



WELCOME TO FOREST GROVE
Home of Pacific University

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Forest Grove, Oregon
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Forest Grove, OR 97116
www.forestgrove-or.gov

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ECONOMIC DEVELOPMENT STRATEGIC PLAN

VISION STATEMENT

A strong, sustainable, local economy that fosters opportunity and prosperity for the whole community.

MISSION STATEMENT

We foster a vibrant economic climate that encourages and attracts sustainable and equitable business development through strategically focused policies and programs, collaboration and partnerships.

DEFINITIONS

Short Term – Less than two years.

Long Term – More than two years.

Measurements – Metrics that reflect the success of the Strategic Plan. The metrics will be compiled into a report that is given to the Economic Development Commission and City Council on an annual basis.

Annually – A calendar year unless otherwise specified.

GOAL 1. SUPPORT INDUSTRIAL AND COMMERCIAL BUSINESS GROWTH AND RETENTION

OBJECTIVES

SHORT TERM

- Provide direct assistance and high quality customer service to help new companies navigate the permitting process and access program resources.
- Proactively work to identify a 20-year supply of employment lands and target initiatives to increase market-ready certified sites.
- Evaluate and refine permitting process, where needed, to increase efficiencies and predictability and ensure a user-friendly experience.
- Review Forest Grove's competitive advantages and ensure that these are on the City's website and part of advertising and marketing collateral.
- Maintain and market an inventory of available sites and buildings, socio-economic data, program resources and incentives.
- Complete Oak Street Area Concept Plan.

LONG TERM

- Implement business attraction strategies for both traded sector and larger commercial businesses tailored to their specific needs.
- Respond, in collaboration with partners, to business leads and companies whose targets include Forest Grove.
- Maintain and manage business retention and expansion program.
- Prioritize marketing to targeted traded sector key industry clusters such as Advanced Manufacturing and those identified in the Economic Opportunity Analysis. Maintain an incentive toolkit.

- Convene local industry clusters to build networks, understand needs and address priorities.

MEASUREMENTS

- Total assessed value – industrial.
- Total assessed value – commercial.
- Total square footage –industrial.
- Total square footage – commercial.
- Industrial square footage vacancy rate.
- Commercial square footage vacancy rate.
- Number of Business Enterprise Zone applications.

STRATEGIC 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 2. EXPAND OPPORTUNITIES FOR ENTREPRENEURSHIP AND INNOVATION

OBJECTIVES

SHORT TERM

- Study opportunities with partners to establish an accelerator, incubator, or maker space to support entrepreneurship and innovation.
- Host and participate in conferences, workshops, and training that promote innovation and entrepreneurial development.

LONG TERM

- Establish and maintain stronger ties 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.
- Disseminate information on efforts to encourage start-ups and innovation strategies in Forest Grove.

MEASUREMENTS

- Prepare a report on the potential to establish innovation/entrepreneurship initiatives, including a center in Forest Grove.

STRATEGIC 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 3. SUPPORT SMALL BUSINESS DEVELOPMENT AND RETENTION

OBJECTIVES

SHORT TERM

- Disseminate and maintain information, technical assistance, programs, initiatives, and incentives that support small business growth and operations.
- 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.

LONG TERM

- Convene resource partners and small businesses to better understand existing resources and the needs and challenges faced by small business.

MEASUREMENTS

- Number of Marketlink Market Analysis Reports completed.
- Number of Business Program applications completed.

STRATEGIC 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, Mercy Corps NW, SCORE, Local and Regional Banks, Commercial Brokers.

GOAL 4. ASSIST IN THE DEVELOPMENT OF A PROSPEROUS DOWNTOWN

OBJECTIVES

SHORT TERM

- Partner with the private sector to improve the attractiveness of downtown through implementation of the Town Center Plan.
- Work with partners to enhance organizational capacity to better promote downtown events, activities, and the interests of downtown. Research the possibility of a Main Street program.

LONG TERM

- 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.

MEASUREMENTS

- Number of Storefront Façade Program projects completed.
- Number of net new businesses.
- Reach decision on Main Street Program.

STRATEGIC 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 5. EXPAND THE ECONOMIC IMPACT OF TOURISM

OBJECTIVES

SHORT TERM

- Serve on the tourism advisory committee (TAC) to increase support and awareness of tourism strategies.

LONG TERM

- Develop strategies for marketing, branding, capital projects, and event development through contracted services.
- Enhance and strengthen collaborations with tourism amenity operators and opportunities: local wineries, Hagg Lake, bicycling trails, and regional parks and forests.

MEASUREMENTS

- Overnight lodging stays per year.
- Transit Lodging Tax revenues per year.

STRATEGIC 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 6. FOSTER A COMPETITIVE BUSINESS CLIMATE THAT SUPPORTS ECONOMIC GROWTH

OBJECTIVES

SHORT TERM

- Support transportation investments that enhance freight mobility and access, community livability, connectivity, congestion reduction, and public transit options.
- Maintain adequate supply of water, wastewater capacity, and power and telecommunication utilities to support planned business growth.
- Maintain affordable power as a competitive advantage for Forest Grove.
- In collaboration with the Forest Grove-Cornelius Chamber of Commerce, Forest Grove High School and Pacific University, Increase local employment opportunities through the establishment of a local job board: employee-employer job match platform.

LONG TERM

- Work with businesses to enhance understanding, access, and use of workforce programs.
- Coordinate K-12 and higher education institutions with local companies to better understand current and future needs of business, enhance workforce skills, and identify employment opportunities.

MEASUREMENTS

- Power price benchmarked against providers in the region.
- Water price benchmarked against providers in the region.
- Number of broadband infrastructure companies providing service in Forest Grove benchmarked against companies providing services in the region.

STRATEGIC 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 7. EXPAND PARTNERSHIP, OUTREACH, AND EQUITY EFFORTS

OBJECTIVES

SHORT TERM

- Work to understand and reduce barriers that Latinos and other diverse populations face in starting and operating businesses.
- Proactively coordinate with regulatory agencies to reduce delays and barriers to development.

LONG TERM

- Work to increase access and utilization of services to diverse members of community.
- Collaborate locally and regionally to establish strategic relationships in support of economic development priorities.
- Represent Forest Grove’s economic development interests and needs externally in the region and state by increasing visibility and engagement.
- Develop outreach strategies to educate the public about the City’s economic development strategies.
- In coordination with the leadership of the Forest Grove –Cornelius Chamber, celebrate business achievements and consider an annual awards program.

MEASUREMENTS

- Completion of equity research study identifying barriers for Latino small businesses.
- Increase understanding and reduce barriers for minority-owned start-ups.
- Assure minority representation on EDC through outreach efforts.
- Number of regional/partners organizations participated in.
- Number of minority or economically disadvantaged persons/businesses assisted.

STRATEGIC 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.

APPENDIX A

STRATEGIC PLAN GENERAL MEASUREMENTS

- Number of jobs created.
- Number of leads generated.
- Number of impressions.
- Number of businesses provided assistance.
- Number of businesses accessing workforce services.

ANNUAL FOREST GROVE ECONOMIC INDICATORS

- Population and growth rate.
- Unemployment rate.
- Median household income.
- Average wage.
- Total employment.
- Forest Grove employment sectors.
- Education attainment.
- Poverty rate.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

S

- Great Downtown
 - Tourism draw
- Low power/utility rates
- Full Service City – utilities, infrastructure, etc.
- Fiber optics
- Quality of Life
- Pacific University
 - Academic conferences attract attendees from around the world – global exposure; they spend dollars on local eateries, hotels
- Clean, Cheap water
 - Public ownership - “we control our fate”
 - Stable – we have a back-up source
- 3 Tier One large lot industrial sites (Tier One = development-ready)
- Wineries
- Tremendous nearby recreational assets – Fern Hill Reservoir; Hagg lake; trails
- Farmers’ Market Great Events – Concours d’Elegance; Sidewalk Art Festival
- Historic Districts – 3 residential; DT HD in the works
- Hollywood has discovered us – university, other “sets” for films/tv/ads
- Business Friendly City administration
 - Entitlements – parallel path rather than sequential, allows for quicker process timelines
 - Collaborative spirit
 - Supportive, encouraging staff
 - Facilitates engagement with other regulatory entities – e.g. CWS
- Tools
 - Urban Renewal
 - Enterprise Zone
 - E Commerce
 - Business Incentive program
- Urban Renewal Area (formed 2014)
- Jesse Quinn – new mixed use development
- McMenamin’s/Grand Lodge
- Business Diversity
- Local ownership of business
- Agricultural Identity
 - Our roots & heritage – sense of place – character – not a generic suburb
 - Where we come from; who we are
 - Advantage of being on the edge of the Portland region – “I can breathe”; livability
- Agriculture not just about the past – new Ag business is growing; Example: nursery, organics
- History – oldest City in the County
- Strong working relationships with nearby communities, e.g. Cornelius
- Latino business assistance
 - Adelante Mujeres
 - Centro Cultural
- Forest Grove HS – high AP class percentage; lots of extra-curriculars; hosts sporting events-expands exposure.
- City has a good bond rating (but see discussion in weaknesses re: need to diversify the tax base)

W

- Distance from highways (26)
 - Long travel times to PDX, DT Portland
- Industrial Areas have challenging access – narrow streets, difficult for trucks to navigate
- Workforce “daily exodus”
 - 83% of working residents commute to jobs in other jurisdictions
 - Higher wages in Hillsboro, Beaverton, Portland – tough for local companies to compete for FG workers
- “End of the line” – no pass-through customers
- Commute patterns bypass commercial areas – lost opportunity to capture customers
- Logjam east of Highway 47; Cornelius has Fred Meyer, Walmart because it is easier to access
- Limited transit options
- Only one grocery store
- Challenge in attracting/retaining skilled workforce – more work, better pay in Hillsboro and points east
 - A person can make more money in construction in Portland than a manufacturing job in FG
- Schools – flat growth projected for the next twenty years
- School funding (however – Forest Grove was the only place in Oregon during the recession to approve a bond)
- Schools are “adequate”; particularly given the funding
- Kids are going to other schools – transferring to other districts (i.e. Gaston) or private
- Some industrial lots are Tier 3 (difficult to develop due to infrastructure capacity, transportation deficiencies)
- Perception of distance from Portland; perception that Forest Grove is “on the coast” or close to it
- Property tax revenue base imbalanced – too much residential (a tax “taker”) and not enough industrial (a tax “giver”)
- Tax base needs to be more diversified – bond counsel tells us our rating would be stronger if the tax base were more diverse
- Rising rents – making housing (workforce in particular) less affordable
- Dearth of hotel rooms – need more hotels, particularly upper end/4 star
- Lack of parking downtown – holding us back
- Lack of a hospital, only urgent care clinic



- Trails in the region (Salmonberry, Council Creek, Yamhalis) – Forest Grove not connected, but could be the hub – attract Eco-tourists, generate more demand for hotels, restaurants
- Metro Open Space bond – could help address prior point
- Wine Country – could Forest Grove get a resort hotel like the Allison in Newberg?
- WCVA – how might we tap into their resources and energy more
- TLT – do a strategic plan to guide our efforts; deploy these dollars strategically/intentionally
- Craft breweries – let's attract one or several – give people a local option rather than have to go to DT Portland, etc.
- Downtown parking study (underway) – opportunity to strengthen business district
- Town Center Plan (underway) – opportunity to guide future UR and other investments in bolstering DT
- Clusters to build on: tech; food including ag tech
 - Opportunity to diversify our economy
- Connections between our businesses and local farmers (e.g. distillery, bakery) for our businesses
- High Tech – opportunity to attract more suppliers to Intel, etc.; spin-offs; Example: MGC
- Ag – same – opportunity to attract more suppliers, spin-offs
- Strengthen ties between schools and businesses tied to vocational training: Schools have a new hire in Food Services
- FG has a disproportionately high percentage of seniors opportunity to expand medical service businesses/cluster
 - Maple Street Clinic is increasing its services; they've had a huge spike in number of customers. The Clinic's residents stay there for two years – many will remain in the community
 - Dialysis unit – High water usage. Our high quality/stable water supply an advantage/op.
- Business Retention focus
- Pacific's new business school – op to integrate with our efforts.
 - Mutually beneficial; our businesses will benefit from Pacific's engagement in business planning, analysis; and the students get real world experience
 - Plus – a pipeline of workers as students get to know our businesses and our community
 - Plus – supplement City Ec Dev staff and Chamber
- Business "exit interviews" – interview people who have gone through entitlement process. Opportunity to expand this. Create stronger feedback loop on "how we're doing"
- Developer roundtable – op for developers, others who go through the process to weigh in on code, policy, permitting, fee issues
- Clean Water Service purchase of TTM office building. Opportunity for R & D Center, accelerator, incubator.
- Build a hospital in Forest Grove. Expand medical services from current status.



- Diminishing supply of industrial land
 - If recent absorption patterns (last 3-4 years) continue, we may not have a 20 year supply of market ready employment land as called for in State land use law
- Metro's restrictions on UGB expansion
 - "Grand Bargain" removed our long term "Urban Reserve" supply of employment land
- Limited resources for business retention/recruitment. Jeff doing a great job but there's only so much band width and funding.
 - The challenge is exacerbated by the increasing complexity of Ec Dev – e.g., E-commerce.
- "Public should do its business; private sector should do its business" – in other words, public sector should "set the table" and then get out of the way
- High senior population – is Forest Grove convenient/accessible for seniors.
- Low unemployment – hard to keep people here – tough for small business.
 - Tough to compete with smaller communities out of the region, where there is a lower minimum wage – i.e. we have higher labor costs than some of our competition.

Forest Grove
Economic Development Commission
2020 Meeting Dates
DRAFT

January 9, 2020 #
February 6, 2020
March 5, 2020
April 2, 2020
May 7, 2020
June 4, 2020
July 9, 2020 #
August -No meeting
September 10, 2020 #
October 1, 2020
November 5, 2020
December 3, 2020

- Meeting postponed one week due to holiday



A place where families and businesses thrive.

FOREST GROVE ECONOMIC DEVELOPMENT COMMISSION DRAFT BYLAWS

Section 1: **Name:** Forest Grove Economic Development Commission (herein referred to as FGEDC)

Section 2: Established by Council Resolution No. 2007-45, July 9, 2007.

Section 3: Purpose

1. The purpose of the advisory B/C is to encourage broad-based community representation and to advise City Council on public policy issues affecting Forest Grove and Council-adopted Goals and Objectives. The B/C is directly responsible to the Council.
2. Advise and make recommendations to City Council on economic development policy and issues that supports advancing the economy and prosperity.

Section 4: Powers and Responsibilities/Objectives

1. To develop and promote an economic development strategic plan.
2. To provide oversight and review of economic development marketing strategies and products.
3. To enhance communication and understanding of economic development strategies, and build relationships between the Forest Grove public sector, community, and business community.
4. To act as a forum for sharing information on best economic development practices, current issues and resources available for communities and businesses.
5. To encourage connections and coordination with other regional, state and national organizations working for the benefit of economic growth and enhancement of the Forest Grove area economy.
6. To respond to additional matters relating to economic development as requested by the City Council.
7. Advise and make recommendations to City Council on economic development policy and issues that supports advancing the economy and prosperity.

Section 5: Organization and Structure

1. Membership:

- a. Members of the B/C shall be composed of 15 members and one student member who shall be appointed by City Council.
- b. Five (5) members may reside outside of corporate limits of the city.
- c. Members shall have a significant interest and background in business and economic development in the City, cover a diverse balance of sectors and geographic areas and represent the private-for-profit; not-for-profit and public sectors. The FGEDC membership shall consist of:

Public & Non-Profit Members

1. Forest Grove Chamber of Commerce
2. Pacific University (Higher Education)
3. Public Schools: Forest Grove School District
4. Latino Community Representative:

Private Business Members

5. Large Manufacturer-Technology
6. Small Manufacturer/Traded Sector Entrepreneur
7. Food/Beverage Processor
8. Wood Product/Ag-related Business
9. Health/Medical Care
10. Industrial/Commercial Broker
11. Commercial/Industrial Property Owner
12. Large Commercial/Retail Business
13. Small Commercial/Retail Business
14. Financial Institution
15. Downtown Retail Business

Student Member

16. Student Member

- d. Alternate to each member may be selected. The alternate member shall have a voice in all actions but shall have no vote, unless a regular member of the B/C is absent or is not participating due to a conflict of interest; in no case shall both the regular member and alternate both have a vote on the same motion.
 - e. Members are required to attend training courses as assigned and approved by City Council.
 - f. An individual member may not act in official capacity.
 - g. The City Council may in its discretion at any time remove a member for any reason, including inefficiency, neglect in duty, or malfeasances in office.
 - h. B/C members serve without compensation.
2. Terms of Office:
- a. B/C members shall be voting members and shall serve four (4) year terms.
 - b. Student members shall be voting members and shall serve two (2) year terms. Student appointees must be high school grade level and residing or attending school, including home-schooled, in Forest Grove.

- c. Terms shall be staggered evenly amongst the membership, beginning January 1 and ending December 31.
- d. Once the assigned term of office is completed, the member is excused from the appointment unless City Council reappoints the member for another term of service.
- e. B/C members must apply during open recruitment and be interviewed by City Council after each term to continue service. B/C members who fail to attend a scheduled interview may forfeit the opportunity for appointment or reappointment.
- f. Members may not serve on more than two (2) B/C at the same time.
- g. Appointments to vacant positions shall be filled by City Council for the unexpired term.

3. Officers:

The Chair and Vice Chair shall be elected by the voting members at the first regularly scheduled B/C meeting of each year.

The Chair may not serve more than 48-consecutive months.

4. Powers and Duties of Officers:

In the absence of the Chair and Vice Chair, at a meeting where a quorum is present, the member with the longest continuous service shall serve as Presiding Officer pro tem until such time the meeting is adjourned.

(1) Chair shall:

- a. Preside over and facilitate all meetings, preserve order, enforce rules and determine the order of business.
- b. Compose the meeting agenda in consultation with the staff liaison, specifying the time, place and purpose of the meeting and listing the subjects anticipated to be considered.
- c. A B/C member may propose placing an item on the agenda at a regularly scheduled meeting. If approved by a majority of voting members present, the agenda item will be placed on the next regularly scheduled meeting agenda or an agreed upon future meeting agenda.
- d. The agenda shall follow a standard template provided by the City.
- e. Ensure that all actions are properly taken and recorded and, if required, sign findings and decisions.
- f. Present recommendations to the City Council and other bodies as designated by the Mayor, Council, or Council Liaison.
- g. The Chair shall submit and present an Annual Report to the City Council listing the B/C's major activities for the past year and objectives for the coming year.

(2) Vice Chair shall:

Preside in the absence of the Chair and acts as Chair when the Chair is unable to perform duties.

Section 6: Meeting Procedures and Quorum

1. Meetings:

- a. Unless otherwise required by state law or city code, the B/C shall hold meetings no less than four (4) times a year unless more frequently as established by the B/C.
- b. In January of each year, the B/C shall adopt a schedule of its meetings and schedule its Annual Report presentation to City Council for the upcoming year, including meeting dates for holidays and canceled meetings.
- c. The B/C meeting agenda and packet shall be distributed to the B/C at least five (5) days prior to the meeting.
- d. All meetings are open to the public. Anyone wishing to speak to the B/C may do so under *Citizen Communications*. In the interest of time, comments may be limited to three (3) minutes unless additional time is granted by the presiding officer.
- e. The student member may provide a report at every meeting.
- f. A public meeting is defined as two (2) or more members meeting who have been delegated authority by the B/C to advise or make recommendations to the B/C.
- g. Special meetings may be called by a vote of the B/C at any regularly scheduled meeting, by the request of the Chair, Council Liaison, or written petition by three (3) or more B/C members.
- h. All meetings and hearings shall be held at a designated date, place and time in compliance with Public Meetings Law (ORS Chapter 192) and subject to Public Records Law (ORS Chapter 192).

2. Minutes:

- a. The B/C may appoint a secretary at the first regularly scheduled B/C meeting of each year to take the B/C meeting minutes.
- b. Written minutes are required for all meetings.
- c. The minutes shall follow a standard template provided by the City.
- d. The meeting minutes shall briefly summarize what took place and must include: 1) any action items, 2) attendance, and 3) vote of each member. Verbatim minutes are not required.
- e. Staff may take minutes if the B/C requests the City to do so.
- f. Staff shall review the minutes to assure compliance with state law.
- g. Staff shall post the B/C approved minutes to the website as soon as possible.

3. Attendance:

- a. Members are expected to attend every meeting.
- b. Members shall notify the staff liaison prior to the regular meeting to report an absence.

- c. The Chair, with the consent of the B/C, may submit a recommendation to City Council to deem a member's position vacant for three (3) or more absences in a 12-month period.
 - d. The City Recorder's Office shall notify any member who has three (3) or more absences in a 12-month period that their position may be subject to vacancy.
- 4. Quorum:
Unless otherwise required by state law, a majority of the total number of voting B/C members constitutes a quorum.
- 5. Voting and Decision Making:
 - a. *Roberts Rules of Order Newly Revised* shall govern all proceedings unless they conflict with these rules.
 - b. The Chair has the right to vote whenever a vote is cast. In the case of a tie vote with the Chair voting, the motion fails.
 - c. The B/C shall operate in the general public interest serving the community as a whole. The B/C shall serve no special interest(s) or endorse any commercial product or enterprise.
- 6. Conflicts of Interest and Ethics Law:
 - a. B/C members are considered public officials subject to the Oregon Government Ethics Law (ORS 244), which seeks to prevent a public official from receiving financial gain or avoiding a financial detriment because of their status as a public official.
 - b. B/C members are subject to the Restrictions on Political Campaigning when acting in official capacity (ORS 260.432).
 - c. A civil penalty may be imposed by the State for each violation of any provision of the ORS.
- 7. Role of Council Liaison:
 - a. The Council liaison shall be appointed by the Mayor, with the consent of the City Council, and shall be a non-voting member.
 - b. Council Liaison's role is to collaborate between the City Council and the B/C to assure each group's collective interest is accurately and effectively represented to the other, including actively attending and reporting to each entity at their regular scheduled meetings.
 - c. The Council Liaison shall have the freedom of the floor at all times to present Council's views and to comment or suggest actions to the B/C.
- 8. Role of Staff Liaison:
 - (1) The staff liaison shall be appointed by the City Manager and shall be non-voting. The staff liaison shall assist the B/C by utilizing their expertise regarding city policy and process.
 - (2) The staff liaison shall:
 - a. Orient newly-appointed members prior to the first meeting on the duties and responsibilities of being a B/C.
 - b. Review the agenda in consultation with the B/C Chair. The agenda shall follow a standard template provided by the City.

- c. Prepare, post and distribute the B/C packet at least five (5) days prior to the meeting. Post the final agenda on the bulletin board at the meeting location.
- d. Prepare B/C meeting minutes, briefly summarizing what took place and must include any action items, attendance and vote of each member.
- e. Report any member who has three (3) or more absences in a 12-month period to the City Recorder's Office.
- f. Additional staff liaison duties and responsibilities may be found in the Council Rules, Section 14.

9. Registry:

The City Recorder's Office shall maintain a current roster of all members, including appointment date, length of unexpired term, and contact information. The roster may be subject to Public Records Law (ORS Chapter 192). A copy of the roster shall be provided to Council and staff liaison at least once per year or upon any substantial change in membership.

10. Amending Bylaws:

- a. A majority of all members must vote affirmatively to modify the B/C bylaws on at least two separate readings at two separate meetings.
- b. A final decision on a bylaw change shall not be made until at least the next regular meeting following the introduction and second of the motion.
- c. All bylaws or rules, including changes, must be approved by the City Council.
- d. Bylaws shall follow a standard template provided by the City.

Attachment A: Board Member Positions

Public & Non-Profit Members

City Council/Mayor –Liaison

1. Forest Grove Chamber of Commerce
2. Pacific University (Higher Education)
3. Public Schools: Forest Grove School District
4. Latino Community Representative:

Private Business Members

5. Large Manufacturer-Technology
6. Small Manufacturer/Traded Sector Entrepreneur
7. Food/Beverage Processor
8. Wood Product/Ag-related Business
9. Health/Medical Care
10. Industrial/Commercial Broker
11. Commercial/Industrial Property Owner
12. Large Commercial/Retail Business
13. Small Commercial/Retail Business
14. Financial Institution
15. Downtown Retail Business

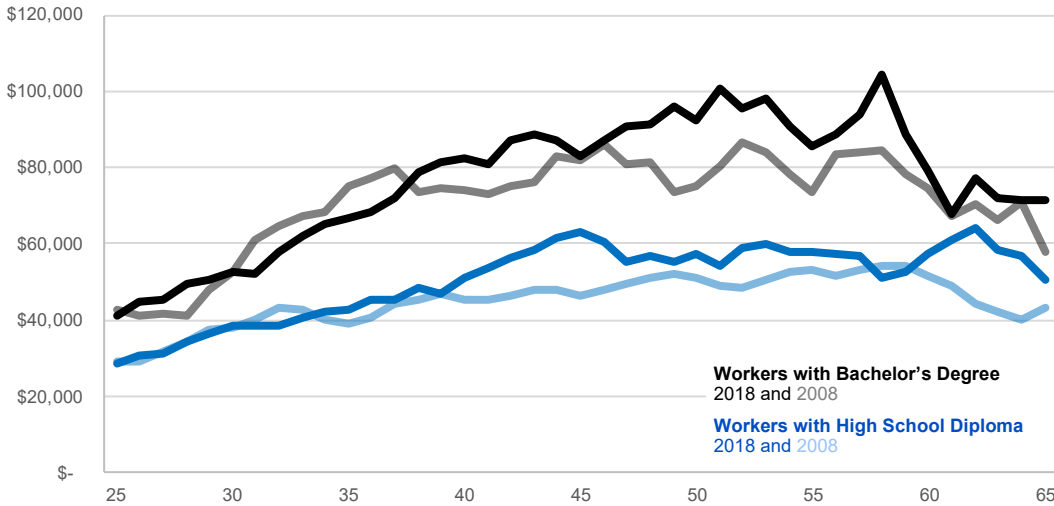
**Dec
2019**

Multnomah County **Economic** INDICATORS

State of Oregon
Employment Department
QUALITYINFO.ORG

Average Earnings by Age and Education - 2018 & 2008

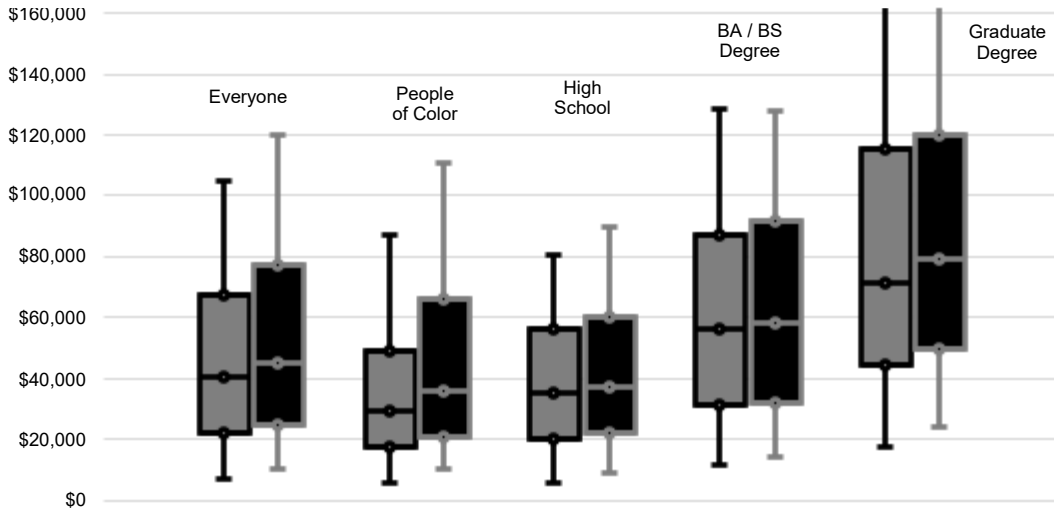
Portland Region - Full Time Workers with Bachelor's Degree vs High School Diploma



Average earnings for full time workers (30+ hours a week) in Portland with a 4 year college degree is just \$53,000 for a 30 year old. For workers in their 50's, earnings average \$96,000. This is an increase of 20 percent compared to ten years earlier.

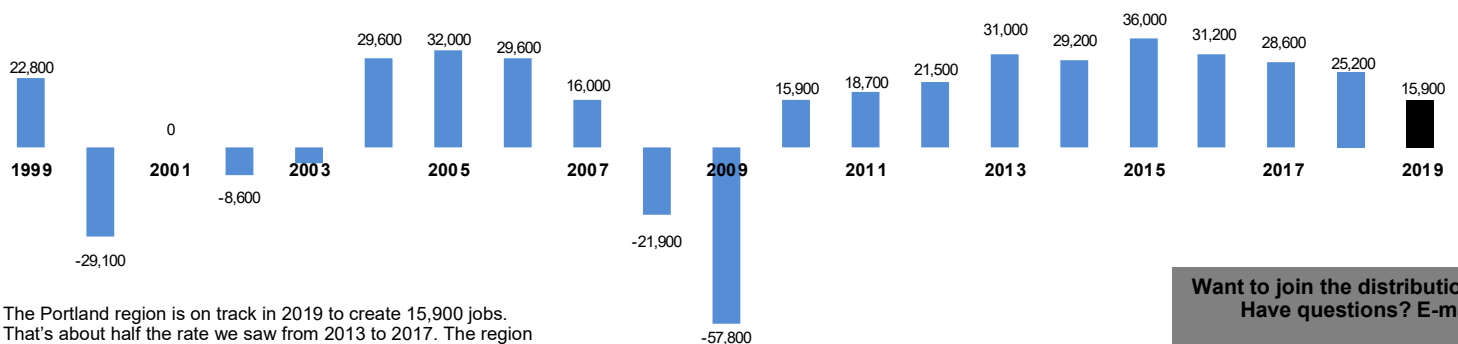
Earnings Range by Education - 2018 & 2008

Portland Region - Full Time Workers - Box is 25th to 75th percentile. Whiskers are 10th and 90th percentile.



Median earnings for Portland workers were \$45,000 in 2018, a 10 percent gain from 2008. People of color saw a larger increase in their earnings of 22 percent. There was a 6 percent increase in median earnings for workers with only a high school diploma, a 4 percent increase for workers with a Bachelor's degree, and an 11 percent increase for workers with a graduate degree.

Portland Metro Employment Growth Year-over-year November to November

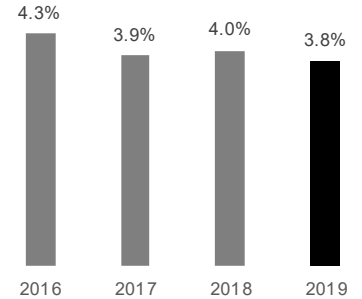


The Portland region is on track in 2019 to create 15,900 jobs. That's about half the rate we saw from 2013 to 2017. The region has created about 253,000 jobs over the last ten years.

EMPLOYMENT TRENDS

November Unemployment Rate

Portland Metro - Seasonally adjusted



Employment Growth

Portland Metro

Nov 2019 **1,235,500**

Growth **+15,900 (+1.3%)**

Year-over-year

Industry Growth

Portland Metro - November
Year-over-year growth (percentage)

Information	+1,800 (+6.9%)
Construction	+2,400 (+3.2%)
Financial Activities	+2,300 (+3.2%)
Professional & Business Services	+5,600 (+3.0%)
Transportation & Warehousing	+1,200 (+2.7%)
Health Care & Social Assistance	+3,500 (+2.3%)
Manufacturing	+900 (+0.7%)
Leisure & Hospitality	-1,600 (-1.3%)

Want to join the distribution list?
Have questions? E-mail me!

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Forest Grove EDC Proposed 2020 Meeting Schedule Topics

The City of Forest Grove Economic Development Strategic Plan was adopted by Council earlier in the year...a great milestone for EDC. This suggested proposal is to keep the plan front and center of our meetings and assist Jeff in meeting and measuring the objectives that were adopted. The suggestion is for two meetings on Goal 7 as Council and Staff are putting additional emphasis on finding and addressing barriers to equity in all areas, including economic development. The first meeting would be more of asking questions and gathering ideas, the second more on reporting back what was found.

This proposal is merely a suggestion to help guide the commissions' thoughts on how best to manage its own agenda for the next year.

January: Goal 7 - Further Partnerships, Outreach, and Equity Efforts

February: Goal 2 - Expand Opportunities for Entrepreneurship and Growth

March: Budget Recommendations

April: Goal 3 - Support Small Business Development and Retention

May: Goal 4 - Assist in the Development of Downtown

June: Goal 5 - Expand the Economic Impact of Tourism

July: Goal 6 - Create a Competitive Business Climate

August: no meeting

September: Goal 7 - Further Partnerships, Outreach, and Equity Efforts

October: Goal 1 - Support Industrial and Commercial Business Growth

November & December: Strategic Plan Review

Putting a calendar together like this will help Jeff focus his efforts (besides his daily work) and help us all to organize our thoughts with respect on a specific objectives and the metrics that are intended to measure progress or not. Jeff also has an annual report to assemble, so providing input to that would be beneficial. Also, it would help the EDC members to formulate questions and provide input. Increasing member input will help make meetings meaningful and productive.