

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Study Session Worksheet

**Presentation Date:** February 22, 2017    **Approx Start Time:** 9:30 am    **Approx Length:** 2 hours.

**Presentation Title:** Performance Clackamas Update  
Economy  
Infrastructure  
Natural Resources

**Department:** Admin, BCS, DTD, WES, TCA, PGA

**Presenters:** Dan Chandler, Laurel Butman, Barb Cartmill, Gary Barth, Gary Schmidt, Greg Geist, Danielle Cowan

**Other Invitees:**

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is Part One of the annual update on the Performance Clackamas Goals and Program adopted by the Board of Commissioners in September, 2014.

### EXECUTIVE SUMMARY:

In September, 2014 the Board of Commissioners adopted Performance Clackamas, a strategic plan and management system. The Board of Commissioners adopted 28 goals or outcomes across 5 Areas of Strategic Focus.

Performance Clackamas focuses on measurable goals encompassed by five strategic priorities:

- **Build public trust through good government.**
- **Grow a vibrant economy.**
- **Build a strong infrastructure.**
- **Ensure safe, healthy and secure communities.**
- **Honor, utilize, promote and invest in our natural resources.**

The attached Power Point presentation describes the County's progress on our vibrant economy, string infrastructure and natural resources goals.

### FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget?     YES    X NO

### STRATEGIC PLAN ALIGNMENT

- How does this item align with the County's Performance Clackamas goals?

This item is a Performance Clackamas update, and touches the entire program.

**LEGAL/POLICY REQUIREMENTS:**

N/A

**ATTACHMENTS:**

- a. Power Point presentation.

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval \_\_\_\_\_

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Dan Chandler @ 503-742-5394
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# ***Performance Clackamas: Clackamas County Strategic Plan***

Update for Board of County Commissioners  
February 2017 – Part One



## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

**Goal:** By 2019, 10,000 family wage jobs will be created in Clackamas County.

### Why this is important:

An abundance of family-wage jobs supports healthy, thriving families and communities, and results in revenue for government agencies to provide needed programs and services to support those families and communities.

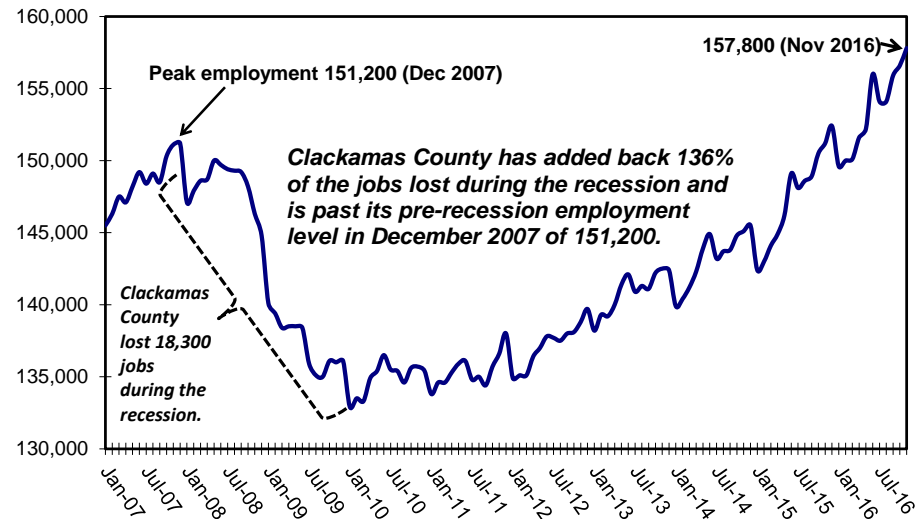
### How much does the County influence this?

Moderately. The County can focus policy efforts on encouraging and enabling higher wage traded-services and traded-good job growth. To achieve the next goal of increasing the average wage in the County to at or above the U.S. average (see next page), new job wages must be significantly higher than the current average.

### Where are we now:

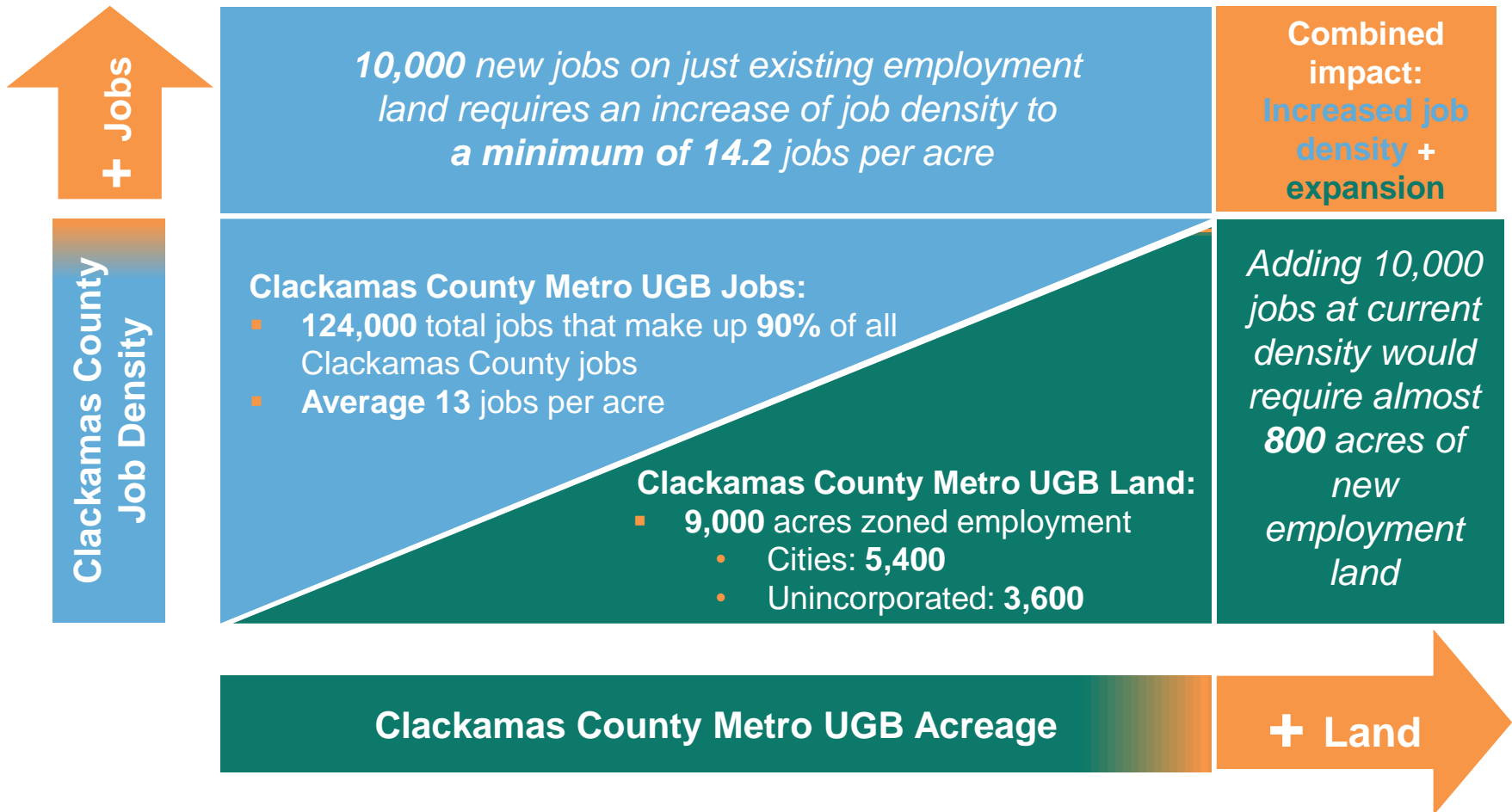
Clackamas County has added back 136 percent of the jobs lost during the recession. Analysis is underway to determine type of jobs and wages level of those added back which is the more critical metric.

Monthly Nonfarm Covered Employment: Clackamas County  
January 2007 to November 2016 (by place of business)



Source: OED, Current Employment Statistics

# GOAL: Add 10,000 Family-Wage Jobs



## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

**Goal:** By 2019, wages earned in Clackamas County will be at or above the national average.

### Why this is important:

Median household income and per capita income are two important measures of economic prosperity.

### How much does the County influence this?

Moderately, by focusing efforts on enabling higher wage traded-sector job growth both in traded-services and traded-goods.

#### Average Annual Wage: 2010-2016

U.S. MSA's, Portland MSA and Clackamas County  
(Current Dollars)

Year	U.S. MSA's	Portland MSA	Clackamas County
2010	\$48,353	\$42,474	\$42,152
2011	\$49,644	\$42,955	\$43,357
2012	\$50,878	\$43,409	\$44,339
2013	\$51,158	\$43,327	\$45,279
2014	\$52,741	\$44,350	\$46,414
2015	\$52,876	\$46,897	\$48,853
2016*	\$52,702	\$49,177	\$48,164

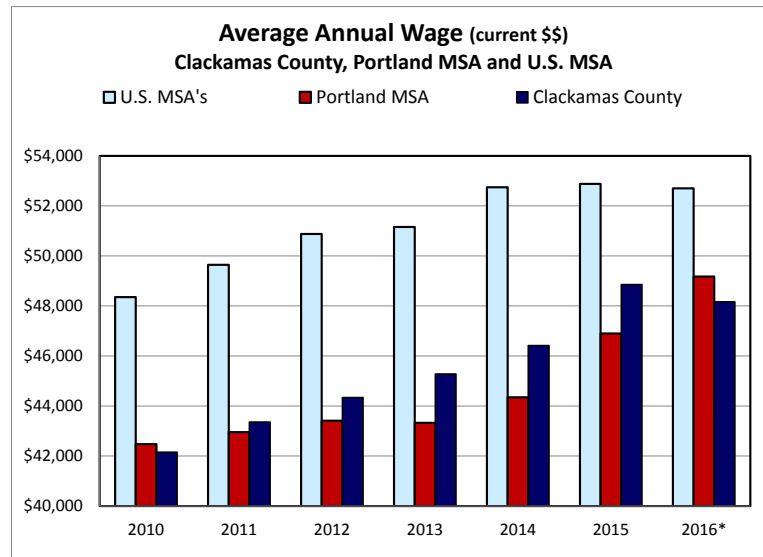
\*2016 data for U.S. MSA's is 11 month average.

\*2016 data for Portland MSA is 11 month average.

\*2016 data for Clackamas County includes 2016 q1-q2 average.

### Where are we now:

The graph below shows Clackamas County average annual wages went down slightly in 2016. The analysis of jobs recovered since the recession will provide insight into this decline.



Source: Oregon Employment Department, QCEW;

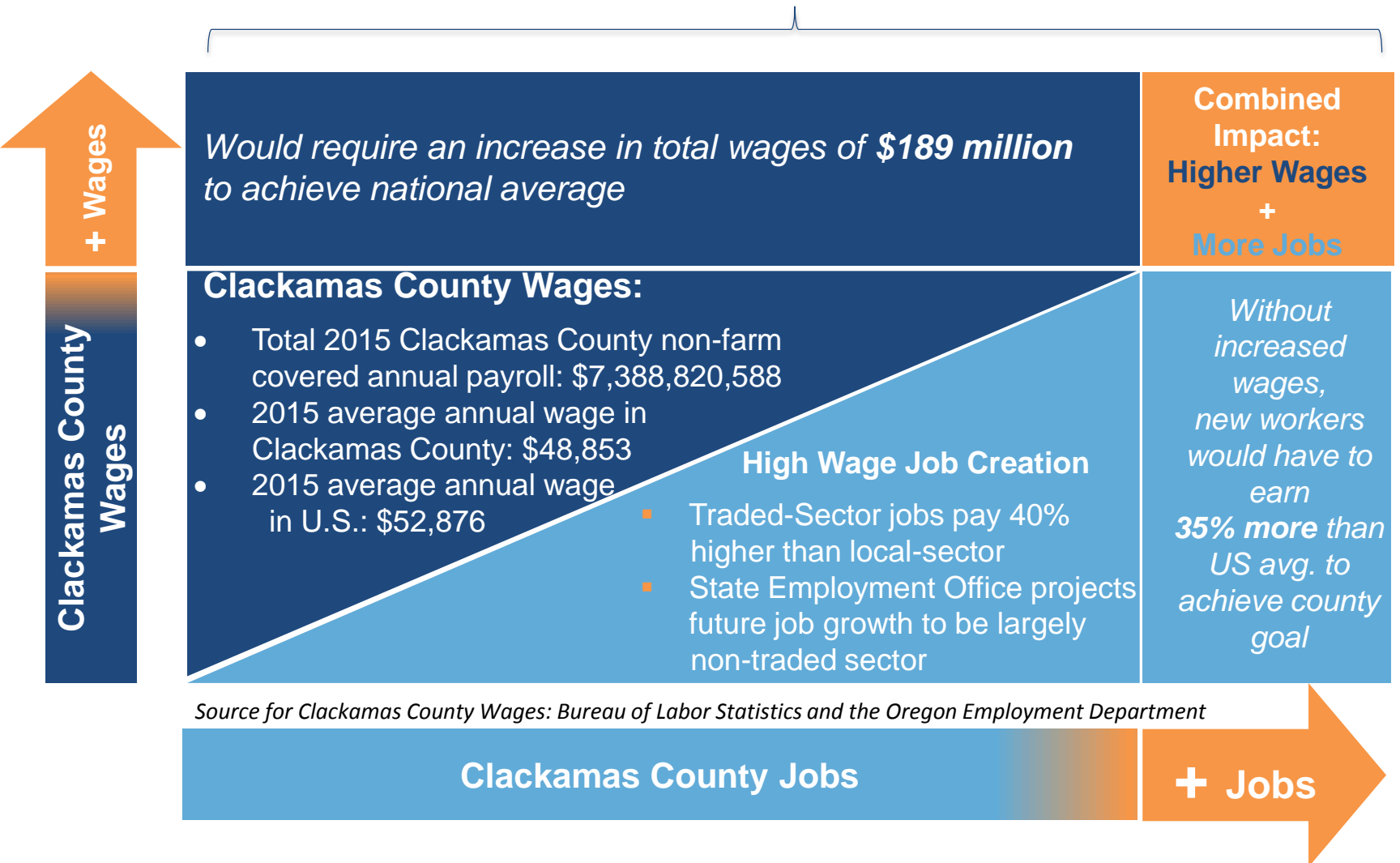
BLS, QCEW-Geographic Cross-Sections, All MSA's, One Industry

[http://www.bls.gov/cew/apps/data\\_views/data\\_views.htm#tab=Tables](http://www.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables)

<http://data.bls.gov/cgi-bin/dsrv?sm>

# GOAL: Raise Clackamas County Wages to US Average

**Workforce Training and Development**  
*Greater skills = Higher Productivity = Higher Wages*



Source for Clackamas County Wages: Bureau of Labor Statistics and the Oregon Employment Department



## AREA OF STRATEGIC FOCUS

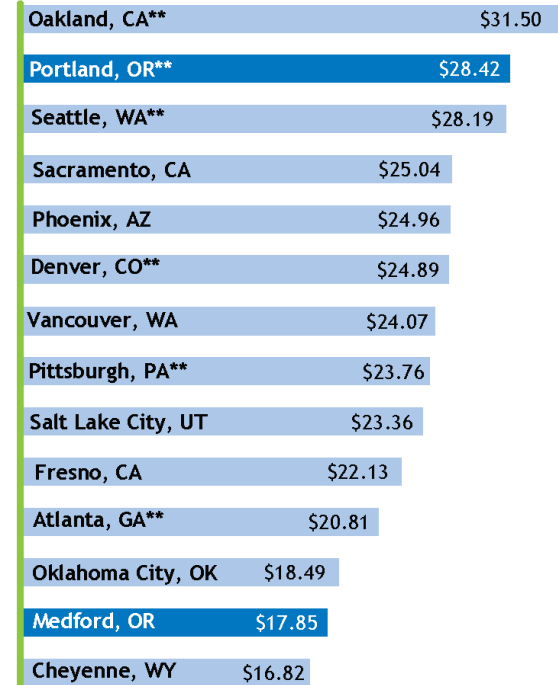
# Grow a Vibrant Economy

### Top Help Wanted Ads: Clackamas County, December 2016

Occupation	Online Ads	Average Wage 2016	Percentage of total online ads
Medical and Health Services Managers	44	\$47.09	
Registered Nurses	300	\$43.30	
Accountants	49	\$34.78	
First-Line Supervisors of Production and Operating Workers	67	\$28.63	
Teacher Assistants	59	\$28.57	
<b>Subtotal</b>	<b>519</b>		<b>29%</b>
First-Line Supervisors of Administrative Support Workers	60	\$27.22	
Computer User Support Specialist	59	\$22.94	
Demonstrators and Product Promoters	60	\$21.95	
Heavy and Tractor-Trailer Truck Drivers	207	\$20.87	
Maintenance and Repair Workers, General	81	\$19.26	
First-Line Supervisors of Retail Sales Workers	68	\$18.70	
Medical Assistants	59	\$18.26	
Customer Service Representatives	78	\$18.18	
Light Truck or Delivery Services Drivers	82	\$17.52	
Social and Human Service Assistants	82	\$17.38	
Preschool Teachers, Except Special Education	50	\$14.92	
First-Line Supervisors of Food Preparation and Serving Workers	123	\$14.42	
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	48	\$13.84	
Retail Sales Person	151	\$12.74	
Personal Care Aides	69	\$11.61	
<b>Subtotal</b>	<b>1277</b>		<b>71%</b>
<b>Total</b>	<b>1796</b>		<b>100%</b>

Source: Oregon Employment Department, Clackamas County Economic Indicators, January 2017

Figure 3. The Self-Sufficiency Wage for Portland and Medford, OR Compared to Other U.S. Cities, 2014\*  
One Adult, One Preschooler, and One School-Age Child



### HOURLY SELF-SUFFICIENCY WAGE

\*Data for each city is the Self-Sufficiency Standard for the county in which the city is located. Wages for cities other than Portland and Medford are updated using the Consumer Price Index.

\*\*Wage calculated assuming family uses public transportation.

Source: The Self-Sufficiency Standard for Oregon, Prepared by WorkSystems Inc. 2014. Note: In figure 3, the Self-Sufficiency Standard is for families with one parent, one preschooler, and one school age child.



# Grow a Vibrant Economy

**Goal:** By 2019, the home ownership rate in Clackamas County will be 72% or greater.

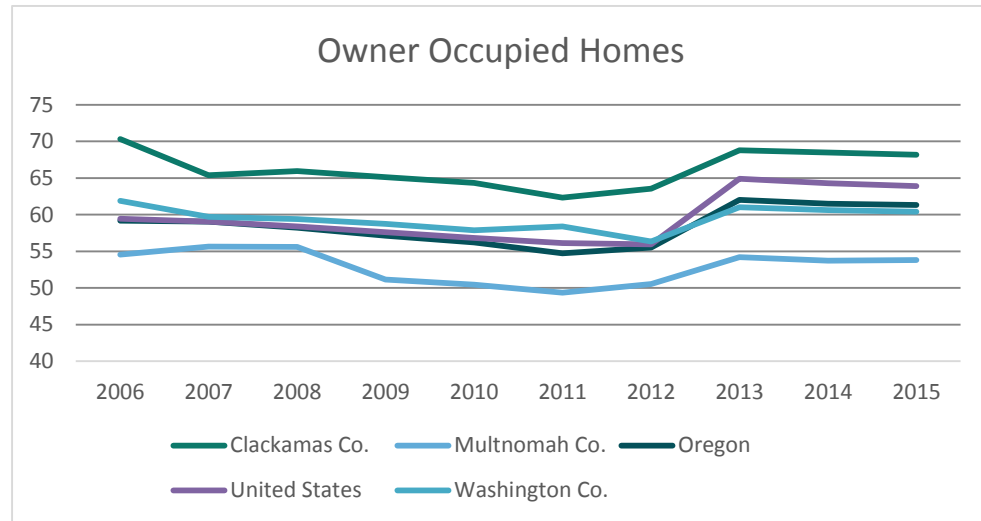
## Why this is important:

Home ownership is a key part of the American Dream. Home ownership impacts net worth, educational achievement, civic participation, health, and overall quality of life. Clackamas County would like to see home ownership return to its pre-recession levels.

## How much does the County influence this?

Minimal. The County can play a role in providing land for housing, in redevelopment and allowing infill. However the principal responsibility for land supply lies with Metro and the Cities.

## Where are we now:



Clackamas County's home ownership rate is 68.7%, above national and regional averages, but below our goal.

## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

***Goal: By 2019, \$500 million in new capital asset investment will be realized within Clackamas County.***

**Why this is important:** The increase in private capital investment measures the faith that investors and business people have in the future of the County, and is economic success by definition.

### **How much does the County influence this?**

Moderately, by providing high quality customer service, and working with partners to create well-planned, well-served areas, the County can facilitate private investment.

### **Where are we now?**

***Our rate of capital investment exceeded this goal within the first year. This goal will be updated when the County next revisits Performance Clackamas.***

# Grow a Vibrant Economy

**Goal:** By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary.

### Why this is important:

To encourage current and prospective employers to expand and/or locate in Clackamas County, they need to have viable options for land upon which to develop and grow. In 2015, the County determined that we need between 329 and 1100 additional acres to meet this need. Some or all of that need may be met through redevelopment and better use of existing land.

### How much does the County influence this?

Moderate.

### Potential areas to meet 20 year land need:

Existing Urban Reserves		Inside the UGB	
<u>Borland Road</u>	260 ac.	<u>Former City of Damascus</u>	400 ac.
<u>Oregon City</u>	70 ac.	<u>North Milwaukie</u>	300 ac.
<u>NW Wilsonville</u>	125 ac.		
<b>TOTALS BY CATEGORY</b>	<b>455 ac.</b>		<b>700 ac.</b>

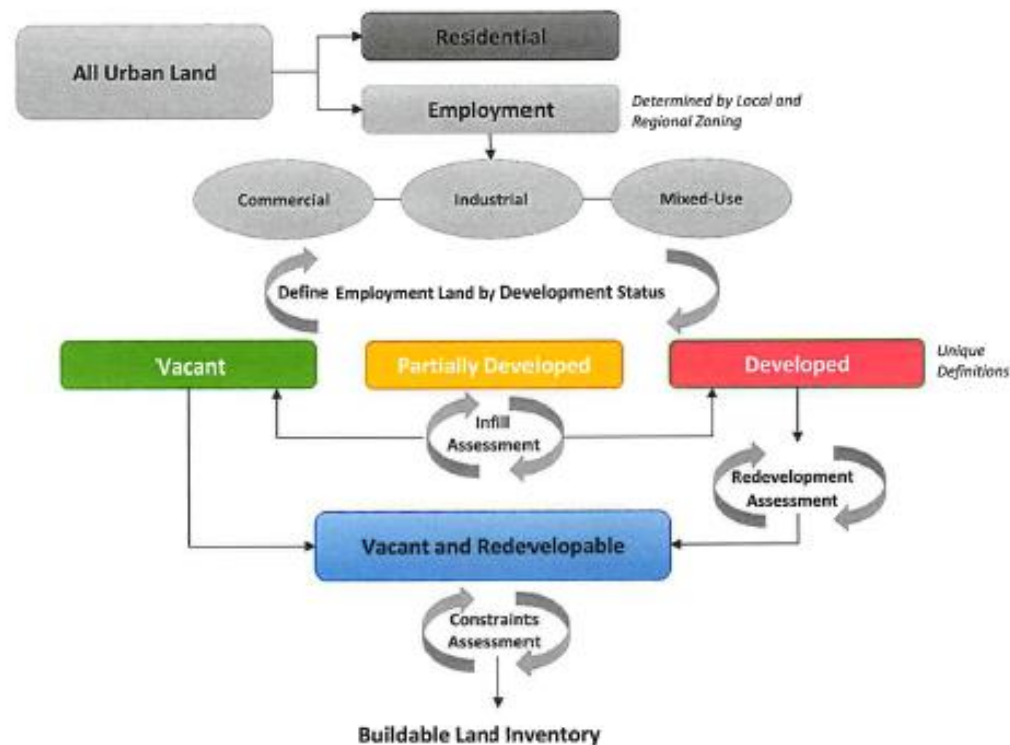
There is available land within our current UGB and Urban Reserves to meet this 20-year need.

## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

**Goal:** By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary.

PRELIMINARY METHODOLOGY FLOW CHART



## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

***Goal: By 2019, Clackamas County will have and maintain a supply of employment land, including large lot industrial, sufficient to provide 500 jobs within a nine-month window.***

### Why this is important:

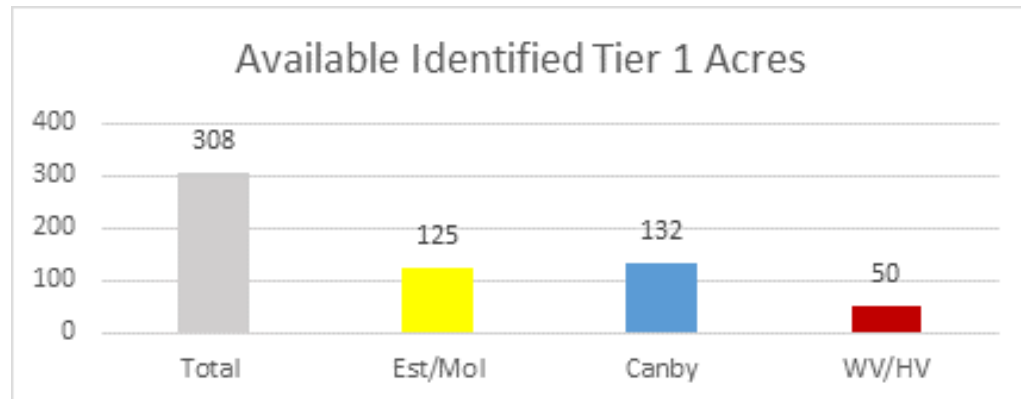
Businesses make expansion and relocation plans in rapid fashion once that business decision has been made. Without a ready supply of developable employment land in inventory, market opportunities will be lost as businesses will locate or expand where supply is available. Multiple sites are required to satisfy business desire for choices and alternatives that meet their specific needs.

### How much does the County influence this?

Moderately. Clackamas County has jurisdictional oversight over unincorporated employment land and builds collaborative partnerships with cities in the County. However, supply is also dependent on property owners willing to transact.

### Where are we now:

Clackamas County industrial employment land employs a range of approximately 5-15 jobs per acre. Using a minimum target goal of 12 jobs per acre Clackamas County would require approximately 40 acres of shovel ready land every 9 months to achieve this goal. The county currently has a little over 300 acres of identified shovel-ready industrial land with 50 acres within the Metro UGB.



# Examples of Economic Development Research and Analysis

EMPLOYMENT LAND	ECONOMETRIC ANALYSIS	JOBS & WAGES
<p>Metro</p> <ul style="list-style-type: none"> <li>▪ Urban Growth Report</li> <li>▪ Urban/Rural Reserves Plan</li> </ul>	<p>Clackamas County</p> <ul style="list-style-type: none"> <li>▪ Economic Landscape and Cluster Analysis</li> </ul>	<p>State of Oregon</p> <ul style="list-style-type: none"> <li>▪ Employment Department Monthly Region 15 (Clackamas County) Analysis</li> </ul>
<p>Regional Coalition</p> <ul style="list-style-type: none"> <li>▪ Large lot analysis w/in Metro UGB</li> </ul>	<p>PSU – Northwest Economic Research Center</p> <ul style="list-style-type: none"> <li>▪ Portland Metro Regional Economic Forecasting Project</li> </ul>	<p>Value of Jobs Coalition</p>
<p>Greater Portland Inc.</p> <ul style="list-style-type: none"> <li>▪ Regional Industrial Site Review – Prager Schneider Deloitte Consultants</li> </ul> <p>Clackamas County</p> <ul style="list-style-type: none"> <li>• Non-Retail Employment Land Demand Forecast</li> <li>• Regional Industrial Site Readiness</li> <li>• EDC Committee Report to BCC</li> </ul>	<p>State of Oregon</p> <ul style="list-style-type: none"> <li>▪ Office of Economic Analysis</li> </ul> <p>Metro</p> <ul style="list-style-type: none"> <li>▪ Economic Value Atlas (EVA)</li> </ul> <p>Greater Portland Inc. (GPI)</p> <ul style="list-style-type: none"> <li>• Regional Approach to GPI 2020 Clusters</li> </ul>	<p>Workforce Systems Inc. (WSI) and Workforce Investment Council of Clackamas County (WICCO)</p> <ul style="list-style-type: none"> <li>▪ State of the Workforce</li> <li>▪ Advanced Manufacturing, IT/Software, Health Care Sector Reports</li> <li>▪ Disconnect Youth</li> <li>▪ Workforce Program and Resource Map</li> <li>▪ Regional Analysis of Self-Sufficiency Standard for Oregon Counties</li> <li>▪ Research and Analysis Regional Committee</li> </ul>

## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

We can support successful development with responsive, thoughtful and timely customer service in all areas related to economic development, including development review, planning, building codes, septic, code enforcement, survey and engineering.

### *Development Activity by the Numbers in 2016*

- **300,000** – customer contacts about development issues
- **46,865** – building inspections
- **6,000** – structural / mechanical permits issued (a record high)
- **1,016** – new lots created
- **95-100%** -- customers reporting they felt *valued, heard and respected* during their contact with county staff about development issues

## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By 2019, 120 additional miles of County roads will be improved to 'good to excellent' status, a nine percent increase from 2014.***

### Why this is important:

Well-maintained roads support public safety, economic growth and healthy communities, and save money in the long-run for drivers, taxpayers and government agencies.

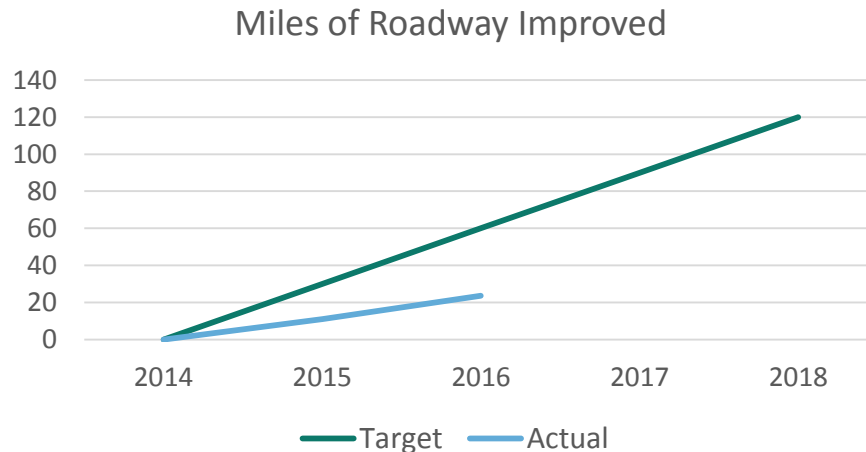
### How much does the County influence this?

Moderately, but it varies. Funds to maintain county roadways are only available through action of national, state and regional legislative bodies and/or support of local taxpayers (e.g., the recent road funding ballot measure). With sufficient funds, the county has primary influence over maintenance of the roads it owns.

### Where are we now:

***In 2016, 12.5 miles were paved and improved from fair or poor condition to either good or excellent.***

***The county has converted to a new pavement management system and is preparing to have the current condition of the road network assessed. This will calculate pavement conditions based on a Pavement Condition Index (PCI) and provide more precise forecasting tools in the future.***





## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By 2019, I-205 expansion and Phase II Sunrise will be scheduled for state and regional funding within the next five years.***

### **Why this is important:**

These two projects ensure access to markets, ports and airports outside Clackamas County and are essential to the success of our businesses.

### **How much does the County influence this?**

Minimally. Both projects are state projects requiring federal funds and the support of the state and the region in order to be implemented.

### **Where are we now:**

***The county is working with its partners and legislators to gather support for these important projects. Updates:***

### **Both I-205 and Sunrise Phase II are:**

- Included in the county's Transportation System Plan (TSP)
- Included in the Regional Transportation Plan (RTP)
- On the county's State and Federal legislative agendas

### **In addition:**

- I-205 Expansion:
  - Federally designated by Congress as a High Priority Corridor in Dec. 2015
  - ODOT unsuccessfully applied for a federal FASTLANE grant in 2016 to widen the Abernethy Bridge and applied again in Jan. 2017.
  - I-205 expansion was listed on the Governor's short list of state infrastructure priorities to President Trump
- Sunrise Phase II:
  - Work on Sunrise Phase 1 began in 2013 and was completed in 2016
  - County completed the Tolbert Bridge in Nov. 2016
  - ODOT will be exploring alternatives for what remaining project elements Phase II might include



# I-205 EXPANSION: STAFFORD ROAD TO THE ABERNETHY BRIDGE

Improvements to increase freight mobility, safety, capacity and reliability

## BACKGROUND

- Average daily traffic volume of 155,000-165,000 vehicles -- even higher than on I-5.
- 10-12% freight traffic; more than 16,000 trucks per day.
- Last 6 mile stretch of I-205 in Oregon that is 2-lanes in each direction.
- Bottleneck congestion entering this corridor can create 3 to 4 additional miles of gridlock.
- This location is on the state's top 5% of the Safety Priority Index System, with a crash rate of 0.87 per million vehicle miles, compared to the statewide average of 0.67 for similar facilities.
- I-205 cost estimate total of \$450 million.

## IMPROVED SAFETY AND ENHANCED MOBILITY

The I-205 expansion project will add a third lane in the northbound and southbound lanes from Stafford Road to the Abernethy Bridge, including widening the existing bridge span from 2 to 3 through lanes in each direction, consistent with Metro's Regional Transportation Plan.

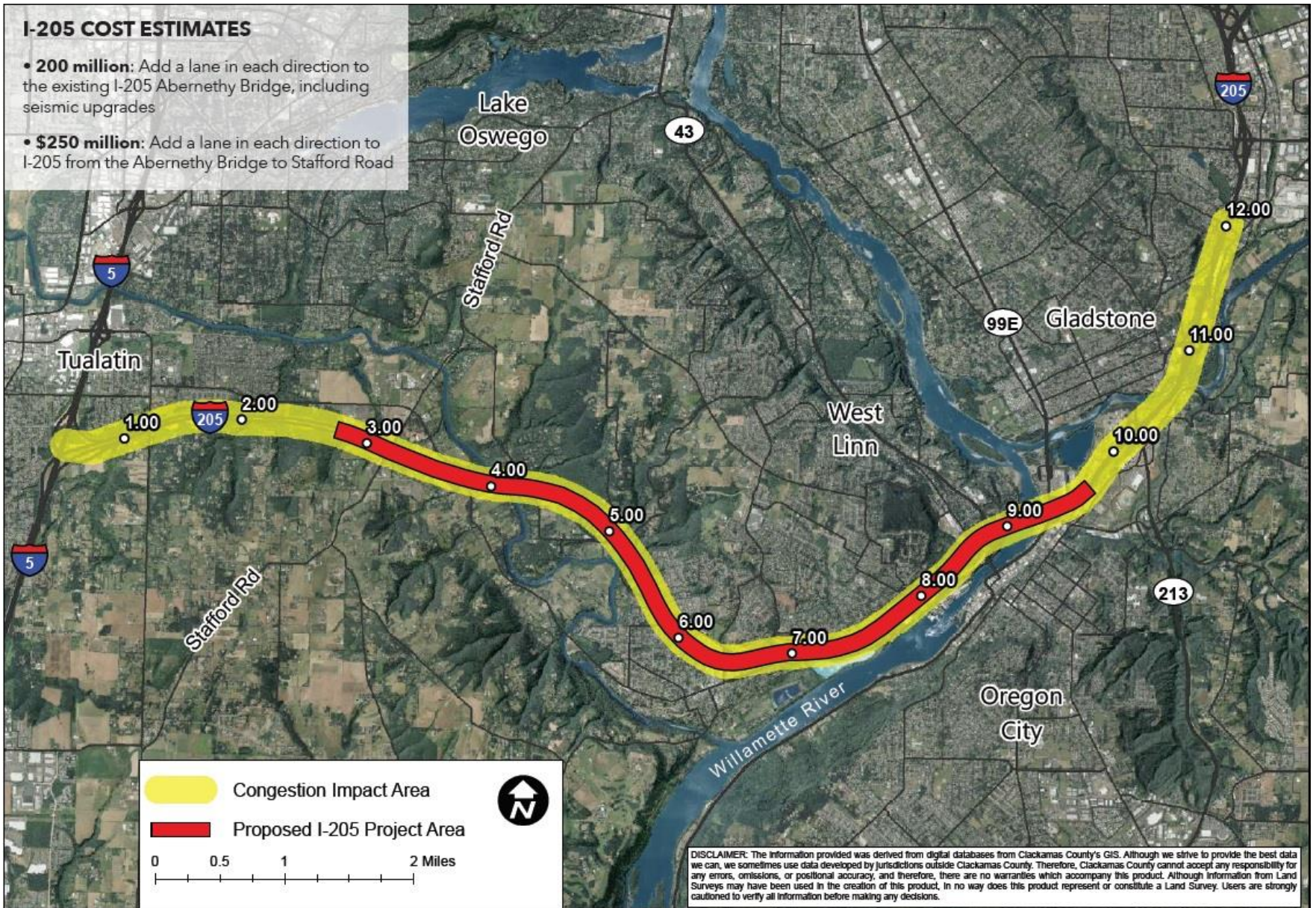
## Supporting continued economic growth

- I-205 is a freight and commuter bypass to the I-5 corridor in the Portland/Vancouver metropolitan area.
- I-205 connects Oregon businesses to the Portland International Airport, Southern Washington businesses to Oregon and California, and local agriculture to the Portland urban area.
- The Oregon portion of I-205 is federally designated as a High Priority Corridor.
- Recognizing the importance of this project, ODOT applied for federal FASTLANE grant funding twice.



## I-205 COST ESTIMATES

- **200 million:** Add a lane in each direction to the existing I-205 Abernethy Bridge, including seismic upgrades
- **\$250 million:** Add a lane in each direction to I-205 from the Abernethy Bridge to Stafford Road





January 2017

## OR 212/224 SUNRISE CORRIDOR: PHASE II

Improvements to reduce congestion, increase safety and promote economic development

### PHASE I: I-205 TO 122ND AVE.

Opened June 30, 2016

Project benefits realized:

- Diverts 20,500 daily trips off the existing road system, including Sunnyside Road and I-205.
- Reduces annual delays by 975,000 hours.
- Supports 5,900 existing jobs within the OR 212/224 Sunrise Corridor.
- Creates long-term employment opportunities through improved freight mobility in the thriving Clackamas Industrial Area.

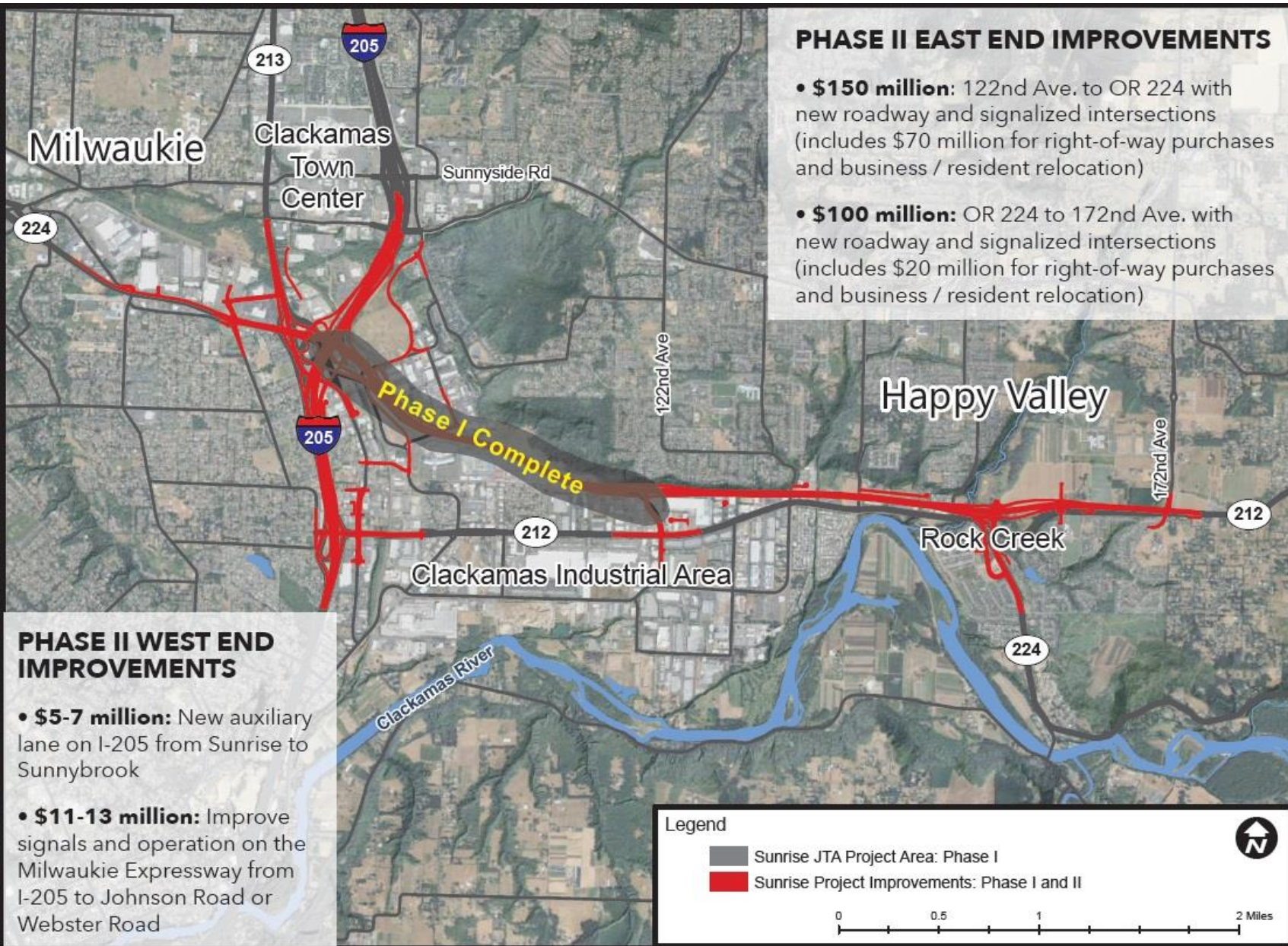
### PHASE II: EXTENDING ACCESS TO 172ND AVE.

Phase II of the OR 212/224 Sunrise Corridor project will construct a four lane roadway from 122nd Ave. to the intersection of 172nd Ave. and OR 212.

#### Facilitating urban development:

- Phase II will serve one of the fastest growing areas in Oregon and incentivize the development of abundant shovel-ready sites and vacant employment lands located within the Metro Urban Growth Boundary.
- By 2030, the number of homes and jobs along OR 212/224 are anticipated to increase by 136% and 85%, respectively.
- The OR 212/224 Sunrise Corridor includes essential freight routes from I-5 and I-205 to U.S. 26 (Mt. Hood Highway), providing access to central and eastern Oregon.
- The Clackamas Industrial Area is home to an increasing number of the state's busiest and most critical freight distribution centers.





### PHASE II EAST END IMPROVEMENTS

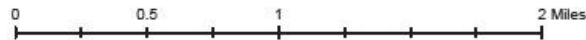
- **\$150 million:** 122nd Ave. to OR 224 with new roadway and signalized intersections (includes \$70 million for right-of-way purchases and business / resident relocation)
- **\$100 million:** OR 224 to 172nd Ave. with new roadway and signalized intersections (includes \$20 million for right-of-way purchases and business / resident relocation)

### PHASE II WEST END IMPROVEMENTS

- **\$5-7 million:** New auxiliary lane on I-205 from Sunrise to Sunnybrook
- **\$11-13 million:** Improve signals and operation on the Milwaukie Expressway from I-205 to Johnson Road or Webster Road

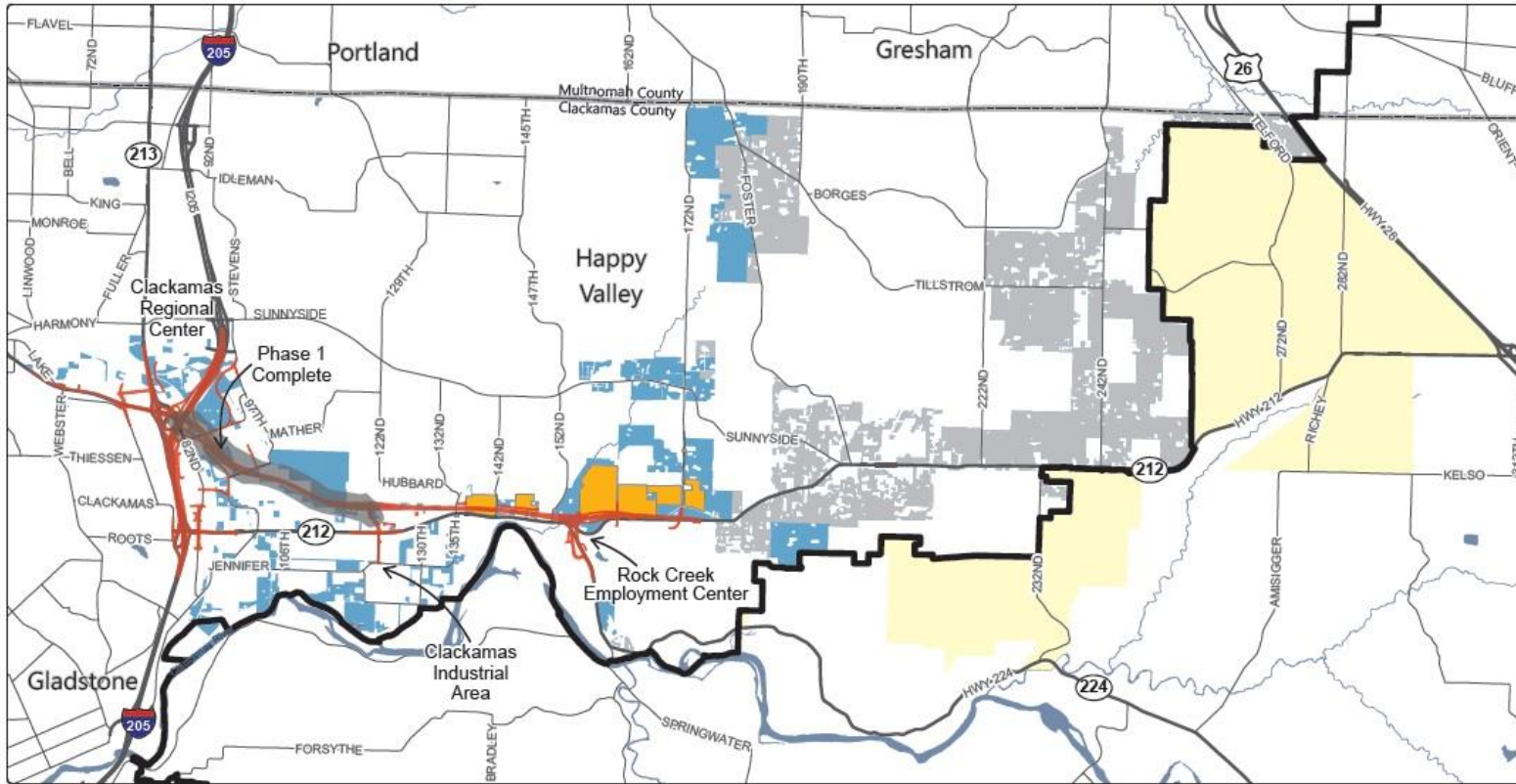
#### Legend

- Sunrise JTA Project Area: Phase I
- Sunrise Project Improvements: Phase I and II



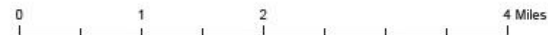


# EMPLOYMENT LANDS: SUNRISE CORRIDOR AREA



## LEGEND

- Development Ready Sites\* (325 Gross Acres, 231 Net Acres)
- Vacant Employment Lands\*\* (1,500 Gross Acres)
- Future Vacant Employment Lands\*\*\* (2,300 Gross Acres)
- Sunrise JTA Project Area: Phase I
- Sunrise Project Improvements: Phase I and II
- Urban Reserves
- County Boundary
- Urban growth boundary



\* "Development Ready" employment lands identified by a Clackamas County Land Development Feasibility Study.

\*\* Vacant Employment Lands data source: Metro RLIS Title 4 Land, Concept Centers and Vacant Land 2013.

\*\*\* Future lands within unincorporated Clackamas County. Comprehensive Plan not yet adopted. Vacant employment lands are based on previous planning studies.

DISCLAIMER: The information provided was derived from digital databases from Clackamas County's GIS. Although we strive to provide the best data we can, we sometimes use data developed by jurisdictions outside Clackamas County. Therefore, Clackamas County cannot accept any responsibility for any errors, omissions, or positional accuracy, and therefore, there are no warranties which accompany this product. Although information from Land Surveys may have been used in the creation of this product, in no way does this product represent or constitute a Land Survey. Users are strongly cautioned to verify all information before making any decisions.



## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP).***

### **Why this is important:**

Easy access to Interstate 5 is essential to the economic growth of many businesses in Canby and other areas of southwest Clackamas County, and the development of several shovel-ready industrial sites. Placing the project in the STIP will facilitate this critical connection.

### **How much does the County influence this?**

Moderately. While this project is located in Clackamas County, it requires the support of the state and region in order to be implemented.

### **Where are we now:**

***The county is working with its partners and the state to gather support for providing increased access to I-5 from Canby. Updates:***

- In January 2016, the Oregon Land Conservation and Development Commission (LCDC) approved a technical amendment to administrative rules to allow an exception for an adjusted alignment of the Arndt Road connector.
- Clackamas County met with area partners – including the city of Canby, 1000 Friends of Oregon, and the Oregon Farm Bureau – to get their support for the technical amendment.
- The County's Transportation System Plan includes a need for a *Greater Arndt Rd/I-5/Canby Access Feasibility Study*.
- The project was added to the county's 2017 State Legislative Agenda.
- City of Canby and county staff are working together to consider alignment options and other roadway improvements associated with the project.



January 2017

## ARNDT ROAD EXTENSION OVER MOLALLA RIVER

Improving connections and access to I-5 and employment lands in rural Clackamas County

### PROJECT BENEFITS

- Improved access to I-5 that is essential to Canby's economic growth
- Direct, unimpeded access for emergency responders, public transit and industrial truck traffic by connecting the north and south sides of Canby over the railroad
- Provides safer, more direct access to Canby's Pioneer Industrial Park and NW Industrial Area
- Reduces truck traffic passing through neighborhoods and by schools
- Eliminates tight turns for truck traffic

### CANBY: AN AREA OF ECONOMIC GROWTH

- The largest supply of vacant industrial sites in Clackamas County.
- Six miles south of the Metro Urban Growth Boundary, with excellent utilities and plentiful supply of shovel-ready land.
- The 300+ acre Canby Pioneer Industrial Park is home to 17 companies, totalling 800 jobs and \$80 million in private investment.
- The City of Canby and the Canby Urban Renewal District have invested \$6 million in state-of-the-art infrastructure including industrial standard roads and water, sewer, power, natural gas and high speed broadband utilities.
- More than 213,000 residents live within a 10-mile radius, including a labor force of more than 166,000.
- The City of Canby offers 15-year property tax abatements for industrial investments over \$25 million.

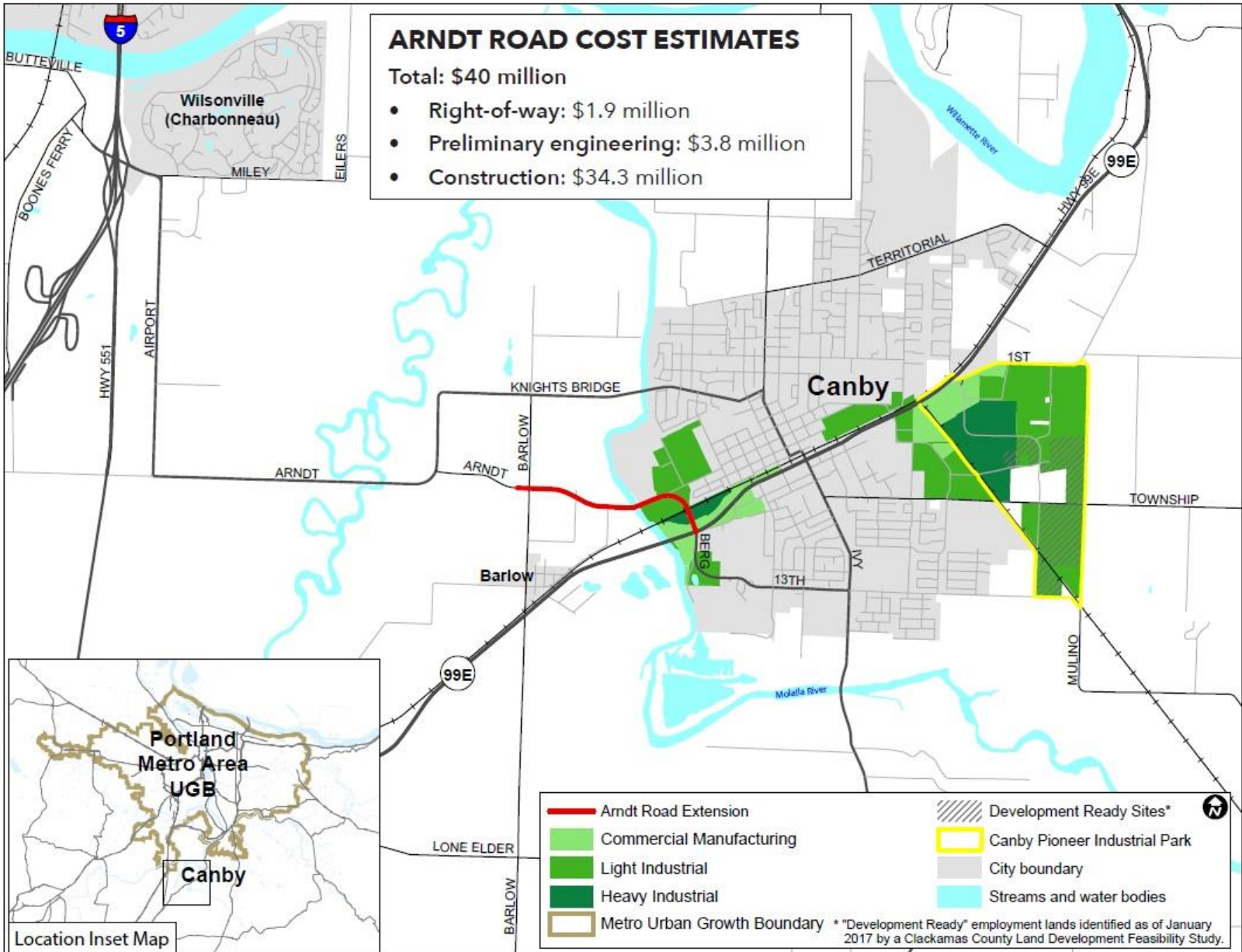




## ARNDT ROAD COST ESTIMATES

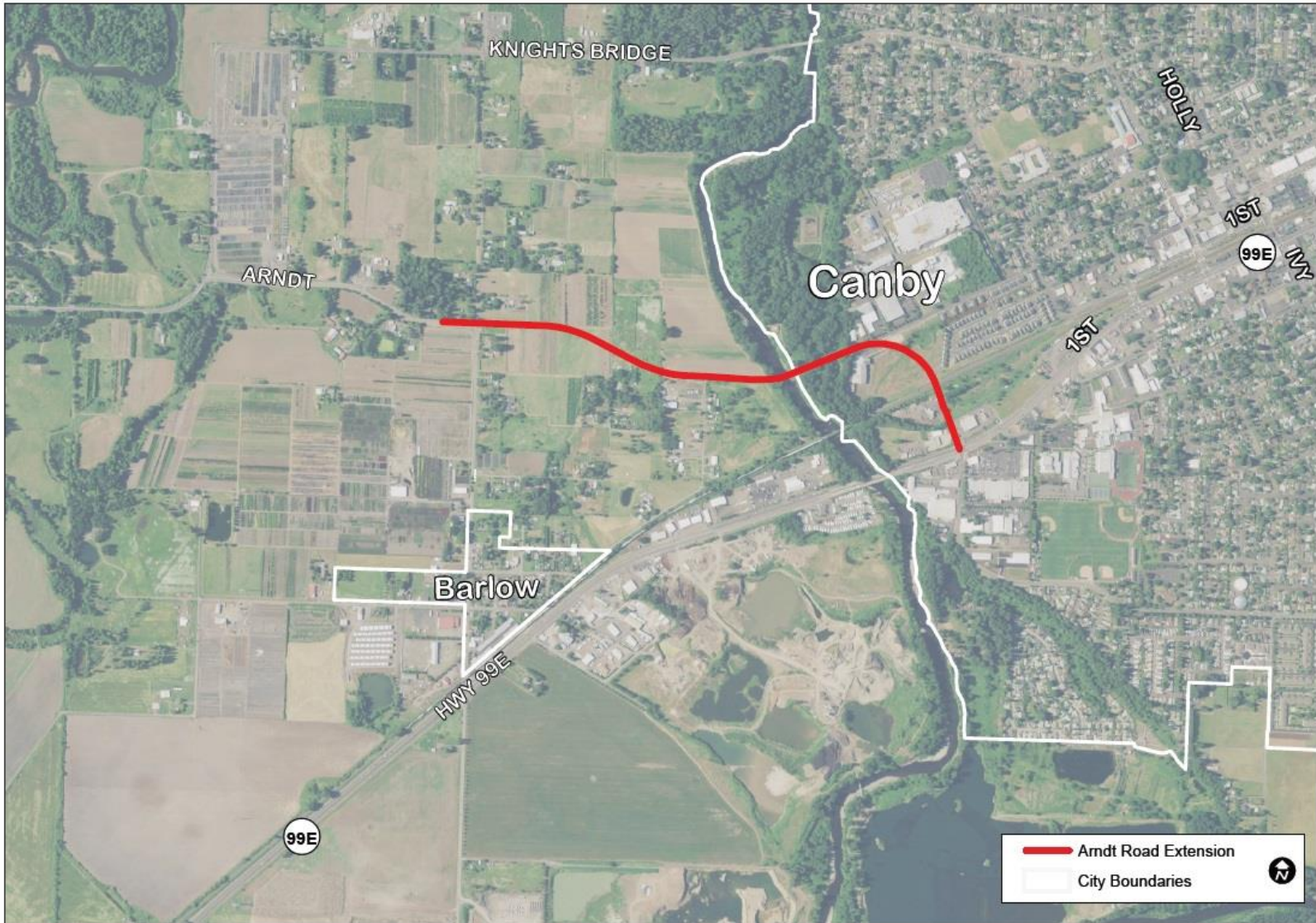
Total: \$40 million

- Right-of-way: \$1.9 million
- Preliminary engineering: \$3.8 million
- Construction: \$34.3 million





# ARNDT ROAD EXTENSION OVER MOLALLA RIVER



## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By June of 2016, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon.***

### **Why this is important:**

Reliable, efficient sewer service is crucial to support economic and residential growth as well as healthy communities. Treatment capacity needs to be available in order to accommodate long-term growth in our region.

### **How much does the County influence this?**

Significantly. Water Environment Services (WES) develops the plan and associated rate structure, which is ultimately approved by the Board of County Commissioners.

### **Where are we now:**

A five year CIP was developed for 2016 – 2021 and development of a 2017-2022 plan is underway. Formation of the WES 190 entity now provides certainty for long-term capital investments. The Hoodland Master Plan is complete and a comprehensive Collection System Master Plan will be completed in 2017. The Willamette Master Plan is scheduled to be started in 2017 which will identify required investment for our treatment facilities on the Willamette River. Collectively, these documents will constitute a plan and investment strategy for providing sewage conveyance and treatment for the service area for the 20 year growth horizon.

## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

**Goal:** By 2016, the Master Plan for County facilities will be updated, including an assessment of the condition of County buildings and a funding plan.

### Why this is important:

Well-built and well-maintained facilities are a sign of good stewardship of public resources, and provide a solid base from which to meet the needs of our customers and citizens.

### How much does the County influence this?

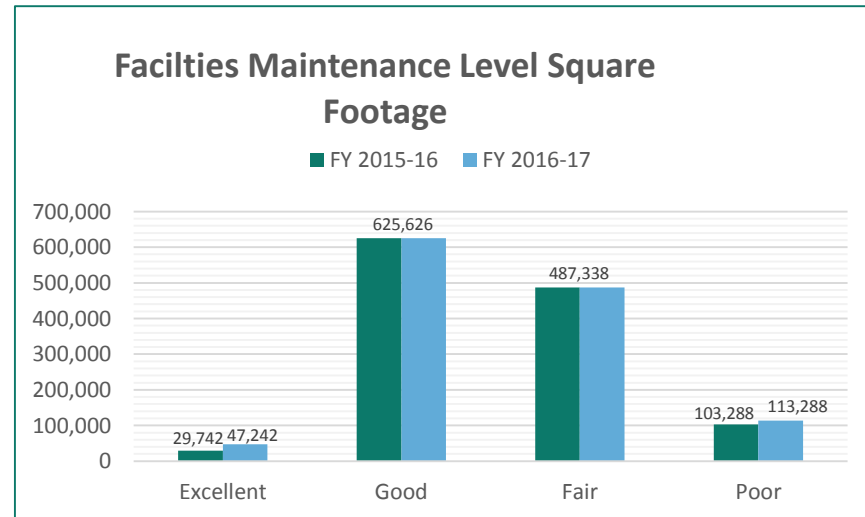
Significantly. We are in control of facilities planning, maintenance, and funding plans, though receiving the funding and implementing the plan will require cooperation and support from various partners.

### Significant Changes:

This fiscal year as of January 1, 2017 the Parrott Creek facilities were changed from no service to full service. The Board funded these facilities at \$166,000 per fiscal year through FY 2018-19 for a total of no more than \$500,000.

### Where are we now:

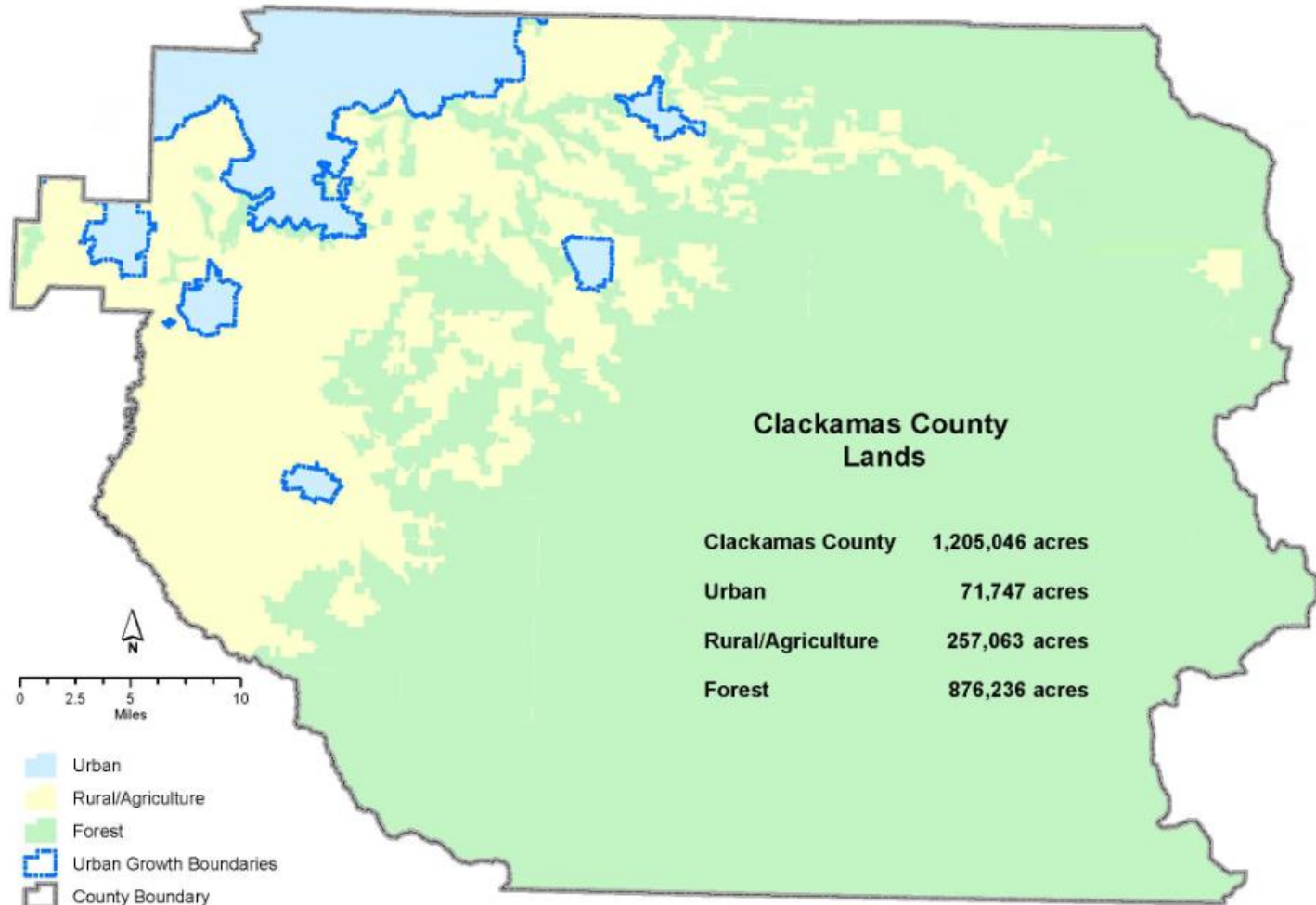
**A work group is currently in the process of procuring asset management software. Funding for a facilities maintenance reserve fund was included in the FY 2015-16 budget along with initial resources for the software. We have issued a Request for Proposals for the new software. The graphic below shows the current condition of county facilities.**



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

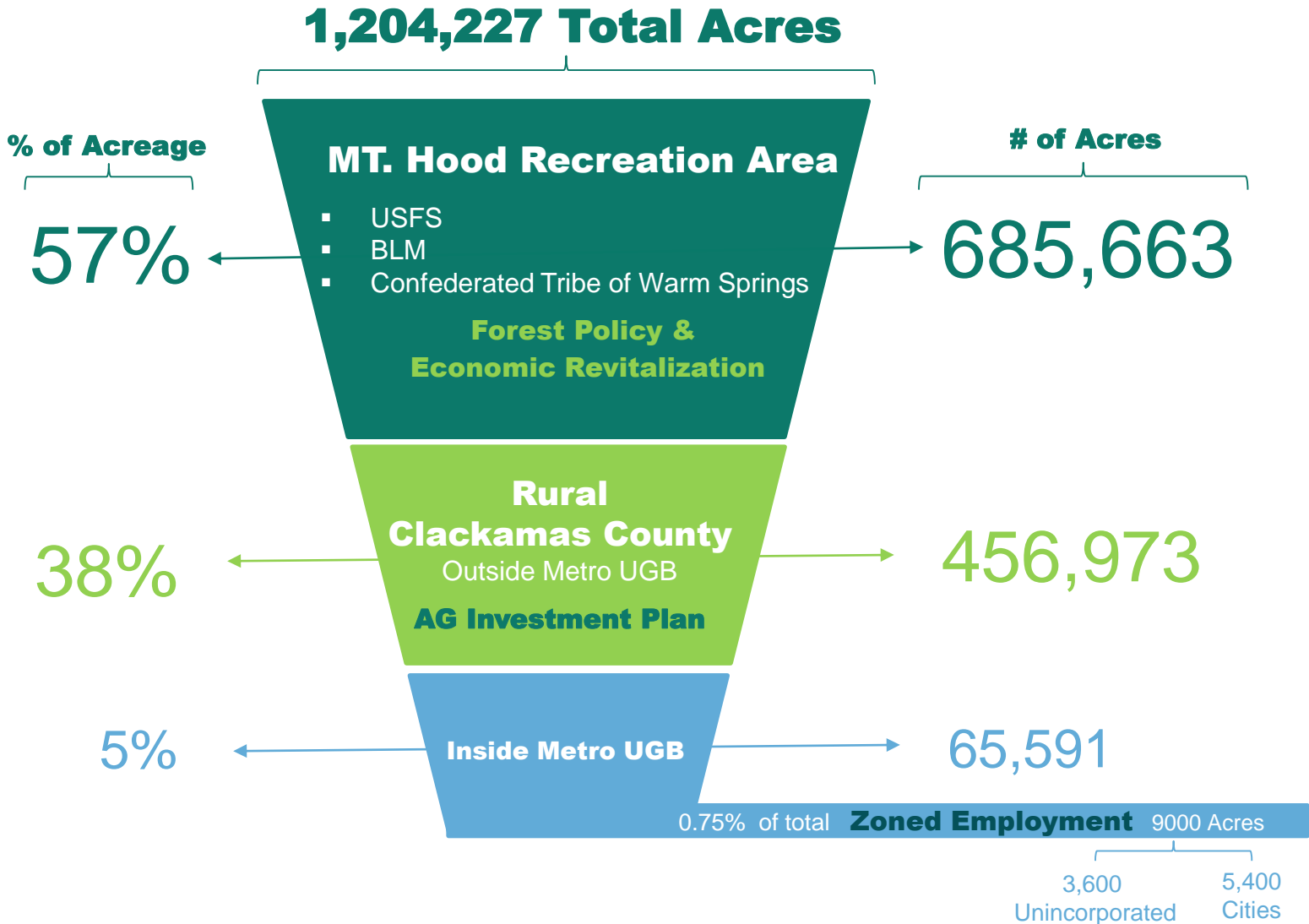
### Goal:



AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

**Goal:**



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

***Goal: By 2019, federal lands in Clackamas County will produce \$6 million annually for the County.***

### **Why this is important:**

For more than 100 years, counties received a share of federal timber sale receipts as compensation for non-taxable federal lands in the county. 54 percent of county lands are in federal forest ownership.

Changes in federal forest policies over the past 20 years have reduced federal timber harvests and associated county revenue by more than 75 percent to now less than \$2 million. Secure Rural School funding offset some of these losses for a time, but now counties face an uncertain future.

### **How much does the county influence this?**

Significantly. There is a critical need for new federal forestland management that can provide predictable timber harvests and certainty of revenue to counties with federal timberlands. Clackamas County is one of 18 member O&C counties. Our proximity to the Portland region and a large urban population demonstrates to the congressional delegation that current federal forest practices impact many Oregon counties, not just rural counties.

### **Where are we now:**

***The county is working with its partners and legislators to gather support for this area of focus.***

***The BCC's 2017 adopted legislative agenda includes federal forest management as a priority item.***

### ***Actions include:***

- ***Summit Strategies continues to advocate for legislation in DC to improve mgt. of federal forest lands (Forest Service and O&C).***
- ***Staff is monitoring the success of counties with adopted Natural Resource Plans (NRPs) as a means to engage in coordination with BLM and Forest Service.***
- ***PGA and BCS staff met with Sen. Wyden's staff to discuss the county's work on cross laminated timber (CLT) and next steps of a goal to establish a model for a "purpose driven" pilot timber sale on federal forest lands.***

## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

**Goal:** By 2020, there will be a five percent annual increase in Gross Domestic Product (GDP) from agricultural lands in Clackamas County.

### Why this is important:

Simply put, more GDP from agricultural lands means more prosperity in our rural areas. Increasing regional purchases of locally produced foods and other agricultural goods by 5 percent is projected to result in an increase of agricultural economic productivity (~\$28.9m) and GDP (~\$10.9m).

**Source: Clackamas County Agricultural Investment Plan, FCS Group 2012**

### How much does the County influence this?

Moderately. Clackamas County is working to increase its influence through the creation of the Clackamas Food System ONEStop virtual partnership. We rank in the top five of all Oregon counties for total farm gate sales. There is a growing trend toward buying locally produced food and organic products of all types, which is benefiting the Clackamas County agriculture and food production cluster.

**Where are we now: This is a 5 year census. The chart reflects a decline of all values which is attributable to the late 2000 recession, resulting in the decline in number of active farms, acres farmed and prices received during that period.**

Census of Agriculture			
Current Stats for Clackamas County:	2012*	2007	% Chg
Number of Farms	3,745	3,989	< 6%>
Land in Farms – acres	162,667	182,743	<11%>
Avg. Size of Farm - acres	43	46	< 7%>
Market Value of Products Sold** (Crops/Livestock)	\$325 million	\$397 million	<18%>
Oregon County Ranking (by Sales):	5	NA	NA

**Source: US Dept. of Agriculture, next Census of Agriculture report due in 2017**

**\* 2012 Census of Agriculture**

**\*\* Product Approach to calculating GDP**



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

***Goal: By 2020, five new, natural resource-based processors will be located in Clackamas County.***

### Why this is important:

With its wealth of natural resources, Clackamas County is a logical location for resource-based processors, which will provide more jobs and support economic development, particularly in the rural area and rural cities.

### How much does the County influence this?

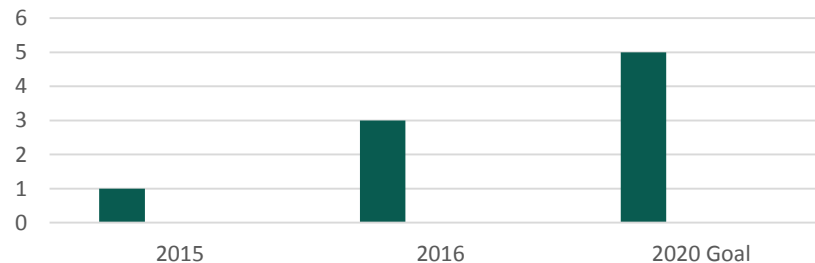
Moderately. The County can encourage processors to locate here and help identify appropriate sites, but the final decision is up to the processors.

### Where are we now:

We have 3 new or expanded agricultural-based processors:

- Oregon Lavender Farm – essential oil distillery
- GOBI Industries – specialty hardwood mill operation
- Agrinos – a soil microbial processing facility

**Number of New,  
Natural Resource-Based Processors**



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

**Goal:** By 2020, there will be \$20 million in new capital investment in tourism-related facilities in Clackamas County.

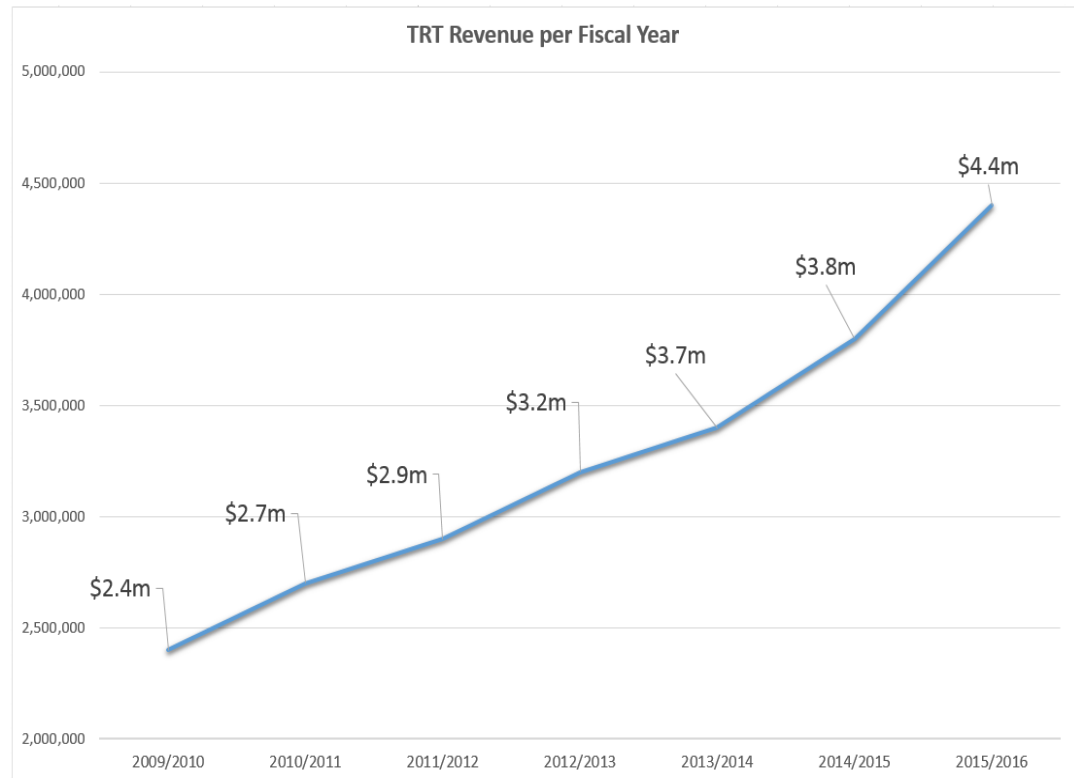
### Why this is important:

Tourism dollars bring “outside” money to the county’s economy, providing jobs and revenue. In addition, a vital tourism industry will help attract new industry to the county, as businesses seek locations that suit active lifestyles. New capital investment is a key sign of private sector interest.

### How much does the county influence this?

Moderately. Clackamas County has an active tourism program, which reinvests transient room tax (TRT) dollars in tourism promoting activities.

### Where are we now:



# Ensure Safe, Healthy and Secure Communities

**Goal:** By 2018, Clackamas County will achieve a Community Rating System (CRS) score for flood safety of 4, resulting in substantial savings in flood insurance premiums for County residents.

## Why this is important:

Clackamas County is susceptible to a variety of natural disasters, including floods. An improved CRS score is a sign that the County, its communities, its businesses and residents are better prepared to cope with and recover from this common threat.

## How much does the County influence this?

Moderately. Participation in the CRS program requires intensive efforts by the County, other jurisdictions, special service districts and other agencies.

## Where are we now:

*Clackamas County received an initial CRS rating of 5 in 2004 which it held until the rating was downgraded to 6 in 2012. We underwent a CRS review from March to December 2015. We also engaged a consultant who provided scope and cost information for future work needed to meet this goal. We did not receive funding for this contract and the County's CRS rating dropped to 10 in 2016. Absent funding, this goal is unreachable.*

