in several ways: two water types (surface, and waste), transportation, and affordability of development, the regulatory environment (which cities have a major influence over), efficient and timely permit processing, housing, and a trained and capable workforce. Includes ability to expedite requests, etc.*
- Formation and support of Business Recovery Centers in partnership with local Chambers of Commerce in response to COVID-19 over the past two years.
- Received BCC approval on 10/6/22 to move forward with a Business Survey to establish baseline data point. Purpose of this study is to develop a baseline estimate of the proportion of businesses working in Clackamas County that report a business-friendly environment in 2022, as well as to support business stability and growth.
 - Financial contribution of \$5,000 from Water Environment Services to support the deployment of the business survey.
- Establishment of on-line permitting system (DTD)
- Assessment & Taxation department implemented an online process for businesses in Clackamas County to file their personal property tax returns online. Very few counties have this option, saving time and resources.



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- CBX, in partnership with local ISPs, received ARPA grant to install fiber to underserved areas in the County. Phase 1 has started with goal of reaching over 630 homes. Phase 2 is under evaluation.
- DTD is using virtual *Happy or Not* feedback mechanism and will be expanding the offering for use in all divisions.
- Clackamas County is temporarily waiving property tax interest charges on unpaid or late 2020-21 tax payments for qualifying businesses.

Partner outreach and research:

Staff continues to identify and engage with subject matter experts moving forward as we complete our analysis and identify key strategies.

- Facilitated conversations with Economic Development Commission, Community Partners Roundtable (City, Chambers of Commerce, Business Recovery Center, and Main Street staff) to gather feedback on Business Friendly Environment activities.
- Future conversations to be facilitated with local business and industry associations such as the Clackamas County Business Alliance and others.

Barriers and challenges:

While the team recognizes we are early on in the information gathering phase, below are a few barriers and challenges identified to date:

- Feedback received from external partner on long lead times to develop and execute contracts. This could be due to timing with COVID and staff capacity, but should be monitored.
- Identification of customer base. No central location of business contacts who request services for the County.
- Limited tools to influence the overall business environment.

Thank you for the opportunity to share this update. Please let us know if you have any questions or would like additional details.

Attachment: Quarterly Report

BCC PRIORITY AREA: Grow a Vibrant Economy

Strategic Result

By 2024, 75% of businesses working in Clackamas County report a business-friendly environment that supports stability and growth.

Team Members/Department (*Chair)

Business and Community Services	*Sarah Eckman	Cindy Moore	Corina Copeland	Eileen Stein
County Administration	Caroline Hill	Christopher Hawkins		
Transportation and Development	Dan Johnson			
Assessment and Taxation	Bronson Rueda			
Technology Services	David DeVore			
Water Environment Services	Greg Geist			

Key Strategies

<p>Research/define business-friendly environment Definition: A business friendly environment supports the business community in several ways: two water types (surface, and waste), transportation, and affordability of development, the regulatory environment (which cities have a major influence over), efficient and timely permit processing, housing, and a trained and capable workforce. Includes ability to expedite requests, etc.</p>
Clearly articulate what services the County provides for businesses
Survey the business community (focus on unincorporated parts of the County) with input from Economic Development Commission (EDC) and other key partners like Chambers of Commerce. Define businesses to be surveyed based on community input. Coordinate with PGA on survey options, can we include a question in annual all-county survey?
Process map how we are delivering services to businesses
Leverage assessments planned as part of the Sunrise Corridor Visioning and similar efforts (like East Happy Valley Comp Plan and Opportunity Zones)
Partner with Community-Based Organizations (CBOs) to provide programming and support for businesses
Encourage cross-departmental collaboration (like the Business Response Team)
Engage EDC and other subject matter experts to gain feedback on goal and strategies
Cross-collaboration with other MFR Implementation Teams, cross-walk key strategies
Coordinate with Clackamas County Disaster Management on tools for farmers around business resiliency
Explore potential of adding feedback link for customers to signature lines of staff email – immediate feedback on customer experience

Related Metrics

By 2026, 15% increase in jobs that meet the self-sufficiency standard wage in Clackamas County
By 2024, funding for the next Phase (from 122 nd -172 nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.
By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.
By 2023, the Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.
By 2026, 10% increase in food production and food production acres from agricultural land in Clackamas County
By 2025, 1,500 affordable housing units will be developed. Those units will be stratified across the Area Median Income (AMI) ranges as shown in the BCC Goals.
By 2026, 100% of County residents and businesses – where served – have access to safe and affordable infrastructure: multimodal transportation including roads, sewer and broadband services

Activities Completed to Date

Refocused around the new goal language (previously focused on commercial land availability, which is just one component of business-friendly environments)
Connection made with EDC for initial feedback (7/28/21)
COVID response pushed the County to offer more services online (like <i>Development Direct</i> - DTD's 24-7 permitting platform)
Formation of Business Recovery Centers (through Chambers of Commerce)
Economic Development efforts like: Community Partners Round-table, Small Business Development Center (at Clackamas Community College), Micro Enterprise Services of Oregon's technical assistance for businesses, scholarship programs through Clackamas Community College
Developed draft definition of "Business Friendly Environment"
EcDev develop list of business contacts, include approx. number of members and site sectors, etc.
Developed scope of work for survey – partnered with Small Business Development Center
Facilitated discussion with Clackamas County Economic Development Commission
Facilitated discussion with Community Partners Roundtable (City partners, Main Street Managers, Business Recovery Center leads)
Development of Small Grants Program to support local businesses using Lottery Funds– in process
CBX, in partnership with local ISPs, received ARPA grant to install fiber to un/underserved areas in the County. Phase 1 & 2 have started with goal of reaching over 2100 homes. Phase 1 has started with goal of reaching over 630 homes. Phase 2 is under evaluation.
A&T department implemented an online process for businesses in Clackamas County to file their personal property tax returns online. Very few counties have this option, saving time and resources.

Activities

Q1 (FY21-22) July-September	Q2 (FY21-22) October-December	Q3 (FY21-22) January-March	Q4 (FY21-22) April-June	Q1 (FY22-23) July - September
Develop survey for businesses	Define survey group Circulate ideas for survey – once have feedback from PGA	Leverage Sunrise Visioning, other activity	Sunrise Visioning coordination, cont’d	IGA approval for business survey deployment via SBDC
Defining business friendly environment	Vet business friendly environment with key stakeholders		Finalize contract with SBDC for survey work to begin	Begin process mapping of County services to businesses
Confirm proposed BFE definition with BCC				
CBX to continue the ARPA Phase 1 construction & Phase 2 design in underserved areas.				

Overall Status/Progress

What’s Working Well	Barriers/Challenges
Inter-departmental input and collaboration is working well	Defining who the customer is (survey respondents)
Shifting to online permitting and other nimble responses	Identifying who we engage in these discussions
Leveraging of other existing efforts	Government processes can be too slow and siloed for businesses who need to act quickly/nimble (at least that is the current feedback/perception)
Ability to leverage experience from internal departments on the formation of the Small Grants Program (Tourism, WES, County Administration)	Limited tools to influence the overall business environment
	Long-term plan for Business Recovery Centers, identifying funding, structure