NEW GOAL	Support Industrial and Commercial Business Growth	Expand Opportunities for Entrepreneurship and Innovation	Support Small Business Development	Assist in the Development of a Prosperous Downtown	Expand the Economic Impact of Tourism
Ist DRAFT GOAL	Business Retention & Expansion Business Attraction & Recruitment Target Key Industry Clusters Marketing	Same	Same	Same	Same
LAST 3-YR PLAN GOAL	Business Retention & Expansion Business Attraction & Recruitment Finance	Modified to add Innovation	New	Same	Same
OBJECTIVE	•Implement strategies for both traded sector and larger commercial businesses tailored to their specific needs. • Respond, in coordination with partners, to business leads and companies whose targets include Forest Grove • Provide direct assistance and services to help new to the city companies navigate permitting and access to program resources. •Update and maintain a comprehensive inventory of available sites and buildings, socio-economic data, program resources and incentives. • Proactively work to identify a 20-year supply of employment lands and target initiatives to increase market-ready certified sites for development. •Promote available sites on state, regional and local websites. • Complete Oak Street Area Concept Plan. • Maintain and manage business retention and expansion program. • Evaluate and refine permitting process, where needed, to increase efficiencies and predictability and ensure a user-friendly experience. •Work with the Chamber to enhance and support business retention services. •Provide stellar customer and project management services for targets of opportunity. • Update an Industrial and Commercial Marketing Plan and materials that responds to key information needs of business prospects and broker agents. •Prioritize marketing to targeted traded sector industry clusters. Maintain an incentive toolkit.	• Study opportunities to create an accelerator, incubator, or maker space to support entrepreneurship and innovation. • Establish a stronger relationship with Pacific University School of Business and related institutes, Forest Grove High School and emerging Clean Water Services environmental and wetland technologies and concepts, to encourage innovation and entrepreneurship opportunities. • Working with partners in Washington County, host and participate in conferences, workshops, and training that promote innovation and enterpreneurial development. • Disseminate information on efforts to encourage start-ups and innovation strategies in Forest Grove.	• Disseminate and maintain information, technical assistance, programs, initiatives, and incentives that support small business growth and operations. • Convene resource partners and small businesses to better understand existing resources and the needs and challenges faced by small business. • With partners, work to identify and address the challenges and barriers faced by Latino businesses and other groups in an effort to support a more diverse and inclusionary business community.	• Partner with other City agencies to improve the attractiveness of the downtown through enhanced design and infrastructure improvements and Storefront Facade Program. Implement Town Center Plan. • Continue to work with property owners and brokers with site development and vacant space reduction while seeking a diverse mix of businesses. • Support and promote a vibrant and active City Center through unique, colorful and family-friendly events that draw new visitors. • Work with partners to enhance organizational capacity to better promote and manage downtown events, activities and the interests of downtown. Research the possibility of a Main Street program.	• Build capacity and develop strategies for marketing, branding, capital projects and event development through contracted services. • Coordinate with tourism stakeholders through the creation of tourism advisory committee (TAC) to increase support and awareness of tourism strategies. • Enhance and strengthen collaborations with tourism amenity operators and opportunities in the region: local wineries, Hagg Lake, bicycling and regional parks and forests.
MEASURES/OUTPUTS	•Number of Jobs Created •Number of Jobs Retained •Value of New Investment: Industrial & Commercial •Total jobs and investment in key industry clusters • Number of leads generated • Retention: number/percent of Industrial and larger commercial companies contacted • Total new square footage built: Industrial & Commercial • Vacancy Rate: Industrial and Commercial • Completion % of Industrial and Commercial Marketing Plan • Number impressions and clicks of purchased advertisements • Establishment of Food and Beverage Key Industry Consortium • % business participation within industry cluster	• Hold outreach meetings with partners currently operating in the innovation/entrepreneurial sphere. • Conduct at least one forum or roundtable on ideas to advance innovation/entrepreneurship in the Forest Grove area. • Distribute information on current resources/programs that could be accessed by Forest Grove • Prepare a report on the potential to establish innovation/entrepreneurship initiatives or a center in Forest Grove	• # of small businesses assisted • Equity Research Study of issues and barriers faced by Latino small businesses and start ups completed • # minority-owned businesses created • # of Marketlink Market Analysis Reports completed • # of Business Incentive Program applications approved • # of small business outreach actions (small business roundtable/small business forums/customized training) • # of small business materials, published and digital, maintained	• # of new businesses opened • # of businesses closed • # of new businesses opened that provide a service or retail new to downtown • Total value of new investment • Implementation progress of Town Center Plan • commercial vacancies square footage • # of businesses provided assistance • # of Storefront Improvement Projects completed • Progress on establishing a private sector downtown organization with broad stakeholder participation.	•Overnight lodging stays year over year • Transit Lodging Tax revenues annually year over year • Annual attendence of six largest events. • Establishment of Tourism Advisory Committee • Number of media outlets, impressions and clicks • Completion of branding recommendations report.
EXTERNAL PARTNERS	Forest Grove -Cornelius Chamber of Commerce, Business Oregon, Forest Grove EDC, Greater Portland Inc., Westside Economic Alliance, Commerical Brokers and Site Selectors.	Pacific University-School of Business & Berglund Institute, Forest Grove High School, Clean Water Services, Portland Community College, Oregon Entrepreneurs Network, Small Business Development Center, SCORE	Forest Grove-Cornelius Chamber of Commerce, Pacific University- School of Business, PCC Small Business Development Center, Columbia-Pacific Economic Development District, Micro-Enterprise Services of Oregon, Adelante Mujeres, SCORE, Local and Regional Banks, Commercial Brokers.	City Club of Forest Grove, Forest Grove -Cornelius Chamber of Commerce, Small Business Developmnent Centers, Micro-Enterprise Services of Oregon, Oregon Main Street, Commercial Brokers, Property Owners.	Washington County Visitors Association, Forest Grove Tourism Services Contractor, Forest Grove-Cornelius Chamber of Commerce, Travel Portland, Travel Oregon, Washington County Parks & Recreation (Hagg Lake), Oregon Forestry Department (Tillamook Forest), Oregon Parks & Recreation, North Wilamette Vitners Assoc., Local Tourism Amenity Operators
PROJECTS (WORKPLAN)		Maintain materials and web information on starting a new business.	• Working with partners, offer programs such as training, market analysis, business counseling, targeted incentives and technical assistance to support the needs of small business.		

Create a Competitive Business Climate That Supports Economic Growth	**Develop Robust Partnership, Outreach and Equity Efforts**
Utilities & Infrastructure Workforce Celebrate Business Achievements (Marketing)	Same
Support Goals: Workforce Utilties & Infrastructure	Modified
• Work with businesses to enhance understanding and access to workforce programs. • Coordinate K-12 and higher education institutions with business to better understand workforce needs of business. • Work with partners including Forest Grove High School, Pacific University and FG-C Chamber of Commerce to establish a local job board: employee-employer job match platform. •Encourage development of business to business and school -business partnerships and networks to enhance local current and future workforce skills and placement. • Support targeted transportation investments that enhance freight mobility and access, community livability, connectivity, congestion reduction and public transit options. • Take the necessary steps to maintain adequate current and future supply of water, wastewater capacity, power and telecommunication utilities to support planned business growth. • Work with Light and Power to maintain affordable power as a competitive advantage for Forest Grove. • Working with partners, celebrate business achievements, especially those tied to previous City or Chamber support. Consider an annual awards program.	• Complete 3-year City Economic Development Strategic Plan. • Support greater equity by working to increase access and utilization of services by diverse members of the community. • Work to understand and reduce barriers that Latinos and other diverse populations face in starting and operating businesses. • Build on partnerships and collaboration locally and regionally to establish strategic relationships in support of economic development priorities. • Represent Forest Grove interests and needs externally in the region and state by increasing visibility and engagement. • Proactively coordinate with regulatory agencies to reduce delays and barriers to development. • Develop local communication and outreach strategies to help City partners and the public understand and buy into the City's economic development strategies.
• # of businesses accessing workforce services • Progress of local jobs board implementation led by external partners including FG-C Chamber of Commerce, FG High School and Pacific University • # of meetings/confrences/summits/roundtables held between education officials, City of Forest Grove, FG-C Chamber and businesses to develop responses for workforce skills, training and future student/worker needs. • Unemployment rate accross diverse demographic segments. • Maintenance of competative power pricing benchmarked againest investor owned amd larger public power utiilties in region. • Maintenance of competitive water pricing and adequate supply benchmarked against other medium and large cities in region. • Level of broadband infstrastructure in Forest Grove benchmarked against prior years and others cities in Portland Metro region. • Establishment of busness achievement awards or celebration led by Chamber of Commerice or other external partners.	• Completion of 3-year City Economic Development Strategic Plan. • Access and utilization of services to diverse members of community has increased. • Increased understanding and reduction of barriers that Latinos and other diverse start-ups and existing businesses may face. • Regular participation and outreach in partner organizations. • Information about Forest Grove's economy and business development resources are current and accessible. • Key members in the city and region buy into the City's economic development strategies. • Diverse members of the community share in the benefits from economic development efforts.
Portland Community College, Pacific University , Forest Grove High School, Oregon Worksource Centers, Worksystem, Inc., Frontier, Electric Lightwave, Comcast, Washington County Land Use and Transportation, Oregon Department of Transportation, Metro, Tri-Met, Forest Grove Light and Power, Clean Water Services	Pacific University, Forest Grove-Cornelius Chamber of Commerce, City Club of Forest Grove, Adelante Mujeres, Business Oregon Greater Portland Inc, Portland Community College, Worksource/Oregon Employment Department, Metro, Washington County Visitors Association, Micro Enterprise Services of Oregon, PCC Small Business Development Center, Washington County

FOREST GROVE OREGON

A place where businesses and families thrive.

STRATEGIC PLAN 2019-21

City of Forest Grove

Economic Development Commission

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Overview

Vision Statement

Mission Statement

GOAL/STRATEGY #1

"Support Industrial and Commercial Business Growth"

Objectives:

- Implement strategies for both traded sector and larger commercial businesses tailored to their specific needs.
- Respond, in coordination with partners, to business leads and companies whose targets include Forest Grove.
- Provide direct assistance and services to help new to the city companies navigate permitting and access to program resources.
- Update and maintain a comprehensive inventory of available sites and buildings, socio-economic data, program resources and incentives.
- Proactively work to identify a 20-year supply of employment lands and target initiatives to increase market-ready certified sites for development.
- Promote available sites on state, regional and local websites.
- Complete Oak Street Area Concept Plan.
- Maintain and manage business retention and expansion program.
- Evaluate and refine permitting process, where needed, to increase efficiencies and predictability and ensure a user-friendly experience.
- Work with the Chamber to enhance and support business retention services.
- Provide stellar customer and project management services for targets of opportunity.
- Update an Industrial and Commercial Marketing Plan and materials that respond to key information needs of business prospects and broker agents.
- Prioritize marketing to targeted traded sector industry clusters. Maintain an incentive toolkit.
- Review Forest Grove's competitive advantages and ensure that these are on City's website and part of advertising and marketing collateral.
- Create an outreach and marketing program tailored to key clusters identified in the Economic Opportunity Analysis/Advanced Manufacturing.
- Convene local industry clusters to build networks, understand needs and address priorities.

Measure/Outputs:

- Number of Jobs created
- Number of Jobs retained
- Value of New Investment: Industrial & Commercial
- Total jobs and investment in key industrial clusters
- Number of leads generated
- Retention: number/percent of industrial and larger commercial companies contacted
- Total new square footage built: Industrial & Commercial
- Vacancy Rate: Industrial & Commercial

- Completion percentage of Industrial and commercial Marketing Plan
- Number of impression and clicks per marketing product
- Establishment of Food and Beverage Key Industry Consortium

External Partners:

Forest Grove-Cornelius Chamber of Commerce, Business Oregon, Forest Grove EDC, Greater Portland Inc., Westside Economic Alliance, Commercial Brokers and Site Selectors

GOAL/STRATEGY #2

"Expand Opportunities for Entrepreneurship and Innovation"

Objectives:

- Study opportunities to create an accelerator, incubator, or maker space to support entrepreneurship and innovation.
- Establish a stronger relationship with Pacific University School of Business and related institutes, Forest Grove High School and emerging Clean Water Services environmental and wetland technologies and concepts, to encourage innovation and entrepreneurship opportunities.
- Working with partners in Washington County, host and participate in conferences, workshops, and training that promote innovation and entrepreneurial development.
- Disseminate information on efforts to encourage start-ups and innovation strategies in Forest Grove.

Measure/Outputs:

- Complete outreach with each partner current operating in the innovation/entrepreneurship space.
- Conduct at least one roundtable on ideas to advance innovation/entrepreneurship in the Forest Grove area.
- Distribute current resources/programs to the Forest Grove community at least twice a year.
- Prepare a report on the potential to establish innovation/entrepreneurship initiatives Including a center in Forest Grove.

External Partners:

Pacific University-School of Business, Forest Grove High School, Portland Community College, Clean Water Services, Oregon Entrepreneurs Network, PCC Small Business Development Center, SCORE

GOAL/STRATEGY #3

"Support Small Business Development"

Objectives:

- Disseminate and maintain information, technical assistance, programs, initiatives, and incentives that support small business growth and operations.
- Convene resource partners and small businesses to better understand existing resources and the needs and challenges faced by small business.
- With partners, work to identify and address the challenges and barriers faced by Latino businesses and other groups in an effort to support a more diverse and inclusionary business community."

Measure/Outputs:

- Number of small businesses assisted
- Equity Research Study of issues and barriers faced by Latino small businesses and startups completed
- Number of minority owned business created
- Number of Marketlink Market Analysis Reports completed
- Number of Business Incentive Program applications approved
- Number of small business outreach actions (small business roundtable/small business forum./customized training)
- Number of small business materials, published and digital ,maintained

External Partners:

Forest Grove-Cornelius Chamber of Commerce, Pacific University- School of Business, PCC Small Business Development Center, Columbia-Pacific Economic Development District, Adelante Mujeres, Micro-Enterprise Services of Oregon, SCORE, Local and Regional Banks, Commercial Brokers

GOAL/STRATEGY #4

"Assist in the Development of a Prosperous Downtown"

Objectives:

- Partner with other City agencies to improve the attractiveness of the downtown through enhanced design and infrastructure improvements and Storefront Facade Program. Implement Town Center Plan.
- Continue to work with property owners and brokers with site development and vacant space reduction while seeking a diverse mix of businesses.
- Support and promote a vibrant and active City Center through unique, colorful and family-friendly events that draw new visitors.
- Work with partners to enhance organizational capacity to better promote and manage downtown events, activities and the interests of downtown. Research the possibility of a Main Street program."

Measure/Outputs:

- Number of new businesses opened
- Number of businesses closed
- Number of new businesses opened providing a new to downtown service or retail
- Value of total of new investment
- Implementation progress of Town Center Plan
- Commercial vacancies square footage
- Number of businesses provided assistance
- Number of Storefront Improvement Projects Completed
- Progress on establishing a private sector downtown organization with broad stakeholder participation

External Partners:

City Club of Forest Grove, Forest Grove -Cornelius Chamber of Commerce, Small Business Development Centers, Micro-Enterprise Services of Oregon, Oregon Main Street, Commercial Brokers, Property Owners

GOAL/STRATEGY #5

"Expand the Economic Impact of Tourism"

Objectives:

- Build capacity and develop strategies for marketing, branding, capital projects and event development through contracted services.
- Coordinate with tourism stakeholders through the creation of tourism advisory committee (TAC) to increase support and awareness of tourism strategies."
- Enhance and strengthen collaborations with tourism amenity operators and opportunities -local wineries, Hagg Lake, bicycling trails and regional parks and forests.

Measure/Outputs:

- Overnight lodging stays year over year
- Transit Lodging Tax revenues annually year over year
- Attendance of six largest events year over year
- Establishment of Tourism Advisory Committee
- Number of media outlets, impressions, and clicks
- Completion of branding recommendations report

External Partners:

Washington County Visitors Association, Forest Grove Tourism Services Contractor, Forest Grove-Cornelius Chamber of Commerce, Travel Portland, Travel Oregon, Washington County Parks & Recreation (Hagg Lake), Oregon Forestry Department (Tillamook Forest), Oregon Parks & Recreation, North Willamette Vintners Assoc., Local Tourism Amenity Operators

GOAL/STRATEGY #6

"Create a Competitive Business Climate That Supports Economic Growth"

Objectives:

- Work with businesses to enhance understanding and access to workforce programs.
- Coordinate K-12 and higher education institutions with business to better understand workforce needs of business.

- Work with partners including Forest Grove High School, Pacific University and FG-C Chamber of Commerce to establish a local job board: employee-employer job match platform.
- Encourage development of business to business and school-business partnerships and networks regarding joint training efforts, internships, job shadow, job search, job fairs and trends and future needs to enhance local workforce skills and placement.
- Support targeted transportation investments that enhance freight mobility and access, community livability, connectivity, congestion reduction and public transit options.
- Take the necessary steps to maintain adequate current and future supply of water, wastewater capacity, power and telecommunication utilities to support planned business growth.
- Work with Light and Power to maintain affordable power as a competitive advantage for Forest Grove.
- Working with partners, celebrate business achievements, especially those tied to previous City or Chamber support. Consider an annual awards program.

Measure/Outputs:

- Number of businesses accessing workforce services
- Progress of local jobs board implementation led by external partners including FG-C Chamber of Commerce, FG High School and Pacific University
- Number of meetings/conferences/summits/roundtables held between education officials, City of Forest Grove, FG-Chamber and businesses to develop responses for workforce skills, training and future student/worker needs.
- Maintenance of competitive pricing benchmarked against investor owned and larger public power utilities in region.
- Maintenance of competitive pricing and adequate supply benchmarked against other medium and large cities in region.
- Level of broadband infrastructure in Forest Grove benchmarked attain priority years and others cities in Portland Metro regional.
- Establishment of business achievement awards or celebration led by Chamber of Commerce and other external partners.

External Partners:

Portland Community College, Pacific University , Forest Grove High School, Oregon Work Source Centers, Work system, Inc. Frontier, Electric Light Wave, Comcast, Washington County Land Use and Transportation. Oregon Department of Transportation, Metro, Tri-Met, Forest Grove Light and Power, Clean Water Services

GOAL/STRATEGY #7

"Develop Robust Partnership, Outreach and Equity Efforts"

Objectives:

- Complete 3-year City Economic Development Strategic Plan.
- Support greater equity by working to increase access and utilization of services to diverse members of community.
- Work to understand and reduce barriers that Latino's and other diverse populations face in starting and operating businesses.
- Build on partnerships and collaboration locally and regionally to establish strategic relationships in support of economic development priorities.
- Represent Forest Grove interests and needs externally in the region and state by increasing visibility and engagement.
- Proactively coordinate with regulatory agencies to reduce delays and barriers to development.
- Develop local communication and outreach strategies to help City partners and the public understand and buy into the City's economic development strategies.

Measure/Outputs:

- Completion of City of Forest Grove Economic Development Strategic Plan .
- Support greater equity by working to increase access and utilization of services to diverse members of community.
- Increased understanding and reduction of barriers that Latinos and other diverse start-ups and existing businesses may face.
- Regular participation and outreach in partner organizations.
- Information about Forest Grove's economy and business development resources are current and accessible.
- Key members in the city and region buy into the City's economic development strategies.
- Diverse members of the community share in the participation and benefits from economic development efforts.

External Partners:

Pacific University, Forest Grove-Cornelius Chamber of Commerce, City Club of Forest Grove, Adelante Mujeres, Business Oregon, Greater Portland Inc., Portland Community College, Work Source/Oregon Employment Department, Metro, Washington County Visitors Association, Micro Enterprise Services of Oregon, PCC Small Business Development Center

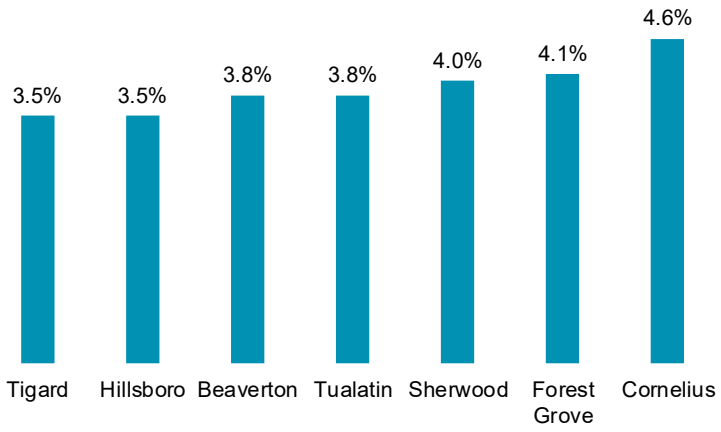
Washington County
Economic Indicators
April 2019 (March Data)

State of Oregon Employment Department
QUALITYINFO.ORG

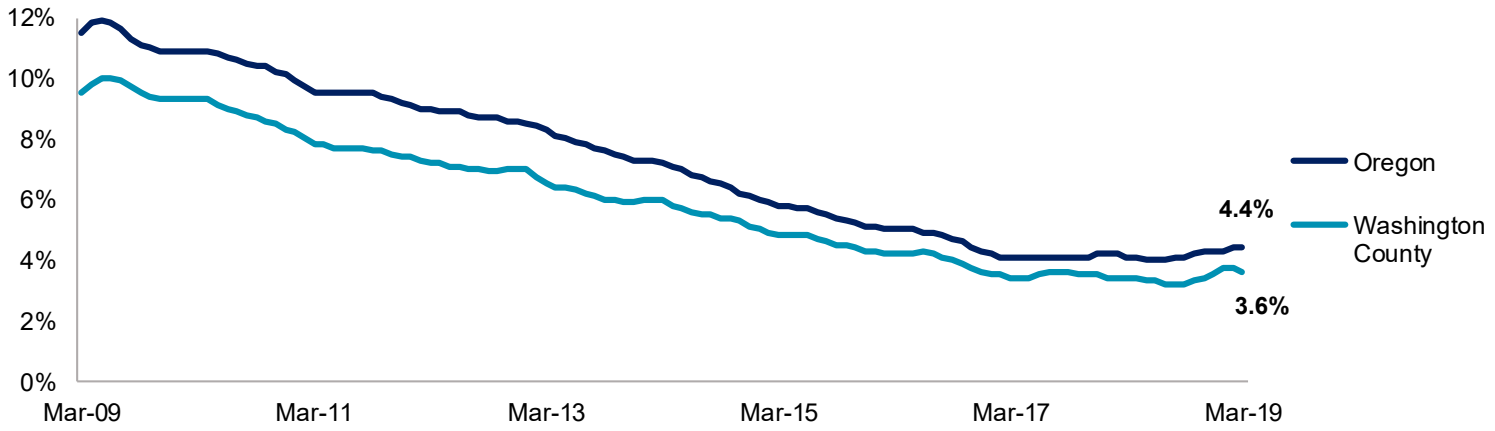
Washington County's unemployment rate dipped to 3.6 percent in March 2019, slightly below the prior month and a slight increase from last year. Some cities saw unemployment rates slightly higher than the prior year (not seasonally adjusted).

The county added 4,500 jobs between March 2018 and March 2019, for a growth rate of 1.5 percent. Construction led industry employment growth at 6.2 percent. Manufacturing continued to add the most jobs over the year, with 2,000 jobs gained.

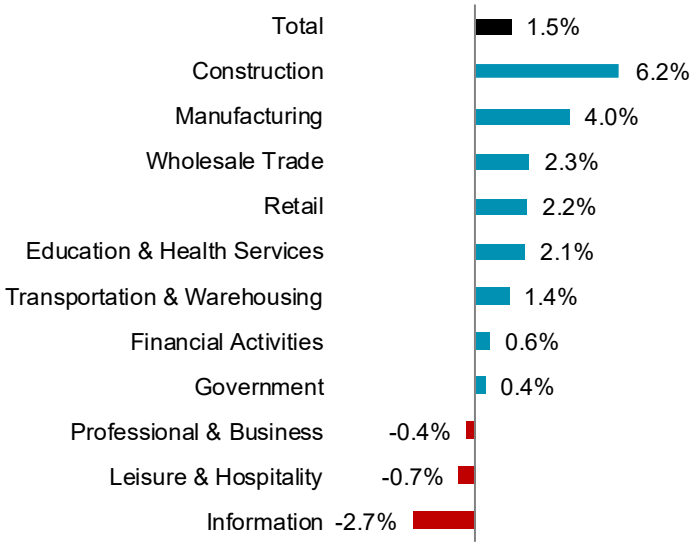
Unemployment Rates in Washington County Cities
March 2019, not seasonally adjusted
Local Area Unemployment Statistics



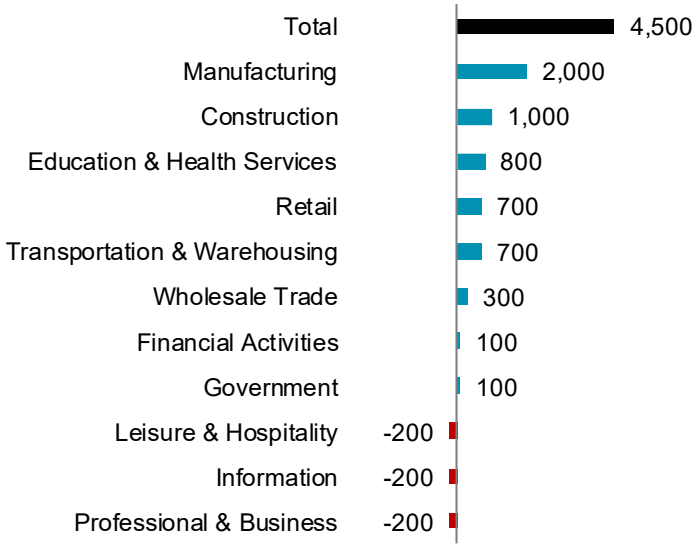
Unemployment Rate
March 2009 to March 2019, seasonally adjusted
Local Area Unemployment Statistics



Construction Leads Industry Employment Growth
Percentage change, March 2018 to March 2019
Current Employment Estimates



Net Job Growth in Washington County
Net change, March 2018 to March 2019
Current Employment Estimates



Have questions? Want to subscribe? Contact me!
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