Clackamas County Economic Landscape





Our changing economy and private and public investments are creating new opportunities















Table of Contents

l.	Competing in the Global Economy	1
II.	The West Coast Economy	5
III.	Clackamas County's Role in the Portland Region	7
IV.	Clackamas County's Market Regions	9
V.	Clackamas County's Economic Engines	11
VI.	Clackamas County's Business Clusters	13
VII.	Clackamas County's Development Profiles	15
VIII.	Pioneering Past, Exciting Future	17

Acknowledgements

Clackamas Board of County Commissioners

Martha Schrader, Chair Lynn Peterson Bill Kennemer

Clackamas County Business and Economic Development Services

Gary Barth Renate Mengelberg

Clackamas County Information Services GIS Division

Kelly Neumeier

FCS GROUP

Todd Chase , AICP, LEED (Project Management)
Nihat Dogan

Michael Gallis & Associates

Michael Gallis

Cogan Owens Cogan

Bob Wise Nancy Marshall

Real Urban Geographics

Justin Healy

Competing in the Global Economy

The new patterns

International economic integration has resulted in the emergence of one vast interconnected global marketplace. Regions now form the foundation units for economic activity, as only regions have the necessary scale, connectivity and resources to compete effectively in the global economy. Each city, county, business and institution is a sub-market or sub-component of its region and cannot compete alone.

Global competition for economic activity

Following the collapse of the Soviet Union, a New Economy began to take shape. The information revolution facilitated the exchange of ideas and commerce and the world began to merge into a single global marketplace. New market forces, rather than political forces, redefined how businesses compete and profit in the 21st century.

Looking ahead, it is estimated that the world's population will grow by the year 2050, to between nine and twelve billion people. The global economy could increase by an even larger percentage, estimated as high as 400 to 700 percent. By 2050, the Chinese economy will be the largest on earth, with Asia representing over half the WGP (World Gross Product) while Europe and America shrink to a combined total of just over one third of WGP.

Within the new economic geography, the two principal units are the trading bloc and the economic region. Trading blocs resulted from the consolidation of multi-nation continental units that shared common borders, history and economic relationships. Within each of these blocs, economic regions—defined as a single market area covering a large regional area and centered on a metropolitan area—became the

fundamental building blocks of the new global economy.

The New Economy is significantly different from the economy that existed prior to 1990. Its most important feature is the globalization of the marketplace for raw materials and markets for services and finished goods across the world. A second feature is the restructuring of businesses and the emergence of super-corporations to serve the vastly expanded global economy. Providing services to the global marketplace has been made possible by new technologies such as the internet. The new economy has a knowledge-based element and a laborbased element, which are transforming both traditional businesses and business relationships.

Global redistribution of business activity

The wave of mergers of European, American and Asian corporations following the collapse of communism was driven by the need to form mega business units to serve the global marketplace. These corporations are divided into a large variety of separate business units seeking the location that best suits their operational needs regarding labor cost, transportation access, customer relationships, and resource availability.





While Americans are concerned about the outsourcing of jobs to foreign countries, foreign companies are also expanding into the U.S., creating thousands of new jobs and investing millions of dollars every year. Regions that recognize that economic development will involve both regional and global strategies will be the most successful.

Regions: Political or Economic

Regions have emerged as the basic units of economic competition in the global marketplace. Across the U.S. and throughout the world, regions are being redefined as groups of functional markets rather than separated political jurisdictions. Distinguishing the differences between the political and economic geography is an important first step in developing an effective economic strategy for the future of Clackamas County.

Formation of Economic regions

Economic regions began to take form when cities grew into the surrounding hinterlands to form continuous urban areas called metropolitan areas. Metropolitan areas in turn became the centers of larger market regions that often extend far into the rural countryside.

The distribution of economic activity that has emerged after WWII has followed the pattern created by the modern arterial and interstate highway and transit systems. This created the necessary access and visibility needed to accommodate increases

in people and related residential and employment development.

Metropolitan regions—large urban areas involving multiple cities, counties and sometimes extending across state lines—have emerged as the foundations of the global economy. In the emerging global age, only metropolitan regions have the necessary scale, connectivity and resources to compete effectively in the New Economy.

In the 19th Century, farm and forest communities emerged from a land rich in natural resources. In the 20th Century, manufacturing enterprises thrived because of access to natural resources and low-cost energy. In the new century—with a global market—the region and Clackamas County will need to recognize that the new technologies of instant communication and knowledge networks are at the core of the global economy. In addition, what was once seen as competition within the region for attracting new businesses can now be seen as the opportunity to create new alliances and partnerships.

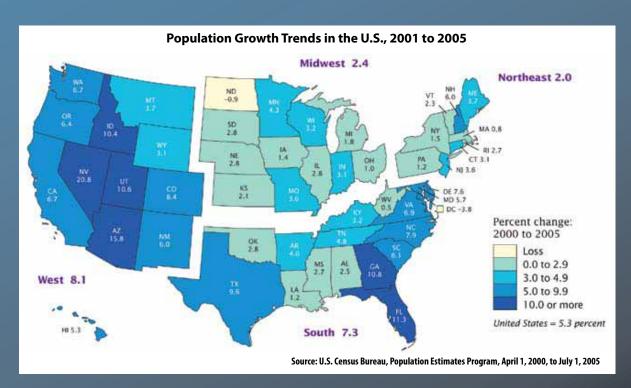
Key questions as we look ahead

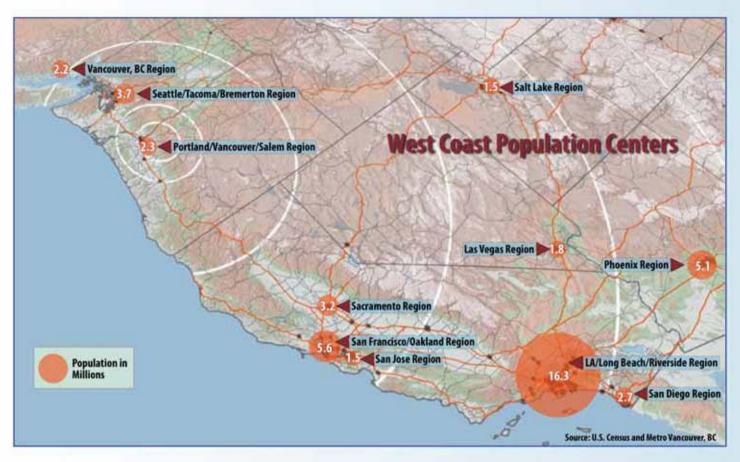
As we look to the future, key questions need to be considered:

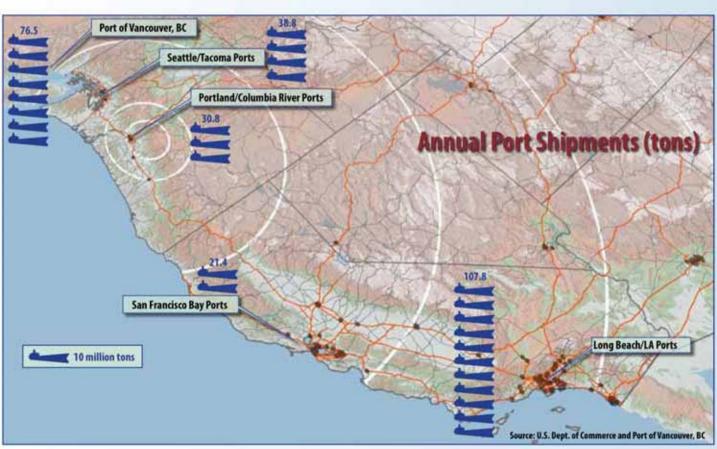
- 1. How well do we recognize and respond to global change?
- 2. How should the Portland region and Clackamas County position themselves within the West Coast region to

- maximize the use of their competitive resources and achieve the greatest possible success?
- 3. How effective is our Metropolitan regional economic strategy?
- 4. Understanding the County as a special place, economy and product—how can we maximize our opportunities in the future?
- 5. What regional and County challenges should we address to be more competitive?

Regions that recognize both domestic and global strategies will be the most successful.







While the Pacific
Northwest is
relatively small in
total population
compared to
California, it has
been growing at a
faster pace.

West Coast Economic Structure

The West Coast has three distinct economic regions. They are the bi-national Pacific Northwest region, Northern California/San Francisco Bay region, and the bi-national Southern California region. All three West Coast regions are positioned to benefit from expanding international trade with Asia as well as increasing U.S. demand for goods and services.

Pacific Northwest

The Pacific Northwest is the smallest of the three West Coast regional populations and economies. The economic spine of the Northwest is a long linear concentration with three

principal anchors—Seattle and Portland in the U.S. and Vancouver, B.C. The total U.S. population segment of the Northwest, from Seattle to Eugene, is approximately 6.7 million people, about one-third the size of Southern California and two-thirds that of Northern California. The Northwest has been the fastest growing of the three West Coast regions, growing at a rate almost double the other regions during the 1990s. The combined GMP in the U.S. segment of the Northwest economy was \$254.4 billion (2004 est.), about one-third of the Southern California, and one-half the Northern California market economies.

With its small size relative to the other two regional markets, the primary advantage of the Northwest is that it is closer to Asia, with shorter shipping times and lower costs relative to the other two markets.

West Coast Ports Marine Trade Activity, Imports and Exports 120,000,000 100,000,000 80,000,000 Portland Region Seattle/Tacoma 60,000,000 Long Beach/LA San Francisco Bay Area 40,000,000 20 000 000 Source: Port Import Export Reporting Service (PIERS), and U.S. Department of Commerce 2002 2003 2005 1997 1998 1999 2000 2001 2004 YEAR

Port marine trade has expanded by about 50% since 1997 for the West Coast, but has flattened in the Portland Region given existing Columbia River depth limitations.

The West Coast Economy

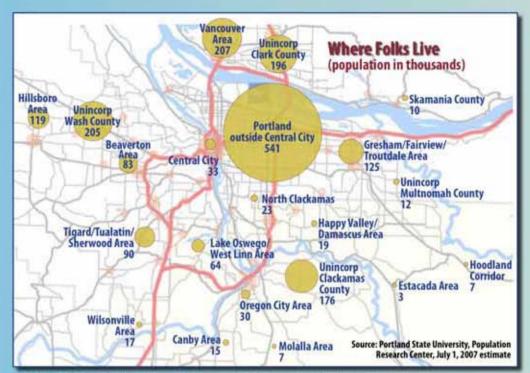
Northern California

The Northern California regional economy is the second largest in population and economic size. The anchor of the Northern California economic region is the San Francisco and Oakland metropolitan areas linked to the Sacramento and Fresno metropolitan areas, with a combined population of approximately 10.4 million.

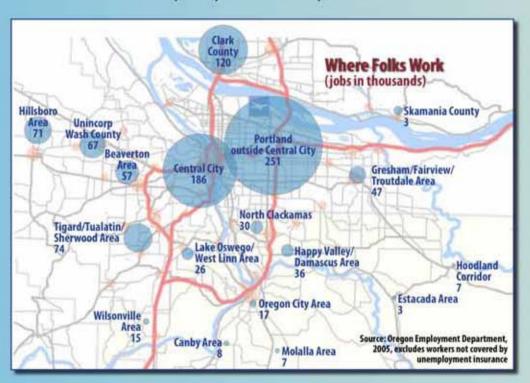
Northern California has one of the highest per capita incomes in the U.S. and a combined regional GMP of \$470 billion (2004 est.). It has by far the most developed high-tech economy, and its flexible and innovative culture is supported by its strong financial institutions, which make San Francisco the financial hub of the West Coast.

Southern California

Southern California is the dominant region of the West Coast, with the largest population and economy by far. The combined population of the Los Angeles and San Diego metro area is over 20 million (2006 est.), and the combined Gross Metropolitan Product was \$871.5 billion (2004 est.). It has a diverse economy, known for its aerospace, energy and entertainment industries. Its location in the southwest corner of North America makes it a hub for the Latin American and Asian trading networks. Its sizable consumer market makes it a destination for freight and wholesale and retail trades. It has excellent highway, air and rail connections with the Chicago region, which distributes into the Northeast market.



Note: North Clackamas includes cities only; Unincorporated Clackamas County includes urban and rural areas.



Evolution of Transportation and Commerce





Portland in the Northwest

The Portland region is the southern anchor of Northwest economic region near the conflue the Columbia and Willamette Rivers. Portland advantage of being centrally located betwee Northern California and Seattle metro region has the advantage of serving the Canadian in The lack of bi-national agreements on transpinfrastructure has led to the U.S. and Canadia developing parallel air, ocean, road and rail for access the two nations independently.

Relative market size

With a population of over 2.3 million, the Poi is the second largest of the three Northwest just over half the size of the Seattle region w million, and just larger than the Vancouver, B just over 2.2 million.

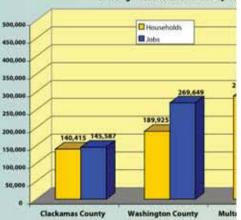
Role and relationship to national marke

The Northwest metro seaports serve as poin the natural resources and agricultural produ Northwest. They also serve as transshipment Asian goods to reach eastern markets, formin hubs for the North American land bridge, via and air access. The access to international mand air is likely to become more important in the Asian, Indian and Middle Eastern econom

The political form of the region

The political form of the Portland region is co two states (Oregon and Washington), severa (including Clackamas), and contains multiple addition, the urbanized region is farily well d by Urban Growth Boundaries in both Oregor Washington.

Existing Households and Jobs by Co



Source: Metro 2005 household and e



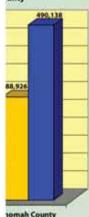
of the
ence of
d has the
in the
is. Vancouver
narket.
cortation
in markets
acilities that

tland Region metros at ith almost 3.7 C metro with

ts to access cts of the points for ng the western rail, highway arkets by sea the future as nies grow.

omprised of I counties cities. In efined and

unty



The two-state metropolitan area has a population of over 2.3 million people (2000 est.). Clackamas is the southernmost county of the Portland economic region. Clackamas County is considered to be a gateway for travel to and from the lower mid-Willamette Valley (Salem, Corvallis, and Eugene), the Mt. Hood recreational area and rapidly growing Central Oregon.

The importance of these surrounding areas is increasing, as they are among the most important attractions and population centers in Oregon. There is also an abundant agrarian and timber economy within and around Clackamas County.

With the growing global economy comes competition for the best minds. While Clackamas Community College, Marylhurst University and the Oregon Institute of Technology serve some essential needs, they do not offer the opportunities presented by a large research university. To overcome this situation, county-based institutions will need to develop a range of partnerships with the Oregon Health and Science University, Portland State University, University of Oregon, Oregon State University and liberal arts colleges such as Reed College. The County is improving transportation access to higher education and can develop "collaboratories" for specialized areas where focused talent is located and where global electronic communication networks are focused.

The urban growth pattern

Portland's Central City continues to function as the center of economic commerce with more than 186,000 jobs. However, over the past decade the Central City has added a significant number of residential units but has

experienced little job growth. Private sector job growth in the region has been almost exclusively in outlying areas of Portland and its suburban counties.

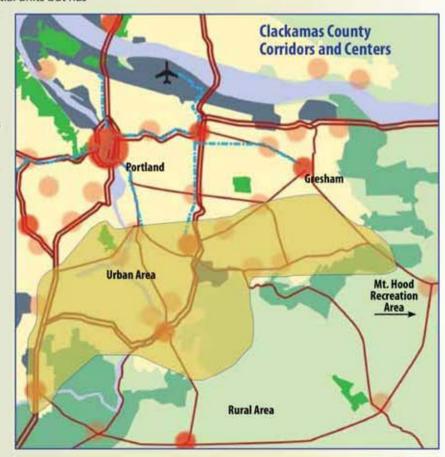
The Region as market space

Consideration must be given to the patterns, resources and characteristics of each of the regional systems (e.g. transportation, education, infrastructure, cultural resources, etc.) to measure their impact on regional and market economic performance.

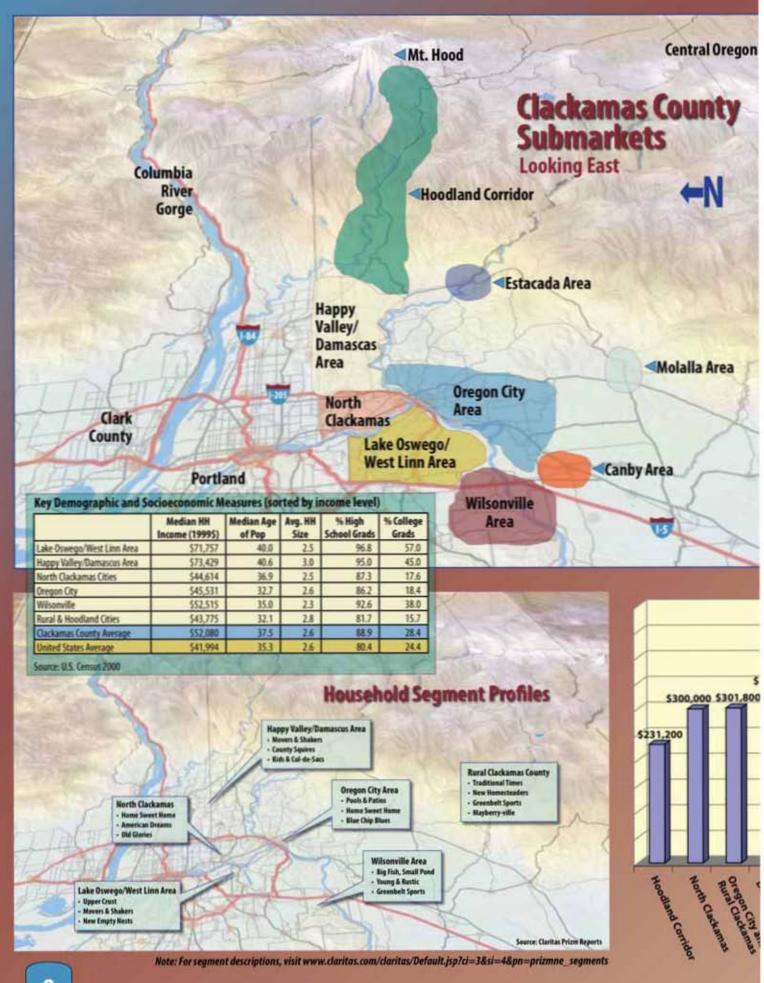
Clackamas
County's
Role in the
Portland
Region

Given that nearly two-thirds of Clackamas County's land area is in public ownership (federal, BLM, state, etc.) or controlled by the Warm Springs Native American Tribe, the County must depend on a limited land base to support private sector employment growth.

Clackamas County's large public land and agricultural land supply can be an increasing advantage if the County continues to focus on and enhance tourism, recreation opportunities, timber for value-added wood products, ecosystem services such as water supply for the region, and agricultural products.







Clackamas County sub-markets
Sub-market boundaries typically do
not follow political boundaries as they
are the product of natural features
and transportation, population,
environmental, institutional and
commercial real estate patterns.

The primary economic subregions within the County include:

1. Mt. Hood Recreation Area—This area includes 57% of Clackamas County (685,663 acres) and is primarily controlled by the U.S. Department of the Interior, Bureau of Land Management, U.S. Department of Agriculture (Forest Service and U.S. Fish and Wildlife) and the Confederated Tribe of the Warm Springs Indian Reservation, Mt. Hood (elevation 11,240 feet) is Oregon's tallest natural landmark and provides year round recreational opportunities for hiking, camping, skiing, snow boarding and climbing. Three of its five ski areas are located in Clackamas County near the rural center of Government Camp. Timber logging in the Mt. Hood National Forest has provided important economic value to Clackamas County, but

forest harvests in Oregon have been declining for the past 30 years.

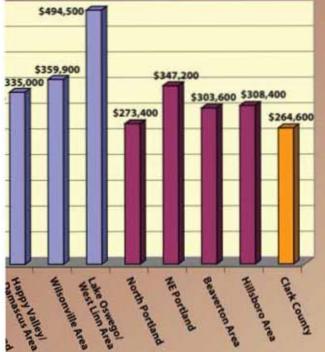
- 2. Rural Clackamas County—This area includes approximately 38% of the County's land area (456,973 acres) and is located outside the Portland Metro Urban Growth Boundary. Small cities and rural service centers in this area provide important "farm to market" and "recreation gateway" functions within the Portland Metro Region. The primary rural economic subareas include:
- Hoodland Corridor—This area includes the City of Sandy and extends east to the Mt. Hood Recreational Area.
- Canby Area
- **Estacada Area**
- Molalia Area
- 3. Urban Clackamas County—This area comprises only 5 % (61,591 acres) of the County's total land area, yet is home to about 80% of the total population and 90% of the total job base. The urban portion of Clackamas County includes subareas that are informally defined by market forces that have been shaped by natural features such as the Willamette and

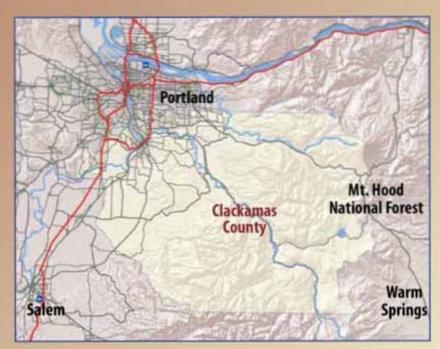
IV. Clackamas County's Market Regions

Clackamas Rivers, and man-made infrastructure including I-205. The primary urban economic subareas include:

- Lake Oswego/West Linn Area (also includes the Stafford area)
- Oregon City Area
- North Clackamas Area (includes Milwaukie, Johnson City)
- Happy Valley/Damascus Area (also includes the Clackamas Industrial Area east of I-205 along Highway 212)
- Wilsonville Area

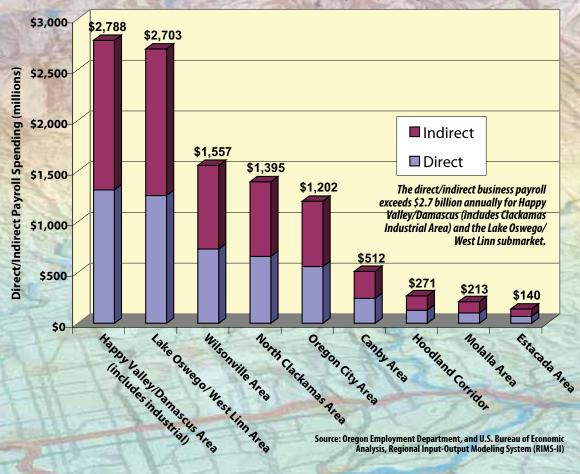
Average Home Sales Prices, 2007



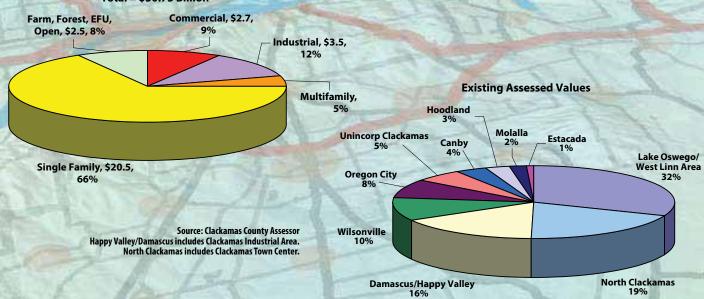


Annual Economic Output of Local Businesses

(direct and indirect payroll spending)



Assessed Value by Land Use Type Clackamas County, June 30, 2007 Total = \$30.75 Billion



Clackamas County was home to 11,730 employment establishments in 2005 with approximately 143,700 workers covered by unemployment insurance. The County is the state's third leading place of employment, behind Multnomah County (428,440 workers) and Washington County (235,290 workers).

The County's 367,040 residents have the second longest average commute to work among Oregon's counties (Polk County was #1) according to the 2000 U.S. Census. This long commute is indicative of the county's relatively low jobs to population ratio, which is estimated at 0.40 jobs per capita, slightly less than Washington County (0.44), Multnomah County (0.48) and the State of Oregon (0.46).

The County's economy is driven by local business, household and tourism spending, investment/ savings and property values. This in turn supports local property taxes, fee collections, lodging tax revenues and state-shared revenues (from income and other taxes).

Selling goods and services generates income needed to support employment and generate payroll to drive the economy. In 2005, the total direct payroll for Clackamas County-based businesses amounted to over \$5.43 billion, of which \$4.82 billion, or nearly 90%, was attributed to the private sector.

According to the USDA 2002 Census of Agriculture, Clackamas is one of the top agriculture producing counties with over \$300 million in annual output. Clackamas County is ranked in the top 10 within the U.S. in agricultural output with regard to the following products: nursery/greenhouse/floriculture/sod (#8), Christmas trees (#1), hazelnuts (#4), and horses & ponies (#10).

As direct payroll wages are spent on consumer purchases or invested, and then are re-spent by those parties, indirect economic impacts are generated which usually exceed the direct wages by a multiple amount. As a result, total direct and indirect economic output from the County's public and private workers is estimated to exceed \$10.8 billion per year.

The total assessed valuation (AV) of land and improvements within Clackamas County totalled \$30.75 billion as of June 30, 2007. This AV is primarily attributed to residential uses (71%) with commercial and industrial generating only 9% and 12% of the AV, respectively. The remaining 8% of the AV is in farm, forest and open space areas.

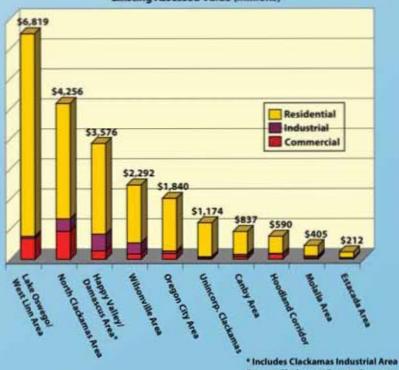
V. Clackamas County's Economic Engines

Highest Tax Payers in Clackamas County

	Total Taxable Value (millions)	Tax Due (millions)
Fred Meyer Stores	\$168.0	52.4
General Growth Properties	\$125.7	\$1.8
PCC Structurals	574.0	\$1.1
Xerox Corporation	\$66.1	51.1
Deloitte & Touche (on client's behalf)	\$60.1	51.0
Mentor Graphics	547.8	50.8
Safeway Stores	\$55.2	\$0.8

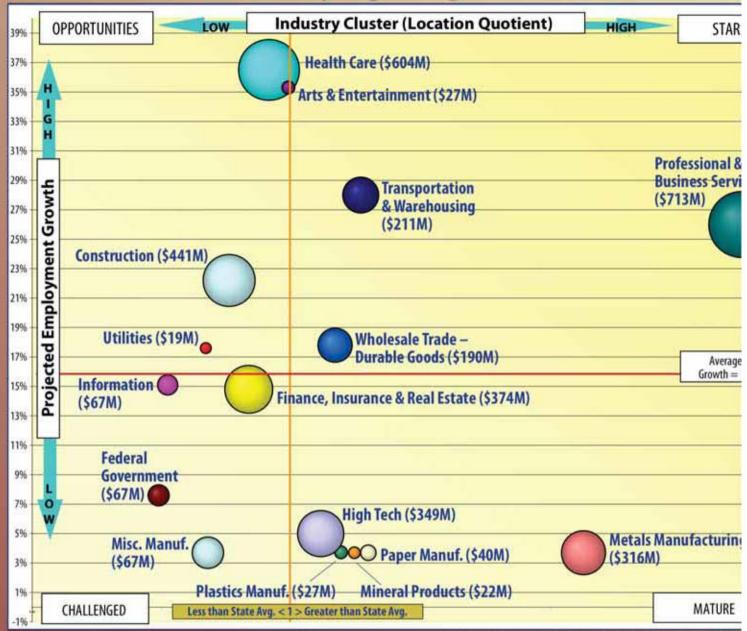
Source: Clackamas County Summary of Assessment and Tax Roll, 2006-07

Existing Assessed Value (Millions)



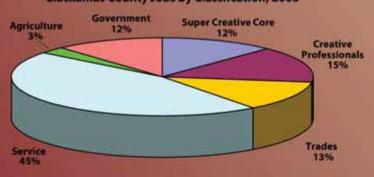
Source: Clackamas County Assessor

Clackamas County High-Wage Business Clusters



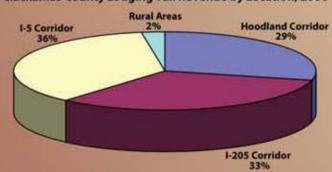
Sources: Oregon Employment Department, 2005 wage and salary data. Oregon Economic and Community Development Department for job gr Location Quotient for each sector is relative to the Oregon State average. Chart only reflects the sectors that pay at least \$37,800 as average was "bubble" represents total wages paid duri

Clackamas County Jobs by Classifcation, 2005



Source: Oregon Employment Department and FCS GROUP

Clackamas County Lodging Tax Revenue by Location, 2006



Source: Oregon Employment Department, and FCS GROUP

Clackamas County has a very diverse workforce and a strong tourism- and natural resource-based economy. However, jobs in these areas are typically less than the County average wage.

Leading high-wage business clusters are shown in the Employment Concentration Chart on the facing page. Only business clusters that paid more than the County's average wage of \$37,800 (in 2005) are shown on this chart.

Businesses that are considered "Stars" (high cluster and projected high growth) include: Professional & Business Services, Transportation and Warehousing; and Wholesale Trades-Durable Goods (goods that last at least 3 years).

Clackamas County Business Establishments, 2005

Size of Establishment by Number of Workers	Number of Business Establishments	Covered Workers	Avg. Est. Size (workers)	Annual Payroll (millions)	Avg. Payroll Per Worker
1,000 or more	5	6,208	1,242	\$383	\$61,739
500 to 1,000	9	6,939	631	\$326	\$47,038
100 to 500	188	33,547	178	\$1,269	537,822
20 to 100	1,342	52,111	39	\$1,790	\$34,342
20 or less	10,185	44,877	4	\$1,664	\$37,079
Total/Avg.	11,729	143,682	12	\$5,432	\$37,806

Source: Oregon Employment Department

Major Private Employers with over 500 Workers

Name	Description	Location
Xerax*	High Tech	Wilsonville
Sunnyside Hospital* (Kaiser)	Health Care	Clackamas
Mentor Graphics*	High Tech	Wilsonville
Oregon Cutting Systems/Blount*	Metal Manufacturing	Milwaukie
PCC Structurals/Precision Cast Parts	High Tech	Milwaukie
Kroger/Fred Meyer	Grocery Store Warehousing & Dist.	Clackamas
Legacy Meridian Park Hospital	Health Care	Tualatin
Livebridge	Sales, Marketing, Facility Mgmt.	Milwaukie
Clackamas Community College	Higher Education	Oregon City
Tyco Electronics	High Tech	Witsonville
Warn Industries	Metal Manufacturing	Milwaukie
Willamette Falls Hospital	Health Care	Oregon City
Safeway	Grocery Store Warehousing & Dist.	Clackamas
Kaiser Foundation Health Plans	Health Care	Clackamas

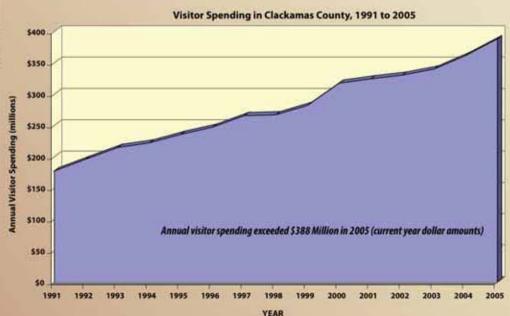
* Over 1,000 employees reported at location. Source: Oregon Employment Department

owth forecasts. ge. Size of each ng a given year

ces

Job

16.3%

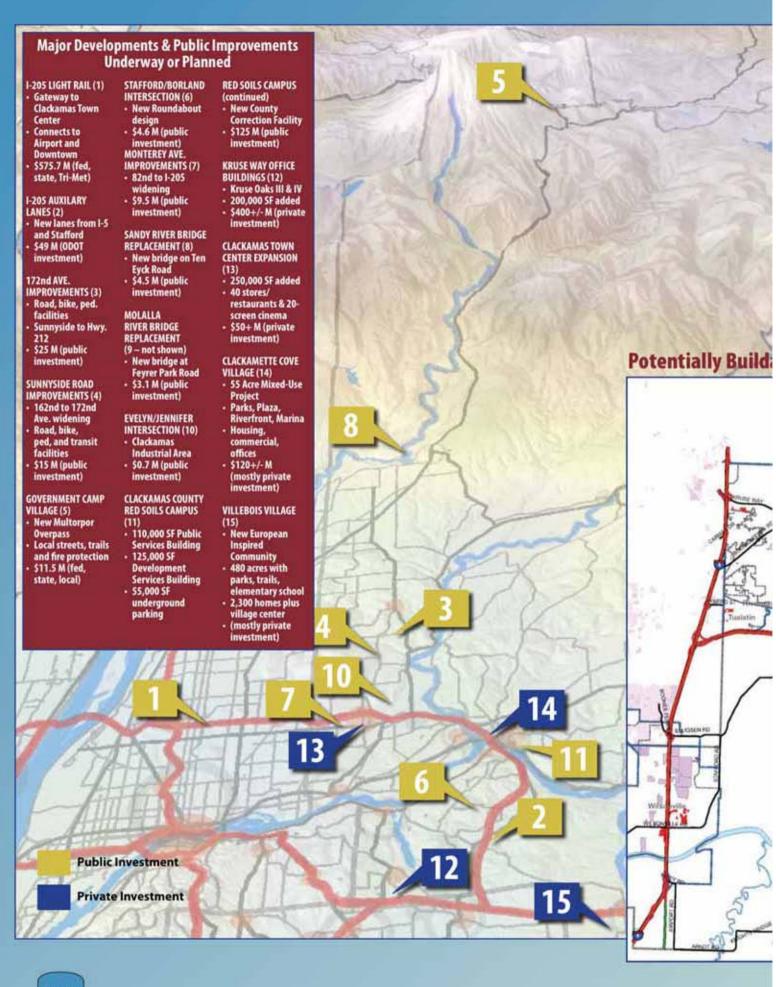


VI. Clackamas County's Business Clusters

Important "Opportunity" clusters include: Health Care/Education; Arts and Entertainment sectors; Construction, Utilities, Finance, Insurance & Real Estate; and Information.

The County's "Mature" industries include: High Tech, Metals Manufacturing, Paper Manufacturing, Mineral Products, and Plastics Manufacturing.

Another way to understand the local economy is to sort the jobs by the classifications used by Richard Florida in his best selling book The Rise of the Creative Class. This approach indicates that Clackamas County has a relatively high concentration of Super Creative and Creative Class workers (27%) combined. This combined amount compares favorably to the Portland Region and the State as a whole. Jobs in the Creative and Super Creative classes tend to pay the highest average wages. Examples of Super Creative Class firms include Xerox in Wilsonville and Dark Horse Comics in Milwaukie.



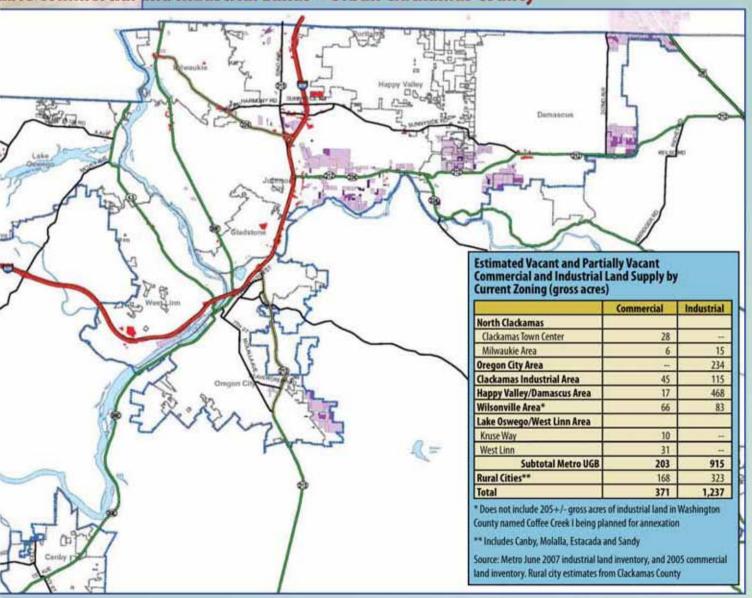


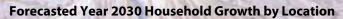
In Clackamas County, many private developments and public investments have been recently completed, are in construction or in the advanced planning stages. Public investments for roads, transit and utilities are expected to leverage billions in private developments in the years ahead. The largest and most significant pubic investments include the Gateway to Town Center Light Rail Transit project and the widening project on I-205.

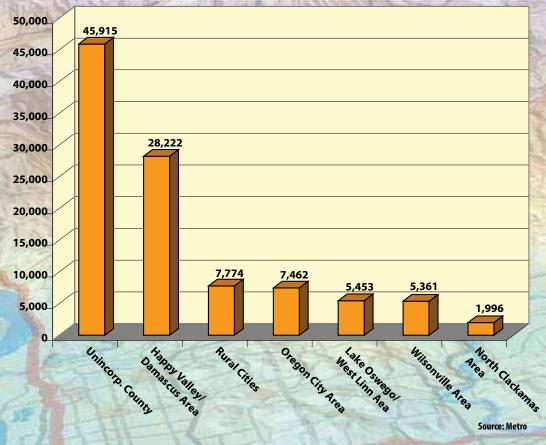
With approximately 1,618 acres of vacant and partially vacant industrial and commercial land, Clackamas County has about 10% of the Metro Region's vacant employment land, but is projected by Metro to capture 21% of the 20-year job growth. Newly urbanizing areas in Damascas, Beavercreek and Wilsonville are expected to provide long-term development opportunities.

VII. Clackamas County's Development Profiles

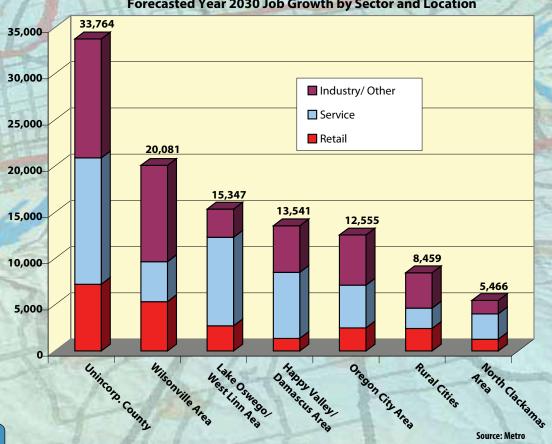
able Commercial and Industrial Lands - Urban Clackamas County







Forecasted Year 2030 Job Growth by Sector and Location



Clackamas County is in transition. It has gone through several distinct phases of development in its long history. The traditional economic image of the county has been as an industrial county. The tech industry that developed in the western portion of the Portland Metro region evolved largely from early tech companies such as Tektronix and new arrivals such as Intel. These tech companies are primarily clustered in Washington County, which further reinforced the image of Clackamas County as a traditional industrial location. Largely due to the development of high quality residential housing, good school districts and excellent access, its residential image has changed faster than its commercial and industrial image.

Growth = Challenges + Opportunities

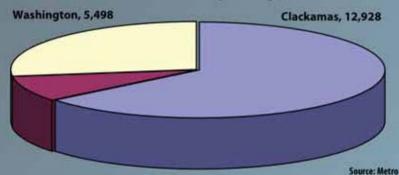
More than one million people are expected to move into the greater Portland Metro Region over the next 30 years. Clackamas County's population and employment are

expected to roughly double. This level of growth, combined with a limited supply of vacant land, puts more emphasis on redevelopment than ever before.

Leveraging desired private development with strategic public investments will maintain fiscal efficiency and provide the foundation for future growth.

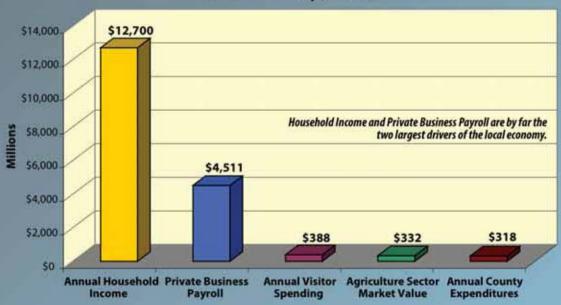
VIII. Pioneering Past, Exciting Future

Gross Acres Added to Metro UGB by County in 2002, 2004 & 2005



Multnomah, 1,694
20,120 acres were added to the Metro UGB since 2002, of which 12,958 were in Clackamas County.

Comparson of Annual Household Income, Private Business Payroll, Visitor Spending, Agricultue Market Value and Annual County Expenditures Clackamas County (millions)



Sources: American Community Census, Oregon Employment Department, Dean Runyan (tourism spending), U.S. Dept. of Agriculture, and Clackamas County (budget)

Did You Know?

- The Pacific Northwest is among the fastest growing regions in the U.S. in terms of both population and economic output.
- Clackamas County had the highest median household income level, highest median home value, and highest percentage of owner-occupied housing units among Oregon's counties, according to the 2000 U.S. Census.
- Clackamas County has among the broadest range of housing prices in the Metro Region. August 2007 average sales prices ranged from \$231,000 to \$494,500 within local communities.
- Clackamas County has a relatively low ratio of jobs to housing in comparison to the regional average.
 Residents tend to work long distances from where they live. County residents had one of the longest average commutes in Oregon in 2000, according to the U.S. Census.
- Today, nearly 80% of all housing and 90% of all jobs in the County are located on just 5% of the County's total land area.
- Clackamas County has a very diverse array of businesses, with growing concentrations of high wage jobs in business and professional services, health care, transportation & warehousing, wholesale trades and high tech.
- Clackamas County has a mature agriculture and natural resource base, and is in the top 10 counties
 nationwide in terms of agricultural output for: Christmas trees, nursery products, and horses and ponies.
- Clackamas County's population is forecasted to increase from about 370,000 people today to nearly 640,000 by year 2035.
- New public investments in light rail, I-205 widening, and public facilities and parks are expected to help leverage significant private investments for years to come.



For more information contact:

Clackamas County Business and Economic Development Services

503.353.4329 • www.co.clackamas.or.us/business/ 9101 SE Sunnybrook Blvd • Clackamas, OR 97015