

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

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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

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“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.

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“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