

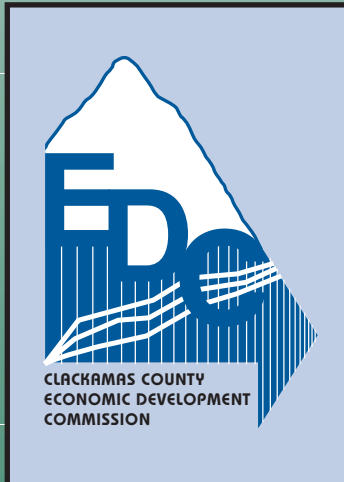
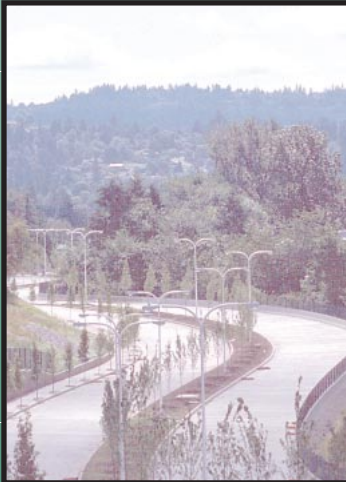
# Clackamas County

**"OPEN FOR BUSINESS"**

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## **Economic Development Plan**

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*Create Prosperity by Fostering Balanced Economic Development in Clackamas County through a Close Partnership with Government and the Private Sector*

**2003**

Business & Economic Development Services  
Department of Transportation and Development  
Clackamas County

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***Our deepest gratitude to the people too numerous to mention  
that provided their insight and review that helped shape this plan***

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# Vision

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Our aspiration: Clackamas County is a great place to visit and raise a family and is open for business. There are diverse housing types, cultures, incomes, and beliefs. There are pristine wilderness areas, high quality public education, a strong social service network and extensive and convenient urban amenities. There are well-paying and productive jobs and a business friendly environment. Local entrepreneurs create new goods and services, and are proud of the way in which they create jobs, profits, and prosperity. There is balance and unity between jobs, environmental quality, and high quality of life.

Commitment is necessary to fulfill this vision: we must be the new Oregon pioneers. The economic component of that vision starts with the Economic Development Commission's (EDC) mission statement:

***“Create prosperity by fostering balanced economic development in Clackamas County through a close partnership with government and the private sector.”***

Balanced economic development means providing county residents opportunities for better jobs and higher incomes, while managing the interrelationships among people, land, resources, and infrastructure to maintain and enhance the quality of life that county residents enjoy. By acknowledging the need for and working toward this balance, the county provides a nationally competitive economic environment for business and a nationally envied social and natural environment for residents.

Implementing the vision requires detailed goals and action steps by the County. Taken as a whole, the county will:

- Maintain quality-of-life as a fundamental building block of community health and vitality while working to enhance a job and employment friendly atmosphere throughout the county.
- Focus on balanced densities of residential and employment growth in existing urban areas, and in areas that will be urbanizing (urban growth boundary expansion areas) while maintaining a high level of livability.
- Maintain mobility for people and freight in the face of expected growth that would otherwise tend to increase traffic congestion.
- Encourage more economic opportunity for its residents, decreasing the percentage of workers who live in the county but out-commute to work.
- Diversify its economy and reduce its susceptibility to recessions.
- Increase its non-residential tax base.
- Promote and encourage sustainable management of agricultural and forest lands in balance with the needs and limitations of the natural resource base.
- Respond to the unique opportunities and problems faced by its cities and rural areas, and support them in their efforts to develop job opportunities and quality business and living environments.
- Create a better match between its workforce and industries in terms of skills and geography.

- **Support and enhance educational institutions at all levels because an educated and skilled current and future workforce is one of the foundations of a strong economy.**

This document describes an overall strategy for economic development in Clackamas County. It updates the 1997 Economic Development Plan by incorporating input from the Economic Development Commission and a wide variety of stakeholders. This strategy will provide a framework for effective, coordinated, and specific actions judged most beneficial to the County and the citizens it serves. The strategy described in this document is the Economic Development Plan for Clackamas County (referred to as the “Plan”).

In some cases the recommendations affect only the EDC: they describe ways the EDC should modify activities that it has authority to control. Those activities, however, are limited compared to the broader context of activities that affect economic development. Many other County departments, special districts, city governments, and state and regional agencies implement the policies and provide the services that affect growth and development. Thus, the EDC’s recommendations must describe a comprehensive strategy for economic development that, if it is to be implemented, will require actions on the part of other agencies.

In making these recommendations the EDC recognizes that economic development is not something the EDC, or the county, or even the entire public sector can achieve alone. It requires partnerships: of the EDC with other County agencies, of the county with the state, cities and special districts, and of the public sector with the private sector. The participation of cities is particularly important, since significant economic activity in the county does and will continue to occur inside city limits.

This plan does not assume that more government programs are necessary for economic development. Moreover, this plan recognizes that many of the facilities and programs it recommends may best be funded and produced by the private sector. Finally, the EDC notes that the implementation of this Plan will probably occur just as its development has: as an effort of EDC members and working committees in partnership with the public and private sector.

# Principles for Economic Development

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## Chapter 2

The objective of this Plan is to enhance quality of life while providing increased job opportunities throughout the county. The assumption is that jobs will provide more economic opportunity for county residents, reduce the high levels of commuting to jobs outside the county, diversify the economy and reduce its susceptibility to recessions.

Economic development policy is about optimizing—finding the right balance of growth and protection of quality-of-life factors. The natural environment, public services, and proximate urban amenities in Clackamas County provide opportunities for a high quality of life for most residents, even those of modest means. These are principal reasons for the expectation of substantial residential growth in the County.

Rapid population growth should be accompanied by good planning and commensurate investments in public facilities and services. Clackamas County has a relatively high proportion of residential growth, which typically has a higher ratio of service costs to tax revenues than industrial or office uses. Good planning can accommodate growth in ways that reduce traffic congestion, and provide for an adequate portion of jobs-generating land. Currently a regional jobs/housing imbalance with many jobs in Washington County, a large concentration of residential development in Clackamas County, and few transportation connections between the two, is increasing trips, trip length, and congestion.

The following principles have guided the EDC in recommending the actions contained in the next chapter:

- **Jobs:** Clackamas County needs more job opportunity choices for its residents: opportunities that provide a means of advancement for all skill levels, pay living wages, and allow people to reduce commuting time. Though the County should continue to exploit its economic advantage as a high-quality residential location, it must also try to decrease the percentage of workers who live in the County, but commute to jobs outside the County.
- **Employment Land Need:** Newly designated Urban Growth Boundary expansion areas in Damascus, Oregon City and Wilsonville, as well as additional lands identified in the METRO Task 3 process, will be important areas for urban growth and future development opportunities. The county should begin planning now for jobs producing lands and a mix of other uses served efficiently by high-quality urban services.
- **Business Environment:** Economic development strategies should focus on improving the business environment.



- **Target Industries:** The county should take advantage of appropriate opportunities to leverage regional, state or federal resources and efforts to target industry sectors as they arise. These decisions will be based on whether the target meets the county's objectives to attract well paying jobs and assessed value and fits the site and infrastructure capacity the county has to offer. Coordinated and clear public policies, based on good information, will allow the county to respond quickly, flexibly, and efficiently to development opportunities.
- **Business Recruitment and Marketing:** Outlying cities such as Canby, Sandy, Molalla and Estacada collectively have the largest inventory of served and ready-to-go industrial sites currently and plan to expand their employment areas in the future through urban growth boundary expansions. These sites will need to either be marketed aggressively, or these sites will need to have infrastructure extended and be planned and zoned appropriately in order to attract business investment.
- **Workforce education** and training is critical to all aspects of quality of life: education builds better citizens, more productivity, higher incomes and more job satisfaction.
- **Services:** The public sector should work first on doing well those things that people agree the public sector is supposed to do. The public sector has always had, and will continue to have, a lead responsibility for the provision, operation, and maintenance of infrastructure, social services (including education and training), and planning.
- **Infrastructure:** EDC efforts to improve infrastructure should focus on advocating for additional resources, facilitating cooperation, and information collection and exchange. In a large, diverse, and multi-jurisdiction county like Clackamas County, it can be difficult for all public agencies to work efficiently and cooperatively toward a common vision of development and quality of life. The EDC, by virtue of its composition and its mandate from the County Board of Commissioners, is uniquely situated to help coordinate development processes and initiatives, and to provide a forum for information exchange and cooperation among the public and private sectors.
- **Transportation:** While all infrastructure is essential to economic development, transportation is the one that currently faces the greatest challenges. Funding is not sufficient to keep building transportation projects that allow uncongested traffic flows in the face of growth. The county needs to target the most efficient transportation improvements and the sources of funding that will allow them to be built.
- **Environment:** Economic development should mean that the economic well-being and quality of life of citizens in Clackamas County is improving. Reasonable planning and regulation to preserve environmental quality and livability are an important part of public actions to encourage economic development.
- **Agricultural and forested lands** in the county contribute economically not only with the value of what is harvested from them, but also with the scenic, recreational, and ecological services they provide. Quality of life in the county depends on sustaining the viability of agricultural and forested lands, and focus growth in urban areas.

- **Quality of Life:** Efforts to help the private sector create jobs should recognize that quality of life is the fundamental building block of community health and vitality.
- **Geographic Diversity:** Given the county's size and diversity, economic development policies will be different in different places. The most obvious differences are between the highly populated, northwest urban corner of the county, and the sparsely populated eastern two-thirds of the county. Within these large divisions are substantial differences as well.
- **Coordination:** Effective coordination of county resources and efforts are critical to the successful implementation of this Plan. Coordination efforts will focus primarily on business development, future employment land, and infrastructure development. Coordinated efforts at economic development may require outreach to citizens and the public and private groups that represent them.

Collectively, these principles define this Plan. It is focused on a broad view of economic development that extends to all aspects of County development: land use, transportation, social services, education, training, and environmental quality.

**Benchmarks:** Movement toward this vision of Clackamas County's future can be monitored using several measurable indicators that can be grouped under the headings of overall economic growth, development, and quality of life. These indicators, though general, are consistent with the EDC's vision of balanced growth throughout the county. Moving these indicators in the desired direction requires the implementation of multiple actions and reflects the progress made on a number of seemingly different issues.

Indicators of economic well-being and quality of life can be quite broad (e.g., per capita income) or quite detailed (e.g., number of new acres of buildable industrial land made available inside UGBs of cities outside Metro's regional UGB). In concept, the more detailed indicators are intermediate and causal: if they are met, then the more general indicators are likely to be met (e.g., more industrial land means more industry, which means more jobs). This section discusses just the more general indicators. More detailed indicators are discussed in Chapter 3, Plan Actions. For reference, more detailed statewide benchmarks that monitor factors that contribute to quality of life, are available on the Oregon Progress Board website at <http://www.econ.state.or.us/opb/2003report/Report/2003BPR.pdf>.

In the area of overall economic growth, it is important to monitor the following indicators:

- Average wages and its comparison with regional and state measures (available annually from the U.S. Bureau of Economic Analysis in the *Survey of Current Business*).
- Income including per capita and median incomes.
- The county's unemployment rates (available monthly from Oregon Employment Department).
- The county's poverty rates, to address equity concerns, available for use in year 2000 from the U.S. Census Bureau. (available annually from the U.S. Current Population Survey).
- Total job creation and/or employment growth in the county (available monthly from Oregon Employment Department).
- Industrial location factors such as acres of industrial land, number of sites and buildings on the market (available from the County Business and Economic Development Services section).
- Building permit volume and time to issue by type such as commercial, industrial and residential (available monthly from the Clackamas County Building Department).
- County education statistics in comparison to region and state (available from the Oregon Department of Education).
- County worker skills in comparison to the region and state (available from the I-Match system).
- Average commute time in the county vs. region and state averages. (Available from Metro).
- Comparative statistics on tax structure and business climate (to be developed by the Regional Economic Development Partners).

The Plan's vision is of a climate for development in Clackamas County that encourages business growth, while maintaining environmental quality and quality of life. Indicators toward this goal that the EDC intends to monitor include:

- The ratio of job growth to population growth, which can be measured either directly from employment and population estimates, or indirectly through growth in housing and/or non-residential square footage (available from the county Building Department).

Finally, the Plan recognizes that policies to facilitate new development should not be streamlined to the point that regulatory safeguards essential to maintaining quality of life are sacrificed. Indicators that monitor the county's quality of life include:

- Air quality within the county (available from Oregon Department of Environmental Quality, Air Quality Division).
- The percentage of Clackamas County's agricultural and forest lands measured in 1970 still preserved for agricultural and forest use (available from the National Resource Inventory, U.S. Department of Agriculture and Oregon Department of Forestry).
- Acres of community parks, designated recreation areas, and designated open spaces per 1,000 County residents living in incorporated cities (available from Oregon Department of Parks and Recreation).
- Crime statistics (available annually from the Clackamas County Sheriff's office).
- Long-term strategic water issues, including supply and capacity of water, wastewater and stormwater systems.

# Objectives and Plan Actions

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The specific action plans below synthesize comments from the EDC members and stakeholders that participated in the development of this Plan. The Plan divides the actions into these sections:

- **BUSINESS ATTRACTION AND RETENTION:** This section includes a discussion of strategies for helping local businesses to expand, increasing the inventory of jobs producing land and communities to attract new industries (especially to outlying cities), while maintaining the fundamental services that make Clackamas County an attractive place to live and work.
- **TRANSPORTATION:** This section focuses on funding, expanding and improving passenger and freight mobility, especially in industrial areas and increasing accessibility to other employment areas and regional centers.
- **WORKFORCE:** This section focuses on developing a skilled workforce that meets the needs of current and future employers.
- **MARKETING AND OUTREACH:** This section focuses on the need for increased marketing and outreach as well as coordination throughout economic development related components of the County's services.
- **UTILITIES:** This section focuses on providing road, sewer, water, power and other infrastructure in a timely and efficient way to support employment land development and job creation.

Some issues inevitably cut across several categories simultaneously; For example:

- *Urban-Rural Differences.* The County's economy functions with different areas playing different roles. To some extent, state and regional policy supports the differences: urban areas (cities) are supposed to provide urban levels of services; rural areas are not (at least not for all services). Most proposed solutions involved the separation of services for urban and rural areas.
- *Financing.* There is a need for more information and coordination regarding financing. In general, the concern about increased coordination regarding county-wide funding options is one that the EDC believes they should and can address: the cost of transportation facilities, the way they get funded, and the likelihood that growth will deteriorate level of service all make a focus on funding an essential part of any strategy to address transportation issues. For this reason, there is a separate section under transportation dealing with finance issues.

- *Regulation.* Many regulations are developed at the federal and state level but implemented at the county or local level -- There is always more that can be done to streamline governmental processes; something the county and the EDC are actively working on. But the type, characteristics, and impacts of the development also matter: reducing regulation can have costs in terms of environmental quality, quality of life and long-term growth potential. Regulatory streamlining will have long-term success only if constituencies are engaged in the streamlining process. As the county strives to maintain a balance between unfettered development and bureaucratic logjams, there are no obvious signs that its development regulations are grossly inefficient: either to little or too great. This is an accomplishment worth noting as the county seeks to attract new businesses.
- *Industry Attraction Strategies.* Clackamas County would like to attract companies with high wages, high ratios of employees to land, and low environmental impacts. But, individual companies within a given industry sector vary substantially on these characteristics. A guiding principle for this Plan is that it should focus on developing a business environment and business services that help all firms.

However, the county should leverage appropriate regional, state or federal resources and efforts to target industry sectors. These decisions will be based on whether the target meets the county's objectives to attract well paying jobs and increase assessed value. The needs of the target industry should also match with available sites and infrastructure capacity and benefit from the access to markets the county has to offer.

# Business Attraction and Retention

## - Guiding Principles

It is usually assumed that the best way to get new growth to a region was to recruit basic industries with marketing and incentives: industries that produce goods for export (basic goods). Increasingly, however, many things besides manufacturing can drive a local economy.

In Clackamas County a strategy of business development, retention, expansion, and recruitment will differ in rural and urban parts of the county. Rural strategies will focus more on recruitment, while urban strategies will rely more heavily on retention and expansion of existing employers. The county will strive to improve the jobs housing imbalance at the community level, as well as the county level.

Clackamas County Business and Economic Development Services staff, in coordination with a network of partners, does the day-to-day work of business development. These partners include the Clackamas County Development Agency, the Oregon Economic and Community Development Department, Regional Economic Development Partners, The Clackamas County Tourism Development Council and local communities. In general, the EDC's role is to provide overall policy guidance to, and coordination among these entities, and to advocate for the resources they need (funding, land, or utility services) to get the job done.

This Plan recognizes that the economic development climate in the county's rural areas is quite different from that in urban areas. While striving to maintain a balance with rural quality of life, it calls for the development and implementation of a targeted recruitment plan for the county's rural areas, the development of additional tourism attractions, protection of the county's agricultural and forestry sectors, the establishment of city-county coordinating forums, and an increase in jobs-producing lands and infrastructure support for city and unincorporated areas of the County.

**BD 1. ADVOCATE FOR CREATIVE METHODS TO ACCELERATE EMPLOYMENT IN EMERGING URBAN AREAS.**

**SPECIFICALLY:** Address the jobs-housing imbalance in the county by increasing developable land for industry and business, which would increase jobs. The County will support and assist efforts to expand employment land including newly incorporated or annexed land.

**WHY:** Clackamas County faces a severe shortage of industrial and employment land. The county needs a sufficient inventory of suitable land and buildings to provide locations for local businesses to expand or to attract new businesses. Without it, the county will not be able to provide enough jobs for its residents, maintain long-term economic viability or have sufficient investment to support needed public services.

**OBJECTIVE:**  
DEVELOP "SHOVEL READY" EMPLOYMENT SITES IN EMERGING URBAN EXPANSION AREAS.

- ACTIONS:**
- Expedite the planning, financing, and extension of infrastructure for jobs-producing land.
  - Continue to advocate for inclusion of additional employment land in Metro's Task 3 (Interim Periodic Review) process.
  - Once infrastructure is in place, proactively recruit businesses that will provide significant numbers of well paying jobs and high assessed value that matches the skill base of the county's workforce.
  - Preserve and provide protections for newly designated industrial land to prevent erosion by retail, church, school and other unrelated uses.

**TIMING** - Ongoing with significant effort needed over the next 5 - 10 years.

**IMPLEMENTATION**  
A county-wide effort will be required since much of the land in the county suitable for rezoning, consolidation, and redevelopment is in cities and urban growth boundary expansion areas. Land use planning is the responsibility of the city, county and metro planning organizations. However, advocacy for adequate planning is a direct responsibility of the EDC.



## MEASURES OF SUCCESS

- Increased inventory of shovel ready employment sites.
- Increased number of businesses, jobs and assessed value.
- Lower out-commute ratio.
- Reductions in average time to process permits
- Reduced duplication of government services.

**BD 2. CONTINUE THE PROACTIVE BUSINESS RETENTION, EXPANSION, AND RECRUITMENT PROGRAM FOR THE COUNTY AND ITS CITIES.**

**SPECIFICALLY:** Provide adequate funding and staff to support the development and implementation of a business recruitment and retention strategy. Identify and provide tools that promote the county to companies that fit the target company profile on a case-by-case basis. Leverage resources and coordinate with local, regional and state efforts.

**WHY:** It is important to the long-term sustainability and health of the county to create jobs, increase investment, and stimulate economic growth and address our jobs/housing imbalance.

**OBJECTIVE:**  
INCREASE THE NUMBER OF JOBS AND BUSINESSES IN THE COUNTY.

**ACTIONS:**

- Continue proactive business retention, expansion, and recruitment efforts. Work with companies to find suitable sites and buildings, assist with workforce, permitting, infrastructure and other issues to facilitate the siting process.
- Continue to support existing employment sectors in Clackamas County such as manufacturing, high tech, transportation and warehousing, metals, health care, tourism, agriculture and forest products Support and expand competitive industry clusters.
- Continue the business outreach program. Evaluate outreach questionnaires and other surveys to identify barriers to business expansion and other business climate issues.
- Continue to participate in and leverage statewide and regional business recruitment efforts. This may include traded sector business recruitment or development and support of industry clusters that are competitive in Clackamas County.
- Continue to coordinate with the state, region and cities to develop a consistent marketing approach for Clackamas County. This includes developing an enhanced web-based marketing application and marketing materials for employment sites.
- Promote home businesses and opportunities for entrepreneurs as an option for people who live in the county. Address regulations and create web page links.

	<ul style="list-style-type: none"> <li>▪ Target new business formation.</li> <li>▪ Assess and advocate for a competitive business climate. Monitor comparative business costs and other strategic issues with other local jurisdictions within the Portland region and west coast urban areas. Issues or address are health care, taxes, fees, wages, insurance, energy, transportation, telecommunications, etc.</li> </ul>
<p><b>TIMING - Ongoing coordination with local partners.</b></p>	
<p><b>IMPLEMENTATION</b>  County and local community economic development staff continue their business outreach, expansion and recruitment efforts. They will meet regularly to coordinate efforts. They will look for ways to leverage resources and state and regional efforts wherever possible.</p>	
<p><b>MEASURES OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>▪ Increased number of businesses in the county.</li> <li>▪ Increased number of jobs for county residents.</li> <li>▪ Lower unemployment rate in Clackamas County than state or region.</li> <li>▪ Increase in county average wages over time (after adjustments for inflation).</li> <li>▪ Higher county-wide assessed value.</li> </ul>	

**BD 3. ASSIST AND SUPPORT IMPLEMENTATION OF BUSINESS DEVELOPMENT STRATEGIES IN RURAL COMMUNITIES.**

**SPECIFICALLY:** The EDC should continue implementing its strategy to address the unique issues of the county’s rural communities. These may include the cities of Sandy, Canby, Molalla, Estacada, and the rural centers such as Boring, Damascus, Government Camp and others.

**WHY:** Many of these communities have struggled to replace jobs lost by the decline of the timber industry. They have not shared in the relative prosperity of the urban areas. Much of the county’s current inventory shovel ready employment land is located in the rural cities of Canby, Estacada, Sandy and Molalla. These sites will help meet market demand for business expansion and relocation over the short term while emerging areas are being prepared for development. Focusing on improving the community level jobs/housing imbalance will strengthen their communities’ economic base. It will also reduce the out commute and reduce congestion and wear on the road system.

**OBJECTIVE:**  
STIMULATE ECONOMIC GROWTH IN THE COUNTY’S RURAL AREAS.

**ACTIONS:**

- Continue to work in partnership with cities seeking to retain and increase the amount of ready-to-go employment sites within their city limits through annexation or urban growth boundary expansion. Support might include financing, staff assistance with coordination of federal, state, city and county efforts, and fast planning approvals. This effort will likely focus on the cities of Estacada, Canby, and Molalla.
- The county will assist rural centers in their economic development planning efforts.
- The county will work with cities to periodically review and update growth management agreements regarding management of land within urban growth boundaries, but outside city limits.
- Work with developers to provide suitable land and buildings for job opportunities. This includes industrial as well as office or business commercial districts and the development of business or industrial parks.
- Continue proactive business expansion, retention and recruitment program and activities in partnership with rural communities. Assist with capacity building, business development, resource building and information sharing as needed.
- Protect the county’s agricultural and forestry base and maximize the economic value of the

	<p>county's agricultural and forestry industries such as timber, Christmas trees, and nurseries.</p> <ul style="list-style-type: none"><li>▪ The Clackamas County EDC will form an Agriculture, Forestry and Natural Resource subcommittee to promote and enhance rural economic development activities in the county. Activities can include promoting the economic contribution to the county based on farm gate sales, high state ranking (currently 2<sup>nd</sup> at \$349 million), and state ranking by products, agricultural sector multipliers and dollar turnover.</li><li>▪ Provide agriculture and natural resource based businesses with programs and activities to foster expansion, retention, and recruitment efforts. This can include the EDC taking the lead role in developing a farm brand for our many diverse rural goods and services.</li><li>▪ Develop cross-sector promotion and marketing opportunities stressing the economic benefit of integrating development activities among agriculture, tourism, and business sectors of the county.</li><li>▪ Support the Tourism Development Council's efforts to develop tourism destination attractions.</li><li>▪ Organize and participate in periodic city-county coordinating forums to establish positive intergovernmental cooperation in sharing of resources, strategies, facilities, and personnel.</li><li>▪ Provide assistance to small businesses. The Small Business Development Center has a successful outreach program that provides counseling, assistance with business plan development and help with financing that could be expanded.</li><li>▪ Pursue funding to coordinate revitalization efforts in rural downtowns. Strategies could include analyzing the business mix and the shopping needs of the community that are not filled locally and begin to offer or attract businesses that fill those niches, improve the attractiveness of the central business district (if needed), and begin or expand a merchant's</li></ul>
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	association to coordinate efforts.
TIMING - Ongoing.	
<p><b>IMPLEMENTATION</b>  The EDC, Clackamas County Business and Economic Development staff and local economic development staff will take the lead on implementing development strategies in partnership with the county, citizens, and rural jurisdictions and other private and public entities.</p>	
<p><b>MEASURES OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>▪ Increased “shovel ready” sites and buildings in rural cities.</li> <li>▪ Low vacancy rate for employment land and buildings.</li> <li>▪ Increased number of businesses and jobs in the community.</li> <li>▪ Increased assessed value for rural communities.</li> <li>▪ Reduced out commute and traffic congestion on roads leading to rural communities.</li> </ul>	

**BD 4. MAXIMIZE THE POTENTIAL OF EXISTING EMPLOYMENT SITES.**

**SPECIFICALLY:** Encourage redevelopment, higher employment densities and efficient site utilization on existing employment sites.

**WHY:** Clackamas County has a significant shortage of employment land. It will take two to ten years before substantial new inventory is “shovel ready.” The county and local communities will benefit from encouraging better site utilization since it will create more jobs and assessed value without additional infrastructure costs.

**OBJECTIVE:**  
MAXIMIZE EXISTING  
EMPLOYMENT SITE  
UTILIZATION

**ACTIONS:**

- Reduce market barriers to existing sites.
- Rezone land (including flexible or mixed use zoning) to allow residents to work nearer to their homes. Promote the possible conversion of non-employment sites to employment sites. The County will promote sites for rezoning when:
  - Sites are within currently designated Employment, Town Center, Rural Center, Regionally Significant Industrial, or Regional Center design type areas according to Metro 2040 and the County and cities Comprehensive Plans.
  - The County and cities Public Facilities Plans indicate the sites can be adequately served with sewer, water, transportation and surface water management.
- Facilitate the consolidation and redevelopment of existing underutilized jobs-producing lands.
- Assist the County Department of Transportation and Development in enhancing and improving the development review process to make it easier to invest, build and create employment in the county.
- Advocate for the simplification and acceleration of land use review and appeal process.
- Continue to implement the county’s brownfield strategy. Pursue additional funding and work with property owners to assess and clean up their contaminated sites.
- Develop strategies to achieve greater concentration of employment on existing sites.

**TIMING - Ongoing.**

**IMPLEMENTATION**

The EDC, Business and Economic Development staff and local community economic development staff and planning staff will take the lead on implementing these strategies in partnership with local jurisdictions, businesses, and other private and public entities.

**MEASURES OF SUCCESS**

- Greater site utilization with more employees and assessed value per acre.
- Lower Clackamas County site or building vacancy rates as compared with the regional average.
- Reductions in average time to process permits
- Reduced duplication.



<b>BD 5. SUPPORT THE DEVELOPMENT AND GROWTH OF SMALL BUSINESSES.</b>	
<b>SPECIFICALLY:</b> Develop and implement strategies to facilitate coordination, access to resources and information that will help small businesses to succeed.	
<b>WHY:</b> To increase employment and investment as well as diversify and strengthen the economic base.	
<b>OBJECTIVE:</b>  INCREASE THE NUMBER AND SIZE OF SMALL BUSINESSES IN CLACKAMAS COUNTY.	<b>ACTIONS:</b> <ul style="list-style-type: none"> <li>▪ Work with the Small Business Development Center and Workforce Investment Council of Clackamas County, Oregon Institute of Technology, Clackamas County Tourism Development Council and Chambers of Commerce among others to provide assistance to small businesses. Assess current resources and linkages between service providers.</li> <li>▪ Host a small business forum.</li> <li>▪ Explore the feasibility of developing or supporting a small business incubator and supporting technical assistance.</li> <li>▪ Advocate for home-based businesses.</li> <li>▪ Develop “boot strap” financing program to help start up or small businesses to expand.</li> <li>▪ Explore enterprise facilitation and entrepreneurial development of new businesses.</li> <li>▪ Explore small business niches that exist or that could be developed.</li> </ul>
<b>TIMING - Ongoing.</b>	
<b>IMPLEMENTATION</b> The EDC and Business Development Committee will explore options and implement the actions above in coordination with partner organizations.	
<b>MEASURES OF SUCCESS</b> <ul style="list-style-type: none"> <li>▪ Business expansion and an increase in the number of small businesses.</li> <li>▪ Growth of employment in the professional service sector.</li> </ul>	

**BD 6. MAINTAIN THE COUNTY'S LIVABILITY AND ENVIRONMENTAL QUALITY**

**SPECIFICALLY:** The County will maintain a strong commitment to the elements of the county's livability that are essential to its economic competitiveness.

**WHY:** A high quality of life helps the county to attract and retain business investment and a skilled workforce. The county supports economic development to offer more sustainable, above median income jobs to give residents the opportunity to support their families and work locally. The County must also maintain the environmental quality that contributes to our natural surroundings and quality of life.

**OBJECTIVE:**  
MAINTAIN AND IMPROVE THE COUNTY'S LIVABILITY AS A COMPETITIVE ADVANTAGE IN ECONOMIC DEVELOPMENT EFFORTS.

**ACTIONS:**

- Work with the Economic Revitalization Team Office to resolve economic development related issues to ensure coordinated efforts among agencies responsible for environmental quality.
- Expand environmental quality related information available in the County's GIS mapping system. This could include data layers of wetlands, brownfields and endangered species habitat that exist, but could be expanded. Add new information as it becomes available in GIS form.
- Focus business recruitment efforts on industries or companies that have minimal or no impact on environmental quality.
- Encourage businesses and communities to adopt environmentally sustainable practices.
- Evaluate permitting and regulation issues: the public sector should eliminate redundant bureaucracy, but not dismantle reasonable environmental safeguards.
- Ensure that the county's transportation system is developed and maintained in a way that minimizes environmental impacts.
- Facilitate effective Mt. Hood utilization to maximize both value added forest products and tourism interests.
- Assist owners in dealing with environmental issues to redevelopment such as wetlands, soil contamination, etc.

**TIMING - Ongoing.**

**IMPLEMENTATION**

The county and local communities will monitor and strive to improve their livability in coordination with state regulatory agencies.

**MEASURES OF SUCCESS**

- Expanded GIS mapping capability relating to wetlands, brownfields and endangered species habitat especially for employment sites.
- Consistent attainment of or compliance with environmental standards.
- Fewer employment sites impacted by environmental constraints.
- Annual reporting on available Clackamas County oriented quality of life indicators. See indicators on page 8.

# Transportation

## - Guiding Principles

Transportation is critical for economic development. Transportation affects the out-of-pocket and time costs of residents and businesses in Clackamas County. In the long run, transportation costs play a key role in determining the location decisions of households and firms. Long-run location decisions cause major tradeoffs that must be addressed when crafting transportation policy—if new facilities are constructed to relieve traffic congestion (and so reduce out-of-pocket and time costs), households and firms will generally move to take advantage of lower land costs at the urban fringe and in rural areas. But if new facilities are not constructed, the resulting congestion, may cause transportation costs to be so high as to cause households and firms to move out of the region altogether. Achieving a balance that provides adequate transportation mobility while controlling the causes of congestion will be critical to the success of economic development efforts in Clackamas County, particularly in the context of the Metro 2040 plan.

The primary transportation issues in Clackamas County are:

- *Light Rail Transit (LRT)*. Potentially the largest transportation investment in Clackamas County in the next 10 years is the South Corridor light rail connection from Gateway to Clackamas Town Center and a second alignment from Portland to Milwaukie. LRT is an investment consistent with the densities prescribed by Metro's 2040 plan. Funding for the South Corridor Light Rail will be a combination of federal and local funds.
- *Urban highways*. I-205 is a key transportation advantage of Clackamas County. The Regional Transportation Plan and the State Transportation Improvement Plan contain many highway improvements that will have large impacts on the county, which also do not have any secured funding source. The county should focus on such key areas as the Sunrise Corridor, and freight mobility investments to improve connections to industrial areas, regional centers and employment areas around the county, and the development of an extensive transportation network needed for the future development of Damascus.
- *Rural highways*. Many rural residents commute to urban areas on roads not designed for increased volume of traffic. Commuters are influencing rural population growth and where investments are needed on rural roads.
- *Arterials and collectors*. In growth areas, the county and cities are having trouble maintaining existing roads and funding capacity expansion to accommodate growth. The county needs to come up with new local revenue sources to address this problem.

It is also important to ensure that an economic development perspective on transportation is relayed to County and City transportation planners and incorporated into the County and City Transportation System Plan and Comprehensive Land Use Plan as appropriate.

<b>T1. ADVOCATE FOR INCREASING FUNDING FOR TRANSPORTATION</b>	
<p><b>SPECIFICALLY:</b> Advocate for increased, adequate and concurrent funding for transportation projects that serve employment areas, emerging urban areas or regional centers.</p> <p><b>WHY:</b> Adequate transportation infrastructure is critical to business location and expansion siting investments. Without adequate access, businesses cannot get goods to market, customers to their door, or employees to the workplace.</p>	
<p><b>OBJECTIVE:</b> ADVOCATE FOR TRANSPORTATION FUNDING GENERALLY AND FOR SPECIFIC PROJECTS.</p>	<p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>▪ Key transportation projects to promote for funding include, but are not limited to, the Sunrise Corridor, I-205, South Corridor (I-205 and Milwaukie light rail lines), Sunnyside Road, Boekman Road, Arndt Road and arterials needed to serve emerging urban area employment sites (172nd, 242nd, 282nd.)</li> <li>▪ Advocacy needs to be enhanced on a multi-tier basis to include business and other opinion leaders, as well as to federal, state and regional transportation funding sources.</li> </ul>
<p><b>TIMING - Ongoing.</b></p>	
<p><b>IMPLEMENTATION</b></p> <p>The County, the EDC, and opinion leaders will advocate for funding, primarily through testimony and letters of support for key transportation projects.</p>	
<p><b>MEASURES OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>▪ Adequate and concurrent funding is secured for the transportation facilities listed above and other critical projects.</li> </ul>	

**T 2. DEVELOP AND IMPLEMENT STRATEGIES THAT IMPROVE THE AMOUNT AND STABILITY OF TRANSPORTATION FUNDING, INCREASE ACCOUNTABILITY, AND STRENGTHEN CONNECTION BETWEEN FUNDING SOURCES AND THE NEED FOR SPENDING.**

**SPECIFICALLY:** Review, suggest changes to, and then support the recommendations for funding developed as part of the County’s Transportation System Plan.

**WHY:** This ensures that county road projects will serve employment areas well and provide the access and connectivity that businesses need to locate and grow. Additional funding would allow Clackamas County to better address its transportation needs. Funding raised at the county level would give Clackamas County more control over how funds are spent.

**OBJECTIVE:**  
GENERATE MORE COUNTY REVENUE FOR TRANSPORTATION IMPROVEMENTS.

**ACTIONS:**

- Support efforts to evaluate and pursue new local sources of funding such as a local option fuel tax, transportation utility fee, a local vehicle registration fee, a special property tax levy, a more aggressive program of local improvement districts, etc. The County could also encourage private developers to build toll roads and the legislature to raise vehicle registration fees. The guiding principles in these evaluations are adequacy, fairness (funded by those who benefit and/or necessitate the expenditure according to the degree of benefit), and concurrence with project demand.
- The Economic Development Commission can help educate a diversity of interested parties on importance of transportation funding, and the most efficient funding mechanisms.
- The Economic Development Commission can develop coalitions to support new state, regional, and local funding measures for desired transportation improvements.
- Coordinate transportation projects across and within local jurisdictions on a regular basis through the Capital Improvements Programs and Metro’s Transportation Advisory Committee.

**TIMING - Ongoing.**

**IMPLEMENTATION**

County staff and the Economic Development Commission and partners will implement these initiatives.

**MEASURES OF SUCCESS**

- Increased number of funding sources to implement the County's Transportation System Plan.
- Funding becomes available to develop the high priority needs, on schedule, as identified in the Transportation System Plan.
- Needed transportation projects are constructed in a timely way.
- A coordinated transportation system is in place that provides good mobility and access countywide. This could be measured by:
  1. Level of public transit ridership.
  2. Perception of traffic congestion as a serious problem.
  3. % of roads in fair or better condition.
  4. Passengers/vehicles during work commute.
  5. Average vehicle miles per capita in service area.

## Workforce and Education - Guiding Principles

A critical ingredient for successful recruitment of new and retention of expanding businesses is to have a skilled workforce available to meet their needs. One strategy is to establish a working partnership with businesses and industry groups to identify and develop skills that are both needed for the jobs in demand and are transferable to other businesses. Universal skills such as reading, writing, planning and team work are easily measured and highly transferable to any sector.

Another strategy is to partner with workforce development and training agencies to ensure the County has systems in place to readily respond to the workforce needs of new and expanding businesses. Having a workforce well-matched to a diverse business community is key to economic development.

Without a skilled local workforce, businesses are forced to look outside the County for employees. Outside competition for jobs does not help unemployed County residents. It also encourages new workers to move into the county, and add to demands on public infrastructure and to congestion. A strong local workforce helps to address several community-wide issues.

The following actions systematically identify labor demand, coordinate education and training efforts to meet demand, and disseminate this information to those who need it most: industries, workers and those preparing to enter workforce. The fourth action is an innovative approach to support small businesses and stimulate economic growth.



**WF 1. CONTINUE TO PROMOTE AND COORDINATE WORKFORCE EDUCATION AND TRAINING FOR EMPLOYERS AND EMPLOYEES**

**SPECIFICALLY:** The County, through the Workforce Investment Council of Clackamas County (WICCO) partner agencies, will provide training services to businesses as outlined in the WICCO Business Services Plan. This Plan creates a hierarchy of services based on job creation potential; establishes a mini-grant program for training current workers; and emphasizes services that target industries, associations, partnerships and major employers.

**WHY:** The Workforce Investment Council of Clackamas County will have the primary responsibility to implement the Business Services Plan. This Plan:

- 1) Shifts workforce efforts toward businesses and job creation to create a better balance with services to job seekers.
- 2) Creates a hierarchy of services based on job creation potential.
- 3) Establishes a mini-grant program for training current workers.
- 4) Emphasizes services to target industries, associations, partnerships and major employers.

**OBJECTIVE:**  
IMPLEMENT THE WICCO  
BUSINESS SERVICES PLAN.

**ACTIONS:**

- Secure and maintain involvement of business partners in the WICCO Board and Committee structure to ensure employer and employee needs are identified and addressed through services and activities.
- WICCO and its partner agencies will develop and implement a marketing plan that would:
  - Identify education and training providers in the county.
  - Implement strategies for coordination and optimum use of public and private resources for the development of customized workforce training programs for employers and industries.
  - Provide a comprehensive, yet user-friendly, listing of workforce information and training resources for prospective businesses.

	<ul style="list-style-type: none"> <li>▪ The marketing plan should identify current training resources, distance education options, workforce and employment data, and develop appropriate strategies and marketing tools (brochure).</li> <li>▪ The plan will need to be sure to look at what's available and benchmark for the future, as well as differentiate between different sizes and types of markets.</li> </ul>
<p><b>OBJECTIVE:</b> INITIATE A STRATEGY FOR TRAINING THE COUNTY'S FUTURE WORKFORCE.</p>	<p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide data to parents and schools about the "realities of life after high school and college" regarding employment opportunities.</li> <li>• Promote strategies to increase involvement of parents and schools in School-to-Work efforts (K-14).</li> </ul>
<p><b>OBJECTIVE:</b> FORM AND IMPLEMENT REGION 15'S WORKFORCE RESPONSE TEAM IN ALIGNMENT WITH THE GOVERNORS STATEWIDE ECONOMIC AND WORKFORCE DEVELOPMENT STRATEGY.</p>	<p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Get Certification for Region 15's team, made up of our regional economic development officer, county's economic development team, Clackamas Community College, Oregon Employment Department, and the WICCO/ Title 1b provider.</li> <li>• Create a team of 4 required partners and additional policy members from business, workforce agencies, labor, etc.</li> <li>• Target market availability of funds.</li> <li>• Expand total funding available for businesses. Conduct needs assessments with businesses and develop grant proposals.</li> </ul>
<p><b>TIMING – Ongoing.</b></p> <ul style="list-style-type: none"> <li>• Certification for the Workforce Response Team can occur by January 2004. Funds must be obligated by June 2004.</li> </ul>	
<p><b>IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>▪ Increase in mini-grants or training to serve County businesses.</li> <li>▪ Clackamas County WICCO services providers will have primary responsibility to implement the first objective of this plan.</li> <li>▪ The second objective will be implemented by Clackamas County youth services providers.</li> </ul>	

#### **MEASURES OF SUCCESS**

- **Successful implementation of the Business Services Plan.**
- **Increased array of services targeted toward business.**
- **Increase in the number of businesses using the service.**
- **Successful certification for the Clackamas County Workforce Response Team by the State of Oregon.**
- **Successful implementation of the Workforce Response Team strategy.**

<p><b>WF 2. PARTNER WITH OTHER REGIONAL OR STATEWIDE EFFORTS TO ADVOCATE FOR QUALITY PUBLIC EDUCATION (K-16). EXAMINE EDUCATION AS A TOOL FOR BUSINESS/EMPLOYEE ATTRACTION AND RETENTION.</b></p>	
<p><b>SPECIFICALLY:</b> Develop a better understanding of impacts of a quality school system and advocate for appropriate funding.</p> <p><b>WHY:</b> Create momentum and pressure to resolve long-standing school funding issues.</p>	
<p><b>OBJECTIVE:</b> INCREASE SCHOOL RESOURCES</p>	<p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>▪ Meet with legislators, governor and his staff regarding the value of economic development.</li> <li>▪ Convene high-level economic development and education discussion of county officials and educators.</li> <li>▪ Advocate for high quality education as opposed to just a plea for “more money.”</li> <li>▪ Items to explore include the value of economic development to education and the tax restructure and education connection.</li> </ul>
<p><b>OBJECTIVE:</b> SUPPORT AND ADVOCATE FOR FUNDING FOR INNOVATIVE WORKFORCE / EDUCATION PARTNERSHIP MODELS</p>	<p><b>ACTIONS:</b></p> <p>Support models developed by the Clackamas Community College, OIT, Owen Sabin and other public education partnerships. Fine examples include apprenticeship programs such as the Utility Training Alliance in Wilsonville, the Middle College partnership on North Clackamas School District, and Clackamas Community College, the Owen Sabin professional technical training partnership, etc.</p> <ul style="list-style-type: none"> <li>▪ Convene economic development education officials to explore additional partnerships that would focus on workforce training and economic development.</li> <li>▪ Advocate for funding for model workforce partnerships.</li> </ul>
<p><b>TIMING - Ongoing.</b></p>	
<p><b>IMPLEMENTATION</b> The EDC and other partners will work together on this initiative.</p>	

**MEASURES OF SUCCESS:**

- A list of assets relating to education and other key issues to use to market new and existing businesses.
- Increased resources for schools such as funding, staff, expanded curricula or facilities.
- Increased resources for model workforce partnerships.
- Monitor K-16 indicators such as number of graduates, test scores, number of graduates going on to higher education or post high school training.

**WF 3. CONTINUE IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT AND REFINEMENT OF THE LOCAL UNIFIED WORKFORCE PLAN.**

**SPECIFICALLY:** Continue implementation of the Plan in partnership with WICCO partner agencies.

**WHY:** Maintain a highly skilled workforce in Clackamas County that meets evolving employers' needs over the long term.

**OBJECTIVE:**  
INCREASE EFFECTIVENESS OF EFFORTS TO MEET EMPLOYERS WORKFORCE NEEDS.

**ACTIONS:**

- Support an annual WICCO retreat to reevaluate the effectiveness of the Local Unified Workforce Plan.
- Identify and implement actions to improve and implement the plan, consistent with identified service needs and state and federal requirements.

**TIMING - Ongoing**

**IMPLEMENTATION**  
WICCO and provider agencies and other interested parties will meet annually to update the plan.

**MEASURES OF SUCCESS**

- Annual review of the Plan for:
  - ❖ Compliance with federal standards
  - ❖ Compliance to state intent
  - ❖ Meeting local standards for performance

## Marketing and Outreach - Guiding Principles

While a primary function of an economic development effort is to attract quality business prospects through targeted marketing and to help existing businesses grow, numerous factors contribute to a healthy, attractive business environment that are largely outside the responsibility of the EDC. Successful economic development is dependent upon a host of factors ranging from a positive quality of life and ready infrastructure, to a quality education system, a well trained workforce and innovative business development strategies.

The EDC recognizes that its success is integrally linked to the efforts of numerous other private and public agencies and organizations. The EDC is strongly committed to working collaboratively and in a coordinated fashion with all others whose activities directly or indirectly impact Clackamas County's economic climate. Where the EDC can enhance the efforts of existing agencies through its own connections or relationships, the EDC will offer itself as a resource.

Toward the accomplishment of its own business attraction and retention goals, the EDC will pursue flexible, targeted marketing and public relations initiatives to promote Clackamas County as a quality location to conduct business. In doing so, it will seek to partner with others at a local or regional levels who are interested in helping develop and promote a positive image for Clackamas County.

Also, as appropriate, the EDC will work to increase Clackamas County residents' understanding of the nature and value of economic development.

<b>MO 1. CONTINUE TO ENHANCE AND ACCELERATE AGGRESSIVE OUTREACH EFFORTS</b>	
SPECIFICALLY: Enhance the image of Clackamas County as a business location through public relations and marketing efforts.	
WHY: Overcome potential negative perceptions about business relocation or expansion in the east side.	
OBJECTIVE: INCREASE AWARENESS AND FAVORABLE PERCEPTIONS IN THE BUSINESS COMMUNITY.	ACTIONS: <ul style="list-style-type: none"> <li>▪ Work with partners to develop and enhance the “Clackamas” and/or “Eastside” brands. Keep positive messaging in front of legislators, news media, and federal and state elected officials.</li> <li>▪ Create a “business address” for emerging urbanizing areas as they become ready for development. If other areas are brought into the UGB as a result of future expansions, provide outreach to these to these areas as well.</li> <li>▪ Partner with others on a single message or logo for Clackamas County.</li> <li>▪ Focus the existing outreach program on business retention and expansion efforts.</li> <li>▪ Be aggressive about marketing and business development recruiting. Partner and coordinate with state and regional efforts such as the OEDA business recruitment campaign, Regional Partners efforts.</li> </ul>
TIMING Ongoing	
IMPLEMENTATION Clackamas County Economic Development Commission, staff, business community and other advocates and contributors.	
MEASURES OF SUCCESS <ul style="list-style-type: none"> <li>▪ The development and widespread adoption of a brand for Clackamas County and/or the Eastside.</li> <li>▪ Increased business and development inquiries in the county.</li> </ul>	

**MO 2. ENHANCE COORDINATION AT LOCAL, REGIONAL, AND STATE LEVELS.**

**SPECIFICALLY:** Work with cities, Regional Partners and Oregon Economic and Community Development Department on economic development issues in a coordinated way to avoid duplication, leverage resources and maximize investments.

**WHY:** Partnerships are the most effective way to implement initiatives in times of scarce resources.

**OBJECTIVE:**  
ENHANCE COORDINATION AND COLLABORATION AMONG LOCAL AND REGIONAL PARTNERS.

**ACTIONS:**

- Work with cities to strengthen their growth management agreements with the County regarding stewardship of land within cities Urban Growth Boundaries but outside city limits.
- Inform cities about economic development related programs, tools, and resources and provide opportunities for them to participate.
- The EDC and Business and Economic Development Staff should remain active in County, regional and state economic development organizations that are involved in business recruitment, policy development and other efforts that lead toward economic development plan implementation.
- Continue partnerships with existing agencies within and outside the County (e.g., Regional Partners, Oregon Economic and Community Development Department, Economic Revitalization Team, Oregon Economic Development Association, etc.).

**TIMING - Ongoing.**

**IMPLEMENTATION**  
County staff will most likely initiate coordination efforts.



#### MEASURES OF SUCCESS

- Leveraged resources through grant funds or partnerships to augment county funds.
- County staff regularly participates in state and regional economic development policy efforts.
- Increased outreach to cities on economic development related programs, tools, and resources via e-mail, newsletters and forums.
- Increased number of opportunities for cities to work with the county on economic development issues.

**MO 3. MAINTAIN GOOD RELATIONS WITH CLACKAMAS COUNTY CITIES AND COMMUNICATE PERTINENT INFORMATION ON A COUNTYWIDE BASIS.**

**SPECIFICALLY:** Provide forums and input for cities and the County to discuss common interests and develop consensus.

**WHY:** It is important to build consensus and to “speak with one voice” as much as possible on countywide priorities for funding and other resources at regional and state levels.

**OBJECTIVE:**  
INCREASE CONSENSUS AND AGREEMENT ON COMMON ISSUES AND INTERESTS WHERE POSSIBLE.

**ACTIONS:**

- Use the County Coordinating Council of mayors and special districts to gather and share information.
- Be aware of initiatives and issues of communities in the county and advocate for each other’s interests when possible.
- Staff and the EDC provide input relating to economic development at strategic points in the comprehensive planning efforts of cities and county zoning code updates.

**TIMING:** Ongoing.

**IMPLEMENTATION**

County Commissioners and the County administrator will take the lead role in implementing this effort. Staff will work in comprehensive planning and zoning elements.

**MEASURES OF SUCCESS**

- Continued and enhanced coordination and consensus.
- Increase resources leveraged for projects of mutual interest.
- New city comprehensive plans adopted with policies that the EDC considers consistent with an overarching vision and economic development goals beneficial to the residents of that community.

# Utilities

## - Guiding Principles

Basic infrastructure is critical to successful economic development efforts and commerce. The County relies upon both public and private utilities to provide the basic services that all households and businesses require. Significant investment in utilities extension will be needed to support future development in the Damascus and other Urban Growth Boundary expansion areas. In general, the County's utilities are able to supply quality services in a reasonable amount of time. Following is an assessment of each utility:

- *Water:* Though there are no pressing problems with water quantity or quality in the aggregate, there are problems with availability and funding of water to industrial land outside rural cities, but within their urban growth boundaries. There are resource, duplication and treatment issues on the Clackamas River. Water treatment capacity and distribution systems will need to be developed to serve Urban Growth Boundary expansion areas especially in the Damascus area. It is essential that the carrying capacity of our surface and subsurface watersheds be determined and integrated into all development plans.
- *Sewer:* A large sewer system expansion and extension will be needed to serve the emerging urban area of Damascus over the next 20 years. Clackamas Service District 1 and Tri-Cities Service District will need to plan and finance extensive sewer treatment capacity and distribution systems investments.
- *Electricity.* The region has enjoyed access to low-cost, high-quality electricity service in the past, but hydroelectric power generation and pricing has been volatile in recent years due to salmon endangered species preservation measures and low precipitation. Overall, the region's supply of electricity is expected to be sufficient to support long-run growth. Deregulation of electricity markets has increased choices for most customers in the Portland area.
- *Telecommunications.* The Portland free-calling region covers over 1,700 square miles with nearly 900,000 access lines and comprises Clackamas, Multnomah, and Washington Counties. Nine local phone companies plus numerous competitive suppliers of equipment, alternative local calling, private line services and long distance access can generally meet most state-of-the-art telecommunication needs.
- *Natural gas.* The region's supply of natural gas is expected to be sufficient to support long-run growth, and deregulation will increase choices for residents in the Portland region. The extension of the Mist pipeline near Wilsonville, Canby and Molalla will create new opportunities.

Given that current and short-term future capacity seems adequate, the County should focus the coordination of service provision. Other actions to improve the efficiency of service delivery are primarily the responsibility of special districts and cities.

**U 1. CONTINUE TO IMPLEMENT STRATEGIES TO ACHIEVE GREATER COORDINATION, PLANNING, AND FUNDING OF PUBLIC FACILITIES AND SERVICES**

**SPECIFICALLY:** Expand the water, sewer, electrical, road, and telecommunications infrastructure networks in the emerging urban areas of the county.

**WHY:** Without adequate infrastructure, businesses cannot locate, expand or create jobs here.

**OBJECTIVE:**  
EXPAND THE PROVISION OF INFRASTRUCTURE ESPECIALLY IN EMERGING URBAN AREAS.

**ACTIONS:**

- Plan for and finance development of utilities in a coordinated way to support urban densities in growing areas of the county including recent Metro Urban Growth Boundary expansion areas, outlying cities, and urban growth boundaries outside city limits. Evaluate and plan for long-term carrying capacity of urbanizing areas.
- In emerging urban areas, coordinate with neighboring cities and service districts and private service providers to ensure that needed infrastructure is provided in a timely and efficient way.
- Consider the creation of urban renewal districts to serve emerging urban areas.
- Increase coordination between utilities and the county on funding opportunities, target industries, and sites targeted for development.
- Cooperate with cities and special districts to develop annual work programs for public facilities.
- In developing these plans, service providers would consider county and city plans for land use and transportation, and the goals of the EDC as described in this Plan, but would also suggest where changes to those plans can increase the quality or efficiency of service provision.

Thus, though detailed public facility plans would generally follow a comprehensive land use planning effort that would determine which Urban Growth Boundary Expansion areas to develop first, a less detailed analysis of public facilities may be part of that land use planning, suggesting which areas are most appropriate to

	<p>develop first. This type of integrated utility planning provides a regional focus that is now lacking across (1) different providers of the same service, and (2) different services.</p> <ul style="list-style-type: none"> <li>▪ In addition to developing a physical plan for infrastructure that helps form, and is ultimately consistent with, City and County Comprehensive Land Use Plans, service providers should also identify funding mechanisms, providers, and management responsibilities, including opportunities for consolidation and shared facilities and staff.</li> <li>▪ State law requires cities, counties, and special districts to develop and sign urban service agreements. Based on an evaluation of efficiency, equity, and governance issues, signers of these agreements will identify: (a) who is the logical long-term service provider for each utility and each sub area; and, (b) how any changes in providers would occur.</li> </ul>
<p><b>TIMING</b> In the Damascus area over the next 10 to 20 years; in other areas sooner.</p>	
<p><b>IMPLEMENTATION</b> The county, special districts and neighboring cities will implement these tasks.</p>	
<p><b>MEASURES OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>▪ Infrastructure planned and provided to strategic employment sites within one to ten years depending on location.</li> <li>▪ Efficient, cost-effective coordinated services available for businesses.</li> <li>▪ An infrastructure system that takes into account the long-term carrying capacity of our natural and built “utility” systems.</li> </ul>	

**ECONOMIC DEVELOPMENT COMMISSION 2003-04 ACTION PLAN**

<p><b>ACTION ITEMS</b> 2003 Update</p>	<p><b>2002 Action Plan</b> (Adopted by the Economic Development Commission at its annual retreat January 18, 2002)--</p>
<p><b>BUSINESS DEVELOPMENT</b></p>	
<p>Continue to advocate for the inclusion of additional land during Metro’s Task 3 (Interim Periodic Review)- Employment Lands subcommittee will be continuing its activities to include sites not included in the 2002 UGB decision, including but not limited to Stafford, Boring, Noyer Creek, South Damascus, Oregon City, and other areas.</p>	<p><b>Action BD1: INCREASE THE METRO URBAN GROWTH BOUNDARY TO PROVIDE LAND FOR INDUSTRY AND BUSINESS.</b> This action item includes effective advocacy with METRO during the 2002 Urban Growth Boundary expansion discussion, and implementation of the employment lands work plan. <b>New 2002</b></p>
<p>Advocate for creative methods to accelerated employment development in the emerging urban areas, and continuing redevelopment activities (e.g. Brownfields, urban renewal and others). Continue to work in partnership with local cities seeking to increase the amount of ready-to-go employment sites within urban growth boundaries. (See below)</p>	<p><b>Action BD2: INCREASE THE AMOUNT OF READY-TO-GO EMPLOYMENT SITES WITHIN THE URBAN GROWTH BOUNDARIES.</b> This action item may include brownfield redevelopment activities, reducing market barriers to existing sites, possible conversion of non-employment sites to employment sites, and achieving a greater concentration of employment on existing sites. <b>New 2002</b></p>
<p>Continue proactive business expansion, retention, and recruitment program for entire county, including BEDs maintaining a proactive leadership role in business recruitment, expansion and retention in Clackamas County.</p>	<p><b>Action BD3: IMPLEMENT A PROACTIVE BUSINESS EXPANSION, RETENTION, AND RECRUITMENT PROGRAM FOR URBAN AREAS.</b> This action item may include a more proactive coordination role, ongoing efforts to improve marketing materials and an effort for strategic employment sites, greater participation in state and regional marketing efforts, developing more web based applications. (1997 Plan, C4 Updated 2002).</p>
<p>Support cities annexation and urban growth boundary efforts to include employment lands. This will be a primary issue for Estacada, Molalla, Happy Valley, and Canby. Continue proactive business expansion, retention, and recruitment program and activities in partnership with rural communities.</p>	<p><b>Action BD4: ASSIST AND SUPPORT IMPLEMENTATION OF BUSINESS DEVELOPMENT STRATEGIES IN RURAL COMMUNITIES.</b> Work with the four incorporated rural communities (Canby, Estacada, Molalla, and Sandy) in their business development strategies and activities. This may also include assistance to unincorporated rural areas of the county (e.g., Government Camp, Boring, Mulino, and Welches.) (1997 Plan, C4 Updated 2002)</p>

<p><b>Jobs/housing imbalance at community level-</b> look at it in redevelopment (mixed use) efforts-and expand efforts or strategies beyond urban growth boundary issues.</p>	<p><b>Action BD3: ENHANCE THE LOCAL QUALITY OF LIFE AND ASSIST EFFORTS TO BUILD MORE COMPLETE COMMUNITIES.</b> Maintaining quality of life has been an adopted goal in economic development plans in Clackamas County since 1987. Future efforts should focus on enhancing rather than just maintaining, incorporating Complete Community's recommendations into the Economic Development Commission plan, and staff work plans. (1997 Plan, BD3 Updated 2002)</p>
<p><b>Assess business climate issues.</b> Review and evaluate the best of local jurisdictions concerning development review (e.g., Hillsboro). Review/evaluate outreach questionnaires and other surveys, i.e., to needs and issues/barriers. Identify strategic issues statewide including costs related to land use, health care, taxes, insurance, and others. This can be done by asking EDC members, and research with existing business groups (e.g. AOI, Oregon Business Council, etc.). Narrow to a workable list of issues and prioritize based upon the ability of the EDC to impact. Develop plans to address.</p>	<p><b>Action BD7: PROVIDE A COMPETITIVE BUSINESS CLIMATE FOR EMPLOYERS.</b> The EDC should always serve as an advocate for a competitive business climate. This includes monitoring comparative business costs with other local jurisdictions within the greater Portland region, and comparisons with other West Coast urban areas. Applicable business costs would include, but are not limited to: taxes and fees, energy costs, utility costs, transportation costs and service, wages and salary, telecommunications service and costs. In addition, a competitive business climate may also include addressing issues such as development review, regulatory regulations and responsiveness, etc. New 2002</p>
<p><b>Assist the Department of Transportation and Development in enhancing and improving the development review process in Clackamas County.</b></p>	<p><b>New Existing Industries - 2003 Retreat</b></p>
<p><b>Continue to support existing private employment sectors in Clackamas County. See new action items below.</b></p>	<p><b>Action BD8: CONTINUE TO SUPPORT EXISTING PRIVATE EMPLOYMENT SECTORS IN CLACKAMAS COUNTY.</b> This would involve continuing activities in support of the following sectors: manufacturing, high tech, transportation and warehousing, metals, health care, tourism, agriculture, and forest products. New 2002</p>
<p><b>Examine the possibility of hosting a one-day Mt. Hood Utilization Conference</b> to bring together representatives of the forest products and tourism sectors, to provide information and discuss better utilization of the Mt. Hood Forest.</p>	<p><b>New Existing Industries - 2003 Retreat</b></p>

Develop and implement a strategy for enterprise facilitation and small business development.	New Small Business –2003 Retreat
Form Small Business Subcommittee to study the following issues and make recommendations. Linkage to SBDC and other providers (WICCO, OIT, EOU, and chambers). Assess current resources for small businesses in Clackamas County and respond accordingly. Identify potential funding sources and gaps. Explore small Business “niches” that exist or could be developed.	New Small Business—2003 Retreat
Small business forum. Incubator for Clackamas County (seek a grant for feasibility study)	New Small Business—2003 Retreat
Home-based businesses advocacy and regulations, and add web page links.	New Small Business—2003 Retreat
<b>COORDINATION</b>	
Continue, enhance and accelerate aggressive outreach efforts. Leverage county competitive advantages: EDC road show for chambers, rotaries and services. Create business address for Damascus and Stafford. Develop and enhance the “Eastside” brand.	New Communications and Outreach—2003 Retreat
Focus on relations with cities and communicate with cities, using County Coordinating Council (mayors and special districts) to gather and share information (mayors & city managers, media). Create liaison from EDC to each of 14 communities, countywide approach. Check on initiatives in other jurisdictions. Develop public information delivery options.	New -.Communications and Outreach—2003 Retreat
Continue to implement strategies to achieve greater coordination of public facilities and services	Action C1: IMPLEMENT STRATEGIES TO ACHIEVE GREATER COORDINATION OF PUBLIC FACILITIES AND SERVICES: This is a longer term, or ongoing work item that may include maintaining the EDC coordination matrix, providing a catalyst for better coordination between county government and other public entities (federal, state, regional, and local) and other related items. (1997 Plan, C1 Updated 2002)



<p><b>Provide a proactive coordination role between county government and private industry:</b> This remains a longer term, or on-going work item that includes among other things: better representation from private industry on county advisory boards; better coordination between county government and key stakeholders; and, more proactive efforts to address private industry issues over a broad range of county services.</p>	<p><b>Action C2: PROVIDE A PROACTIVE COORDINATION ROLE BETWEEN COUNTY GOVERNMENT AND PRIVATE INDUSTRY.</b> This is a longer term, or on-going work item that would include, among other things: better representation from private industry on county advisory boards, better coordination between county government and key stakeholders, more pro-active efforts to address private industry issues over a broad range of county services. (1997 Plan, C2 Updated 2002)</p>
<p><b>Provide an ongoing business outreach program to facilitate a proactive role in addressing the needs of business and industry:</b> This action item includes continuing the business services outreach program under the Business Development Subcommittee. Continue to coordinate business resource providers around business expansion, recruitment and retention efforts.</p>	<p><b>Action C3: PROVIDE AN ONGOING BUSINESS OUTREACH PROGRAM TO FACILITATE A PROACTIVE ROLE IN ADDRESSING THE NEEDS OF BUSINESS AND INDUSTRY:</b> This action item may include continuing the current outreach program, and advising other county agencies on how to do effective outreach with private employers, and businesses. (1997 Plan, C3 Updated 2002)</p>
<p><b>Continue to improve the availability and dissemination of landuse and infrastructure data.</b></p>	<p><b>Action C4: CONTINUE TO IMPROVE THE AVAILABILITY AND DISSEMINATION OF LANDUSE AND INFRASTRUCTURE DATA.</b> This item may include better and more available geological information system (GIS) tools and information. Expanded use of E-government, and the Clackamas County web page may help effectuate the dissemination of this information. (1997 Plan, C4 Updated 2002)</p>
<p><b>Update county and city comprehensive landuse plans to increase the amount of available employment land within Clackamas County – 2003 action items will include recommending specific zoning ordinance changes to the Planning Commission.</b></p>	<p><b>Action C5: UPDATE COUNTY AND CITY COMPREHENSIVE LAND-USE PLANS TO INCREASE THE AMOUNT OF AVAILABLE EMPLOYMENT LAND WITHIN CLACKAMAS COUNTY.</b> This item may include review of existing zoning definitions (e.g., rural industrial) and classifications, possible creation of new zoning designations to remove various barriers to job creation and employment generation. (1997 Plan, C5 Updated 2002)</p>
<p><b>Advocate for more integrated communities</b> including new urban areas (Damascus area) so there are opportunities to live/work in same area. EDC must be a strong voice in the concept planning in the emerging urban areas.</p>	<p><b>Action C6: CONTINUE TO ADDRESS THE JOBS/HOUSING IMBALANCE.</b> This action item may include continuing to provide public information and presentations on the need for a more balanced approach, monitoring building and investment (e.g., residential, commercial, and industrial) activities, assist incorporated communities provide employment opportunities closer to home, and implementation of the employment lands work plan. <b>New 2002</b></p>

<b>TRANSPORTATION</b>	
Transportation advocacy to increase funding available for transportation generally and specific project funding. This includes formalizing joint advocacy efforts with regional, state, and local partners. Advocacy needs to be enhanced on a multi-tier basis to include: federal, state, and Metro.	<b>Action T1: INCREASE AND IMPROVE LOCAL, STATE, REGIONAL, AND FEDERAL FUNDING FOR TRANSPORTATION.</b> This action item includes advocating for, and securing increased transportation funding at the federal, state, and regional levels. (1997 Plan, T1 Updated 2002)
Transportation - continue project focus on strategic investments like the Sunrise Corridor.	<b>Action T2: GET STRATEGIC OR KEY TRANSPORTATION PROJECTS FUNDED AND CONSTRUCTED:</b> Key or strategic transportation projects would include: Sunrise Corridor, South Corridor, Stafford/Borland Road Improvements, Boeckman Road and Arndt Road. (1997 Plan, T2 Updated 2002)
<b>UTILITIES</b>	
Completed	<b>Action U1: SPONSOR AN ANNUAL COORDINATION MEETING FOR UTILITY PROVIDERS SERVING CLACKAMAS COUNTY.</b> This includes holding a forum for utility providers and other interested participants to update them on changes on the horizon for water, power, and telecommunications providers and providing other opportunities for coordination and information sharing as needed. (1997 Plan, U-1 Updated 2002)
Continue to support the development of plans and funding strategies to finance services in urban growth areas.	<b>Action U2: DEVELOP PLANS AND FUNDING STRATEGIES TO FINANCE SERVICES IN URBAN GROWTH AREAS.</b> This action item may include considering the creation or expansion of an urban renewal district to serve the Damascus area, evaluating other funding and governance mechanisms for the Damascus area, coordinate with neighboring cities and service districts, and private service providers in other expansion areas to ensure that needed sewer, water, transportation, power and telecommunications services will be provided in a timely and efficient way. (1997 Plan, U 2 Updated 2002)
Continue to advocate for competitive utility services.	<b>Action U3: ADVOCATE FOR COMPETITIVE UTILITY SERVICES.</b> This may include assisting utility providers in locating and expanding services to Clackamas County (siting and permitting assistance and advocacy) and contacting utility providers and understanding of their long range service expansion plans, and work to address any barriers to that expansion. New 2002

<b>WORKFORCE</b>	
Continue implementation of the Workforce Investment Act, and refinement of the Unified Workforce Plan.	<b>Action WF1: CONTINUE IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT, AND REFINEMENT OF THE UNIFIED WORKFORCE PLAN.</b> Hold annual Workforce Investment Council of Clackamas County (WICCO) retreat to reevaluate effectiveness of Local Unified Workforce Plan. Identify and implement actions to improve and implement the Plan, consistent with state and federal requirements. (1997 Plan, WF 2 Updated 2002)
Continue to promote and coordinate workforce education and training for employers and employees.	<b>Action WF2: PROMOTE AND COORDINATE WORKFORCE EDUCATION AND TRAINING FOR EMPLOYERS AND EMPLOYEES.</b> Secure and maintain involvement of business partners in the WICCO Board and Committee structure to ensure employer and employee needs are identified and addressed through services and activities. (1997 Plan, WF 2 Updated 2002)
Continue to work with private employers to identify gaps in employee skills and training opportunities.	<b>Action WF3: UNDERTAKE A NEEDS SURVEY OF PRIVATE EMPLOYERS TO IDENTIFY GAPS IN EMPLOYEE SKILLS AND TRAINING OPPORTUNITIES.</b> Secure funding to develop and conduct an employer needs survey of key employment sectors within Clackamas County, share the results with workforce training providers, and translate survey results into an action plan. (1997 Plan, WF 3 Updated 2002)
Use Telecommunity Centers to get WICCO services to local communities	<b>Action WF4: INCREASE THE NUMBER OF LOCAL TELECOMMUNITY CENTER PARTNERSHIPS.</b> This would include finalizing the establishment of a Telecommunity Center in Estacada, continuing to support existing centers, continuing to look for additional grants to support telecommunity center network expansion (i.e., additional locations, teleconferencing equipment, equipment upgrades), and coordinating delivery of county and state services in rural communities at telecommunity centers (e.g., Workforce One stop outposts, Employment Department kiosks, etc.). (1997 Plan, WF 4 Updated 2002)

<p><b>Advocate for quality public education (K-12).</b> Examine education as a tool for business/employee attraction and retention. Develop strategy paper on impacts of a declining school system. Develop and implement dissemination plan-value of economic development to education. Tax restructure and education connection. Meet with Susan Castillo regarding the value of economic development. Convene high level economic development and education discussions.</p> <p>Outcomes: list of assets relating to education and other key issues to use, market to new and existing businesses</p>	<p><b>New - 2003</b></p>
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# Appendix A

## Clackamas County Economic Development Plan Accomplishments since 1997

### 1997 Plan Goals

### Successes

<b>COORDINATION</b>	
<p><b>Action C1: IDENTIFY EXISTING GAPS IN COORDINATION OF PUBLIC FACILITIES AND SERVICES</b></p>	<ul style="list-style-type: none"> <li>• EDC provides input on Economic Development priorities on the County's Capital Improvement Plan.</li> <li>• EDC ranks State Needs &amp; Issues Inventory Countywide annually since 2000.</li> <li>• The Damascus Concept Planning study was conducted Summer 2001.</li> <li>• The Damascus Financing Study to provide infrastructure and public facilities was done Spring 2003.</li> </ul>
<p><b>Action C2: RESTRUCTURE THE ORGANIZATION OF THE EDC TO FACILITATE A PRO-ACTIVE ROLE IN FACILITATING COORDINATION</b></p>	<ul style="list-style-type: none"> <li>• A matrix of economic development organizations was developed in 1998.</li> <li>• EDC reorganized in 1997 to add liaison members</li> <li>• Committee expanded to 25 in 2003.</li> <li>• A workforce (WICCO) coordinator now part of Business Development Staff.</li> <li>• The Clackamas Co. Business Alliance was formed in 2001. It is now an independent dues paying organization of major employers that meets monthly.</li> </ul>
<p><b>Action C3: IMPLEMENT A PROGRAM FOR COORDINATION AND LEADERSHIP</b></p>	<ul style="list-style-type: none"> <li>• The EDC provides input and testimony on Economic Development issues at the county, regional, state &amp; federal level.</li> <li>• Co. Staff is involved in economic development leadership training with Canby and North Clackamas Chambers.</li> <li>• 3 rounds of business outreach surveys and follow up have been completed.</li> </ul>
<p><b>Action C4: IMPROVE THE AVAILABILITY AND DISSEMINATION OF LAND-USE AND INFRASTRUCTURE DATA</b></p>	<ul style="list-style-type: none"> <li>• Tax lot level information is now available on the County website.</li> </ul>

## 1997 Plan Goals

## Successes

<p><b>Action C5: REVIEW AND REFINE COUNTY AND CITY COMPREHENSIVE LAND-USE PLANS</b></p>	<ul style="list-style-type: none"> <li>• The County Comprehensive Plan has been updated. The EDC provided input on the Home Occupation Ordinance and language restricting subdivision outside the UGB.</li> <li>• Staff providing input on Sandy and Oregon City Comprehensive Plan updates.</li> <li>• Staff was involved with Damascus Concept Planning Study.</li> </ul>
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# TRANSPORTATION

<p><b>Action T1: IMPROVE FUNDING FOR TRANSPORTATION</b></p>	<ul style="list-style-type: none"> <li>• The EDC continues to be an advocate for improved funding for transportation, including support for revisions to the state and regional gas tax, and supporting funding for transportation improvements at the federal, regional and county levels.</li> </ul>
<p><b>Action T2: GET KEY TRANSPORTATION IMPROVEMENTS ADOPTED AS PART OF THE COUNTY'S TRANSPORTATION SYSTEM PLAN (TSP)</b></p>	<ul style="list-style-type: none"> <li>• The process to insure that economic development factors are considered in the TSP was developed in 2001.</li> <li>• 2002 and 2003 TSP projects are rated for economic development impacts.</li> <li>• Major Clackamas Town Center transportation projects were completed in 2002.</li> <li>• The Sunnybrook Interchange and Sunnyside Road are under construction.</li> <li>• EDC provided testimony for the Sunrise Corridor and Light Rail projects.</li> </ul>

## 1997 Plan Goals

## Successes

<b>UTILITIES</b>	
Action U1: CREATE A UTILITY FORUM	<ul style="list-style-type: none"> <li>The EDC held a Utilities Forum on 11/29/2000. This was the first effort to bring together water, power and telecommunication providers to discuss issues.</li> <li>A city owned Broadband network is under development in Sandy.</li> </ul>
<b>Action U2: DEVELOP PLANS AND FUNDING STRATEGIES TO SERVE URBAN GROWTH AREAS</b>	<ul style="list-style-type: none"> <li>Preliminary infrastructure planning was done in Damascus Financing Study in April 2003.</li> <li>The County concurrency policy was adopted in 2002.</li> <li>Staff is monitoring development of Mist Natural Gas line extension to come to Wilsonville, Canby &amp; Molalla.</li> <li>In 2001 staff worked with several potential power plant siting projects in Canby and Carver areas ...there is no longer an active interest.</li> </ul>

<b>WORKFORCE</b>	
Action WF1: CONTINUE IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT, AND REFINEMENT OF THE UNIFIED WORKFORCE PLAN	<ul style="list-style-type: none"> <li>In 9/2000 Oregon adopted the Unified Plan for Clackamas County and formed the WICCO Board.</li> </ul>
Action WF2: PROMOTE AND COORDINATE WORKFORCE EDUCATION AND TRAINING	<ul style="list-style-type: none"> <li>Developed the WICCO Business Services Plan.</li> <li>Successfully funded 12 business targeted Workforce training grant funds.</li> <li>The Workforce (WICCO) Coordinator joins Business Services staff in 2001.</li> </ul>
Action WF3: PREPARE A NEEDS ASSESSMENT PLAN FOR COLLEGE AND GRADUATE PROGRAMS	<ul style="list-style-type: none"> <li>The needs assessment has been implemented by other parties.</li> <li>The Oregon Department of Employment developed Clackamas County profile on types of employees and needs in 2002.</li> </ul>

## 1997 Plan Goals

## Successes

<p><b>Action WF4: PREPARE A COUNTY PLAN FOR "TELECOMMUNITY" CENTER</b></p>	<ul style="list-style-type: none"> <li>• Received \$50,000 grant from DEQ to develop business plan in 1999.</li> <li>• 3 centers were established in Canby, Sandy, and Estacada.</li> <li>• A marketing program was developed.</li> <li>• Almost \$900,000 in grant funds were raised.</li> <li>• The county received national recognition for this effort.</li> <li>• 10 wireless computers moved to Sandy for training purposes in Jan. 2003.</li> </ul>
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# BUSINESS DEVELOPMENT

<p><b>Action BD1: DEVELOP AND IMPLEMENT A PRO-ACTIVE BUSINESS EXPANSION AND RETENTION POLICY FOR URBAN AREAS</b></p>	<ul style="list-style-type: none"> <li>• This policy was developed in 1999.</li> <li>• The Milwaukie/North Clackamas County Enterprise Zone was formed in 1998.</li> <li>• A Business Outreach program including 3 rounds of surveys and follow-up contacts has been in place since 2000.</li> <li>• Monthly Business Development Committee coordination meetings have been held since 1999.</li> </ul>
<p><b>Action BD2: DEVELOP AND IMPLEMENT A BUSINESS DEVELOPMENT STRATEGY IN RURAL COMMUNITIES</b></p> <p><b>2002-03 Action Plan Revision</b>            Action BD4: ASSIST AND SUPPORT IMPLEMENTATION OF BUSINESS DEVELOPMENT STRATEGIES IN RURAL COMMUNITIES.</p>	<ul style="list-style-type: none"> <li>• The Business Development Strategy was developed in 1999.</li> <li>• A Broadband Telecommunications study was conducted in 2000.</li> <li>• A \$1.4 million rural revolving loan program was developed to help rural businesses.</li> <li>• Developed and implemented an on-going Business Outreach Program</li> <li>• Assisted with Canby Urban Renewal 151 acre industrial land expansion with infrastructure to be completed in winter '03.</li> <li>• Wetlands/brownfields work underway in Molalla.</li> <li>• EDC Needs &amp; Issues prioritization since 2001.</li> <li>• Creation of the Business Development Committee to enhance Coordination in 1999.</li> </ul>



## 1997 Plan Goals

## Successes

<p><b>Action BD3: MAINTAIN THE LOCAL QUALITY-OF-LIFE</b></p>	<ul style="list-style-type: none"> <li>• Sponsored a successful “Growth Forum” in October 1999 that attracted 100+ leaders.</li> <li>• Participated in the County wide Complete Communities outreach effort.</li> <li>• Developed Economy/Employment recommendations for the Co. Commission.</li> </ul>
<p><b>BD4: Zone jobs producing land to stimulate business growth</b>  <b>2002-03 Action Plan Revision</b>            Action BD1 (01-02): INCREASE THE METRO URBAN GROWTH BOUNDARY TO PROVIDE LAND FOR INDUSTRY AND BUSINESS.  <b>2002-03 Action Plan Revision</b>            Action BD2: INCREASE THE AMOUNT OF READY TO GO EMPLOYMENT SITES WITHIN THE URBAN GROWTH BOUNDARIES</p>	<ul style="list-style-type: none"> <li>• MHEA provided funds for Phase 2 &amp; 3 of Regional Industrial Lands Study.</li> <li>• Protective zoning was established for future employment land in unincorporated County areas and was adopted in 2002.</li> <li>• The largest ever METRO UGB expansion on 12/02 added 2,400 acres for employment. The EDC &amp; staff advocated for this by providing testimony, conducting 5 van tours, developing flyers &amp; white papers, and visiting with Metro Councilors.</li> <li>• Developed and adopted a County Brownfields strategy to redevelop existing contaminated industrial &amp; commercial sites in 12/01.</li> <li>• Received a \$10,000 MHEA grant to study 20 strategic brownfields in 2001.</li> <li>• Received \$200,000 EPA grant for outreach and assessment work in 2002.</li> </ul>
<p>Action BD7: CONTINUE TO SUPPORT EXISTING PRIVATE EMPLOYMENT SECTORS IN CLACKAMAS COUNTY.</p>	<ul style="list-style-type: none"> <li>• WICCO Business Services Plan was developed and adopted in 2/03.</li> <li>• Major update of the Business Services Webpage was completed in January 2003.</li> </ul>

# Appendix B

## Glossary

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2040 Plan	A regional plan for growth, focusing on land use and transportation, developed by Metro. The plan focuses growth inside the regional urban growth boundary, with some expansion of that boundary allowed over time into urban reserve areas
Arterials	Freeways, state highways, county roads, and major city streets that serve a more than neighborhood traffic: i.e., the main arteries in a region's highway network
CAM	Certificate of Advanced Mastery
CCC	Clackamas Community College
CIM	Certificate of Initial Mastery
COG	Council of Governments
Collectors	Local streets that collect traffic from neighborhoods and feed into arterials
EDC	Economic Development Commission
Emerging Urban Areas	Areas in land that was recently added to the Metro Urban Growth Boundary undergoing comprehensive planning and being prepared for development
GIS	Geographic Information System
LRT	Light Rail Transit
Plan Map	Clackamas County's computer information system
OATC	Oregon Advanced Technology Consortium
OIT	Oregon Institute of Technology
RTP	Regional Transportation Plan
Rural Centers	A land use designation that includes limited commercial and industrial uses in rural unincorporated areas
RWQC	Regional Workforce Quality Council
STIP	State Transportation Improvement Plan
Sunrise Corridor	Proposed improvements to Hwy 212 between I-205 and Hwy 26
TSP	Transportation System Plan
UGB	Urban Growth Boundary- an area where a city will develop in a 20 year time frame
UGMA	Urban Growth Management Agreement between cities and the county regarding land in the cities urban growth boundary currently under County jurisdiction

# **Appendix C**

## **Clackamas County**

### **Industry Sectors, Market Analysis and Strategic Decisions**

#### **2003**

#### **Introduction:**

#### **Scope:**

There are three primary purposes to the following discussion. The first purpose is to provide market analysis of emerging opportunities to Clackamas County. The second is to prioritize the deployment of marketing and other strategic communication resources. The third purpose is to summarize previous work conducted by the Clackamas County Economic Development Commission concerning economic opportunities and industry focus. Attached to this discussion is a "SWOT" (strengths, weaknesses, opportunities, and threats) analysis on industry cluster and classifications, see attachment 1.<sup>1</sup>

The following discussion is essentially a compilation of other economic forecast provided by both the Oregon Employment Department, and the Metro Regional forecast. One of the challenges in examining industry classifications as applied to Clackamas County is both Clackamas County, and the eastside of the Portland metropolitan region is that there is a high degree of economic or employment diversity. Leading industrial or employment sectors for Clackamas County include: High technology, metals fabrication (including transportation components), logistics (including trucking and distribution), nursery products (one of the leading local jurisdictions in the United States), forest products, medical facilities and services, and tourism.

#### **Economic Trends**

Some of the macro economic trends impacting potential growth in Clackamas County and the Portland metropolitan area include the following.<sup>2</sup>

- **Globalization of the Economy:** New markets new labor sources, new suppliers mean products and product components are moving longer distances. Transportation systems are now part of the production line
- **Industrial Location:** Industry specialization and reliance on efficient transportation means industries may choose to relocate if transportation costs affect their ability to compete
- **Restructuring of Traditional Manufacturing:** Manufacturing industries are one of the largest sources of transportation demand. Decreases in product lifecycle and increased industry specialization mean smaller, more frequent shipments. Increased use of technology, communication and transportation

services mean increased reliance on the transportation system as a competitive advantage for businesses

- **High Technology and Internet Trade:** Information technology has increased business expectations of speed and reliability of shipments. Electronic-commerce is changing consumer purchasing habits and increasing demands on the transportation system for delivery. The rate of technological changes, competitiveness, and innovation.

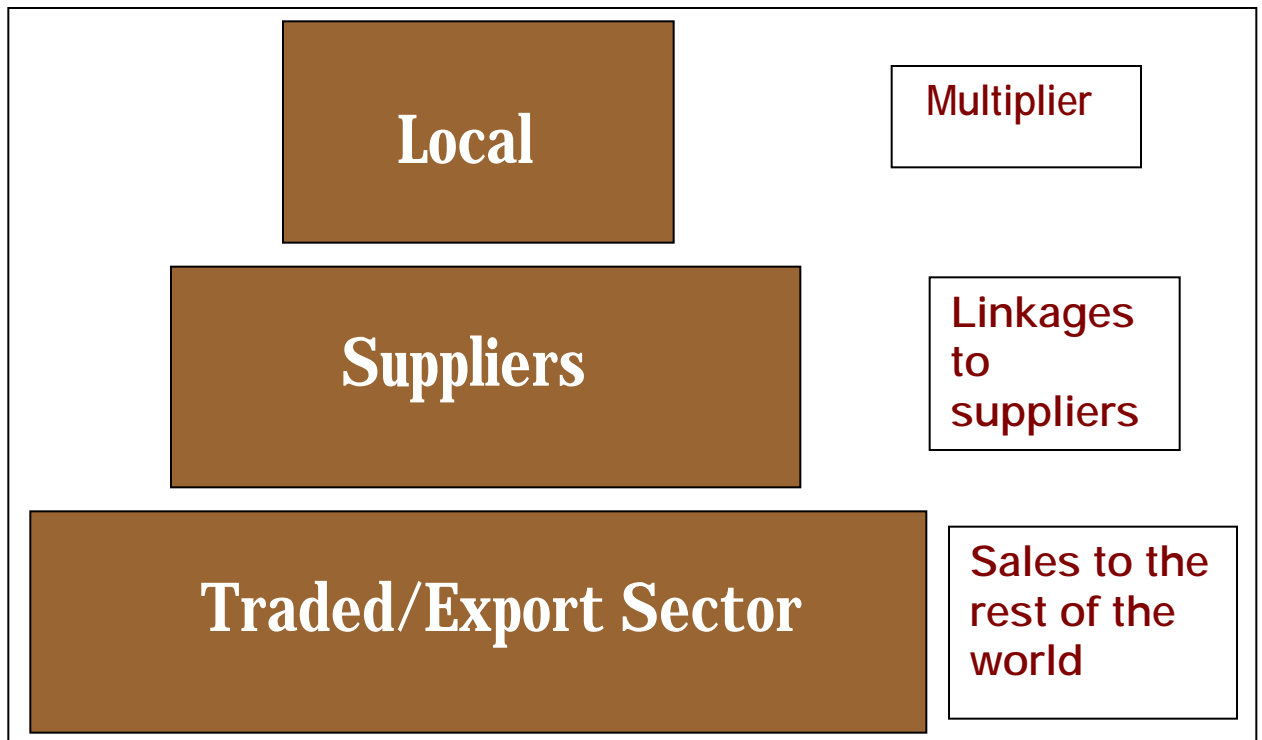
One of the strong trends that are significantly affecting the site location decisions of a wide variety of industry classifications is that investments that require large numbers of low or lower wage employees are locating in “off-shore locations outside of the United States.

### Traded Sectors and Regional Clusters:

#### Traded Sectors-<sup>3</sup>

In economic development (business location, expansion and retention) primary emphasis is placed on “traded sector” investments. Simply stated “traded sectors” involve investments or industry that bring new money into a region or community. These primary industries will often have higher sales or revenues from outside the Portland metropolitan area or state of Oregon. The term “traded sector” refers to a primary industry and its support or supplier network. Traded sector investments or projects generally have higher investment (land, building, and equipment) to employment ratios. For example, microchip manufacturing or primary steel manufacturing is approximately \$1 million in investment for each employee.

#### **TRADED SECTORS DRIVE GROWTH**



## **Regional Economy**

### **Regional Economic Performance**

Portland's regional economy encompasses the 6 county metropolitan area including Clackamas, Clark, Columbia, Multnomah, Washington and Yamhill counties. Within the metropolitan area there are 1.8 million residents, including 1 million workers. There are 50,000 businesses with a payroll generating a gross regional product of approximately \$60 billion.<sup>4</sup>

Within the metropolitan area 97% of those who work here live within the region and 98% of those who live here work within the region. Portland/Multnomah County is a big net exporter of jobs with 100,000 net jobs going to residents elsewhere in the region. The Portland metropolitan region has performed well with 250,000 new jobs in the 1990s. Portland is 10th largest exporting metropolitan area in the nation and the 20th largest industrial center. Per capita income within the region is 8% above the US average (PDX was below the US average in 1988).<sup>5</sup>

### **Regional Clusters-**

Identified regional industry clusters within the Portland metropolitan region include the following classifications:

- High Tech including electronics and software
- Metals fabrication and machinery
- Logistics including transportation and distribution
- Nursery products
- Recreation-related products, including sports apparel
- Professional services
- Forest products, including lumber and other wood products

Attached is a regional industry cluster "SWOT" analysis (strengths, weaknesses, opportunities and threats) summary matrix.

#### **High Tech**

The high technology cluster is an identified regional cluster in the Portland metropolitan region. Within the region there are approximately 2,200 firms with payroll of 70,000 employees. This cluster has an annual payroll of \$3.5 billion, and an average salary of \$52,000. The regional high technology cluster has experienced 6 to 11% annual job growth since '92, which is faster than national job growth within that sector

The Portland regions high tech specialties are diverse and include semiconductors, display, and computers. In 2003 there are opportunities in nanotechnology, flat panel display (fastest growing sector), solar (30% annual

growth rate), MEMS (micro electrical manufacturing systems, and biotechnology interface (biochips).

### **Metals Industry Cluster**

Another identified regional cluster is the metals industry cluster. The core sectors include primary and fabricated metals, machinery and transportation equipment. In the Portland metropolitan region there are 1,700 firms with payroll, employing 55,000 employees within the metals industry cluster. The regional annual payroll is estimated at \$2 billion payroll, with an average salary: \$35,000. This regional cluster has experienced a 2.4% annual job growth since 1990, while nationally these sectors have declined 1%

### **Logistics,**

This regional cluster includes trucking, warehouse, distribution, and attendant suppliers and services. Safeway, Fred Meyer, USF Redaway, all have significant investments in Clackamas County. Clackamas County is ideally located along the Interstate 5/ Interstate 205 Corridor and in close proximity to Interstate 84. This strategic location makes it ideal for distribution (and manufacturers) to serve major West Coast markets. Given Portland's position as an international gateway (marine and air), and macro economic trends indicating growth in transportation and transportation related industries, this will continue to provide opportunities for growth

### **Nursery products (agriculture including Christmas trees):**

In the Portland metropolitan region the nursery industry cluster includes approximately 1,000 businesses employing approximately 12,000 employees. The nursery products cluster generates \$500 million in annual sales. In Clackamas County there are 459-nursery operations on 11,700 acres. The average salary is \$20,000. The regional nursery cluster is growing much faster than the US nursery industry. Nursery products are Oregon's largest agricultural commodity and 85% of the Oregon nursery industry is located in the Portland metropolitan area. Some of the early work on identifying the regional significance of this industry cluster was funded by the Mt. Hood Economic Alliance.

### **Outdoor Recreational Equipment and Sports Apparel:**

This is an emerging regional cluster. National trends indicate that this will continue to be a growth sector. Clackamas County is the home of the second most climbed mountain in the world, year round skiing, and the Mt. Hood National Forest. Clackamas County is currently the home of several recreational equipment manufacturers. Equally, there is a significant presence in the greater Portland region, and Hood River County also has a significant industry presence in this cluster group.

**Forest Products:** Historically forest products has been the predominant industry sector in Clackamas County. In 1989 high technology eclipsed forest products as the leading employment sector in the county (See *Clackamas County Covered Employment in High Tech and Lumber/Paper Products 1976 – 1997*, graphics page 16).<sup>6</sup> Forest products is not anticipated to be a growth sector and national forest policy and management as it relates to timber harvest in the Mt. Hood National Forest is determinative in retention of this employment sector in Clackamas County. Regardless limited value added manufacturing opportunities will be available and should be pursued.

## Targeted Industry Studies – Distinguished

The Economic Development Commission of Clackamas County was an early advocate of regional clusters work conducted by the Institute of Metropolitan Studies, Portland State University as oppose to its predecessor “targeted industry studies.”<sup>7</sup> The primary advantage of the regional clusters work is that it is prospective rather than retrospective. The other weaknesses of targeted industry analysis identified by the EDC include the following. Over reliance by decision-makers because while targeted industry studies improve the odds, new market or investment opportunities are by definition unpredictable. Targeted industry studies report on yesterday’s capital development decisions rather than current capital development decisions. The third weakness is that targeted industry studies are often misused to tell businesses where they “should” locate.<sup>8</sup>

## Other growth industries:<sup>9</sup>

Other growth sectors include FIRE (financial, insurance, and real estate), professional services, medical facilities and services, biotech research and manufacturing, high tech manufacturing and supply, metal fabrication, transportation equipment, and medical devices and equipment.<sup>10</sup>

Small manufacturers (all sectors): Clackamas County is a small business county, and the highest employment growth potential exists with smaller manufacturers. Clackamas County has had a number of inquires recently from small manufacturers currently located in the Portland metropolitan area.

## New Economy – alternative model

One of the precepts of the “New economic model” is that knowledge is the source of growth (e.g. “New Growth Theory”). One of the tenets of this approach is that economies don’t grow because we have more capital or more labor, but because we discover better ways to do things. Under this model there are various kinds of knowledge;

1. Explicit knowledge flows anywhere and is available to everyone.
2. Tacit knowledge is embedded in people, companies, and places.
3. Ubiquitous knowledge is defined as irrelevant knowledge.

It is scarce factors, not abundant ones, that drive economic decisions and knowledge production is highly concentrated. Also, 90% of patent filings occur in metropolitan areas, with one-half occurring in the top 25 metropolitan areas. For example, the Silicon Valley accounts for 40% of all venture capital investments. Generally, urban areas are more highly educated. New ideas do not happen just anywhere, and regions develop knowledge specialization.

The Portland metropolitan area high tech is specialized in the following areas: semiconductor manufacturing, SME/EDA testing, printers, silicon wafers, computers, display and imaging technologies. Under the new economy model, Knowledge creation drives growth. For example, patents in the Portland metropolitan area are growing twice the US average, and firms within the region attracted \$500 million in venture capital in 1999 (see graphic page 5 Portland patent activity 1990-1998).<sup>11</sup>

The seeds of the next economy are here now: smart people; entrepreneurial energy; technological savvy; *a unique quality of life*. It's a regional economy and competitiveness means being different

### **Strategic Choices:**

It is important not to preclude any opportunity to bring either investment or employment to Clackamas County. It is also important to not overly rely on analysis such as regional clusters. However it times of diminishing public resources strategic choices will need to be made on the deployment of public economic development dollars.

For strategic deployment of public resources highest priority should be given to the following industry or investment classifications. **Please note that these are not in any priority order.**

1. **Expansion or Retention of Existing Private Sector Businesses:**
2. **Traded Sectors Investments and Industries:** This includes any traded sector investments or projects (higher investment to employment ratios) across a wide variety of industry sectors.
3. **Regional Industry Clusters:** This includes projects or investments that fall under existing or emerging regional cluster identified below.



High Tech-emphasis on software development, display technologies, microchip subindustries.

Metals Fabrication: emphasis on precision components, dental and medical instruments equipment, vehicular parts and equipment.

Nursery Products

Outdoor recreational equipment including sports apparel

Logistics including trucking and distribution

Specialty Food and other value added agriculture

Forest Products

Bio-technology (emerging)

Tourism (emerging)

“Hybrid” or dual industry investments: Higher priority should be placed upon investments or projects that represent a cross identified strategic industry cluster or traded sector investment. Equally, similar priority should be given to investments that apply to two or more strategies.

**4. Other Growth Sectors:**

FIRE (financial, insurance, and real estate):

Professional services,

Medical facilities and services:

Biotech research and manufacturing<sup>12</sup>

Small manufacturers (all sectors):

## FOOTNOTES AND REFERENCES

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<sup>1</sup> **Summary Matrix-Clackamas County: Industry Clusters, and Strategic Industry Classifications –Strengths, Weaknesses, Opportunities, Threats (“SWOT”) Analysis, Business and Economic Development Services, September, 2003.**

<sup>2</sup> **“Metropolitan Portland’s Changing Economy, The New Economy Observatory” April 2000, presentation to the Clackamas County Economic Development Commission.**

<sup>3</sup> **“Metropolitan Portland’s Changing Economy The New Economy Observatory” April 2000, presentation to the Clackamas County Economic Development Commission.**

<sup>4</sup> **Metropolitan Portland’s Changing Economy, April 2000, The New Economy Observatory. See also Assessing Regional Demand, Dennis Yee, Metro Regional Economist.**

<sup>5</sup> **Metropolitan Economic Policy Task Force: Findings, Key Themes, and Next Steps, Institute for Metropolitan Studies, Presentation to the Clackamas County Economic Development Commission, June 2003.**

<sup>6</sup> **See also Employment Projections by Industry 2002-2012 Oregon and Regional Summary, Oregon Employment Department. See also Oregon Labor Trends, August 2003, and Navigating Uncharted Waters – Regional Economic Overview – Job Growth: Where it has been and why, Oregon Employment Department. October 2001.**

<sup>7</sup> **Desired Industry Investment & Site Profiles, Gregory M. Jenks, Business and Economic Development Services, Clackamas County, November 2000.**

<sup>8</sup> **Desired Industry Investment & Site Profiles, Gregory M. Jenks, Business and Economic Development Services, Clackamas County, November 2000**

<sup>9</sup> **See also Assessing Regional Demand, Dennis Yee, Metro Regional Economist., Metro Regional Forecast, 2002”**

<sup>10</sup> **Employment Projections by Industry 2002-2012 Oregon and Regional Summary, Oregon Employment Department. See also Oregon Labor Trends, August 2003, and Navigating Uncharted Waters – Regional Economic Overview – Job Growth: Where it has been and why, Oregon Employment Department. October 2001.**

<sup>11</sup> **Portland Patent Activity 1990-1998. Metropolitan Portland’s Changing Economy, April 2000, The New Economy Observatory. See also Assessing Regional Demand, Dennis Yee, Metro Regional Economist.**

<sup>12</sup> **Signs of Life: The Growth of Biotechnology Centers in the U.S., The Brookings Institution, Center on Urban and Metropolitan Policy.**

## Summary Matrix-Clackamas County: Industry clusters, and strategic industry classifications Strengths, Weaknesses, Opportunities, Threats (“SWOT”) Analysis

Industry Description	Strengths	Weaknesses	Opportunities	Threats	Comments
High Tech	Leading county employment sector - display technologies <b>Regional Cluster</b>	Lack of shovel-ready industrial sites	Suppliers, and subsidiaries of existing industry. Nanotech., flat panel display, MEMS, Biochips.	Off-shore manufacturing Rising business costs (taxes and energy)	Anticipated growth sector both regionally and nationally. Need to support existing businesses in Clackamas County (Mentor Graphics, Xerox, InFocus). It is critical that Clackamas County continue to work with existing businesses on recruitment, expansion and retention opportunities. (1993 Key Industry - High Tech)
High Tech Microchip man’f	Leading regional employment sector. <b>Regional Cluster</b>	Lack of (100-500 acre) large shovel-ready sites	Suppliers, and subsidiaries of existing industry. Nanotech., flat panel display, MEMS, Biochips.	Off-shore manufacturing Rising business costs (taxes and energy)	Industry trends are towards smaller facilities, and use of existing facilities as “foundries” (multiple use by multiple manufacturers).  (1993 Key Industry - High Tech)
High Tech - software	Leading regional employment sector. No business tax in unincorporated county locations <b>Regional Cluster</b>	Lowest cost environment. Telecommunications access (rural county).	Suppliers, and subsidiaries of existing industry	Off-shore manufacturing Rising business costs (taxes and cost of living)	This industry has a wide variety of possible location alternatives, including but not limited to; office, flex, business park, light industrial.  (1993 Key Industry - Software)

<p><b>Logistics</b></p>	<p>International Port Strong Interstate Access</p>	<p>Loss of rail capacity (freight) within the region.</p>	<p>Suppliers, and subsidiaries of existing industry. Expansion and retention of existing businesses.</p>	<p>Lack of suitable large transportation and distribution sites regionally. Lack of inadequate channel depth to accommodate marine freight</p>	<p>Regionally, increased transportation costs and congestion will reduce the comparative advantage with other West Coast urban areas. It is critical that Clackamas County continue to work with existing businesses on recruitment, expansion and retention opportunities. For example, the recent expansion of the Safeway Foods distribution facility (\$30 million) will help to insure the future viability of this location.</p>
<p><b>Metals Fabrication</b></p>	<p>Historically, a strong industry sector for Clackamas County. <b>Regional Cluster</b></p>	<p>Lack of shovel-ready industrial sites</p>	<p>Suppliers, and subsidiaries of existing industry. Expansion and retention of existing businesses.</p>	<p>Off-shore manufacturing</p>	<p>Clackamas County is home to a variety of businesses that fit under this industry classification, including but not limited to Precision Castparts, OECO, Bount Industries, Enoch Manufacturing, Portland Precision, Carleton Industries. It is critical that Clackamas County work with existing businesses on recruitment, expansion and retention opportunities. (1993 Key Industry - Metals)</p>
<p><b>Agriculture- Nursery Products</b></p>	<p>One of the largest in farm sales in the U. S. Regional Cluster Land supply and cost. <b>Regional Cluster</b></p>	<p>Water supply Adjoining residential development</p>	<p>Value Added Bio-Tech Manufacturing Suppliers, and subsidiaries of existing industry.</p>	<p>Water Supply Adjoining residential development</p>	<p>It is critical that Clackamas County work with existing businesses on recruitment, expansion and retention opportunities.</p>

			Expansion and retention of existing businesses.		(1993 Key Industry - Agriculture)
Agriculture - Value added	<b>Regional Cluster as it relates to specialty foods.</b>	Lack of shovel-ready industrial sites Access to raw materials.	Lowest business cost environment, and interstate distribution opportunities.		(1993 Key Industry - Agriculture)
Outdoor recreational equipment, including sports apparel	Existing industries located in Clackamas County. <b>Regional Cluster</b>	Lack of shovel-ready industrial sites		Off-shore manufacturing	Anticipated growth-sector both regionally and nationally.
Forest Products	<b>Regional Cluster</b>				(1993 Key Industry - Forest Products)
Forest products: lumber and man'f	Historically, important employment sector	In decline due to supply/transportation issues. Lack of shovel-ready industrial sites	Value added manufacturing. Expansion and retention of existing businesses.	Lack of supply due to national forest policy. Rising business costs (taxes and energy).	The Mt. Hood National Forest is the single largest landowner in Clackamas County. Industry has been in decline due to rising transportation costs associated with lack of local supply. National forest policy and management have a determinative role in the future of this industry in Clackamas County. It is critical that Clackamas County work with existing businesses on recruitment, expansion and retention opportunities.

<b>Forest products: paper</b>	Historically, important employment sector	Lack of suitable (over 50 acres, rail-served) shovel-ready industrial sites	Expansion and retention of existing businesses.	Rising business costs (taxes and energy).	West Linn Publishing and Blue Heron are two of the county's largest manufacturing employers. It is critical that Clackamas County continue to work with existing businesses on recruitment, expansion and retention opportunities.
<b>Publishing and graphic arts</b>	Emerging industry Quality of life - access to outdoor and urban amenities.	Proximity to traditional publishing centers (NY, Chicago, LA)	Specialty publications Lower cost environments. Expansion and retention of existing businesses.	Comparative business costs.	Dark Horse Comics is one of the largest private employers in downtown Milwaukie.  (1993 Key Industry - Graphic Arts)
<b>Biotech - research and man'f</b>	Proximity to UOHSC Emerging cluster Quality of life - access to outdoor and urban amenities.	Lack of shovel-ready industrial sites. Lack of existing Regional industry identification Perception -proximity to UOHSC	Growth sector. Biochips	Rising business costs (taxes and energy)	Anticipated growth-sector both regionally and nationally.
<b>POWER</b>	<b>GENERATION</b>				
<b>Power-generation Natural gas</b>	Location - proximity to "raw material" (Williams Pipeline - Interstate) Excellent	Current energy market	Future energy markets (long-term).		These investments are low impact, high assessed value, and high-wage employment opportunities. These facilities may be sited on "exclusive farm use" designated lands as a conditional use under state law.

<b>Power - generation - biomass</b>	<b>distribution infrastructure</b> Location - proximity to raw material (wood debris) Mt. Hood National Forest. Good distribution infrastructure. Good rural industrial sites	Current energy market	Future energy markets (long-term).		These investments are low impact, high assessed value, and high-wage employment opportunities. These facilities may be sited on “exclusive farm use” designated lands as a conditional use under state law.
<b>OTHER GROWTH SECTORS</b>					
<b>PROFESSIONAL SERVICES</b>					(1993 Key Industry - Professional Services)
<b>FIRE</b>	Suburban locations Automobile access Workforce availability	Current office vacancy	Future urban areas and centers expansion		Anticipated growth-sector both regionally and nationally.
<b>Medical</b>	Suburban locations Automobile access Workforce availability.	Lack of a major medical facility in the emerging urban area.	Future urban areas and centers expansion. A major medical facility in the emerging urban area		Anticipated growth-sector both regionally and nationally.

<b>SMALL MAN'F</b>	Suburban locations Automobile access Workforce availability. Good rural locations.	Lack of shovel-ready industrial sites.	Future urban areas and centers expansion	Off-shore manufacturing	(Identified priority industry - Mt. Hood Economic Alliance)
<b>TOURISM</b>	Gateway to Mt. Hood, Central Oregon. Mt. Hood Clackamas, Sandy, Molalla, and Willamette Rivers Tourism Development Council		Historical tourism Agri-tourism Outdoor recreation and special events.	Declining investment by the Mt. Hood National Forest.	Clackamas County is a leading destination for tourism activities. Home of Mt. Hood (second most climbed mountain in the world, and year round skiing.
<b>OTHER - PRIMARY</b>					<b>LOWER PRIORITY</b>
<b>Primary - metals man 'f.</b>	High-wage employment and, high -investment projects.	Air quality/air shed issues. Lack of suitable (over 100 acres, rail-served) shovel-ready industrial sites	limited	Rising business costs (taxes and energy). Off-shore manufacturing	At the present time, Portland air quality/air shed issues preclude these investment opportunities in Clackamas County. If environmental technology advancements occur these may become viable at a later time.
<b>Primary - building products man 'f (glass,</b>	High-wage employment and, high -investment projects.	Air quality/air shed issues. Lack of suitable (over 100 acres, rail-	limited	Rising business costs (taxes and energy).	At the present time, Portland air quality/air shed issues preclude these investment opportunities in Clackamas County. If environmental technology advancements



<b>drywall)</b>		<b>served) shovel-ready industrial sites</b>		<b>Off-shore manufacturing</b>	occur these may become viable at a later time.
<b>Logistics: marine transportation</b>		No marine industrial sites.	Subcontracting opportunities for existing Clackamas County businesses		Clackamas County does not have adequate marine industrial sites.