

“OPEN FOR BUSINESS”

CLACKAMAS COUNTY, OREGON



ECONOMIC DEVELOPMENT PLAN

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Executive Summary

This Economic Development Plan is the guiding policy document for Clackamas County for the next five to ten years. It contains a longer term vision that will guide the County, its cities, unincorporated areas, and business, community and political leaders. The plan helps decision-makers to chart a steady successful course, to weather changes in economic conditions and continuously improve, diversify and grow our economy. The strategies will remain constant but the emphasis will shift based on the economic climate and the opportunities to come. Strategies are customized to the unique character and opportunities that make Clackamas County a special place.

Highlights of the plan include an overview of the County’s economic landscape, our vision, guiding principles, and specific strategies with action steps and indicators of success.

The Vision: Clackamas County thrives as a great place to operate a business, raise a family and visit sites and attractions. Our County’s vision is to create a unique niche in the Portland Metro area as the “Pioneers of Innovation” - a business friendly place that fosters innovation, sustainable practices, attracts the creative class and embraces its diversity.

The plan focuses on a five pronged strategy to maximize success:

Business Retention and Growth: Helping our existing businesses to thrive is a top priority whether they are small or large, or located in urban or rural communities.

Business Recruitment: Attracting strategic industry clusters and firms that have the strongest potential to thrive here, invest and create well paying jobs.

Infrastructure: Advocating for funding for additional infrastructure capacity and maintenance, while developing short and long term supply and improving quality. Critical infrastructure includes transportation, water, and sewer, among others.

Workforce and Education: Ensuring that there are available, skilled workers to meet the growing and changing needs of Clackamas County employers.

Regional Collaboration: Leveraging efforts and resources in marketing, recruitment, and in addressing economic development challenges together. Collaboration will occur at the local level with cities and communities as well as with regional, state and federal partners.

This flexible and multi-faceted approach will help ensure long term prosperity for Clackamas County.

Economic Landscape

Population: Clackamas County had a population of 376,660, as of July 1, 2008, and has grown at a rate of 2.9% per year from 1990. The county is the third largest in Oregon and represents nearly 10 percent of the state’s population.

Almost half of the county’s population live in unincorporated areas and the rest live in one of its 15 cities, which range from 140 to 34,000 in population. During the last 18 years, the cities with the highest average annual growth rates were Happy Valley (12%), Wilsonville (4.8%), Oregon City (4.3%), and Molalla (4.1%). Or you could say: The Clackamas County cities with the highest growth in population during the last 18 years were Happy Valley (583%), Wilsonville (122%), Oregon City (105%), and Molalla (98%).

From 2000 to 2007, natural increase (births minus deaths) accounted for 35 percent of population growth and net migration (in-migration minus out-migration) accounted for 65 percent. In 2007, there were 141,347 households with an average size of 2.63 people. Seventy percent of households were made up of families and 30 percent were non-family households. The county’s population is expected to grow to about 403,900 by 2010; 480,400 by 2020; and 650,000 by 2040.

Cities	Population (08)	Cities	Population (08)
Lake Oswego (part)*	36,590	Damascus	9,975
Oregon City	30,405	Happy Valley	11,455
Tualatin*	26,040	Sandy	8,005
West Linn	24,400	Molalla	7,590
Milwaukie	20,915	Estacada	2,820
Wilsonville*	17,940	Johnson City	675
Canby	15,165	River Grove (part)*	350
Gladstone	12,215	Barlow	140

* Population resides in both Clackamas and Washington counties.

Economic Base (2007): Total Firms: 12,615 | Total Employment: 150,258

The County’s economy is driven by local business, household and tourism spending, investment / savings and property values. In 2007, the total covered payroll for Clackamas County businesses amounted to about \$6.08 billion of which \$5.42 billion, or 89 percent, was attributed to private sector employment.

Net Job Change, Years 1995 - 2007

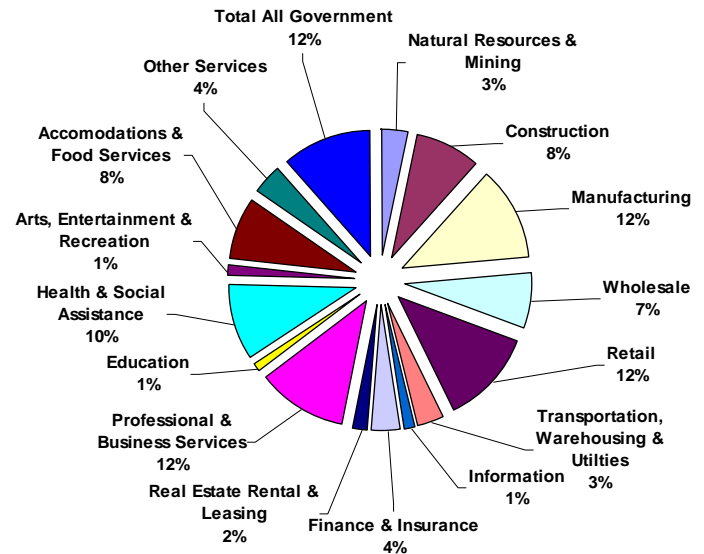
County	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Clackamas	4,241	3,447	7,274	3,961	4,383	2,933	943	(41)	(2,445)	6,262	5,872	3,391	3,246
Multnomah	17,869	10,478	1,416	2,824	1,914	8,439	(9,073)	(15,478)	(9,206)	416	8,242	10,997	8,607
Washington	9,514	15,882	13,089	7,310	5,286	9,210	4,329	(6,966)	(2,631)	5,085	11,239	10,858	4,628

Source: OED, Total Covered Employment and Payrolls

**Clackamas County
Covered Industry Employment, 2007**

	Jobs	Average Pay
Natural Resources & Mining	5,018	\$24,375
Construction	12,401	\$44,080
Manufacturing	18,222	\$50,658
Wholesale	10,582	\$56,939
Retail	17,947	\$26,221
Transportation, Warehousing & Utilities	5,044	\$43,105
Information	1,986	\$61,105
Finance & Insurance	5,773	\$66,881
Real Estate Rental & Leasing	2,541	\$34,181
Professional & Business Services	17,310	\$49,284
Education	1,608	\$24,375
Health & Social Assistance	14,774	\$45,775
Arts, Entertainment & Recreation	1,871	\$16,982
Accommodations & Food Services	12,045	\$15,306
Other Services	5,828	\$26,473
Total All Government	17,307	\$38,226
Total Employment	150,258	\$40,447

**Clackamas County
Covered Industry Employment, 2007**



Clackamas is one of the top agriculture producing counties with over \$409 million in annual sales. The 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 and ponies (#10).

County businesses that are considered “Stars” (large cluster and high growth industries) include: Professional and Business Services; Transportation and Warehousing; and Wholesale Trade (durable goods). Industries that fit into the “Opportunity” clusters include: Health Care and Education; Arts and Entertainment; Construction; Utilities; Finance; Insurance and Real Estate; and Information.

The County’s “Mature” industries include: High Tech Manufacturing; Metals Manufacturing; Paper Manufacturing; Mineral Products; and Plastics Manufacturing. Clackamas County has a relatively high concentration of Super Creative and Creative Class workers (27%) that tend to pay the highest average wages. This concentration of a creative workforce compares favorably to the Portland Metro region and the State. Examples of Super Creative Class firms include Xerox (computer and peripheral equipment manufacturer) and Dark Horse Comics (periodical publisher).

A recent analysis identified 10 key clusters with high location quotients in Clackamas County. These clusters, their location quotients, and their direct value added to the economy, can be seen in Table 1.

Clackamas County key industry clusters

Industry Name	Value Added (\$ millions)		LQ
	Clackamas Co.	Region	
1. Warehousing	\$102	\$321	2.58
2. Fabricated metal manufacturing	346	1,184	2.36
3. Nurseries and greenhouses	198	761	2.10
4. Primary metal manufacturing	188	922	1.65
5. Truck transport	236	1,175	1.62
6. Wood product manufacturing	135	761	1.43
7. Professional consulting services	678	3,890	1.41
8. Finance and insurance*	1,680	10,713	1.27
9. Wholesale trade	1,453	9,639	1.22
10. Machinery manufacturing	132	906	1.17

*Finance and insurance excludes banks

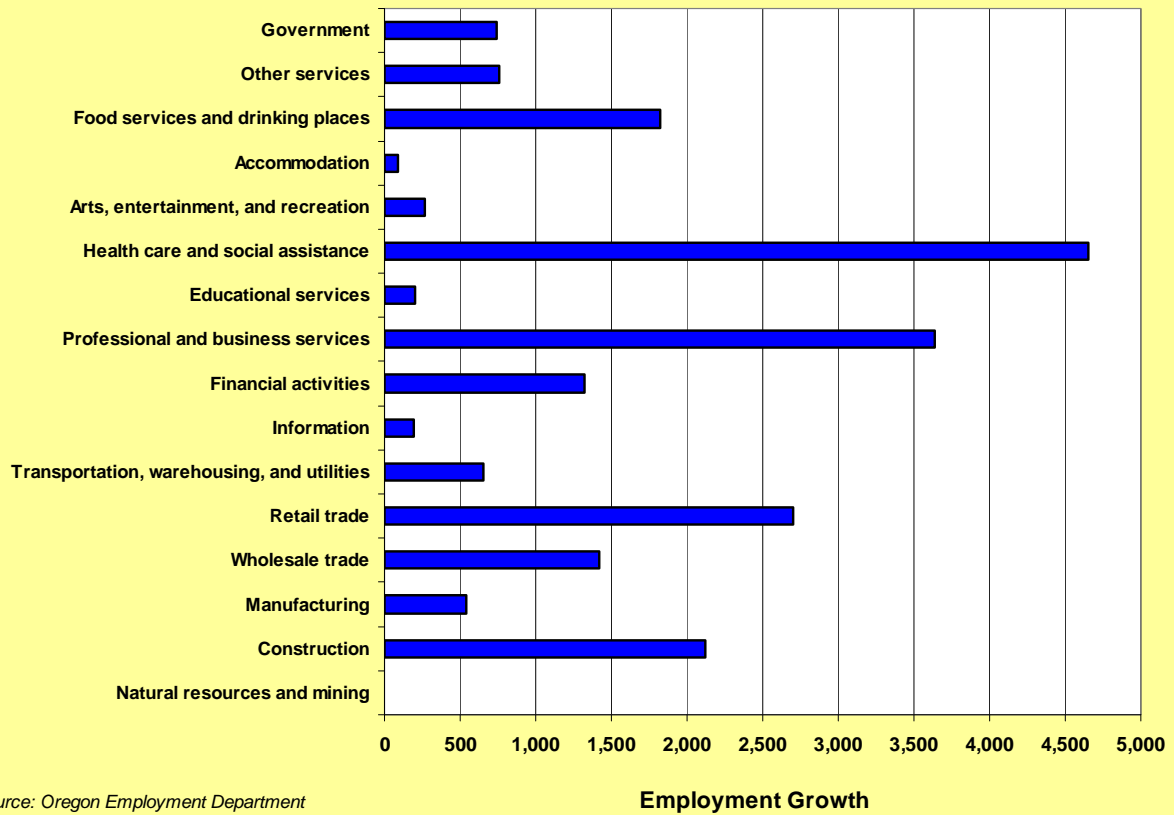
Source: Calculated by ECONorthwest with 2006 data from IMPLAN

Industry Projections: The Oregon Employment Department expects an overall 15 percent employment growth in Clackamas County from 2006 to 2016, resulting in 21,100 new jobs. This projected growth rate exceeds that of the state and 10 of the other 14 workforce regions. Slow growth is anticipated in manufacturing – particularly computer and electronic products and nondurable goods. Slower than average growth is expected in transportation, warehousing, and utilities; real estate and rental leasing; accommodations; and government. Leaders in employment growth are expected in health care; professional and business services; and retail trade.

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	6	13,244	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	\$37,822
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/Average	11,729	143,682	12	\$5,432	\$37,806

Source: Oregon Employment Department

Broad Industry Employment Forecast, Clackamas County, 2006 - 2016



Source: Oregon Employment Department

Private Sector Employers 2008:

COMPANY	City	Description	Jobs
Kaiser Sunnyside Medical Center	Clackamas	Physicians & Surgeons	5,000
Precision Castparts, Corp.	Clackamas	Titanium castings	1,940
Providence Health Systems	Milwaukie	Hospitals & Clinics	1,304
Xerox Corp	Wilsonville	Copying & Duplicating Machines	2,500
Mentor Graphics Corp	Wilsonville	Electronic Computer Manufacturer	1,500
Blount International Inc	Portland	Marketing Programs & Services	1,000
Willamette Falls Hospital	Oregon City	Hospital	800
J Frank Schmidt & Son Co.	Boring	Wholesale Trees	750
Precision Interconnect Corp.	Wilsonville	Physicians Equipment & Supply manufacturing	700
Tyco Electronics	Wilsonville	Surgical / Medical Instrument Mfg.	500
Warn Industries Inc.	Clackamas	Manufacturer of Winches & Hubs	600
Sysco Food Services	Wilsonville	Wholesale Food Products	560
Timberline Lodge & Ski Area	Gov't. Camp	Lodging, Ski Resort, and Restaurants	520

Clackamas County Vision



Clackamas County thrives as a great place to operate a business, raise a family and visit attractions.

Our County's vision is to create a unique niche in the Portland Metro area as the "Pioneers of Innovation" - a business friendly place that fosters innovation, sustainable practices, attracts the creative class and embraces its diversity.

Background: The County is in many ways a microcosm of Oregon. It offers employment, education, retail and recreation amenities that meet the needs of urban, suburban and rural residents. Even though half of the residents live in unincorporated areas, the county provides efficient and affordable services and governance for them. It builds on its strong working class roots but continues to be the home to some of the state's most affluent communities.

The county fosters a business friendly environment and offers an array of well paying jobs. Local entrepreneurs produce goods and services and are proud of the jobs they provide, the profits they generate, and the prosperity they add to the County. Its economy has a strong foundation in traditional industries of agriculture and timber but has successfully diversified its economic base with strengths in traded sectors of manufacturing, high tech, and professional services.

Diverse employment centers including manufacturing and distribution hubs, suburban office centers and retail destinations serve regional demand and help businesses thrive in a global market. Employment opportunities and high environmental quality, offer a superior quality of life. The County has variety of housing options; a wide-range of job opportunities; and social and cultural diversity. Clackamas County has pristine wilderness areas, excellent public education, a strong social service network and extensive and convenient urban amenities.



The County has a diverse natural environment that includes some of the best farmland in Oregon. Half of the County's land is national forest or timber lands.

Mt. Hood - a year round ski and recreation destination - is a regional landmark. Its natural beauty and wide variety of recreation, history and cultural attractions make the mountain and the surrounding area a prime visitor destination.

The Economic Development Commission's (EDC) mission statement is: *"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 quality of life. By consistently working toward this balance, the county provides a nationally competitive economic environment for business and an admired 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:

- Diversify its economy and reduce its susceptibility to recessions.
- Focus on supporting traded sector growth and key county industry clusters that have long term growth potential and provide family wage jobs with benefits.
- Increase its industrial and commercial tax base.
- Encourage more local economic opportunity for its residents, decreasing the percentage of workers who commute outside the County to work.
- Maintain quality-of-life as a fundamental building block of community vitality
- Foster a job and employment friendly atmosphere.
- Focus on balanced densities of residential and employment growth in existing urban areas, (urban growth boundary expansion areas and urban reserve areas) while maintaining a high level of livability.
- Maintain mobility for people and freight in the face of expected growth.
- Promote and encourage sustainable management of agricultural and forest lands.
- Respond to the opportunities and challenges faced by its cities and rural areas, and support them in their efforts to develop quality jobs and businesses.
- Align workforce and industry in skills and geography.
- Support and enhance educational institutions at all levels. An educated and skilled workforce is vital to a strong economy.

Principles for Economic Development

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

- **Jobs:** Clackamas County needs more local job opportunities for its residents that provide living wages and opportunities for advancement.
- **Traded Sector Industries and Firms:** This segment distinguishes Clackamas County's economic base because it produces products and services to regional, national and international markets. Trade Sector Firms bring resources back to the County in terms of increased investment, jobs and wealth. For this reason, traded sector companies are the primary target for business expansion and recruitment efforts.
- **Employment Land:** The County should continue to advocate and plan for employment lands that are served efficiently by high-quality urban services and infrastructure. Establishing suitable urban and rural reserves will provide long term supply and certainty for industrial, office and commercial development as well as providing protections for high value agriculture production.
- **Business Environment:** Economic development strategies should focus first on retaining and growing our existing business base.
- **Target Industries:** The County should leverage regional, state or federal resources and efforts to target industry sectors and clusters that have the greatest potential to grow and attract well paying jobs and increase assessed value. The county should assess whether it can accommodate an industry's site and infrastructure requirements before pursuing them. 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 developable industrial sites. These sites will need to be marketed aggressively. Some sites may need infrastructure improvements, planning and zoning in order to attract business investment.
- **Workforce & Education:** Strong partnerships with local workforce and education providers are key to the economic success of our businesses. To compete in a global market, companies will need to have access to a high quality workforce.
- **Services:** The public sector has lead responsibility for the planning, provision, operation, and maintenance of infrastructure, social services (including education and training), and planning.

- **Infrastructure:** County efforts to improve sewer, water, power and other infrastructure should focus on advocating for additional resources, and facilitating cooperation, information collection and exchange. The EDC, by virtue of its composition and its mandate from the Board of County Commissioners, can provide a forum for information exchange and cooperation among the public and private sectors.
- **Transportation:** Infrastructure is essential to economic development. Current funding levels are not sufficient to build transportation projects that provide uncongested traffic flows in the face of growth or maintain existing infrastructure. The County needs to continue efforts to increase funding and target the most efficient transportation improvements.
- **Environment:** Reasonable planning and regulation to preserve environmental quality and livability while stimulating community growth and vitality are an important part of public actions to encourage economic development.
- **Agricultural and Forested Lands:** These lands make a significant economic contribution in the county. They are foundational traded sector industries that export timber, wood products, food, nursery products and Christmas trees. They also contribute valuable scenic, tourism, recreational, and ecological services. Quality of life in the County depends on sustaining the viability of agricultural and forested lands. It is critical to ensure long term land use protections by designating appropriate urban and rural reserves.
- **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 vary in different places. The most obvious differences are among the highly populated, northwest urban corner of the county (5% of the land base), the less populated rural areas (38% of the land area) and vast public and private forest and timber lands (57% of the land area).
- **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, infrastructure development and tourism development. Coordinated efforts at economic development 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, education, training, tourism, and environmental quality.

Objectives and Plan Actions

The specific action plans were developed with input from many stakeholders including the Clackamas County Economic Development Commission, cities, Chambers of Commerce, and regional and state entities that will ultimately be involved in implementing its various components. The Plan divides the actions into the following five sections:

- **BUSINESS RETENTION AND GROWTH (BRG):** This section provides strategies for helping local businesses to expand, increasing the inventory of jobs producing land and communities while maintaining the fundamental services that make Clackamas County an attractive place to live and work.

- **BUSINESS RECRUITMENT (BR):** This section focuses on strategic Business Recruitment efforts for targeted industry clusters and traded sector firms with strong growth potential, that offer high wage jobs and investment.

- **INFRASTRUCTURE (I):** A multipronged strategy to expand, maintain and advocate for funding for transportation, water and wastewater infrastructure.
 - **TRANSPORTATION:** This sub-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.

 - **WATER:** This sub-section focuses on ensuring sufficient water capacity to meet growing industry demand and to address long term supply issues including conservation, surface and ground water supply.

 - **WASTEWATER:** This sub-section focuses on meeting increasing demand for sewer infrastructure in a timely and efficient way to support employment land development and job creation.

- **WORKFORCE AND EDUCATION (WF):** This section focuses on developing a skilled workforce that meets the needs of current and future employers.

- **REGIONAL COLLABORATION (RG):** This section focuses on the need for increased outreach and coordination with regional, state and local economic development related organizations and efforts that leverage the County's services.

Some issues inevitably cut across several categories simultaneously, for example:

- *Business Growth & Recruitment Strategies.* Clackamas County would like to grow and 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. There are opportunities to partner on overall marketing and business recruitment efforts at the regional or state level and then competing for new business investment against those same jurisdictions.
- *Transportation.* The system serves many uses including freight mobility, rail, light rail, buses, motor coaches, trolleys, automobiles, cyclists, and pedestrians. Multiple agencies are involved in funding, construction and maintenance including federal, state, regional, county, and city agencies. Different standards apply in different areas and some locations are more congested, underserved, or in need of investment than others.
- *Infrastructure Financing.* There is a need for more information and coordination regarding financing of infrastructure as federal investment is declining, costs are escalating and deferred maintenance and expansion needs to be addressed. Increased coordination on funding options will be instrumental in leveraging resources and finding optimal solutions.
- *Urban–Rural Differences.* The County’s economy functions with different areas playing different roles. Urban areas and cities provide urban levels of service and rural areas provide services to a lesser extent and in different ways. Most proposed solutions involve the separation of services for urban and rural areas.
- *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. 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.

The County should leverage appropriate regional, state or federal resources and efforts to target industry sectors. These decisions will be based on whether or not the target meets the County’s objectives to attract well paying jobs and increase assessed value. The needs of the targeted industry should also match available sites and infrastructure capacity and benefit from access to markets the County has to offer.

Business Retention and Growth Guiding Principles

In Clackamas County the strategy for business development begins with retention, and expansion. The County will strive to reduce the jobs-housing imbalance at the community level, as well as at the county level.

Clackamas County Business and Economic Development staff, in coordination with a network of partners, does the day-to-day work of business development. Partners include, but are not limited to, the Clackamas County Development Agency, the Oregon Economic and Community Development Department, Regional Economic Development Partners, Clackamas County Tourism & Cultural Affairs, Community Development and Housing Authority, and local communities. In general, the EDC's role is to provide overall policy guidance to the Board of County Commissioners which can support the need for resources (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 different from the 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 visitor facilities and 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.



BRG 1. ACCELERATE EMPLOYMENT OPPORTUNITIES 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 efforts to expand employment land including newly incorporated or annexed land and in establishing appropriate urban reserve areas.

WHY: Clackamas County faces a severe shortage of industrial and employment land. The County and its cities need to provide sufficient inventory of suitable land and buildings to accommodate expansion of existing businesses and to attract new businesses. This inventory will provide locations for jobs for its residents maintain long-term economic viability and stimulate investment to support needed public services.

OBJECTIVE:

DEVELOP “SHOVEL READY” EMPLOYMENT SITES IN EMERGING URBAN EXPANSION AREAS.

ACTIONS:

- Expedite the planning, zoning, 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) and Urban Reserves process.
- Preserve and provide protections for newly designated industrial land to prevent potential erosion by retail, church, school and other unrelated uses.

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

IMPLEMENTATION

Coordination and advocacy will be critical 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 Business and Economic Development staff, the EDC, Board of Commissioners and County and City planning staff, planning commission and elected officials.

INDICATORS 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

BRG 2. CONTINUE THE PROACTIVE BUSINESS RETENTION AND EXPANSION PROGRAM FOR THE COUNTY AND ITS CITIES.

SPECIFICALLY: Provide adequate funding and staff to support the development and implementation of an expansion retention strategy. Identify and provide tools that promote the County strategic industry clusters, traded sector employers or gaps in the buyer-supplier network. Leverage resources and coordinate with local, regional and state efforts.

WHY: It is important to the long-term economic sustainability of the county to create jobs, increase investment, 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 and expansion 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 and strategic industry clusters in Clackamas County. They include manufacturing, high tech, transportation and logistics, metals, business and professional services, health care, tourism, agriculture and forest products.
- Continue the business outreach program leveraging business networks and relationships. Use outreach meetings, questionnaires and other methods to identify barriers to business expansion and other business climate issues.
- Support home businesses, entrepreneurs, and startup companies. Connect businesses to the Small Business Development Center and other programs that provide tools, technical assistance and connections to resources. Assist businesses with regulatory challenges and create web page links. Identify and market “Made in Clackamas County” products as part of enhancing the visitor experience.
- Target new business formation
- Assess and advocate for a competitive business climate. Monitor comparative business costs and other strategic issues with other jurisdictions within the Portland region and west coast urban areas. Potential issues include taxes, fees, wages, insurance, energy, transportation, health care, telecommunications, etc.

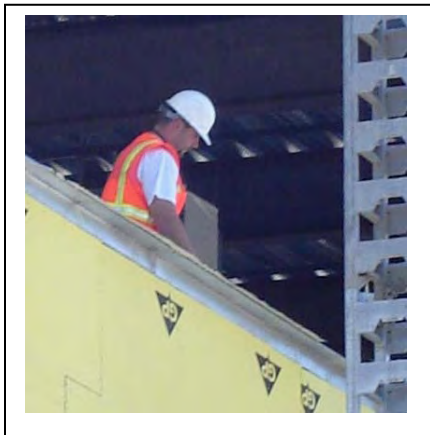
TIMING - Ongoing coordination with local partners.

IMPLEMENTATION

County and local community economic development staff continue their business outreach, retention, and expansion efforts. They will meet regularly to coordinate efforts and leverage resources with state and regional efforts wherever possible.

INDICATORS OF SUCCESS

- Increased number of businesses in the County
- Lower unemployment rate in Clackamas County than the state or region
- Increase in county average wages over time (after adjustments for inflation)
- Higher county-wide assessed value



BRG 3. SUPPORT BUSINESS DEVELOPMENT IN RURAL COMMUNITIES.

SPECIFICALLY: The Business and Economic Development staff will continue to implement its strategy to address the unique issues of the county's rural communities. These include the cities of Damascus, Sandy, Canby, Molalla, Estacada, and the rural centers such as Boring, Government Camp, villages and hamlets 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. Targeted business and tourism destination and agritourism recruitment efforts will help diversify the economic base. Much of the County's current inventory of 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 a proactive business expansion, retention and recruitment program and activities in partnership with rural communities.
- Partner with cities to retain and increase their development ready employment sites 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, Sandy, 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.
- Support and assist efforts by cities to update economic development components, their comprehensive plans and development codes.
- Provide analysis and business recruitment services to rural cities.
- 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.
- Assist with building local capacity and expanding resources.

- Protect the County’s agricultural and forestry base and maximize the economic value of these industries such as timber, Christmas trees, and nurseries and agritourism. This can be done by designating Rural Reserves or other land use protections, addressing zoning barriers to agritourism development and providing technical assistance through existing education and resource providers.
- Implement the recommendations of the Green Ribbon Committee to promote and enhance agriculture, natural resources and sustainable industry development in the county.
- Provide agriculture, natural resource, tourism and recreation- based businesses with programs and activities to foster expansion, retention, and recruitment efforts.
- Develop cross-sector promotion and marketing opportunities stressing the economic benefit of integrating development activities among agriculture, tourism, and business sectors of the county.
- Support the Tourism & Cultural Affairs Department’s efforts to develop tourism destination attractions and to cultivate visitor service and attraction providers.
- Organize and participate in periodic city-county coordinating forums to establish positive intergovernmental cooperation in sharing of resources, strategies, facilities, and personnel.
- Provide assistance to small rural and tourism 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.
- 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 association to coordinate efforts.
- Coordinate a Countywide Main Street revitalization program that provides leadership, technical assistance, and resources to support businesses and enhance the visual appeal of downtown core areas.

INDICATORS OF SUCCESS

- Increased “shovel ready” sites and buildings in rural cities
- Low vacancy rate for employment land and buildings
- Increased number of businesses and jobs in the community
- Increased assessed value for rural communities
- Vibrant, attractive and viable core downtown areas that meet local demand for goods and services



BRG 4. MAXIMIZE THE POTENTIAL OF EXISTING EMPLOYMENT SITES.

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

WHY: 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:

- Facilitate the consolidation and redevelopment of existing underutilized employment lands. This will promote compatible uses, vital regional centers, expanding manufacturing, the effectiveness of freight and transit corridors, etc.
- Rezone land to industrial, commercial, office and flexible or mixed uses to allow residents to work closer to their homes. Promote the possible conversion of non-employment sites to employment use.

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's 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.
- Assist the County Department of Transportation and Development in their continuous efforts to improve 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.
 - Work with developers and property owners to expand the inventory of sites and buildings in a variety of sizes and configurations to accommodate firms as they transition from startup to large scale businesses.
 - Continue to implement the County's Brownfield strategy. Pursue additional funding and work with property owners to assess, clean up and redevelop 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 and planning staff will take the lead on implementing these strategies in partnership with local jurisdictions, businesses, and other private and public entities.

INDICATORS OF SUCCESS

- Optimize site utilization with more employees, gross regional product, and higher assessed values per acre
- Additional sites and buildings available for lease or sale for employment uses.

BRG 5. SUPPORT THE DEVELOPMENT AND GROWTH OF SMALL BUSINESSES.

SPECIFICALLY: Develop and implement strategies to help small businesses succeed.

WHY: To increase employment and investment as well as diversify and strengthen the economic base. Strategic opportunities exist in tourism development, business support services, etc.

OBJECTIVE: INCREASE THE NUMBER AND SIZE OF SMALL BUSINESSES IN CLACKAMAS COUNTY.

ACTIONS:

- Connect entrepreneurs and small businesses to appropriate resources like the Small Business Development Center and Workforce Investment Council of Clackamas County, Clackamas Community College, Oregon Institute of Technology, Marylhurst University, Clackamas County Tourism & Cultural Affairs Department and Chambers of Commerce, among others.
- Assess and expand current resources and linkages between service providers.
- Participate in the development of a regional or local “economic gardening” program that provides custom research and technical assistance for growing businesses.
- Explore the feasibility of developing or supporting a small business incubator, shared business services and supporting technical assistance.
- Advocate for home-based businesses.
- Develop financing programs and angel investor networks to small and start-up businesses to expand.
- Identify small business niches that exist or that could be developed.

TIMING - Ongoing

IMPLEMENTATION

The EDC and the County’s Business & Economic Development staff will explore options and implement the actions above in coordination with partner organizations.

INDICATORS OF SUCCESS

- Increase in the number of small businesses

BRG 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. Sustainable, well-paying jobs give residents the opportunity to support their families and work locally. The County works to maintain high environmental quality standards to protect public and ecosystem health and protect 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 Governor's Economic Revitalization Team Office to resolve economic development related issues to ensure coordinated efforts among agencies responsible for environmental quality.
- Support and attract industries or companies that make sustainable products and/or use sustainable practices that have minimal or no impact on environmental quality.
- Support the County's Office of Sustainability efforts to 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.
- Expand environmental information available in the County's GIS mapping system. This could include data layers for wetlands, brownfields and endangered species habitat, unique natural features, foundation and important agriculture lands, watersheds, among others, to enhance local decision making and long range planning efforts.
- Ensure that the county's transportation system is developed and maintained in a way that minimizes environmental impacts.
- Facilitate effective federal forest land 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.

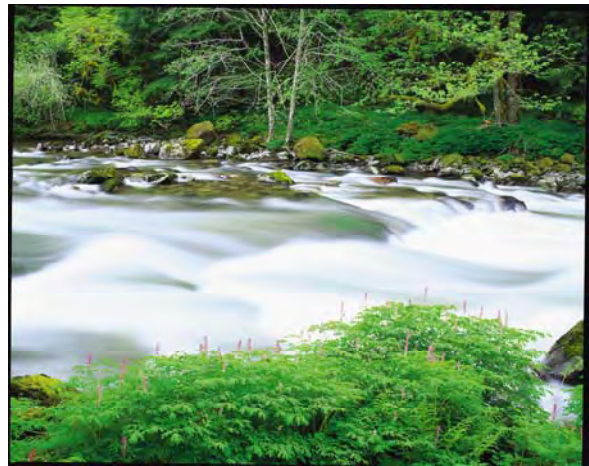
TIMING - Ongoing

IMPLEMENTATION

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

INDICATORS OF SUCCESS

- Expanded GIS mapping capability especially for employment sites
- Consistent attainment of, or compliance with environmental standards
- Fewer employment sites impacted by environmental constraints
- Greater implementation of sustainable business practices



Business Recruitment- Guiding Principles

In Clackamas County, business recruitment efforts are strategic and targeted to firms and industries that have high growth potential, provide well paying jobs, and can generate significant investment.

The 2007 Clackamas County Economic Landscape Study identified the following sectors in that have high industry cluster and employment growth potential here including:

- Professional and business services
- Transportation and warehousing
- Wholesale trade

Clackamas County “Opportunities Clusters” are also strong business recruitment targets. Regionally and nationally, opportunity clusters are projected to have high employment growth. Clackamas County however does not have a particularly strong concentration of them. They include:

- Health care and education
- Construction and utilities
- Finance, insurance and real estate
- Information

Mature industries that have established roots and advantages in Clackamas County may also have niches in the supply chain that require targeted recruitment efforts. They include:

- High tech
- Metals manufacturing
- Paper manufacturing
- Mineral products
- Plastics manufacturing
- Agriculture and forestry

The Clackamas County Business and Economic Development staff, in coordination with a network of state, regional and local economic developers and business leaders performs the day-to-day work of business recruitment. Partners include, but are not limited to, the Clackamas County Development Agency, the Oregon Economic and Community Development Department, Regional Economic Development Partners, Clackamas County Tourism & Cultural Affairs and Greenlight Greater Portland. In general, the EDC’s role is to provide overall policy guidance to the Board of County Commissioners which can support the need for resources (staffing and incentives) to get the job done.

The County’s rural cities have greater targeted recruitment needs as well as the largest supply of served and available employment land.

BR 1. CONTINUE TARGETED BUSINESS ATTRACTION EFFORTS

SPECIFICALLY: The County will continue to recruit strategic traded sector businesses that complement current industry clusters and have strong growth, wage and job creation potential.

WHY: Continued economic strength depends on business growth and diversity. Strategic recruitment will help fill gaps and diversify the economic base. Industry cluster development efforts may find opportunities to fill gaps in the supply chain.

OBJECTIVE: RECRUIT STRATEGIC BUSINESSES OR INDUSTRIES TO CLACKAMAS COUNTY

ACTIONS:

- Participate in regional and state business recruitment efforts in target industries that Clackamas County offers competitive advantages for.
- Focus recruitment efforts on industry sectors that produce traded sector products and services, have high growth potential, and provide well paying wages. Evaluate whether Clackamas County can meet industry needs in terms of land, infrastructure and labor skills.
- Recruit industries or companies that make sustainable products and/or use sustainable practices that have minimal or no impact on environmental quality.
- Recruit companies and grow existing companies that enhance Clackamas County's tourism potential such as outdoor recreation providers, agritourism, geo-tourism, sports facilities, lodging, resorts, Bed and Breakfasts, special events, arts and culture, and the film industry.
- Continue to coordinate with the state, region and cities on a consistent marketing approach for Clackamas County. This includes web-based marketing and marketing materials for employment sites and communities.

TIMING - Ongoing

IMPLEMENTATION

County and city economic development staff, and community leaders will lead this effort.

INDICATORS OF SUCCESS

- Successful recruitment of new businesses in strategic industry sectors
- Lower unemployment rate in the County

Infrastructure Guiding Principles

Basic infrastructure is critical to successful economic development efforts and commerce. The County relies on public and private utilities to provide the basic services that all households and businesses require. Significant investment in utilities extension is 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. Given that current and short-term future capacity seems adequate, the County should focus on the coordination of service provision. Other actions to improve the efficiency of service delivery are primarily the responsibility of special districts and cities.

Following is an assessment of each utility-

TRANSPORTATION. Transportation affects the out-of-pocket and time costs of businesses, employees, visitors and residents in Clackamas County. In the long run, transportation costs play a key role in determining business location decisions. 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:

- *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 sources. The county should focus on such key areas as the Sunrise Corridor, and other 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 development of Damascus, other urban expansion areas and tourism destinations.
- *Rural Highways.* Many rural residents commute to urban areas on roads not designed for increased volume of traffic. Commuters are increasing rural population growth and influencing where improvements to rural highways are needed.
- *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 come from a combination of federal and local funds.
- *Arterials and Collectors.* In growth areas, the county and cities are having trouble maintaining existing roads and funding capacity expansion to accommodate growth. New local revenue sources will be needed 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.

WATER. With global warming trends, there are growing concerns about long term water quantity or quality overall, and 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. Water conservation measures will be needed to maximize this resource in the face of increasing and competing demands. 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 North Clackamas area and 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. A regional approach to provide more efficient and affordable service to existing and future residents is under development.

ELECTRICITY. The region has enjoyed access to low-cost, high-quality electricity service in the past, but hydroelectric power generation and pricing have increased in recent years due to salmon endangered species preservation measures and gas prices, which supply thermal plants, have also fluctuated. Deregulation of electricity markets has increased choices for business and commercial customers in the Portland area. Increased petroleum costs are generating momentum for greater energy efficiency measures and renewable energy production such as solar, micro hydro, geothermal, woody biomass, biofuels and wind.

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, high speed internet access, alternative local calling, private line services and long distance access can generally meet 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 in the Portland region.

I 1. ADVOCATE FOR INCREASING FUNDING FOR TRANSPORTATION

SPECIFICALLY: Advocate for increased, adequate and concurrent funding for transportation projects that serve employment areas, emerging urban areas or regional centers.

WHY: 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, employees to the workplace or visitors to key tourism destinations.

OBJECTIVE: ADVOCATE FOR TRANSPORTATION FUNDING GENERALLY AND FOR SPECIFIC PROJECTS.

ACTIONS:

- Key transportation projects to promote for funding include, but are not limited to, the Sunrise System, I-205, Highway 213, Highway 26, Milwaukie light rail, and roads within cities that support employment sites including Beaver Creek Road, and Damascus / Happy Valley arterials.
- 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.
- Pursue funding to implement better and more coordinated signage for visitor attractions and development of additional scenic byways and tour routes.

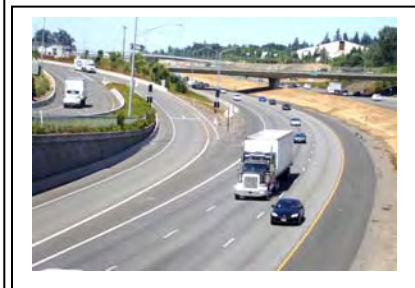
TIMING - Ongoing

IMPLEMENTATION

The County, the EDC, and opinion leaders will advocate for funding, primarily through testimony and letters of support for key transportation projects.

INDICATORS OF SUCCESS

- Adequate and concurrent funding is secured for the transportation facilities listed above and other critical projects.



I 2. DEVELOP AND IMPLEMENT STRATEGIES THAT IMPROVE 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 capacity and maintenance 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 and concurrence with project demand.
- The Economic Development Commission can help educate decision makers, stakeholders, business leaders and voters about why transportation funding is critical and which funding mechanisms are the most efficient.
- The Economic Development Commission can develop coalitions to support new state, regional, and local funding measures for needed transportation improvements.
- Coordinate transportation projects across and within local jurisdictions through the Capital Improvement Programs and Metro's Transportation Advisory Committee.

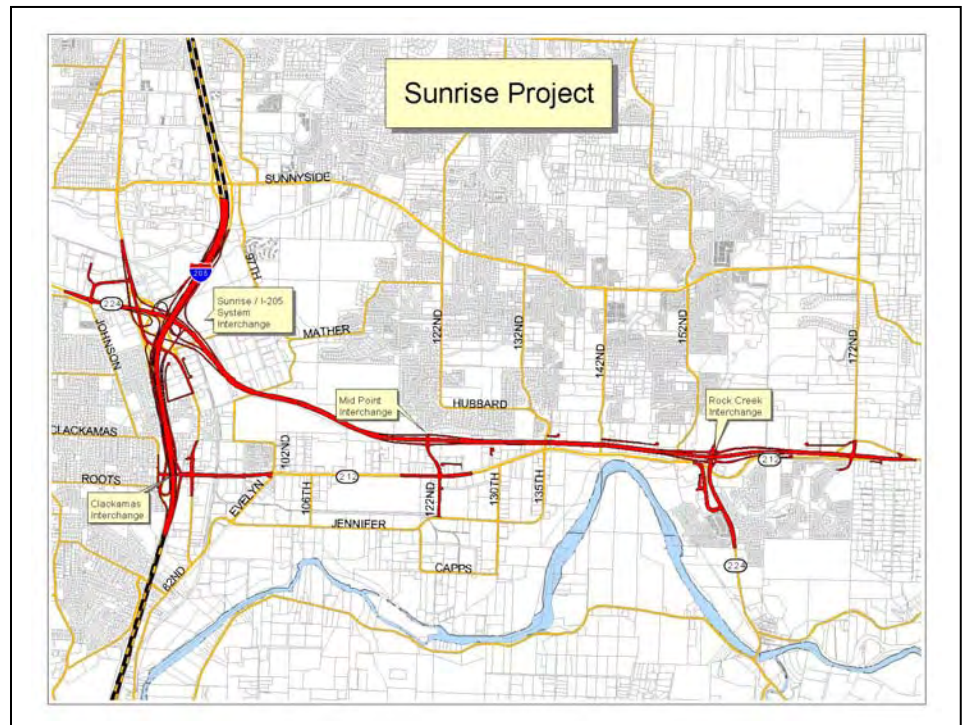
TIMING - Ongoing

IMPLEMENTATION

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

INDICATORS OF SUCCESS

- Increased number of funding sources to implement the County's Transportation System Plan
- Funding becomes available to address 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. Percentage of roads in fair or better condition
 2. Perception of traffic congestion as a serious problem
 3. Passengers/vehicles during work commute
 4. Average vehicle miles per capita
 5. Level of public transit ridership



I 3. 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:

- Advocate for planning, financing and development of utilities in 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, 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.
- Develop detailed Public Facilities Plans that incorporate county and city plans for land use, transportation, and economic development and focus on quality and efficiency of service provision. This type of integrated utility planning provides a regional focus across (1) different providers of the same service, and (2) different services.
- Service providers should identify funding mechanisms, providers, and management responsibilities, including opportunities for consolidation and shared facilities and staff.

TIMING

Concurrent with development

IMPLEMENTATION

The county, special districts and neighboring cities will implement these tasks.

INDICATORS OF SUCCESS

- Infrastructure planned and provided to strategic employment sites concurrent with development
- Efficient, cost-effective coordinated services available for businesses
- An infrastructure system that takes into account the long-term carrying capacity of our natural and built “utility” systems



Workforce and Education- Guiding Principles

An adequate supply of available, skilled workers is a critical ingredient in a successful business retention, expansion and recruitment strategy. Businesses and industry groups can identify and develop skills for the jobs in demand and are transferable to other businesses. Universal skills such as reading, writing, math and team work are easily measured and highly transferable to any sector.

Another strategy is to partner with workforce development and training agencies to meet the workforce needs of new and expanding businesses. Having a workforce well-matched to a diverse business community is key to economic development.

The following actions systematically identify labor demand, coordinate education and training efforts, and communicate this information to industries, workers and job seekers. 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 Workforce Investment Council of Clackamas County (WICCO) partner agencies will provide training services to businesses.

WHY: The Workforce Investment Council of Clackamas County will 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:

- Involve business partners in the WICCO Board and Committee structure to ensure employer and employee needs are identified and addressed.
- Develop and implement a marketing plan that would:
 - Identify education and training providers in the county.
 - Coordinate and optimize public and private resources to develop customized workforce training programs for employers and industries.
 - Provide a comprehensive, user-friendly, listing of workforce information and training resources for prospective businesses.
- Identify current training resources, distance education options, workforce and employment data, and develop appropriate strategies and marketing tools.

OBJECTIVE: INITIATE A STRATEGY FOR TRAINING THE COUNTY’S FUTURE WORKFORCE.

ACTIONS:

- Provide data to parents and schools about the career pathways in key industry clusters, and where education programs are available.
- Promote strategies to increase involvement of parents and schools in School-to-Work efforts (K-14).



OBJECTIVE: CONTINUE REGION 15’S WORKFORCE RESPONSE TEAM EFFORTS TO IMPLEMENT GOVERNORS’ STATEWIDE ECONOMIC AND WORKFORCE DEVELOPMENT STRATEGY.

ACTIONS:

- Coordinate efforts regularly through 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 among other policy members.
- Target market availability of funds.
- Expand total funding available for businesses. Conduct needs assessments with businesses and develop grant proposals.

TIMING – Ongoing

IMPLEMENTATION

- Secure Employer Workforce Training Funds to serve County businesses.
- Clackamas County WICCO services providers will have primary responsibility to implement the first objective of this plan.
- The second objective will be implemented by Clackamas County youth services providers.

INDICATORS 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 implementation of the Workforce Response Team strategy

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.

SPECIFICALLY: Develop a better understanding of impacts of a quality school system and advocate for appropriate funding.

WHY: Create momentum and pressure to resolve long-standing school funding issues.

OBJECTIVE: INCREASE SCHOOL RESOURCES

ACTIONS:

- Meet with legislators, and the governor and his staff regarding the value of economic development.
- Encourage business community participation in education advocacy.
- Convene high-level economic development and education discussion of county officials and educators. Items to explore include the value of economic development to education and the tax restructure and education connection.
- Support integration of arts and culture in the education curriculum as part of the “Right Brain Initiative”.

OBJECTIVE: SUPPORT AND ADVOCATE FOR FUNDING FOR INNOVATIVE WORKFORCE / EDUCATION PARTNERSHIP MODELS

ACTIONS:

Support models developed by the Clackamas Community College, OIT, Marylhurst University, Sabin Schellenberg 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.

- Convene economic development and education officials to explore additional partnerships that would focus on workforce training and economic development. Raise awareness of career opportunities in key industry clusters by linking businesses, educators and students.
- Advocate for funding for model workforce partnerships.
- Support tourism related education opportunities such as culinary education programs and customer service training.

TIMING - Ongoing

IMPLEMENTATION

The EDC and other partners will work together on this initiative.

INDICATORS 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.

INDICATORS OF SUCCESS

- Annual review of the Plan for compliance with federal standards, state intent and local standards for performance

WF 4. – ENCOURAGE COLLABORATION BETWEEN HIGHER EDUCATION AND TRAINING PROGRAMS TO PROVIDE FLEXIBILITY AND CAREER PATHWAYS TO MEET CURRENT AND EMERGING EMPLOYER NEEDS.

SPECIFICALLY: Encourage Oregon Institute of Technology, Marylhurst University Clackamas Community College and other regional higher education providers to continually expand current and future efforts to coordinate, design curriculum and position Clackamas County to meet workforce and continuing education needs for County residents and employers.

WHY: Maintain a highly skilled flexible, competitive workforce in Clackamas County.

OBJECTIVE: MAXIMIZE HIGHER EDUCATION AND TRAINING RESOURCES

POSSIBLE ACTIONS:

- Collaborate on developing career pathways for major employment sectors and industry clusters to build on strengths, avoid duplication and create seamless associate's, bachelor's and master's tracks for students.
- Support “pipeline” activities between county, high schools, CCC and university partners.
- Increase access to dual enrollment, credit transfers and student loan availability between Clackamas County Higher Education institutions through interagency agreements.
- Coordinate on curriculum development tied to emerging occupations.
- Increase higher education partnerships to address a range of skill levels in occupations such as emerging agreements between Clackamas Community College and OIT and with Marylhurst University.
- Promote customized and just-in-time training. Encourage higher education to continue to advance projects like the MFG 21/Pacific Northwest Defense Coalition's to create the unique, demand-driven Manufacturing Leadership Institute.
- Continue creating meaningful, customizable, substantive partnerships between Oregon Institute of Technology, Marylhurst University, Clackamas Community College, and other higher education partners to best serve business and industry.
- Expand alternative delivery systems (webinars, online courses, hybrid courses, open entry/open exit/modularized/competency based training, etc.) to increase access, reduce travel costs/energy consumption, work with flexible schedules, and reduce tuition costs.
- Foster innovation and entrepreneurship between higher education institutions and the business community through applied research projects, internships, and business incubation.
- Match higher education offerings to workforce and economic needs of the greater Portland Metropolitan region.
- Develop sustainable revenue streams that support workforce continuing education needs. Examples include ongoing grants, pay for service profit centers, and business- education sponsorships.

TIMING - Ongoing

IMPLEMENTATION

County economic development staff will provide economic development and strategic direction and information about emerging training and education needs of employers to Higher Education providers. They will continue encouraging implementation of the actions above through Economic Development Commission participation and convening appropriate collaborative activities. Other actions are more appropriately implemented by higher education providers in coordination with the evolving needs of core County industry clusters.

INDICATORS OF SUCCESS

- Increased dual enrollment
- Increased grants for programs
- Community College/University Center at Harmony
- Better connections and higher awareness about availability/opportunities for higher value skill development provided by higher education institutions.



Regional Collaboration Guiding Principles

The County's success is integrally linked to the efforts of numerous other private and public agencies and organizations. The County is strongly committed to working collaboratively and in a coordinated fashion with all others that impact Clackamas County's economic climate. The EDC will offer its own connections or relationships as a resource to further economic development goals.

Flexible, targeted marketing and public relations initiatives are an effective way to promote Clackamas County as a quality location to conduct business. The County will partner with others at local or regional levels to develop and promote a positive image for Clackamas County.

The EDC also will work to increase Clackamas County residents' understanding of the nature and value of economic development.

RC 1. CONTINUE OUTREACH AND IMAGE ENHANCEMENT EFFORTS

SPECIFICALLY: Enhance Clackamas County's image as a business location and visitor destination through public relations and marketing efforts.

WHY: Overcome potential negative perceptions about business relocation or expansion in Clackamas County.

OBJECTIVE: INCREASE AWARENESS AND FAVORABLE PERCEPTIONS IN THE BUSINESS COMMUNITY.

ACTIONS:

- Keep positive messaging in front of legislators, news media, and federal and state elected officials.
- Partner with others on a consistent message and image for Clackamas County.
- Be aggressive about marketing and business development recruiting. Partner and coordinate with state and regional efforts such as OEDA, Oregon Economic and Community Development Department, Greenlight Greater Portland, Regional Partners, Travel Oregon and Travel Portland efforts.

TIMING - Ongoing

IMPLEMENTATION

Clackamas County Economic Development Commission, staff, business community, cities and other advocates and contributors will work to address these actions.

INDICATORS OF SUCCESS

- Positive perceptions about Clackamas County
- Increased business and development inquiries in the county

RC 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:

- 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.
- Partner with existing agencies within and outside the County (e.g., Regional Partners, Oregon Economic and Community Development Department, Governors' Economic Revitalization Team, Greenlight Greater Portland, Oregon Economic Development Association, Chambers of Commerce, Travel Oregon, Travel Portland, etc.).

TIMING - Ongoing

IMPLEMENTATION

County staff will most likely initiate coordination efforts.

INDICATORS 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

RC 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.
- 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.
- Staff and the EDC can 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. Staff will work on comprehensive planning and zoning.

INDICATORS OF SUCCESS

- Continued and enhanced coordination and consensus
- Increase resources leveraged for projects of mutual interest
- New city comprehensive plans adopted with policies consistent with an overarching vision and economic development goals

IN SUMMARY

This plan recommends strategic focus on business retention, expansion and attraction, infrastructure funding and expansion, continued workforce and education efforts and regional collaboration. A sustained, multifaceted effort that leverages partnerships is the key to successful economic development in Clackamas County.

Appendix A – Benchmarks

Progress can be monitored using several measurable indicators. 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. For reference, more detailed statewide benchmarks are available on the Oregon Progress Board website at <http://www.oregon.gov/DAS/OPB/obm.shtml>

General Economic Indicators:

- Average wages and its comparison with regional, state and national 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).
- Employment land location factors such as acres of industrial and office land, number of available sites and buildings (by square footage) on the market (available from the County Business and Economic Development section).
- County education statistics in comparison to region and state (available from the Oregon Department of Education).
- County worker skills /human capital 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).
- Freight mobility in the County vs. Region (Metro and ODOT freight route congestion indicators)
- Comparative statistics on tax structure and business climate (Available from Regional Economic Development Partners and the Oregon Economic and Community Development Department).

Business Growth Indicators:

- 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).
- Total job creation and/or employment growth in the county (available monthly from Oregon Employment Department).
- Building permit volume and time to issue by type such as commercial, industrial and residential (available monthly from the Clackamas County Building Department).

Quality of Life Indicators:

- 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 storm water systems (available from water providers and the Oregon Water Resources Department)

Appendix B – Acronyms

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
C-TEC	Clackamas Professional Technical Education Consortium
CCC	Clackamas Community College
Collectors	Local streets that collect traffic from neighborhoods and feed into arterials
EDC	Economic Development Commission
GIS	Geographic Information System
LRT	Light Rail Transit
OATC	Oregon Advanced Technology Consortium
OIT	Oregon Institute of Technology
OMEP	Oregon Manufacturing Expansion Program
RTP	Regional Transportation Plan
STIP	State Transportation Improvement Plan
Sunrise Corridor	Proposed improvements to Hwy 212 between I-205 and Hwy 26
TCA	Tourism and Cultural Affairs
TSP	Transportation System Plan
UGB	Urban Growth Boundary