

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: December 2, 2014 **Approx Start Time:** 3 PM **Length:** 30 minutes

Presentation Title: Strategic Investment Strategy: Development Services

Department: Department of Transportation and Development (DTD)

Presenters: Barbara Cartmill - Director

Other Invitees: Dan Johnson, Mike McCallister, Scott Caufield, Carl Clinton

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

None – informational purposes only.

EXECUTIVE SUMMARY

On February 23, 2012, the Board approved a resolution adopting the Clackamas County Investment Strategy (Attachment A), an acknowledgement of the County's role in supporting a healthy business economy in and around Clackamas County.

This strategy identified a number of ways the County plays a role in the economic health of the area, with one emphasis on regulatory reform related to the Development Review process and a desire to:

- Develop a program to ensure Clackamas County will provide the community with a development approval process that is the fastest in the region,
- Provide flexibility in our commercial planned developments and
- Adopt a customer service policy regarding interactions between staff and the development community to work to find ways to "get to yes".

The following bullets provide a brief summary on efforts to date and under consideration to support the County's desire to support a healthy business economy.

Fastest in the Region

DTD has, and will continue, to work on ways to improve our development review process for commercial and industrial developments of any size. Of particular concern to the development community is the assurances provided by land use entitlement through the County's Planning & Zoning Division. These entitlements, the majority of which are issued through a Design Review application, authorizes an applicant to advance their project while providing needed information on requirements applicable to the proposed development. This clarity allows for a more focused assessment of cost and construction timelines, which are vital to the success of any business venture.

A review of approval timelines over the last year (Attachment B), illustrates that average timelines for approval equated to 35 days, with the overwhelming number of approvals

issued in approximately 28 days. Approvals in this time frame are not routine for any other jurisdictions in or around the Portland metropolitan area.

These "fastest in the region" timelines are a result of targeted efforts, such as amendments to the Zoning and Development Ordinance (ZDO) to improve ease of review, thorough pre-application conferences and improved land use decisions format. In addition, other efforts beyond land use are being used to make the process better, faster and more accessible. These efforts include, but are not limited to:

- Transition meetings – ensuring a seamless transition from land use to permitting
- Concurrent permit review – maximizing the use of permitting timelines
- Development Review coordination – establishing a single point of contact on projects of a certain size, scale and economic benefit

Flexibility for Commercial Planned Developments

The Planning Division is currently in Year 3 of a Five-Year Audit of the ZDO. A key focus of this upcoming year is an assessment of flexibility that may be able to be provided for planned commercial developments. The Board can expect presentations on this topic in the upcoming year.

In addition to a focused look at the ZDO, code flexibility is commonly applied to commercial and industrial developments by the Building Codes Division. The Alternate Means and Methods provisions found within international and state building standards are applied on a project by project basis to address complex issues such as building spacing, use of pre-existing structures and business expansion.

Working to Get to Yes

Working (emphasis added) to "get to yes" is commonplace in DTD. DTD has developed a Customer Service Policy planned for release in January 2015 that clearly defines staff expectations to provide a high level of customer service and areas of emphasis to ensure a productive interaction. Release of this policy was delayed until conclusion of the Managing for Results effort described below.

Moving Forward

In September, the Board adopted **Performance Clackamas**, a strategic plan focusing on measurable goals encompassed by five strategic priorities:

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

Since October, DTD has been participating in the Managing for Results process, the fundamental basis of **Performance Clackamas**, to define key strategic results. Though

the details of this plan are still to be determined, efforts to date have already resulted in measureable objectives to build a higher level of trust with our development community and measurable outcomes such as:

- By 20xx, xx% single-family dwelling building permits issued within xx days of application submittal, and
- By 20xx, xx% commercial, industrial & multifamily land use decisions issued within 60 days of application submittal.

DTD is scheduled to complete the Managing for Results plan by the end of the year.

FINANCIAL IMPLICATIONS (current year and ongoing):

TBD – A key component of the Managing for Results effort is Budgeting for Results. Discussions on funding levels associated with Development Services will take place annually as a part of the standard budgeting process.

LEGAL/POLICY REQUIREMENTS:

N/A

PUBLIC/GOVERNMENTAL PARTICIPATION:

DTD continues to coordinate current and future efforts related to development services with the Development Liaison Committee.

OPTIONS:

None – informational purposes only



RECOMMENDATION:

None – informational purposes only

ATTACHMENTS:

Attachment A – Clackamas County Investment Strategy
Attachment B -- Design Review Processing Timeline 2013/2014

SUBMITTED BY:

Division Director/Head Approval 
Department Director/Head Approval  11-26-14
County Administrator Approval _____

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF CLACKAMAS COUNTY, STATE OF OREGON**

Resolution Regarding the
Clackamas Investment Strategy



Resolution No. 2012 - 15
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WHEREAS, in 2011, the Clackamas County Board of County Commissioners began discussions regarding a Clackamas Investment Strategy to guide the county in targeting smart investments, not only of county funds, but of county staff and political resources; and

WHEREAS, the County is working to understand the county's assets, its economic landscape and the needs of businesses; and

WHEREAS, a core goal of the County is to be a strong partner to local business, in order to support the creation and retention of good jobs; and

WHEREAS, property owners and members of the business community have come forward with honest and frank feedback on how the county can be a stronger partner; and

WHEREAS, the County has been developing and implementing a plan to become best in class in facilitating economic development:

NOW THEREFORE, be it resolved:

The Board of County Commissioners directs county staff to develop and implement a Clackamas Investment Strategy that contains the following elements:

1. Regulatory Reform

- a. A program to assure that, by 2015, Clackamas County will provide the community with a development approval process that is the fastest in the region.
- b. A commercial planned development process that provides flexible development standards to allow the private sector to use its creativity and expertise to create the right kind of developments, with early outreach to neighbors and a broad vision of what is achievable.
- c. A formal customer service policy that assures that in interactions with the community, all development review staff work to find ways to "get to yes" and help customers succeed in achieving their goals.
- d. A program to evaluate and assure that Clackamas County has a sufficient supply of employment land to meet current and future needs.

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2. Smart Investments

- a. A program to assure that investments are coordinated between county departments and with our cities, service districts and state partners so that the public receives the best possible return on its investments.
- b. Continued implementation of the Clackamas Broadband Express project, that will provide better service, and will save county schools, fire stations, libraries and hospitals over \$500,000 per year.
- c. Tri City Service District should continue to evaluate the purchase of the Blue Heron site in West Linn, which will likely result in an \$80 million cost savings to ratepayers.
- d. Buy locally when entering into procurement or professional services contracts to the extent allowed by law.

3. Transportation

- a. Continue to work to understand the kind of roads, improvements and maintenance that county residents want.
- b. Work to build a broad-based coalition and a high level of agreement about how to fund those improvements.

4. Natural Resources

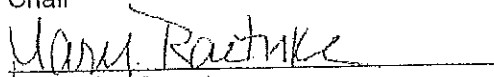
- a. Continue the work of the Agriculture Investment Plan to support our agricultural producers and agri-tourism industries.
- b. Work to support environmentally and economically sound production from our federal, state and private forests.
- c. Work to capitalize on Clackamas County's world-class tourism potential, and to support our growing recreation and tourism industries.

Dated this 23rd day of February, 2012.

CLACKAMAS COUNTY BOARD OF COMMISSIONERS

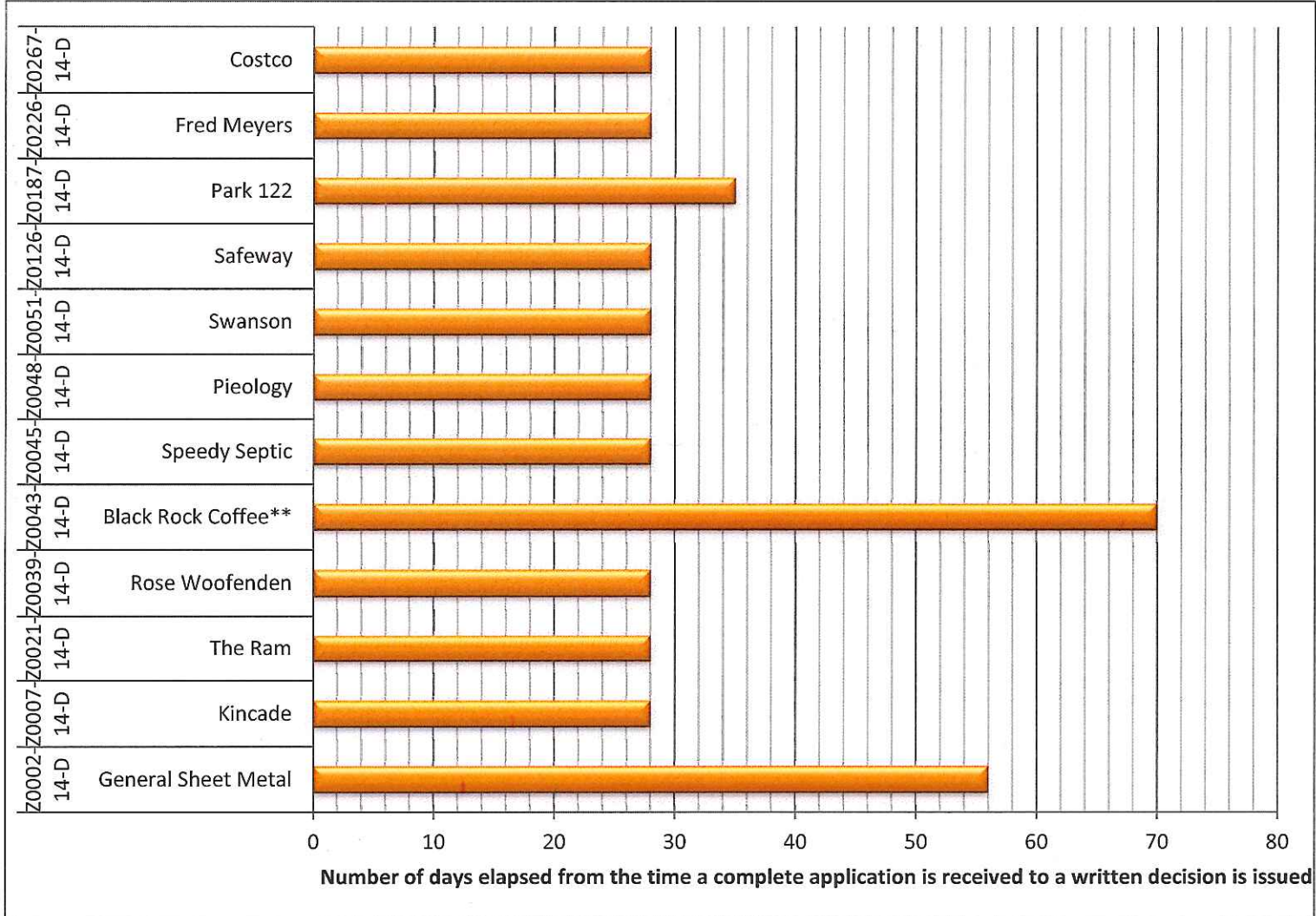


Chair



Recording Secretary

**Planning & Zoning Division - 2014 Design Review Applications
Processing Timeline**



Attachment B

* Average # of days to written decision = 34. This does not include 14 days for a Pre-Application Conference on the front end, and 12 day appeal period on the back end.

** Two hearings were postponed at the request of the applicant.