

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 12/18/2018 **Approx. Start Time:** 1:30pm **Approx. Length:** 1 hr.

Presentation Title: 2018 Economic Development Commission (EDC) Annual Report

Department: Economic Development Division of Business and Community Services (BCS)

Presenters:

Staff: Catherine Grubowski-Johnson, Economic Development Manager
EDC: Wilda Parks, Chair, EDC Executive Committee
Dave Nielsen, Vice Chair, EDC Executive Committee
Peter Lund, Immediate Past Chair, Economic Development Commission
Michael Selvaggio, EDC Executive Committee
Charles Gallia, EDC Executive Committee
John LaMotte, EDC Board Member

Other Invitees:

2018 Economic Development Commission Members
Laura Zentner, CPA, BCS Director

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

The purpose of this study session is to present the 2018 Economic Development Commission (EDC) Annual Report to the Board of County Commissioners.

EXECUTIVE SUMMARY

The mission of the EDC is to advise the BCC on economic development policy issues. The EDC can consider and provide input to the BCC as part of that planning and policy-making process. Working through the management of the BCS Economic Development Division, the EDC was given a mission to address the ongoing list of economic development related strategic plan and policy issues that the County may be facing today. The EDC developed recommendations for the BCC on some of these issues.

Topics the EDC studied this year:

- Economic Development in Clackamas County
- Tourism Development in Clackamas County
- Internet Service Providers (ISP) and Dark Fiber
- Oregon Manufacturing Extension Partnership (OMEP)
- Portland Metro Area Value Pricing Feasibility Analysis
- Housing Clackamas: Pressures and Opportunities
- Attracting Development in Clackamas County
- Export Reports from the Port of Portland
- International Trade

The attached PowerPoint presentation is the 2018 Economic Development Commission (EDC) Annual Report which outlines what was studied, what was learned, actions taken, and recommendations to the Board of County Commissioners.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? Staff time and program costs (minimal program costs for meetings)

What is the funding source? BCS Fiscal Year 18/19 Budget

STRATEGIC PLAN ALIGNMENT:

- **How does this item align with your Department's Strategic Business Plan goals?**
By facilitating the work of the EDC, BCS Economic Development provides consultation and economic analysis services to policymakers.
- **How does this item align with the County's Performance Clackamas goals?**
The work of the EDC and BCS Economic Development directly contributes to the County's strategic priority of growing a vibrant economy.

LEGAL/POLICY REQUIREMENTS:

No legal/policy requirements at this time. Policy recommendations in the report are made by the EDC for consideration by the BCC in future programming.

PUBLIC/GOVERNMENTAL PARTICIPATION:

PGA provides updates on the BCC Legislative Agenda to the EDC.

OPTIONS:

1. Accept the 2018 Economic Development Commission (EDC) Annual Report
2. Do not accept the 2018 Economic Development Commission (EDC) Annual Report

RECOMMENDATION:

Staff respectfully recommends that the BCC accept the 2018 Economic Development Commission (EDC) Annual Report.

ATTACHMENTS:

- 2018 Economic Development Commission (EDC) Annual Report (PowerPoint presentation)
- PowerPoint presentations from 2018 EDC speakers

SUBMITTED BY:

Division Director/Head Approval CGJ/llw

Department Director/Head Approval _____

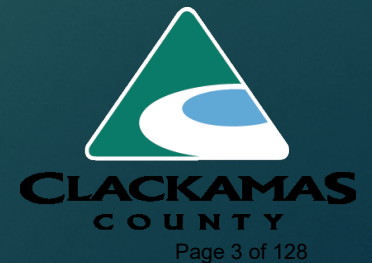
County Administrator Approval _____



For information on this issue or copies of attachments, please contact
BCS Economic Development @ 503-742-4329

EDC Annual Report 2018

PRESENTED TO THE BOARD OF COUNTY COMMISSIONERS
DECEMBER 2018



2018 ECONOMIC DEVELOPMENT COMMISSION ROSTER

EXECUTIVE COMMITTEE

Chair, Wilda Parks, Milwaukie City Council
Immediate Past Chair, Peter Lund, SuperGenius Studio
Vice Chair, Dave Nielsen, Home Builders Association
Michael Selvaggio, Ridgelark Strategies
Charles Gallia, Health Services Research

Liaisons and Ex-Officios

Lynn Wallis, Oregon Employment Department
Bridget Dazey, Clackamas Workforce Partnership
Tammy Marquez-Oldham, PCC Climb Center
Tammy Stempel, Gladstone Mayor

Economic Development Staff

Catherine Grubowski-Johnson, Manager
Cindy Moore, Economic Development Coordinator
Corina Copeland, Administrative Assistant
John Southgate, Special Projects Manager
Sam Dicke, Economic Development Coordinator
Jon Legarza, Economic Development Coordinator

A Division of Business and Community Services

Laura Zentner, Director

MEMBERS:

Kasey Adler, Gnosis Media
Robert Campbell, Small Business Development Center
Jeffrey Caton, Business Consultant
Nick Davies, Fleet Complete
John Drentlaw, JLD Construction Consulting
Tom Kane, Portland Public Schools
Kevin Klupenger, Pacific Risk Management
Alfred McQuarters, Portland Community College
Jonathan Horowitz, HydroCon Environmental, LLC
Shannon Ilas, Keller Williams Realty Professionals
Tom Keenan, Keenan & Partners
John LaMotte, LaMotte West, LLC
Matthew Makara, Port of Portland
Melissa Womack, KPIT Technologies
Vance Tong, Pamplin Media Group
Derek Metson, Greenbox Architecture
Jerry Simnitt, Simnitt Nursery
James Thornton, Environmental Consulting
Robert McEachern, CB Richard Ellis, Inc
Laura Edmonds, North Clackamas Chamber of Commerce

TOPICS & ISSUES STUDIED

WORKPLAN TOPICS

- **Economic Development in Clackamas County**
County Economic Development Team
- **Tourism Development in Clackamas County**
Danielle Cowan, Director, Tourism & Cultural Affairs, Clackamas County
- **Internet Service Provider (ISP) and Dark Fiber**
Duke Dexter, IS Project Coordinator, Technology Services, Clackamas County
- **Oregon Manufacturing Extension Partnership (OMEP)**
Russ Gaylor, Manufacturing Consultant, OMEP
- **Portland Metro Area Value Pricing Feasibility Analysis**
Mike Mason, Senior Planning, ODOT
Value Pricing Feasibility Analysis Region 1, Major Projects Unit
- **Housing Clackamas: Pressures and Opportunities**
Richard Swift, Director of Health, Housing and Human Services, Clackamas County
- **Attracting Development in Clackamas County**
“How does Clackamas County Look to the Outside World?”
John LaMotte, Consultant, LaMotte West, City Councilor, Lake Oswego
- **Export Reports**
Matt Makara, Port of Portland
Doug Smith, Port of Portland
- **International Trade**
Barry Horowitz, Consultant, CMS Consulting Services, LLC

HOT TOPICS

- **Legislative Update**
Chris Lyons, Government Affairs Coordinator, Clackamas County
- **Opportunity Zones: Where and what are they?**
Gary Schmidt, Public and Government Affairs Director, Clackamas County
- **Transportation Overview**
Commissioner Paul Savas, Clackamas County
- **Canby Ferry Alternatives Feasibility Analysis**
Steve Williams, Transportation Planner, Clackamas County

TOPIC: TOURISM DEVELOPMENT

What we learned: Tourism is an important component to Clackamas County economic development.

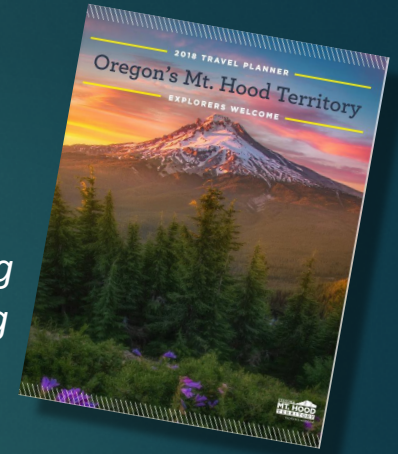
Oregon's Mt. Hood Territory is a destination marketing organization that:

- *Brings visitors into Clackamas County*
- *Generates overnight stays*
- *Gets visitors to linger longer with fun and memorable experiences*
- *Leaves visitors with reasons to return and recommend a visit to friends and relatives*

Oregon's Mt. Hood Territory : *"We use transient lodging tax revenues to attract visitors, develop new markets and bring new assets on line....Which in turn increases economic activity in communities and generates greater transient lodging tax revenues....Which we use to attract more visitors, development new markets, and bring new assets online....Which in turn increases economic activity in communities and generates greater transient lodging tax revenues...."*

They provide grants to tourism organizations for projects such as capital improvements, strategic master planning and product development. They have programs including wellness, adventure travel and water tourism.

Recommendation or Action Taken: The EDC recognizes the importance of tourism in Clackamas County and recommends continued support of Oregon's Mt. Hood Territory. Such support could include focused efforts to foster more "Pride of Place" improvements along our commercial corridors and within our downtowns and main streets and in supporting/building local business organizations. Another recommendation would be to explore land use regulatory barriers that may exist in regards to establishing Agri-Tourism and Eco-Tourism opportunities.

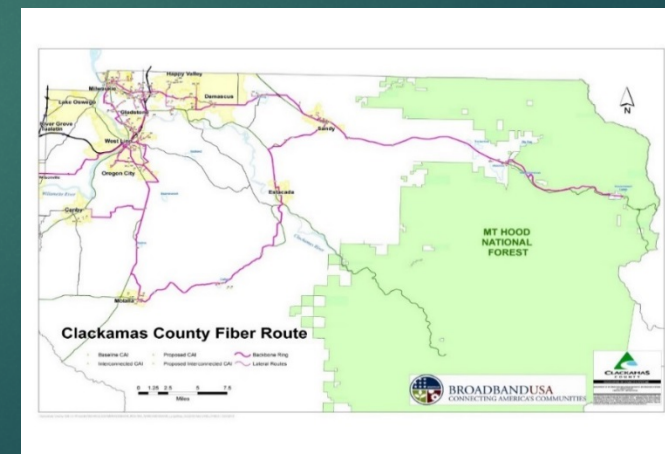


TOPIC: INTERNET SERVICE PROVIDER (ISP) AND DARK FIBER

What we learned: Clackamas County is considering becoming an Internet Service Provider to the unserved and underserved businesses and residents of Clackamas County. They currently provide service to schools, libraries and public service buildings.

Recommendation or Action Taken: The EDC voted to submit a letter to the Board of County Commissioners “to express our enthusiastic support for the Clackamas Broadband eXchange (CBX), a division of Clackamas County Technology Services, to expand the CBX program beyond just a dark fiber provider and become an Internet Services Provider (ISP).” While the EDC realizes the County, being a service provider, may be viewed by for-profit ISP providers as a competitive challenge, our assessment of the critical importance as well as the feasibility involved in various options has guided us to our recommendation.

Consideration should be given to establishing three prototype dark fiber studies for an industrial park, corporate park and downtown to determine if such internet services would make our economic development zones more competitive. The studies should also clarify the life expectancy of the technology and return on investment.



TOPIC: OREGON MANUFACTURING EXTENSION PARTNERSHIP

What we learned: OMEP is a non-profit organization established in 1996 to help Oregon manufacturers grow. With 21 staff and 14 consultants, they are a public/private partnership funded by federal, state and client company funds. OMEP provides many crucial services for businesses.

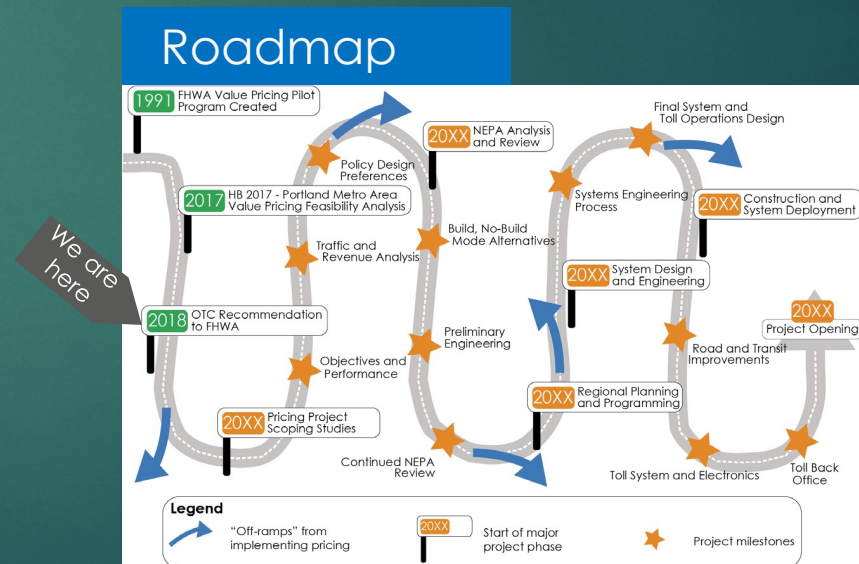
Recommendation or Action Taken: The County’s Economic Development Division contributes \$5,000 annually for support. The EDC recommends continued partnerships with organizations such as OMEP.



TOPIC: VALUE PRICING FEASIBILITY ANALYSIS: Managing traffic congestion

What we learned: ODOT completed a Value Pricing, also known as “congestion pricing”, feasibility analysis, which uses toll pricing to manage traffic congestion and improve reliability. Tolls change depending on traffic conditions: rates go up when congestion peaks. The goal is to use pricing to encourage options in travel choices such as other travel modes, off-peak periods, and alternate routes.

Recommendation or Action Taken: The EDC recognizes that the Board of County Commissioners continue to take an active role in participating in "congestion planning" efforts. This is a regional effort, but "congestion planning" needs to thoroughly evaluate impacts on Clackamas County and specifically how it may affect county economic development. The EDC suggests there be efforts in providing a better assessment of what the benefits and impacts would be. It needs to be more fully vetted on whether/how it will work for Clackamas County regarding traffic relief/impact on interstates and on County and City roads.



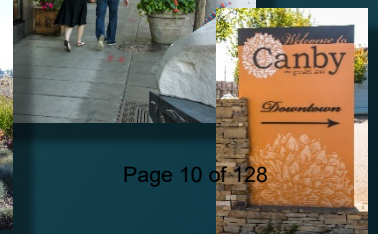
TOPIC: ATTRACTING DEVELOPMENT IN CLACKAMAS COUNTY

“HOW DOES THE COUNTY LOOK TO THE OUTSIDE WORLD?”

What we learned: We are competing with other counties for new businesses and services. Although we may have available sites, these sites largely are not ready with the right identities, maintenance, parking or gateway signage to create a welcoming and favorable impression on potential businesses. How our County looks to the outside world and the ease of access to businesses and services is critical. Are we putting our best foot forward regarding the curb appeal or physical appearance of a city or economic zone when County and municipal staff meet with potential businesses and investors on site visits?

Cities within the County should have identities and an environment that is welcoming such as gateway signage. Office parks should be well maintained, with easy to access parking. Commercial Corridors should have easy to read signage. Industrial areas should be well organized. Available land should be well marked and be maintained.

Recommendation or Action Taken: The EDC recommends that the Economic Development Division conduct general assessments of city and county economic assets to identify physical barriers to development and to update the County's inventory of available sites. This information would lead to city and county strategies that address the curb appeal and marketability of business parks, corporate centers, downtowns, and main streets. This will also help develop a plan to work with the cities to proactively market specific sites to targeted segments for which the site would be best suited.



TOPIC: CLACKAMAS COUNTY CONNECTION TO THE PORT OF PORTLAND

What we learned: The Port of Portland is a working partner to Clackamas County’s economic development efforts. Tracking imports and exports, trade, and impacts are major benefits to understanding the County’s potential in international trade. The Port also works with the regional partners in identifying and bringing industrial lands to market ready status.

Recommendation or Action Taken: Economic Development staff should continue to partner with the Port and regional partners on identifying available industrial land and continue to track business import and export activity. Develop additional programs to offer services to businesses and incorporate these programs into the new International Trade Strategy that the Economic Development Division is creating.

Clackamas County – Connection to POP

- Approx. 800,000 passengers travelling through PDX in FY 18 were headed to or coming from Clackamas County
 - 1 out of 10 Oregon residents travelling through PDX live in Clackamas County
- From a recent Economic Impact study conducted for the port, 9% of the jobs related to trade and transportation with the airport and seaport are held by residents of Clackamas County
- Working with our regional partners including Clackamas County on the regions 'market ready' industrial land supply

Sample of Clackamas County Importers

Name	Location	Commodity
Pacific Seafood Group	Clackamas	Fish and Seafood
Proactive Sports	Canby	Golf Equipment
Dover Warn Industries	Clackamas	Vehicle Winches
Grand and Benedicts	Milwaukie	Store Fixtures and Displays
Tri R Sales and Supply	Clackamas	Farm Supplies
Vanport International	Boring	Wood Products
Peerless Chain Company	Clackamas	Chain Manufacturer
Loosen Brothers	Oregon City	Wine Importer
Sock It To Me	Milwaukie	Apparel
Empire Pacific	Oregon City	Fasteners, Castings, etc.
Dark Horse Comics	Milwaukie	Comics and Graphic Novels
Fred Meyer	Clackamas	Appliances
Brentwood	Molalla	Cabinets and Countertops
Cornell Pump Company	Clackamas	Pumps for Liquid or Air
Precision Cast Parts	Milwaukie	Ingot Molds

Sample of Clackamas County Exporters

Name	Location	Commodity
Pacific Seafood Group	Clackamas	Fish and Seafood
Walsh Industries	West Linn	Wood Products
Oregon Evergreen International	Molalla	Christmas Trees
Grand and Benedicts	Milwaukie	Store Fixtures and Displays
Faller Brothers	Clackamas	Tire Sealant
Vanport International	Boring	Wood Products
Horti Floral Technologies	Milwaukie	Christmas Trees
Bridgewell Resources	Clackamas	Fertilizers
Collins Co.	Wilsonville	Wood Products

TOPIC: INTERNATIONAL TRADE



What we learned: International Trade is critical to the success of the Clackamas County business community.

- Oregon had a \$3.5 billion international trade surplus for 2017 meaning Oregon exported a higher value of product than imported.
- 19% of the United States GDP comes from international trade.
- 25% of Oregon's GDP comes from international trade.
- The Port does not have a weekly container ship to carry goods and this hinders our international trade. There is, however, an airline now that exports products by air.

Recommendation or Action Taken: The EDC recommends that the Board of County Commissioners adopt an International Trade Strategy and fund an International Trade Program for Clackamas County.

The EDC supports the recommendations made by the guest speaker:

- Undertake an effort to identify Clackamas County companies interested in doing business overseas.
- Inventory county products and determine the most desirable international markets for those products.
- Introduce Clackamas County and businesses to new markets and countries, by identifying key international tradeshows to attend and/or exhibit.
- As a point of entry into international markets, focus on small countries with emerging markets such as Singapore.
- Apply for grants to help fund investments for pursuing international markets for Clackamas County products.
- Travel to foreign markets and establish relationships for international trade.
- Continue to partner with consultants such as Barry Horowitz.
- Study the trade tariffs impact on Clackamas County businesses.



TOPIC: HOUSING CLACKAMAS: PRESSURES AND OPPORTUNITIES

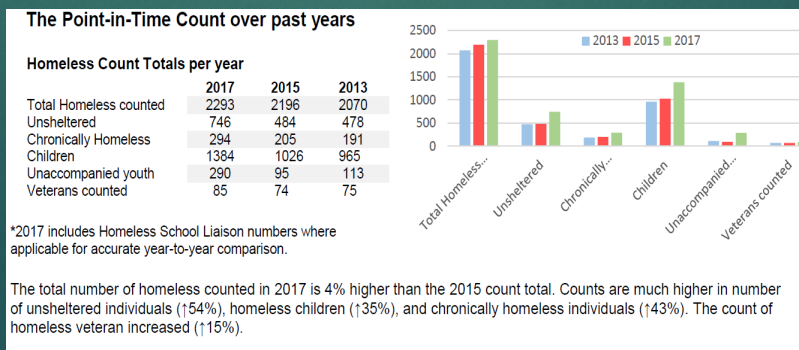
What we learned: Clackamas County Health, Housing and Human Services Department (H3S) is leading an effort on an Equity Pilot project seeking to empower communities to drive meaningful change through effective partnerships and coordinated efforts. The Equity Pilot Project grew out of the County’s June 2017 update to the County Strategic Plan.

The project includes several components:

- Identify several pilot areas of the county where there is a need for focused, coordinated efforts to assist in alleviating poverty and food insecurity.
- Bring a diverse set of government and non-government resources and assets together with community input to develop a plan and program unique to each area. H3S anticipates that local governments, healthcare institutions, economic development entities, social service providers, schools and public safety partners may participate in the planning and programing.
- Help to build local capacity among grassroots organizations.

Recommendation or Action Taken: The EDC examined the housing issue through an economic development lens, recognizing the connection between workforce readiness, transportation and infrastructure. The EDC recommends that there be a focus on housing for the segment of people who have become (or will become) homeless through lack of stable employment coupled with lack of affordable housing. The EDC also recommends that current and future County housing initiatives look closely at locations and types that would facilitate shorter trips to work for employees via auto, transit, biking or walking. The EDC also recommends that the County explore the potential for facilitating the front end steps/requirements to home building to increase the ability of builders to construct lower cost housing.

Homelessness in Clackamas County



EDC Successes

The Economic Development Commission wishes to thank the Board of County Commissioners for the honor of studying critical topics related to the economic vitality of Clackamas County. Through the years, we have studied many topics such as transportation, infrastructure, employment lands, workforce and housing.

Two areas of study that Economic Development staff asked the EDC for feedback on, resulted in recommendations and are now in development are:

Exporting Goods and Services: The Economic Development Division is now working on an International Trade Strategy which will be brought before the BCC in 2018-19

Brownfield Redevelopment: The Economic Development Division is working on a feasibility study to create a Brownfields Land Bank Authority to clean up contaminated properties and redevelop them into viable sites for employment and housing.

Thank you for the opportunity to serve

Suggested Topics for Next Year

- *Continue to study international trade*
- *Workforce housing as it impacts economic development*

Health, Housing
& Human Services



CLACKAMAS COUNTY

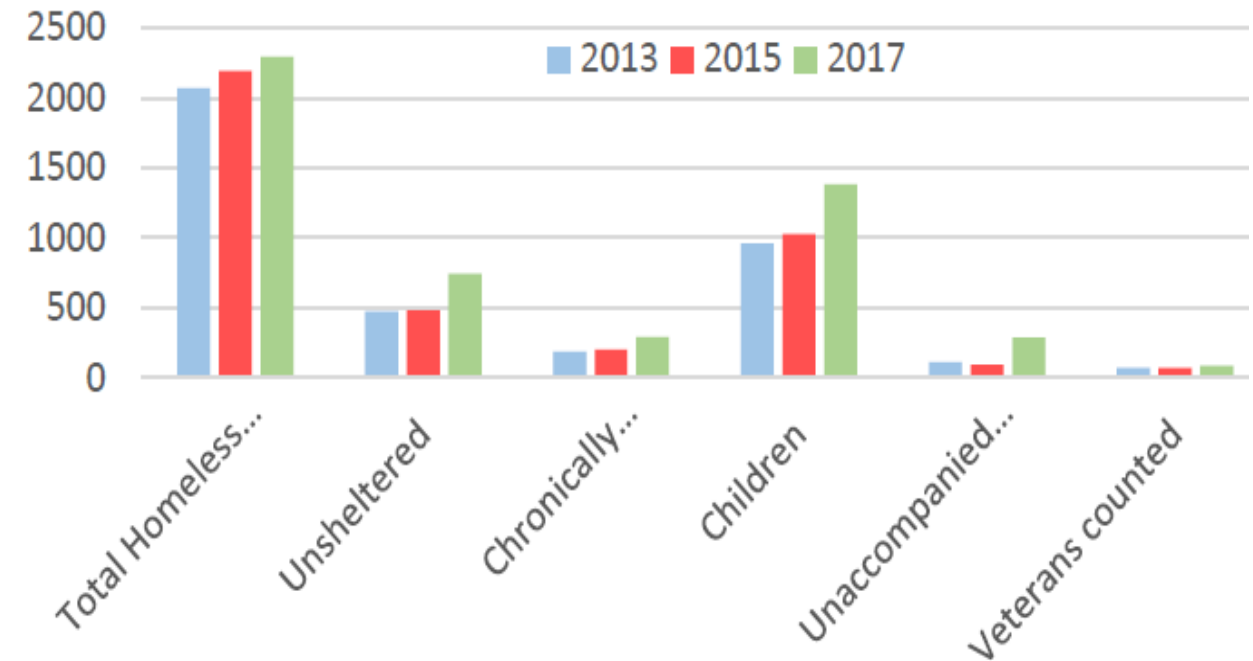
Housing Clackamas Pressures and Opportunities

Homelessness in Clackamas County

The Point-in-Time Count over past years

Homeless Count Totals per year

	2017	2015	2013
Total Homeless counted	2293	2196	2070
Unsheltered	746	484	478
Chronically Homeless	294	205	191
Children	1384	1026	965
Unaccompanied youth	290	95	113
Veterans counted	85	74	75



*2017 includes Homeless School Liaison numbers where applicable for accurate year-to-year comparison.

The total number of homeless counted in 2017 is 4% higher than the 2015 count total. Counts are much higher in number of unsheltered individuals (↑54%), homeless children (↑35%), and chronically homeless individuals (↑43%). The count of homeless veteran increased (↑15%).

Clackamas County Children's Commission Head Start Programs

Resident District	Doubled-Up	Shelter	Unsheltered	Motel	Total	Unaccompanied
Canby	52	1	2	0	55	1
Colton	2	0	2	0	4	
Estacada	13	0	0	0	13	1
Gladstone	33	0	0	0	33	1
Gresham/Barlow	4	1	0	0	5	
Lake Oswego	1	0	0	0	1	
Molalla River	21	0	1	0	22	
North Clackamas	175	5	1	1	182	1
Oregon City	64	1	1	0	66	2
Oregon Trail	16	0	0	0	16	1
Silver Falls	1	0	0	0	1	
West Linn -Wilsonville	11	0	0	1	12	
Totals	393	8	7	2	410	7

Percentage* 63% 1.20% 1.10% 0.30% 65.20%

* Number based on children enrolled an received services (628 children)

Percentage** 49% 1% 0.80% 0.25% 51.70%

**Number based on total number of children enrolled/accepted and abandoned who did/did no received services (793 Children)

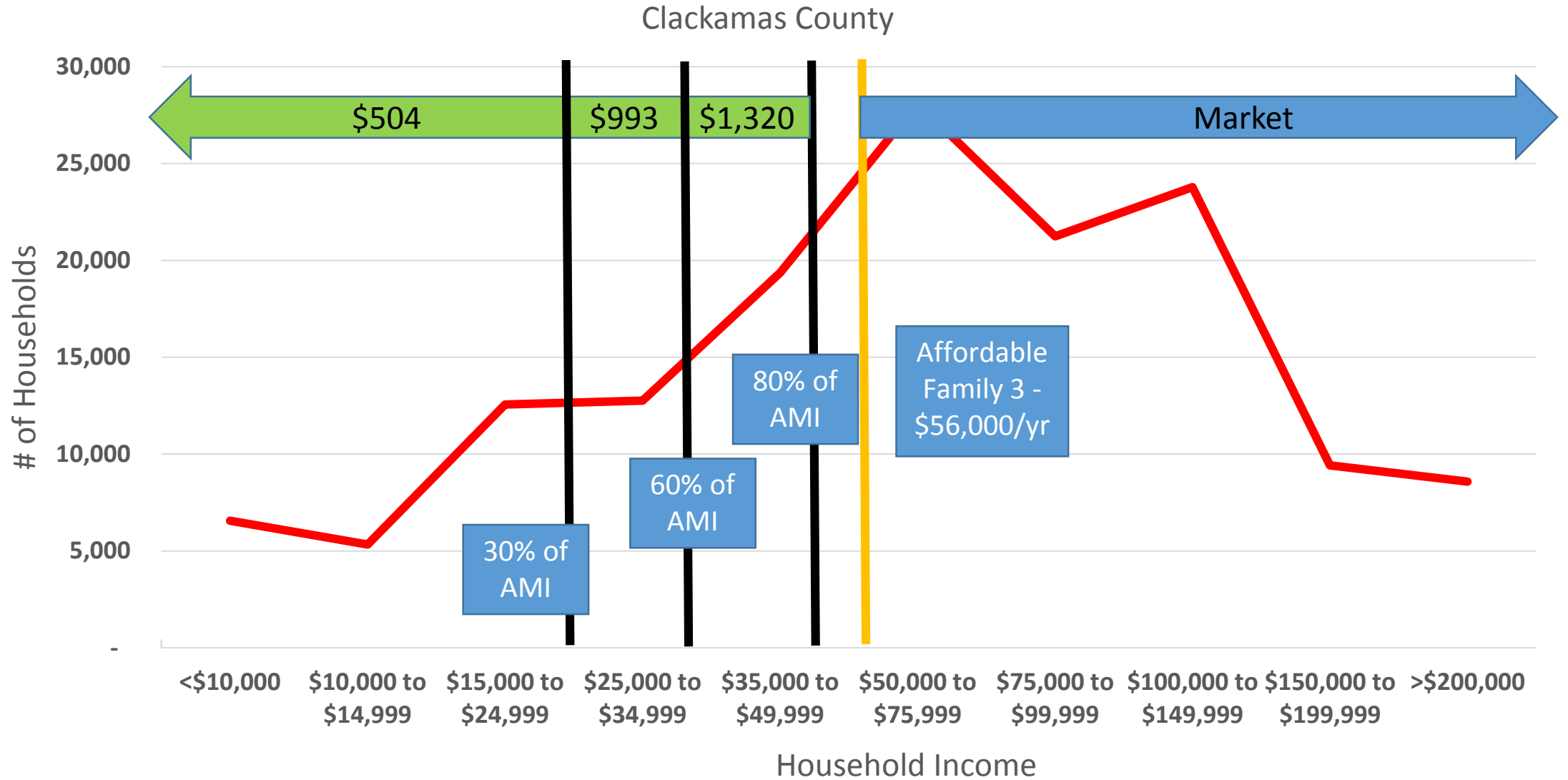
Causes of Loss of Housing

Contributing factor	Count
Couldn't Afford Rent	483
Unemployment	437
Eviction	251
Kicked Out by Family / Friends	226
Criminal History	167
Domestic Violence	164
Mental/Emotional Health Issues	159
Drugs or Alcohol Abuse (self)	139
Medical Health Issues	115
Drugs or Alcohol in the Home	89
Problems at Rental Property	85

Assessing the Gap

- 2,369 people waiting for placement in 569 total program beds, more than half of which (323 units of Permanent Supportive Housing) rarely open up.
- 401 non-chronic adult-only households waiting for 5 units
- 255 family households waiting for 99 units
- 115 youth waiting for 31 beds

Household Data – Clackamas County



Who Needs Subsidized Housing?




Social Security Income
 \$16,000

Full-time minimum wage worker
 \$19,000

0-30%
area median income

Annual household salary
 (three-person household)
 \$0-\$20,000

Affordable monthly housing costs
 \$0-\$500



Library Assistant
 \$29,300


Office Specialist
 \$32,200

Two full-time minimum wage workers
 \$38,000

30-60%
area median income

Annual household salary]
 (three-person household)
 \$20,000-\$40,000

Affordable monthly housing costs
 \$500-\$1,000



Case Manager
 \$42,500

Accountant
 \$44,400

60-80%
area median income

Annual household salary
 (three-person household)
 \$40,000-\$53,000

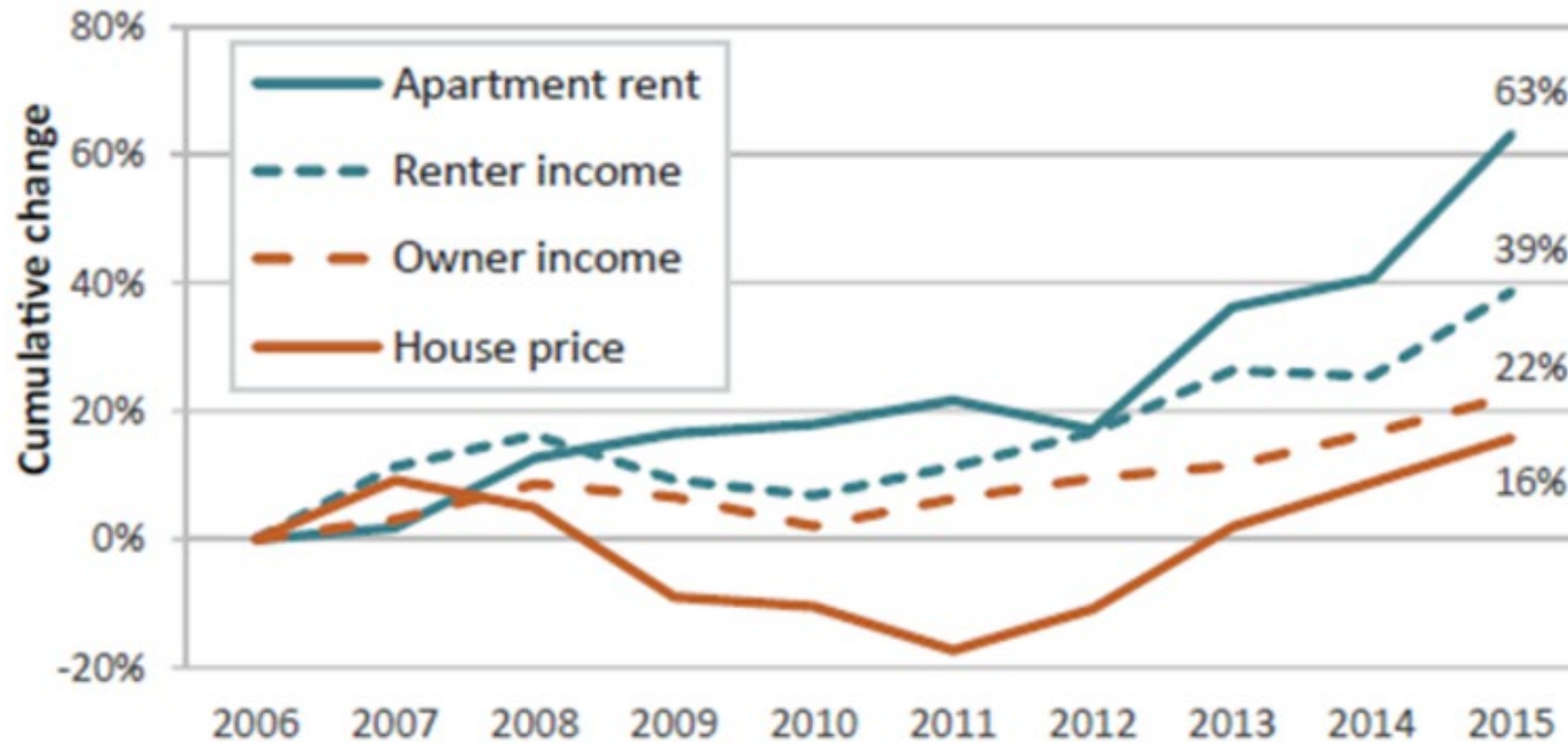
Affordable monthly housing costs
 \$1,000-\$1,300

Average Rent for a 2-Bedroom Apartment - \$1,400

For a 1-Bedroom Apartment - \$1,200

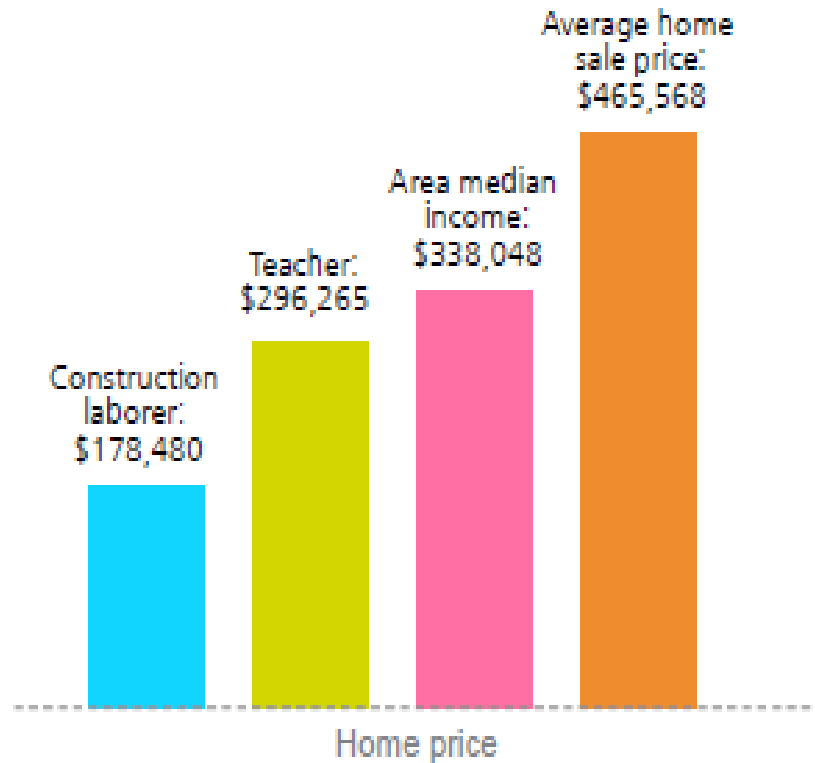
Changes in Income and Housing Costs

Figure 5 Change in income and home prices | Source Multifamily NW, RMLS, U.S. Census Bureau, Johnson Economics



Homeownership is out of reach for many

Average home price an individual can afford



\$465,568

average home sale price,
in 2017



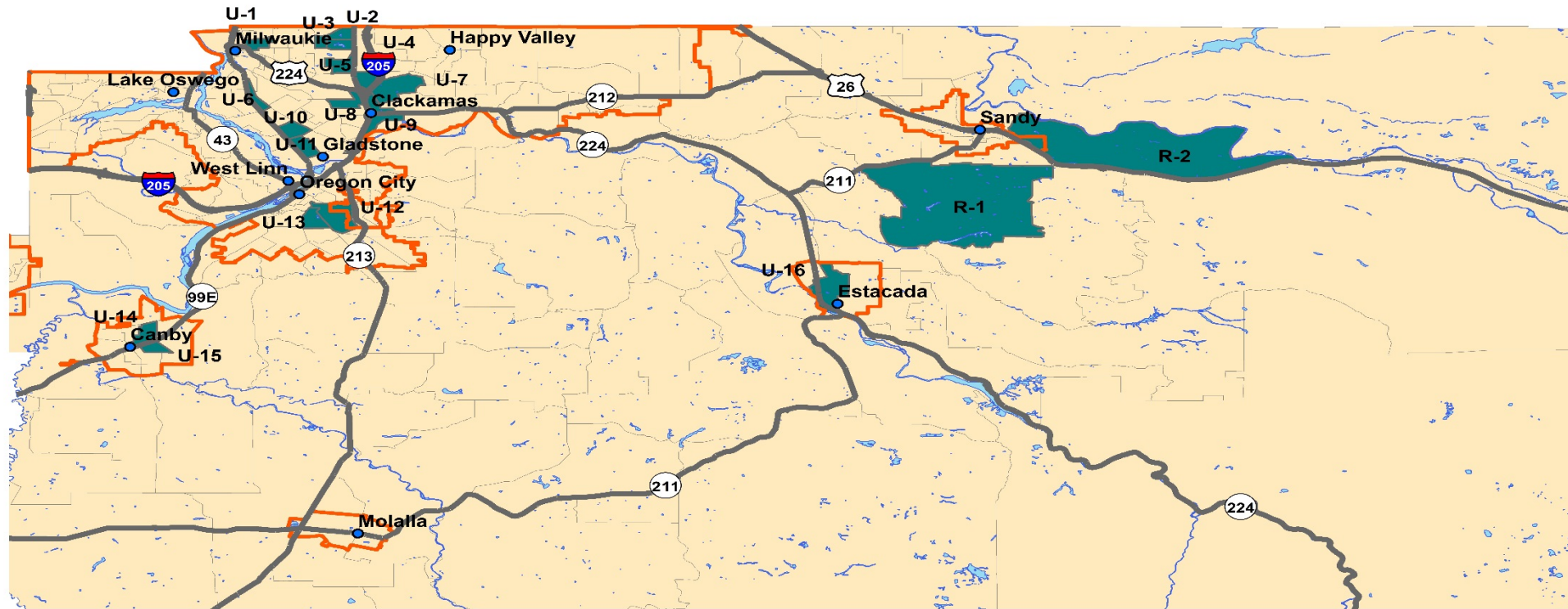
...up 6.8% from 2016

Equity Pilot Project

The Equity Pilot project seeks to empower communities to drive meaningful change through effective partnerships and coordinated efforts. The Equity Pilot Project grows out of the County's June 2017 update to the County Strategic Plan. The project includes several components:

- Identify several pilot areas of the county where there is a need for focused, coordinated effort to assist in alleviating poverty and food insecurity.
- Bring a diverse set of government and non-government resources and assets together with community input area to develop a plan and program unique to each area. We anticipate that local governments, healthcare institutions, economic development entities, social service providers, schools and public safety partners may participate in the planning and program.
- Help to build local capacity among grassroots organizations.

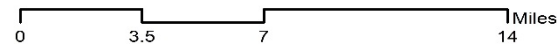
Intersection of High Poverty Indicators including Overall Poverty, High Childhood Poverty, and Number of SNAP Recipients



Legend

- Major Cities
- Major Highways
- ▭ Urban Growth Boundary- 2015
- ▭ Water Bodies
- ▭ High Poverty Intersection

The teal areas indicate the intersection where overall poverty is in the upper 20% for the entire county, childhood poverty is in the upper 20% for the county, and upper 20% of those receiving SNAP benefits.



Clackamas County Public Health Department
 Data Source: ACS 5-year estimates, 2011-2015 and
 Clackamas County Public Health Department
 Produced by: OSU Spatial Health Lab; 9/2017

Metro Affordable Housing Bond

- Referred to the November ballot
- Would raise \$652.8M
- Core Values:
 - Lead with racial equity
 - Create opportunity for those in need
 - Create opportunity throughout the region
 - Ensure long-term benefits and good use of public dollars

Constitutional Amendment on Ballot

- Currently Bond proceeds limited to build and acquire housing owned and operated by a government entity.
- Ballot title: **“Amends Constitution: Allows local bonds for financing affordable housing with nongovernmental entities. Requires voter approval, annual audits.”**
- If amendment passes bond proceeds can be used to leverage additional funding and partnerships with nonprofits, counties and cities.

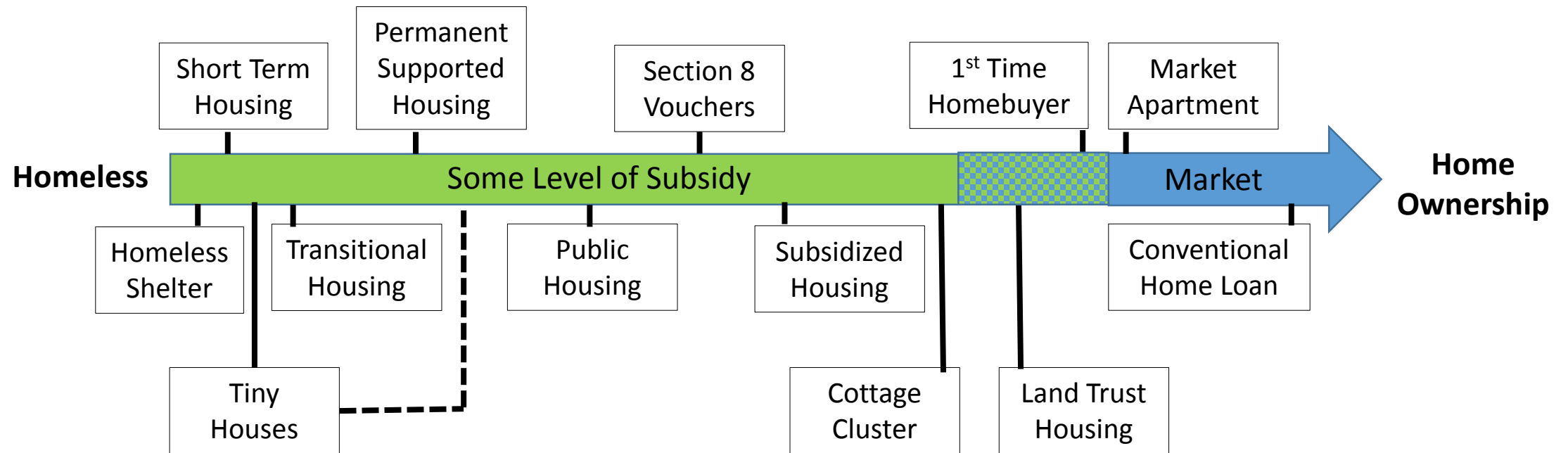
Why the Amendment Matters

- Without the amendment, the Metro bond would create affordable housing for **7,500** households, or **2,400** homes.
- **WITH** the amendment, the bond would house **10,000** households, creating **3,900** affordable homes.

How can the Economic Development Commission help?

- Support targeted investment in Equity Pilot Areas (Milwaukie, Canby, and Estacada)
- Support the Metro bond and Constitutional Amendment
- Support multi-use zoning (Live/Work)

Housing Continuum



Questions and Comments

- Richard Swift, Director of Health, Housing & Human Services
RSwift@Clackamas.us
- Jill Smith, Deputy Director, Health Housing & Human Services
JSmith6@Clackamas.us
- Vahid Brown, Housing Policy Coordinator
Vbrown@Clackamas.us

Oregon Manufacturing Extension Partnership



**We Help Oregon
Manufacturers Thrive**

[LEARN ABOUT US](#)

[SEE HOW WE WORK](#)

Russ Gaylor – Manufacturing Consultant

Who Is OMEP?

- Non-profit established in 1996
- We exist to help Oregon manufacturers grow
- Public/private partnership funded by federal, state, and client company funds
- 21 total staff, 14 consultants

OMEPE's Operating Model

Business Focus

- OMEPE's provides services to improve Oregon manufacturers' business competitiveness. Our focus is to solve *their* business problems and create sustainable operating systems that lead to clients' long-term success.

Team Focus

- No single OMEPE consultant has all the skills needed by any company. OMEPE consultants assess the business problems encountered by our clients and bring the correct resource to the table whether it is ourselves, our colleagues, or a third party consultant.

What Does OMEP Do



Operations

- Operational Performance
- Engineering Services
- Quality Systems
- Supply Chain
- Maintenance TPM



Business Systems

- Strategic Planning
- Business Model Innovation
- Business Transition
- Executive Coaching
- ERP Selection



Sales and Marketing

- TDMI/Tech scouting
- Sales System Development
- Market Strategy
- Product Management
- Marketing Services



New Product Development

- Lean Product Development
- Design
- Prototyping
- Market Research
- Sourcing & Qualification



Workforce Training

- Leadership
- Job Skills Training (Smart Talent)
- Team Building
- Recruitment



New Programs for 2018 / 2019

Smart Talent



Attracting

- Positive Job Postings
- Expanding the Labor Pool
- Competitive Wages
- Robust Onboarding

Training

- Job Modules
- Standard Work
- Development Paths
- Upskilling Trainers
- Training Tracker
- Effective Onboarding

Engaging

- Career Ladders
- Pay Increases
- Promotions
- Performance Based Pay System
- Company Growth

Cyber Security & High Tech

Cyber

We are capable of delivering on a cyber engagement with companies either wanting to get NIST 800-171 compliance or just strengthen their cyber security posture

- We've partnered with OIT to provide cyber assessments and continuous monitoring services
- We have a partner on board to provide IT assessments for companies wanting an objective plan for their IT needs into the future

Additive Manufacturing

- We are able to provide assessments and guidance to companies wanting to consider and adopt additive manufacturing as a solution

Cyber Security & High Tech Cont...

ERP

- We are sourcing partners to do ERP engagements in the area of: selection, integration, and implementation

Automation and Robotics

- We are developing a network of partners that can do robotics design, integration, and industrial automation

Value Based Selling

- VBS is a sales methodology specifically tailored for organizations that use a consultive sales process.
 - Targets direct, or indirect, face to face, and inside sales forces as well as pre-sales support and consulting personnel.
 - It is a 15 module curriculum designed to be delivered onsite, virtually, or as a blended seminar / workshop.

HR Services

- Staffing and Recruiting
- Workforce Development and Training
- Performance Management
- Conflict Resolution
- Organizational Development





We Help Oregon Manufacturers Thrive

LEARN ABOUT US

SEE HOW WE WORK

www.omep.org

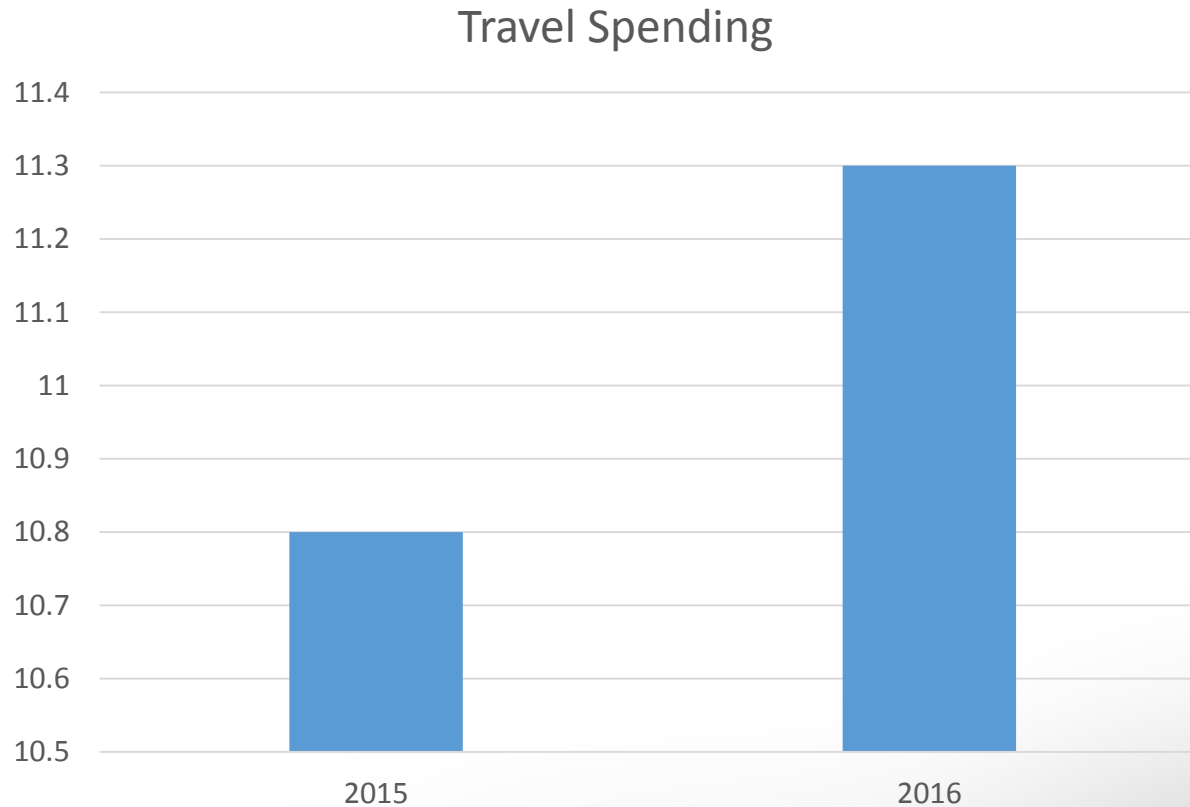
7650 SW Beveland Street Ste. 170
Portland, OR 97223

503.406.3770

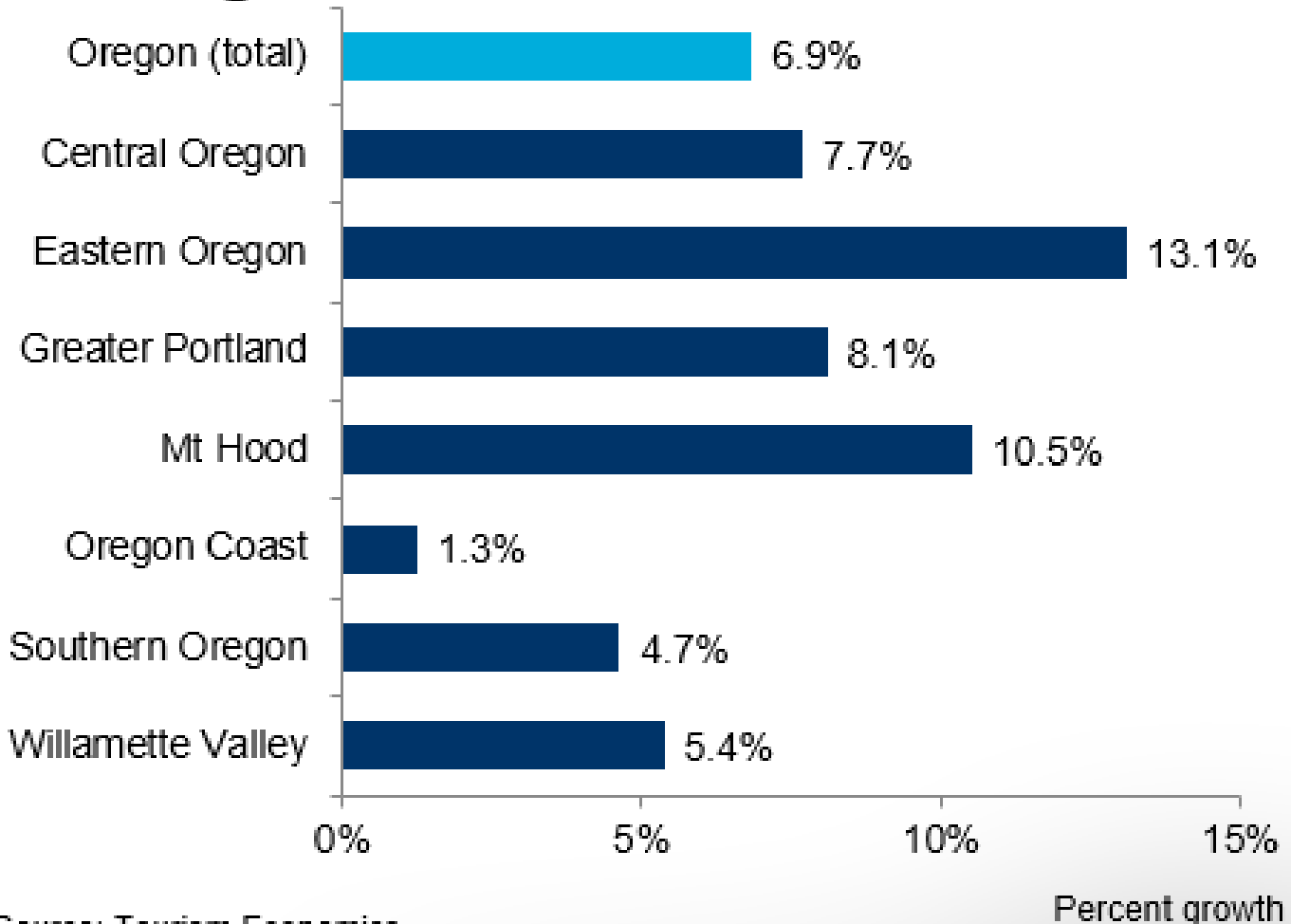


Tourism is Economic Development

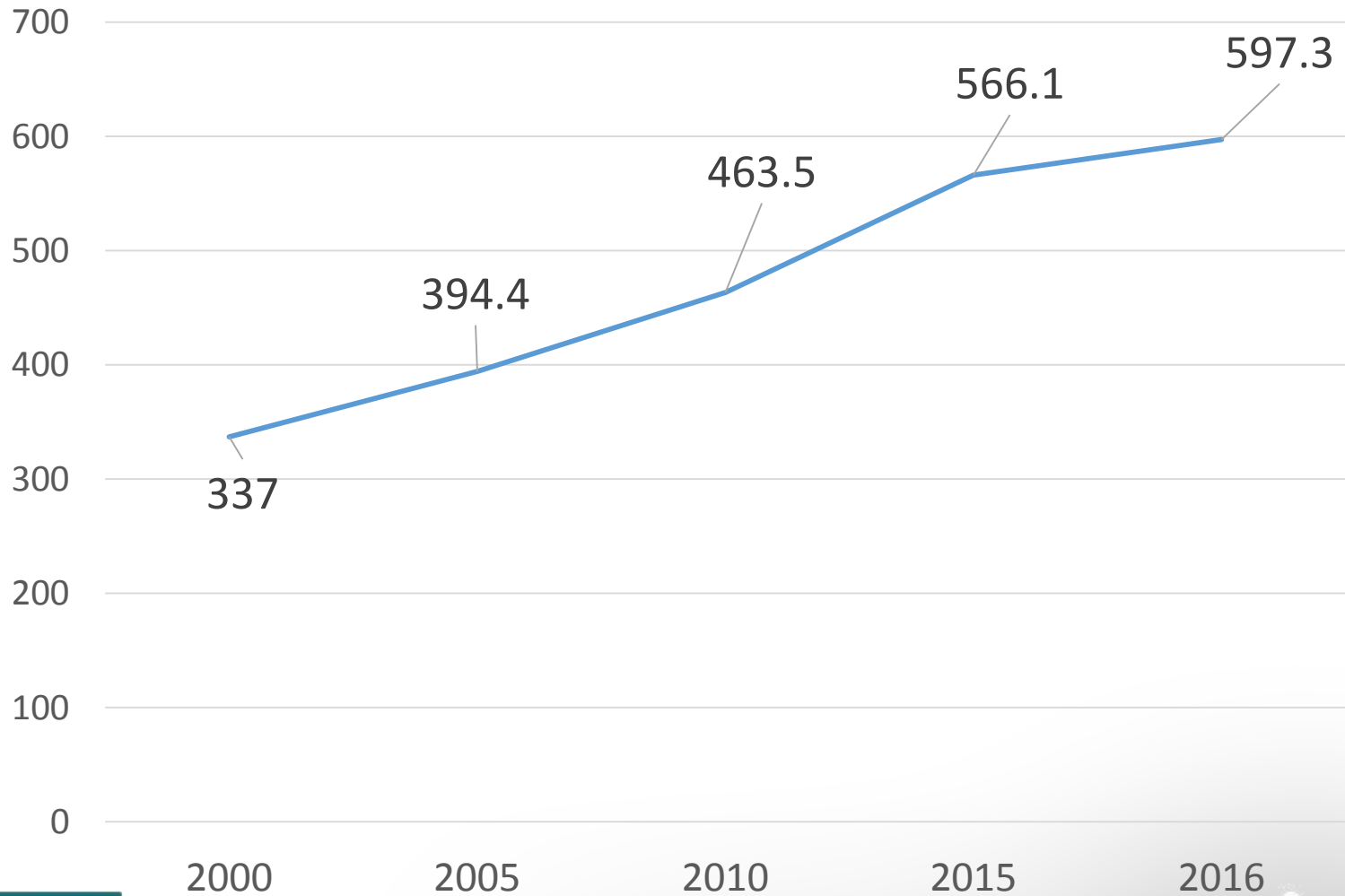
Oregon Travel spending increased 4.3% to \$11.3 Billion in 2016



Growth in spending from world (total) in state regions, 2016



Travel spending up in Clackamas County



2017 Economic Impact Report on Clackamas County by Dean Runyan



- Welcomed more than 2.6 million overnight visitors in 2016
- Visitors spent \$597 million in 2016
- Total travel spending generated \$24 M in state/local revenues
- Average Occupancy Rates at lodging properties was 70.7% in 2016. (National average is 65.4) (*Smith Travel Research*)

Who are we?

**We are a Destination
Marketing Organization
(DMO)**

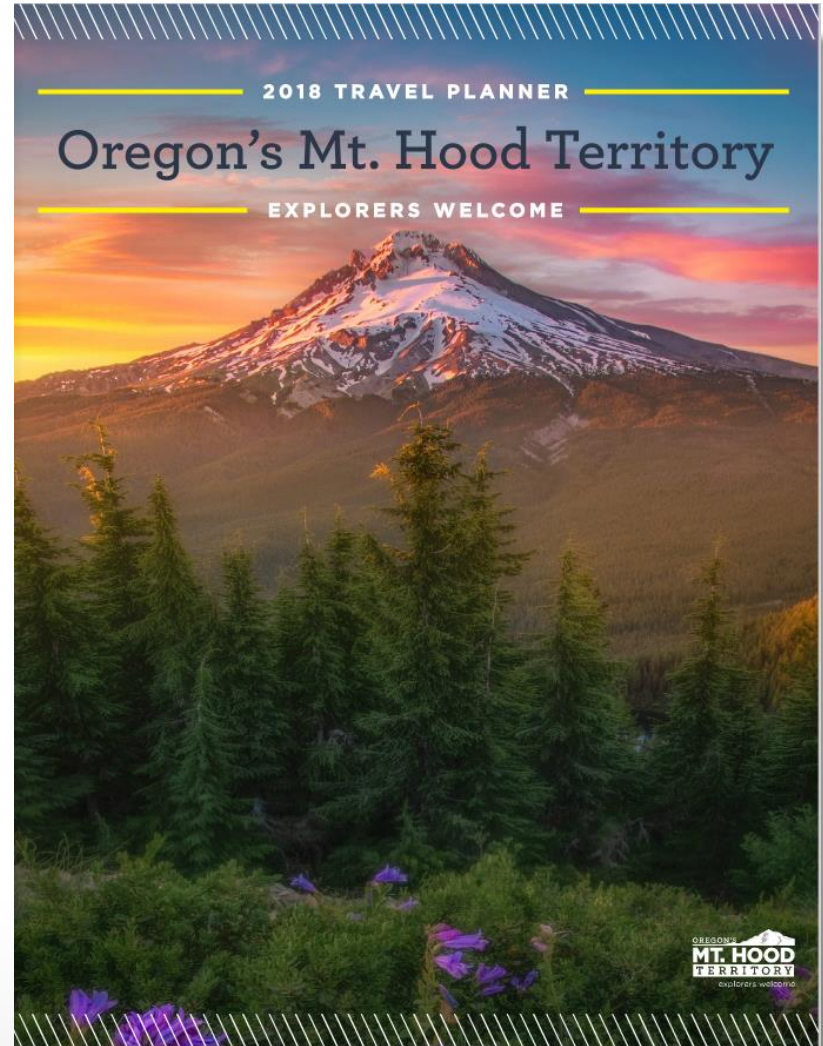
**Branded as Oregon's Mt.
Hood Territory**

Bring visitors into Clackamas County

Generate overnight stays

*Get visitors to linger longer with fun and
memorable experiences*

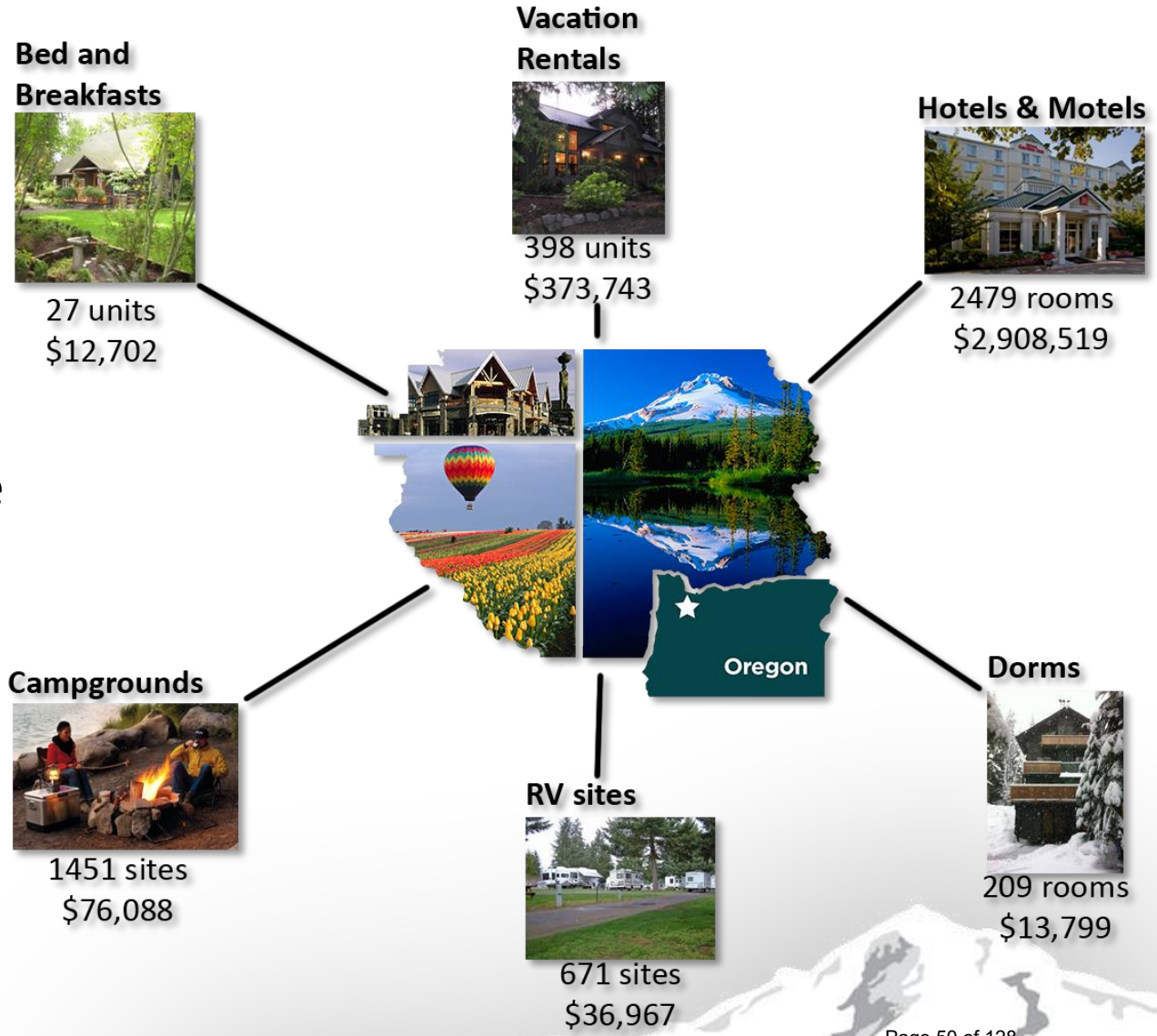
*Leave visitors with reasons to return and
recommend a visit to friends and relatives*



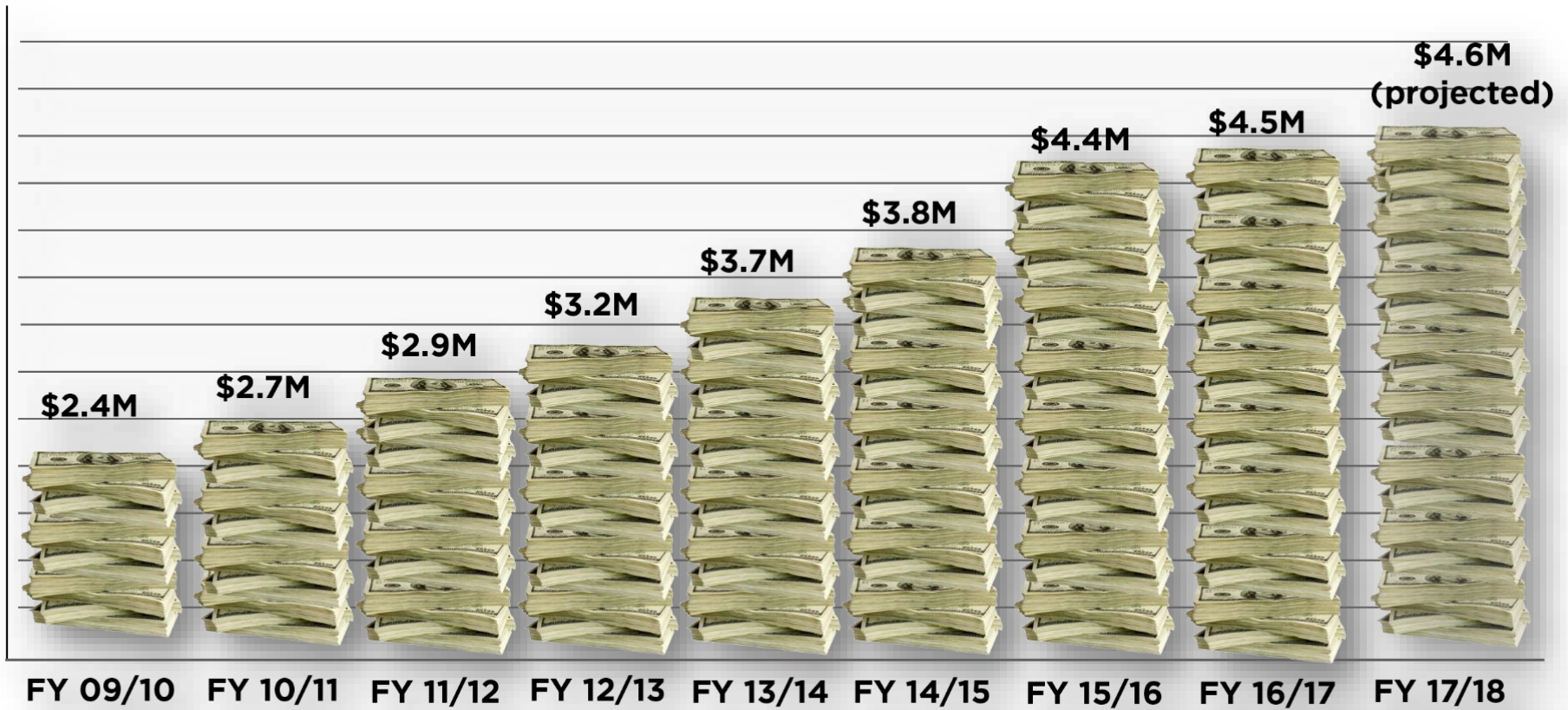
How are we funded?

100% of our funding comes from the 6% Transient Room Tax on visitors.

...That means not one dollar of our budget comes from the General Fund and local property taxes.



TRT Revenue Collections





What We Do In a Nut Shell

We use transient lodging tax revenues to attract visitors, develop new markets and bring new assets on line..... **Which in turn increases economic activity in communities and generates greater transient lodging tax revenues....**
Which we use to attract more visitors, development new markets and bring new assets on line ... **Which in turn increases economic activity in communities and generates greater transient lodging tax revenues....**

The Tourism Development Council

- Tourism is overseen by the Tourism Development Council (TDC).
- Nine member board comprised of business and community leaders.
- This board guides the policies and priorities of Tourism.
- TDC directs work and investment of Clackamas County Transient Lodging Tax revenues.
- Efforts guided by Tourism Master Plan and 5-Year Strategic Plan

Tourism Development Council



Chairman
John Erickson
Marylhurst Univ.



Roger Beebe
Crowne Plaza



Jody Carson
Heritage Orgs.



Sam Drevo
eNRG Kayaking



Barb Iverson
Wooden Shoe Farm



Kirk Mouser
Stumptown Stages



Tammy Thompson
Monarch Hotel



Peter Watts
Jordan Ramis PC



Hans Wipper
Wippersnappers

Our 3 Pillars of Tourism



Outdoor Recreation



Agritourism



Cultural Tourism

How we operate

Mt. Hood Territory has four “divisions” that each have their own scope of work:



- *Leadership*
- *Marketing*
- *Community Relations*
- *Development*

Marketing sells the  to potential visitors.

(through advertising, website, PR & Social Media)

Development works on making bigger



... on making different



and on packaging different pieces of pie together for visitors who want variety once they get here.

Tourism Marketing Strategies

Owned & Earned

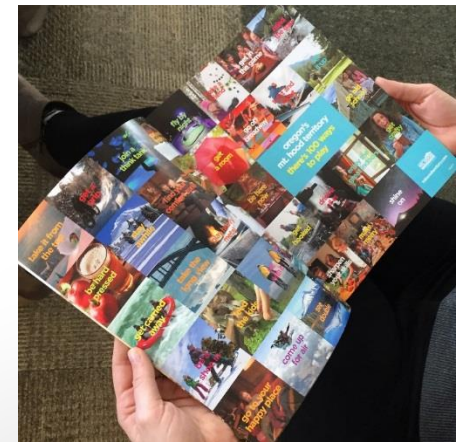
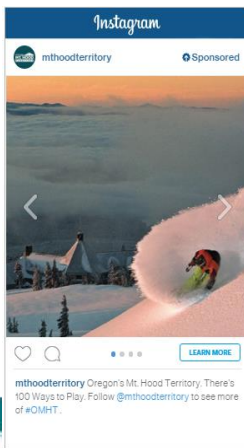
- PR/Communications
- Social Media
- Website
- Videos

Paid

- Print Ads
- Digital Ads
- Co-op Ad Program
- SEM – Pay-Per-Click
- Social Media



100 Ways to Play Campaign; Soon to Announce New Campaign



PR Pitching + Deskside Tours


Media Hosting



Social Media Channels + #OMHT

Oregon's Mt Hood Territory
Published by Jarrod Lyman [?] · April 4 at 6:00pm · 🌐

Sunrise at the Wooden Shoe Tulip Festival by instagrammer jess_pdx.



51,476 people reached Boost Post

👍 Like 💬 Comment ➦ Share

👍❤️😱 3.4K Top Comments ▾



mthoodterritory

844 likes 13w

mthoodterritory Sunrise high up on Mt. Hood by @djaffe.

ashcam_pnw Gah! 😍

mthoodterritory #omht #mthood #Oregon #exploregon #oregonexplored #iloveoregon #realoregon #youroregon #scenicoregon #oregonisawesome #bestforegon #traveloregon #jj_oregon #pdx #pnwonderland #pnwonderland #upperleftusa #northwestisbest

worldofspeedusa Gorgeous!

joeygags77 @bduffy428 @timallan13

miranda1017 @kcass_801

alexhorsuk @matthasenoehr can't wait to get home!

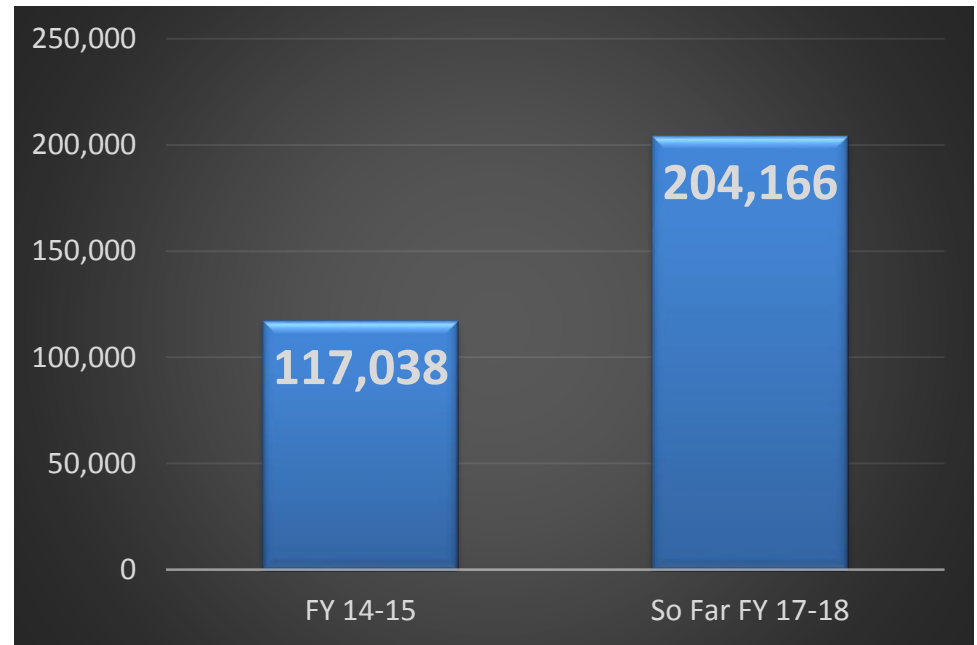
matthasenoehr @alexhorsuk wow! This is spectacular!

jaredellarose Incredible perspective and capture. 📸

👤 Add a comment... ⋮

Social Media

Mt. Hood Territory social strategy includes continued marketing to a growing community of followers via Facebook, Instagram, Twitter, and Pinterest.



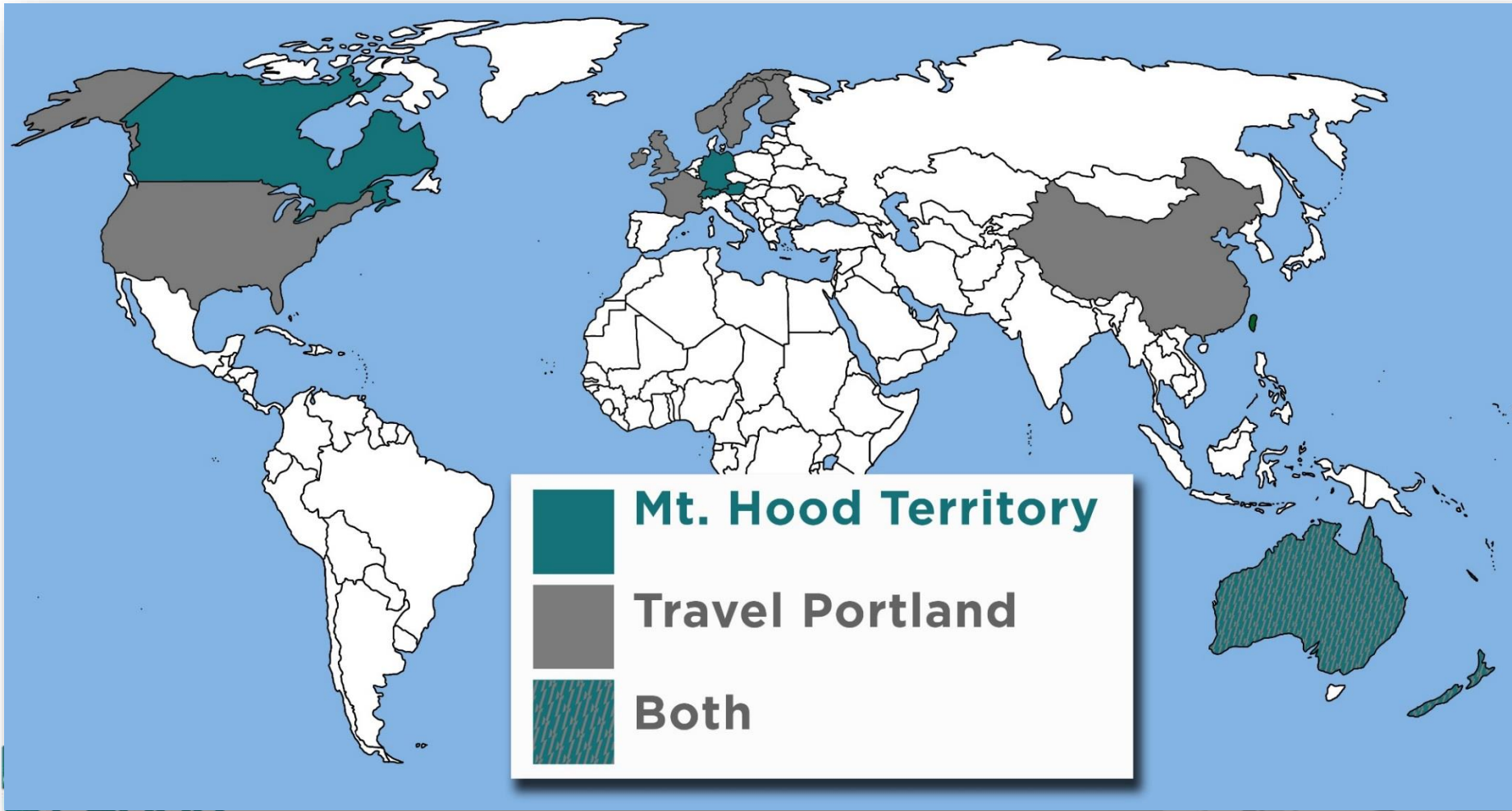
Facebook Live

- Online videos as the lead marketing tool
- Facebook Live gets priority views
- Support our film crews
- Waive any fees and assist with film permits

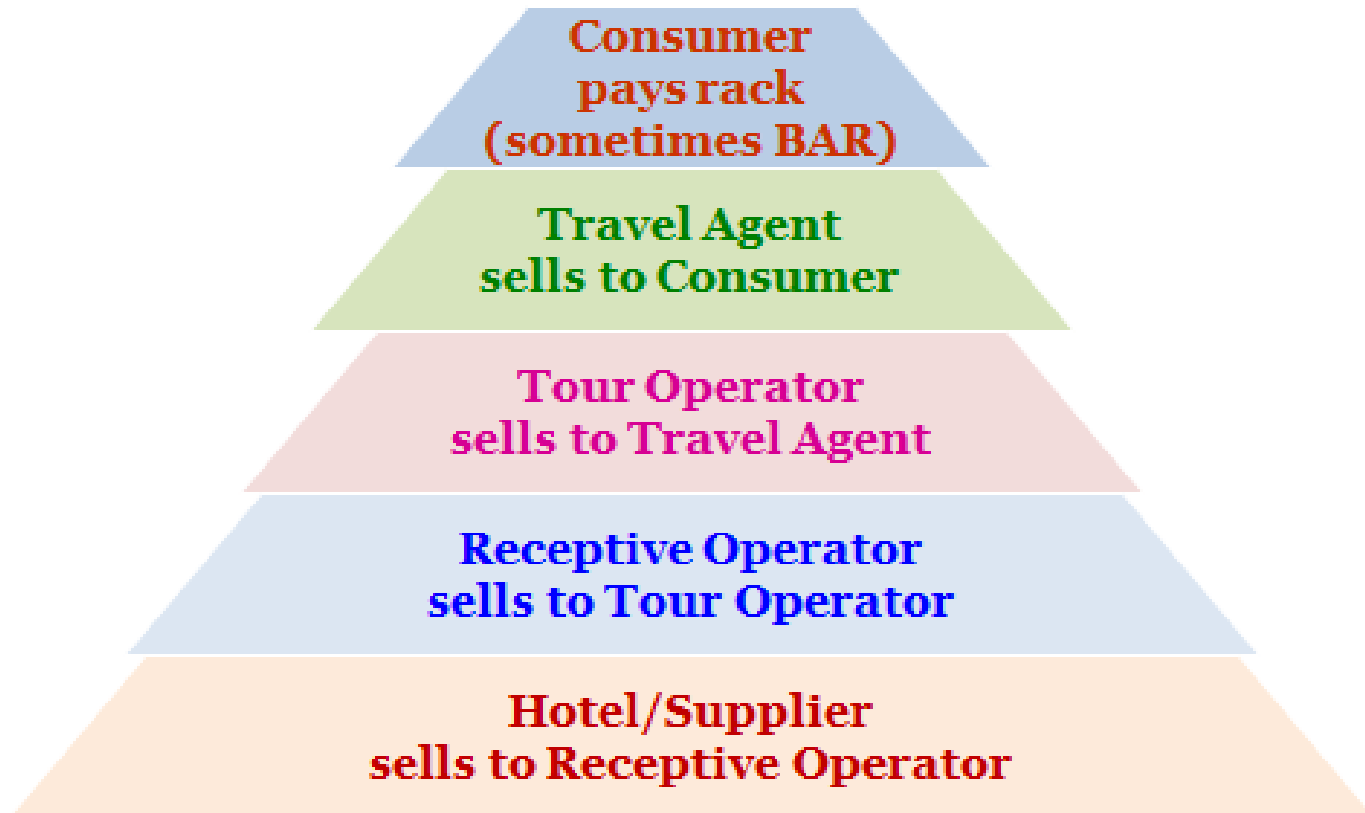


International Marketing Program

International Visitors Stay Longer and Spend More



Travel Industry Buying Chain



travel
PORTLAND

Building International Demand

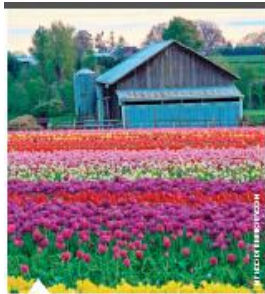


Growing markets...

- Consumer Publications
- Tour Operators



Building International Consumer Demand



JULIA HARRIS/ISTOCK

Mt. Hood Territory

Oregon's Mt. Hood Territory is dotted with farms to be explored and enjoyed. By day, take a self-guided driving tour of the Molalla Country Farm Loop, Canby Farm Loop or Farmlandia Farm Loop. (Or arrange a cycle tour with The Blue Concierge in Oregon City.) On tour, wind through the countryside past dahlias and tulip fields to sample goat cheese, wine and handmade chocolate-covered hazelnuts from local artisans. By night, tour a regional farm, Oregon wine in hand, before a six-course Dinner in the Field event. The dinners, available through Field & Vine, spotlight the host farm's bounty. MtHoodTerritory.com

Pacific

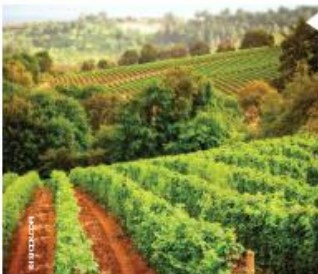
Eugene, Cascades & Coast

This region boasts award-winning wineries – it is, after all, located in the famous Willamette Valley. For craft brews, follow the Eugene Ale Trail and bring an appetite: brewpubs such as Falling Sky complement beer with fresh breads and burgers made with grass-fed beef. Agrarian Alas grows hops and offers wood-fired pizza with ingredients from neighbouring farms. The regional bounty inspires Eugene restaurants as well, including Excelsior Inn Ristorante Italiano, Marché and Nollette Pastry Kitchen, where the chicken pot pie is as decadent as the frangipane tart made with Oregon pears. Creswell Bakery (in the town with the same name) showcases ingredients from the owner's farm. EugeneCascadesCoast.org/local-foods



KORCENSKI

In Oregon, stunning landscapes are paired with fresh, delicious foods.



Willamette Valley

In Oregon's leading wine region, the bounty translates to unique food and wine pairings. Complement locally grown foods with Oregon wines in the full-service restaurants at King Estate in Eugene or Willamette Valley Vineyards in Turner. (For a more casual outing, most wineries welcome picnics. Many offer cured meats and Oregon cheeses for purchase.) Celebrate the bounty by visiting the region in late May, when every winery opens its doors for special pairings and tastings. During the Oregon Truffle Festival in late January, foragers unearth truffles and mushrooms that local chefs incorporate into dishes. Pair one with Oregon's famed Pinot Noir. OregonWineCountry.org

DiscoverAmerica.com/flavours 79



Tour Operators

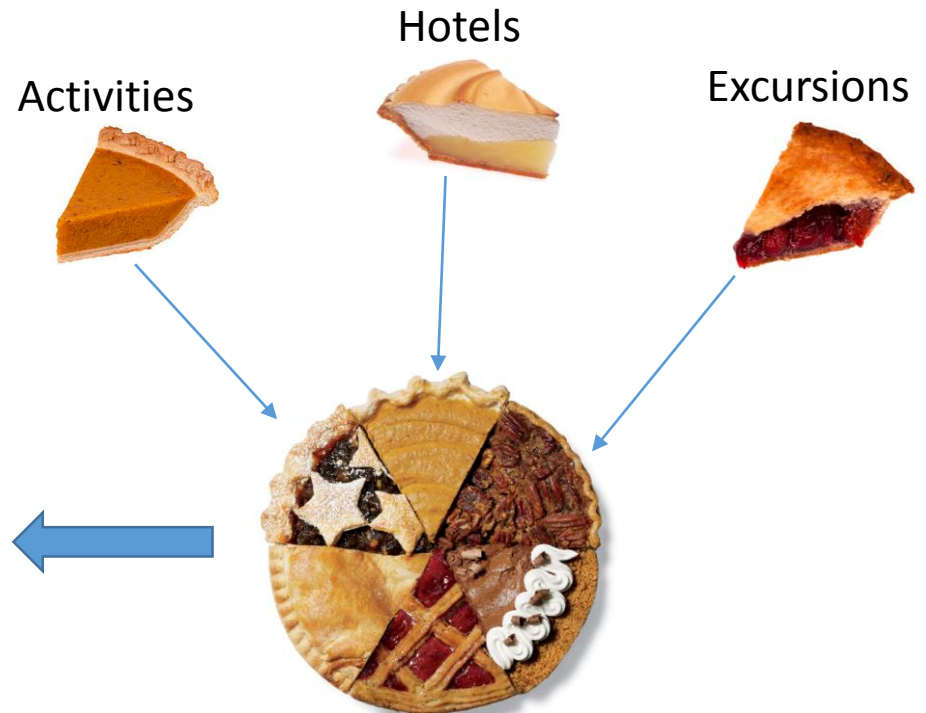
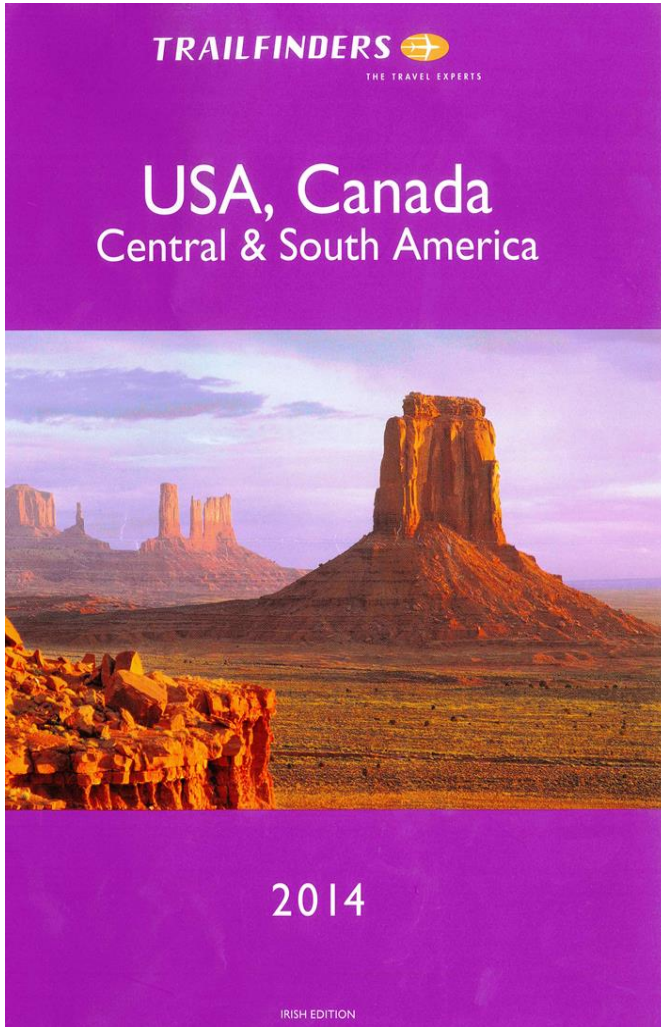


Consumer Publications



Brand USA

Facilitating Product Development



Research & Data are Key! Develop Strategic & Master Plans



Agritourism



Water Recreation



Heritage



Bicycle Tourism Studios

Grant Programs

Tourism Development Grants - \$250,000 go to projects and organizations that increase tourism assets in Clackamas County



More pies! Bigger pies!

Capital Improvement Grants

\$50,000 a year dedicated to visitor readiness
Improvements to cultural/heritage assets



Collaboration with our communities



Community Relations

- Works with 13 local partner communities to deliver the **Community Partnership Program**, through grant funding for projects that have an ability to create overnight stays or that give visitors reasons to “linger longer.”
- \$20,000 available annually for each partner community
- Works with awardees on project implementation and connects them with Tourism resources



Community Relations

- Manages OMHT's contract with vendors providing **Visitor Information Services** at the End of the Oregon Trail Interpretive Center in Oregon City, the Mt Hood Cultural Center and Museum in Government Camp and the Zigzag Ranger Station in Rhododendron.



End of the Oregon Trail – O.C.



ZigZag Ranger Station – Rhododendron



Mt. Hood Cultural Center & Museum – Govy



Continued Rise & Conflict of the Sharing Economy

- Continued issues with Intermediaries like Airbnb
- Lack of agreements; enforcement
- Collections/tracking
- Conflicting county code
- “Not in my backyard”
- Houselessness
- Need for alternative lodging alternatives

Wellness/Adventure Travel

- Adventure travelers want to broaden worldview and learn about different cultures, less extreme activities
- Science-based, medical approaches to wellness and travel
- Demand for more than a massage- i.e. sleep therapy
- Allow travelers to escape their hectic lives and focus on health: physical, mental and spiritual
- Digital detox: Disconnect from devices; get back to nature
- Healthy cuisine: farm-to-table/local food
- Hygge!

Sustainability

Green Values:*

- Genuine and authentic
- Responsible
- Economically sustainable
- Environmentally sustainable
- Nature and scenery

*[www. GreenDestinations.info](http://www.GreenDestinations.info)

“We can not only talk about the customer experience; we have to talk about everyone’s experience including the community-based experience. Tour itineraries have to be beneficial to everyone involved or they won’t be sustainable.”

Water Tourism Findings



Quality is not an issue

From habitat and fisheries to experience and convenience Clackamas County can compete

Fishing is king in Oregon

Anglers are the largest market, largest untapped market and produce the vast majority of overnight stays



Paddlers traveling more than 500 miles are coming for multiple reasons

Paddlers and motor boaters are key in creating new products, generating a “buzz” and getting visitors to “linger longer”

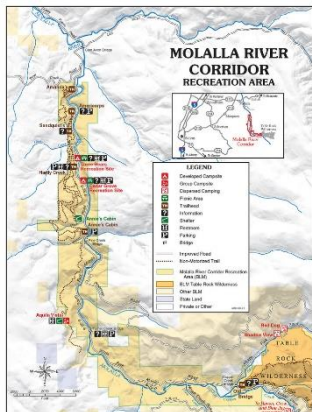


Water Tourism Opportunities



Improve access and leverage river to urban interface
Infrastructure improvements would improve experience and our communities connection to the water

Create unique family focused experiences
From habitat and fisheries to experience and convenience Clackamas County can compete



Put Mt. Hood Territory on the map
Move from information to inspiration

Thank you!

Contacts:

Danielle Cowan, Executive Director
danielle@mthoodterritory.com / 503.655.8420

Jeannine Breshears, Marketing Manager
jeannine@mthoodterritory.com / 503.655.8419

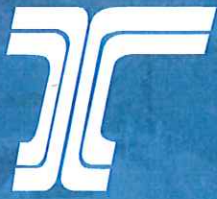
Annie Bailey, Public Relations Coordinator
annie@mthoodterritory.com / 503.742.5952

Jarrold Lyman, Social Media Coordinator
jarrod@mthoodterritory.com / 503.742.5978

Samara Phelps, Development Coordinator
samara@mthoodterritory.com / 503.742.5910

Jim Austin, Community Relations Coordinator
jim@mthoodterritory.com / 503.742.5901

www.mthoodterritory.com



Portland Metro Area Value Pricing Feasibility Analysis

Join the conversation

We have a congestion problem. The Oregon Department of Transportation is working to improve travel times and get you where you need to go – reliably.

Share your thoughts on five proposed tolling concepts and how congestion pricing could work for the Portland metro area.

Engage online or in-person

Join the online open house conversation April 5 – 19 at www.ODOTValuePricing.org

Drop-in to an open house event

ODOT is gathering community input to inform a proposal for using congestion pricing, also called value pricing, on I-5 and I-205. Learn the latest and lend your voice on how ODOT is analyzing congestion pricing as one part of a comprehensive strategy to reduce traffic congestion.

Thursday, April 12, 5:30 - 7:30 pm

Museum of Oregon Territory
211 Tumwater Drive, Oregon City

Saturday, April 14, 10 am – 12 pm

Ron Russell Middle School
3955 SE 112th Avenue, Portland

Wednesday, April 18, 5:30 - 7:30 pm

Tigard Public Works Auditorium
8777 SW Burnham Street, Tigard

Saturday, April 21, 9:30 am - 12:30 pm

Embassy Suites Airport, Pine Room
7900 NE 82nd Avenue, Portland



www.ODOTValuePricing.org

For more information, contact April deLeon-Galloway
503-731-3117 or april.m.deleon@odot.state.or.us

For ADA (Americans with Disabilities Act) or Civil Rights Title VI accommodations, translation/interpretation services, or more information call 503-731-4128, TTY 800-735-2900 or Oregon Relay Service 7-1-1

Clackamas County Economic Development Commission Port of Portland Overview



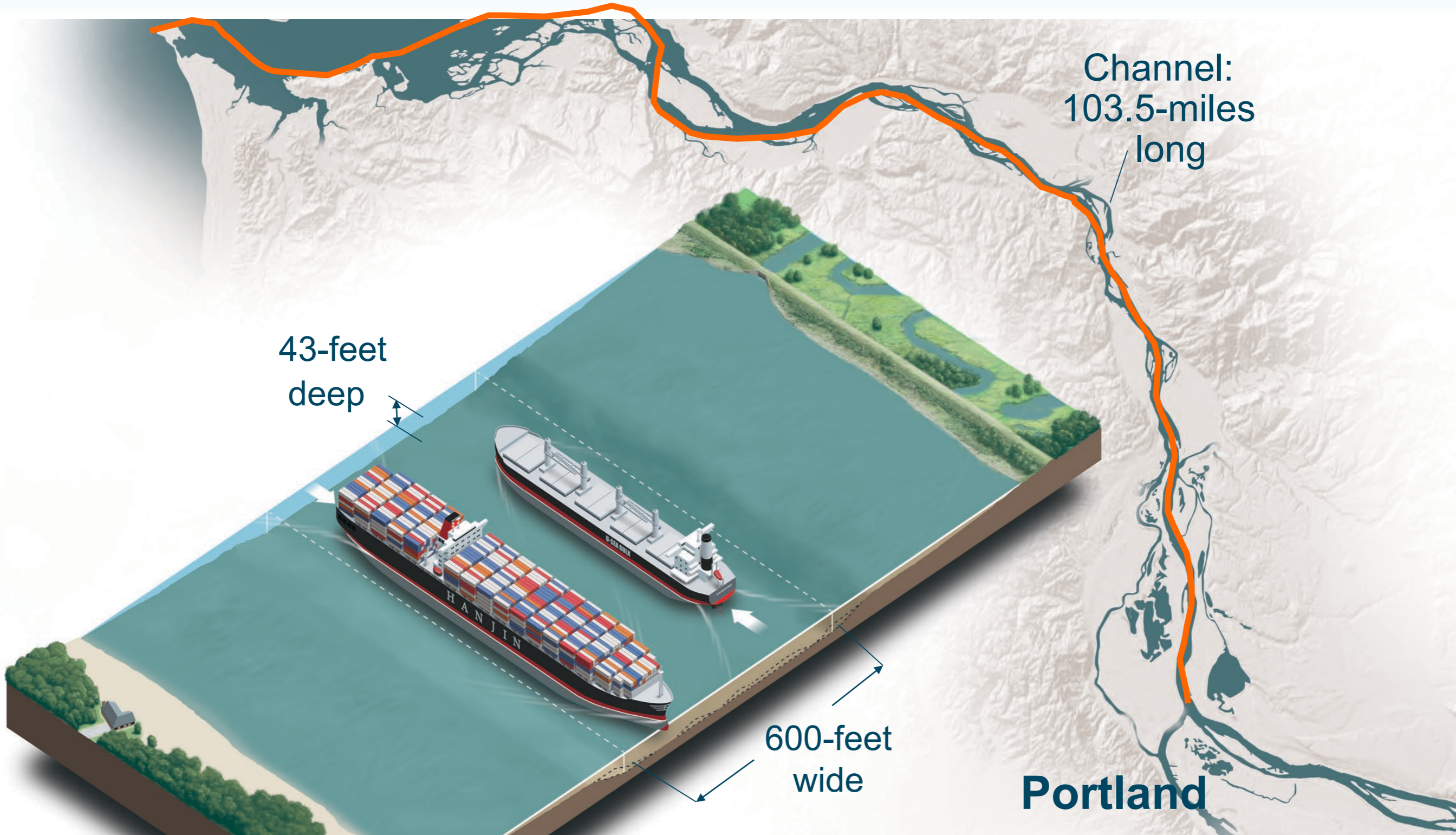
August 2018

Port of Portland: Established 1891



Mission: To provide competitive cargo and passenger access to regional, national, and international markets while enhancing the region's economy and quality of life.

The Columbia River Navigation Channel



Port Properties



PDX - The Region's Gateway

- More than 19.5 million passengers in FY 18
- Nearly 253,000 tons of air cargo in FY 18
- 10,500 jobs at PDX



Marine Terminals - The Region's Gateway

- 4 marine terminals
- More than 10.5 million tons of waterborne cargo in FY 18
- Served by 2 rail lines, upriver barge system, and 2 major interstate highways
- Channel deepening completed in 2017



Clackamas County – Connection to POP

- Approx. 800,000 passengers travelling through PDX in FY 18 were headed to or coming from Clackamas County
 - 1 out of 10 Oregon residents travelling through PDX live in Clackamas County
- From a recent Economic Impact study conducted for the port, 9% of the jobs related to trade and transportation with the airport and seaport are held by residents of Clackamas County
- Working with our regional partners including Clackamas County on the regions 'market ready' industrial land supply



Sample of Clackamas County Importers

Name	Location	Commodity
Pacific Seafood Group	Clackamas	Fish and Seafood
Proactive Sports	Canby	Golf Equipment
Dover Warn Industries	Clackamas	Vehicle Winches
Grand and Benedicts	Milwaukie	Store Fixtures and Displays
Tri-R Sales and Supply	Clackamas	Farm Supplies
Vanport International	Boring	Wood Products
Peerless Chain Company	Clackamas	Chain Manufacturer
Loosen Brothers	Oregon City	Wine Importer
Sock It To Me	Milwaukie	Apparel
Empire Pacific	Oregon City	Fasteners, Castings, etc.
Dark Horse Comics	Milwaukie	Comics and Graphic Novels
Fred Meyer	Clackamas	Appliances
Brentwood	Molalla	Cabinets and Countertops
Cornell Pump Company	Clackamas	Pumps for Liquid or Air
Precision Cast Parts	Milwaukie	Ingot Molds

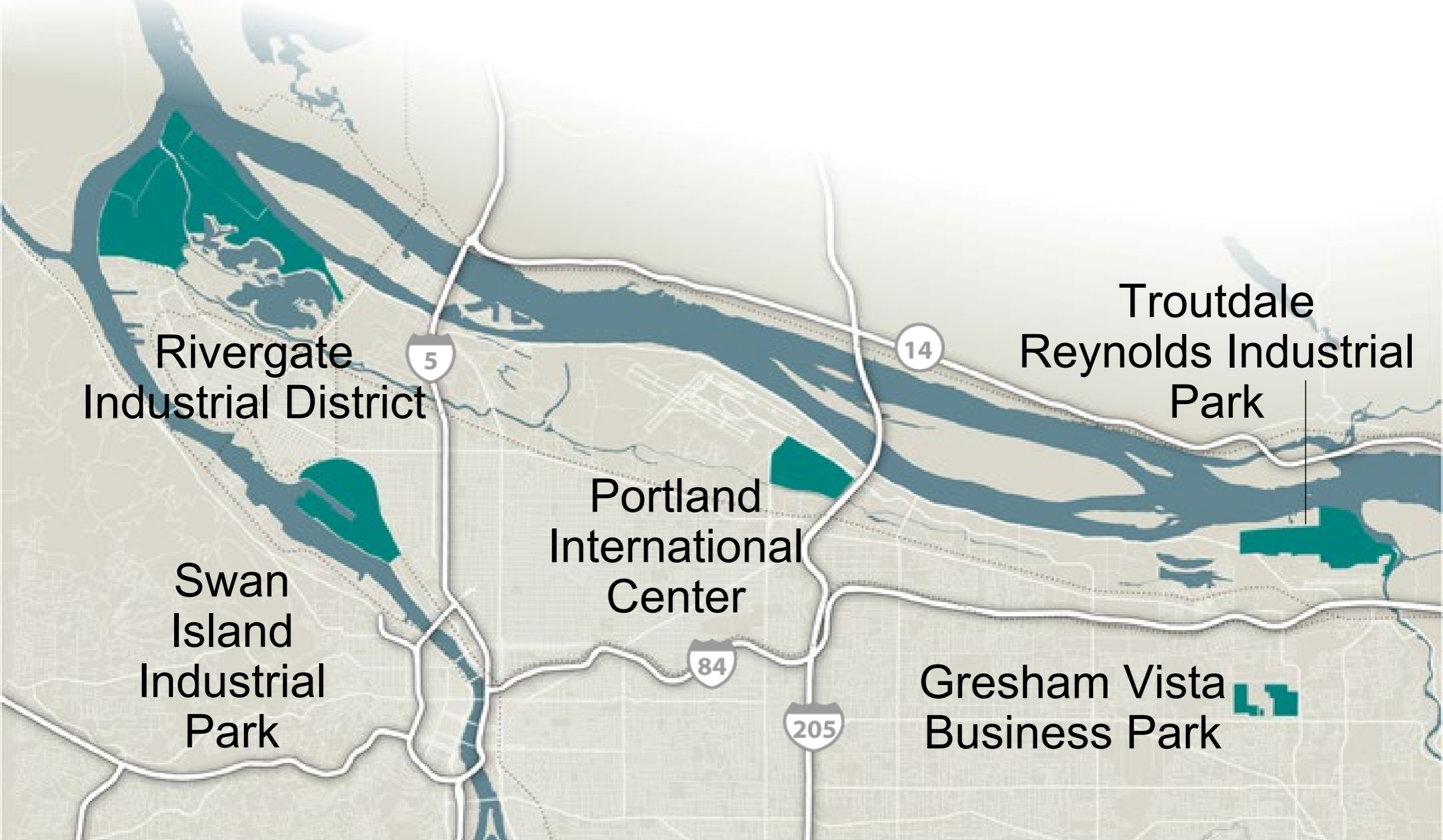


Sample of Clackamas County Exporters

Name	Location	Commodity
Pacific Seafood Group	Clackamas	Fish and Seafood
Walsh Industries	West Linn	Wood Products
Oregon Evergreen International	Molalla	Christmas Trees
Grand and Benedicts	Milwaukie	Store Fixtures and Displays
Foller Brothers	Clackamas	Tire Sealant
Vanport International	Boring	Wood Products
Horti-Floral Technologies	Milwaukie	Christmas Trees
Bridgewell Resources	Clackamas	Fertilizers
Collins Co.	Wilsonville	Wood Products



Port Business Parks



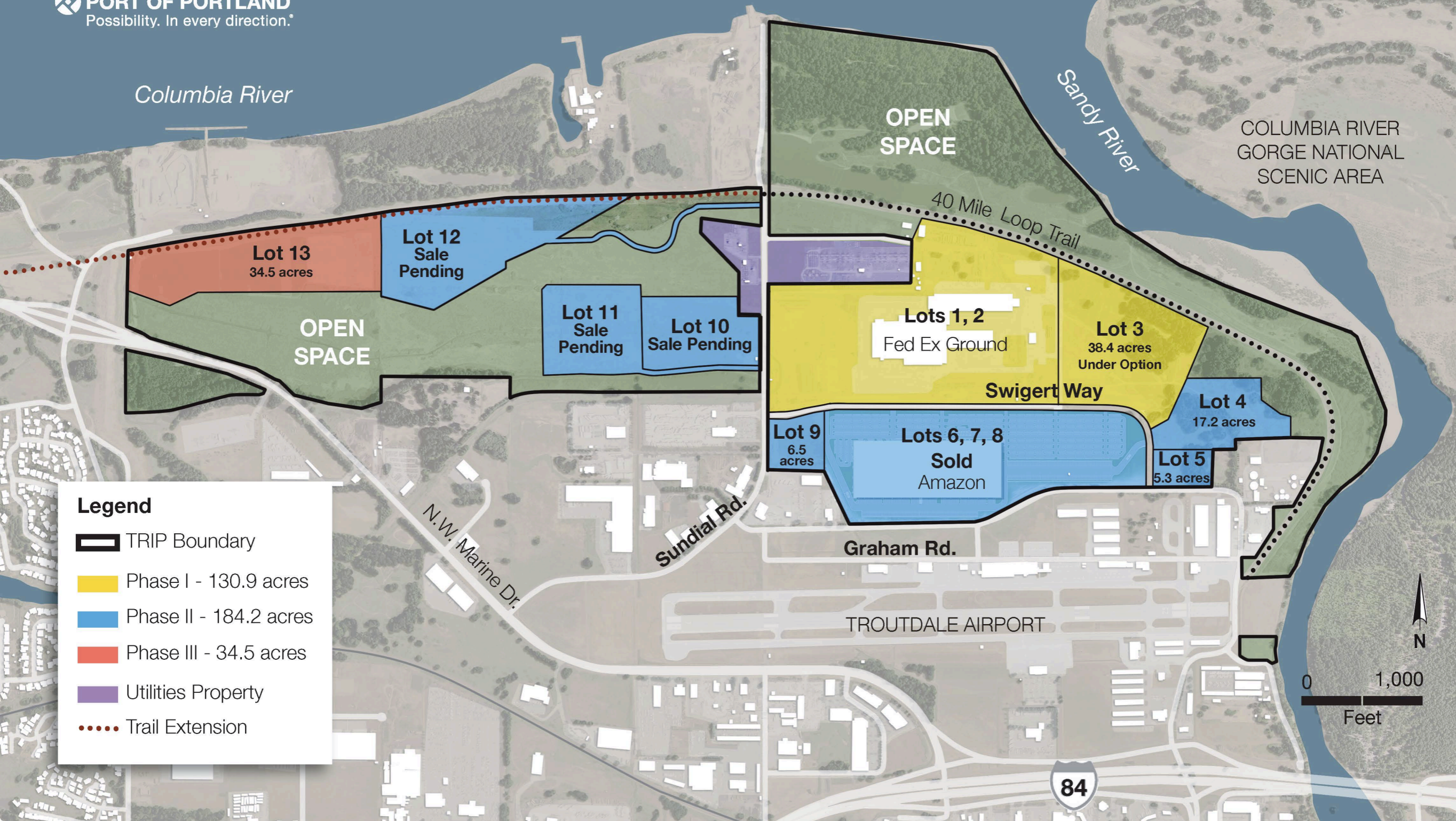
TROUTDALE REYNOLDS INDUSTRIAL PARK



Columbia River

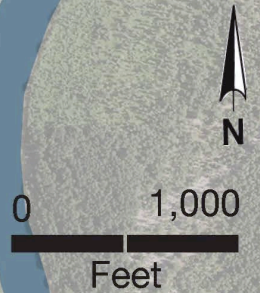
Sandy River

COLUMBIA RIVER
GORGE NATIONAL
SCENIC AREA

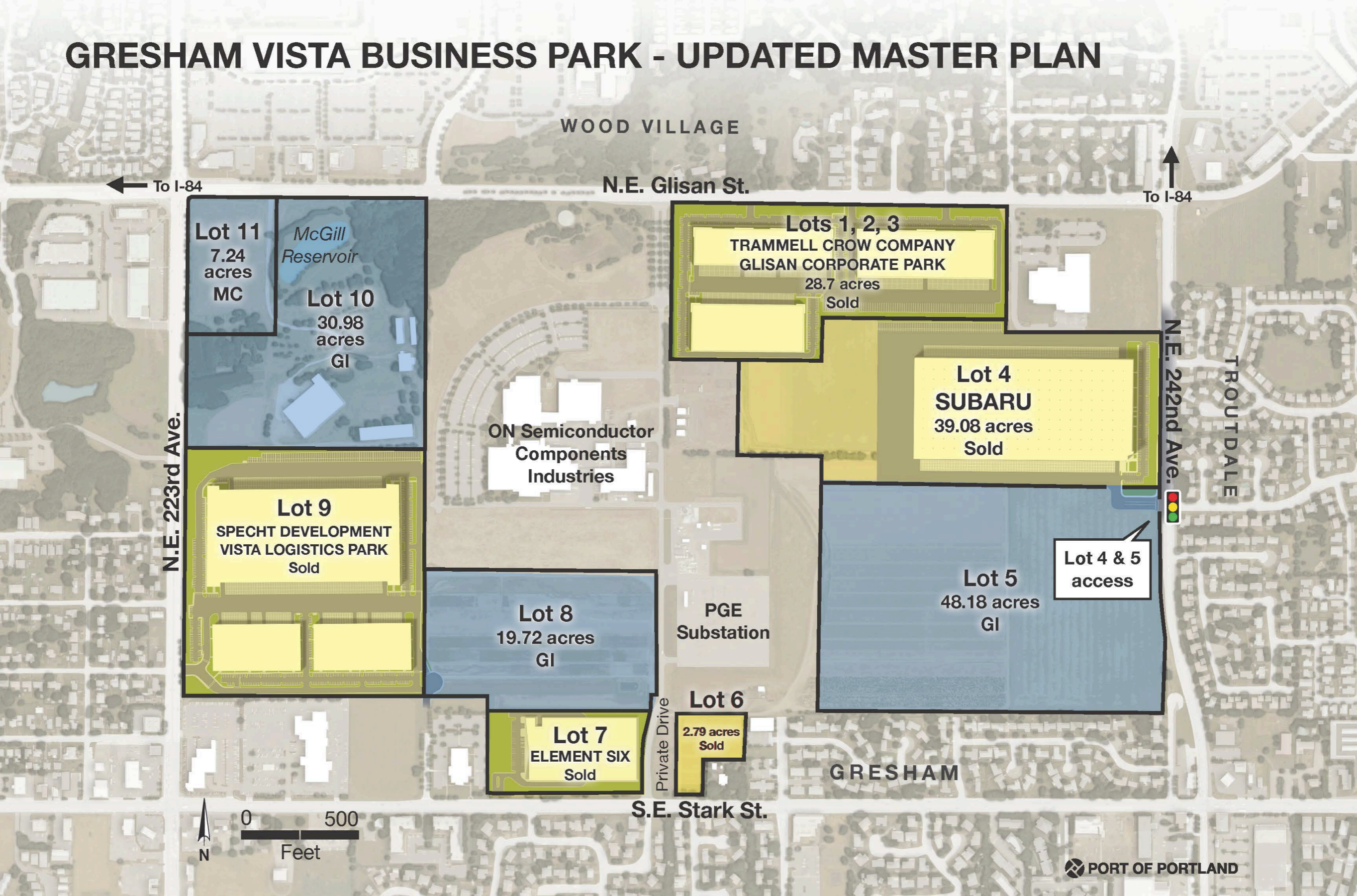


Legend

- TRIP Boundary
- Phase I - 130.9 acres
- Phase II - 184.2 acres
- Phase III - 34.5 acres
- Utilities Property
- Trail Extension



GRESHAM VISTA BUSINESS PARK - UPDATED MASTER PLAN



PORT OF PORTLAND

Portland Harbor Trade Snapshot (2015)

Exports by Country (by value)

1. China
2. South Korea
3. Japan
4. Taiwan
5. Australia
6. Brazil

(by volume)

1. Japan
2. South Korea
3. China
4. Taiwan
5. Australia
6. Indonesia

Exports by Product (by value)

1. Vehicles
2. Grain
3. Potash
4. Soda Ash
5. Vegetables
6. Paper products

(by volume)

1. Grain
2. Soda Ash
3. Potash
4. Vehicles
5. Vegetables
6. Forage/hay

Imports by Country (by value)

1. Japan
2. South Korea
3. China
4. Canada
5. Mexico
6. Russia

(by volume)

1. China
2. Canada
3. Japan
4. South Korea
5. Russia
6. Indonesia

Imports by Product (by value)

1. Vehicles
2. Fertilizer/Urea
3. Petroleum Prod
4. Iron & Steel/Rail
5. Ammonia
6. Cement

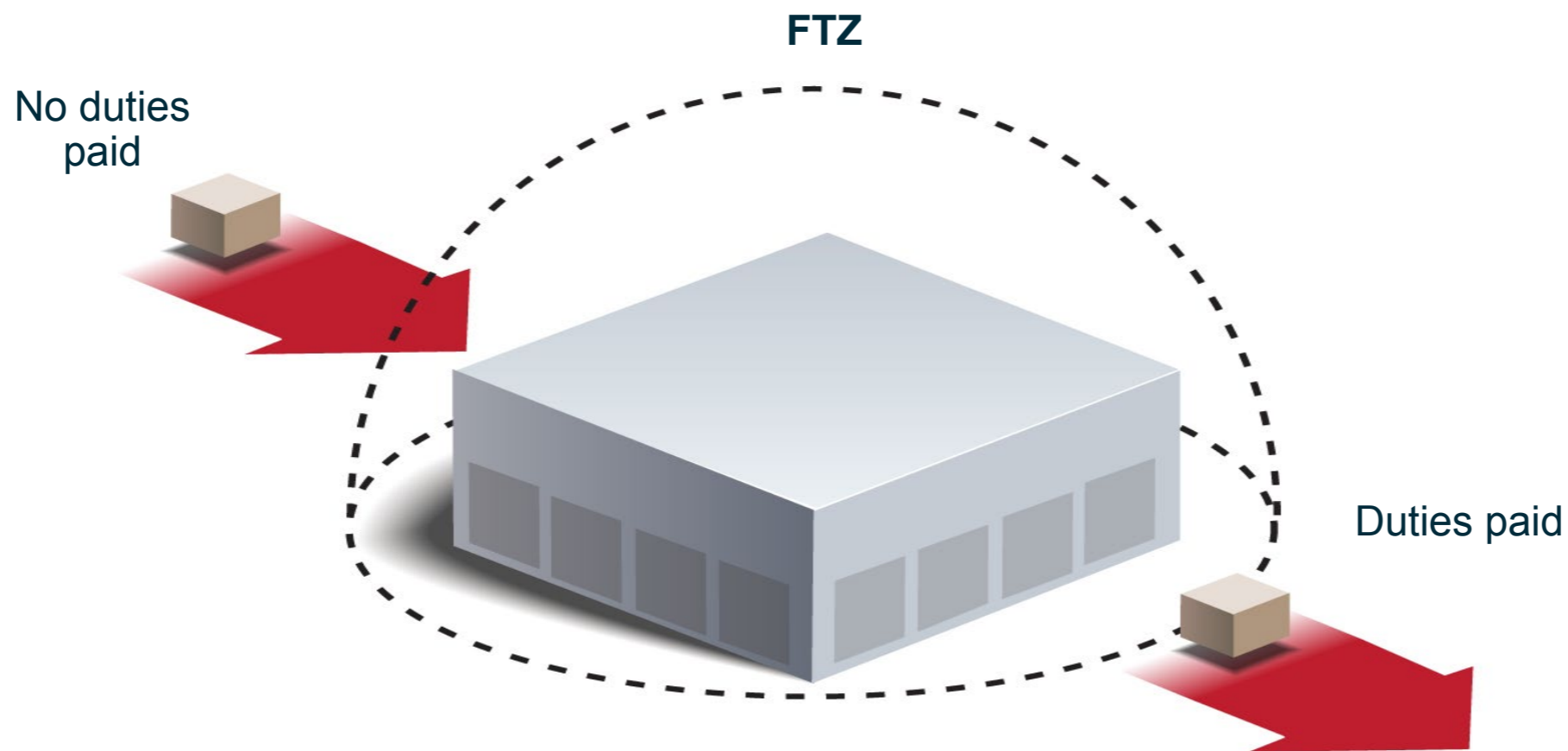
(by volume)

1. Cement
2. Vehicles
3. Urea
4. Petroleum prod
5. Iron & Steel
6. Ammonia



What Is A Foreign Trade Zone?

Foreign Trade Zones (FTZs) are federally designated sectors of land that, while located within the United States, are considered to be outside U.S. Customs territory for the purpose of entering goods into U.S. commerce.



Foreign Direct Investment (FDI)

<u>FDI (by \$ value/BEA 2014)</u>		<u>(by # of firms/BEA 2015)</u>		<u>(by employment/Brookings)</u>	
1. Germany	\$5,457 mil	1. Japan	134	1. Germany	10,307
2. Japan	\$1,266	2. UK	80	2. Japan	7,533
3. Swiss	\$961	3. Canada	62	3. Switzerland	3,370
4. UK	\$843	4. Germany	60	4. UK	2,590
5. Canada	\$579	5. France	40	5. Canada	1,987
6. France	\$242	6. Swiss	30	6. France	1,850

In 2015, 62,000 Oregonians were employed by affiliates of Foreign Investors

Leading Companies by Country

Germany

Daimler
 Adidas
 Siemens (Mentor Graphics)
 Wacker Siltronic

Japan

Ajinomoto
 Seiko Epson
 Toyota
 Subaru
 Shimadzu

Other

Genentech (Swiss)
 Element Six (UK)



Questions?
www.portofportland.com





Portland Metro Area Value Pricing Feasibility Analysis



Spring 2018 Update

Presentation overview

- Background & Process
- Round 2 Concept Evaluation
- Next steps


Background

Portland region system performance



Percent change from 2013 to 2015

WHILE THE
POPULATION
HAS GROWN
BY **3.0%**,



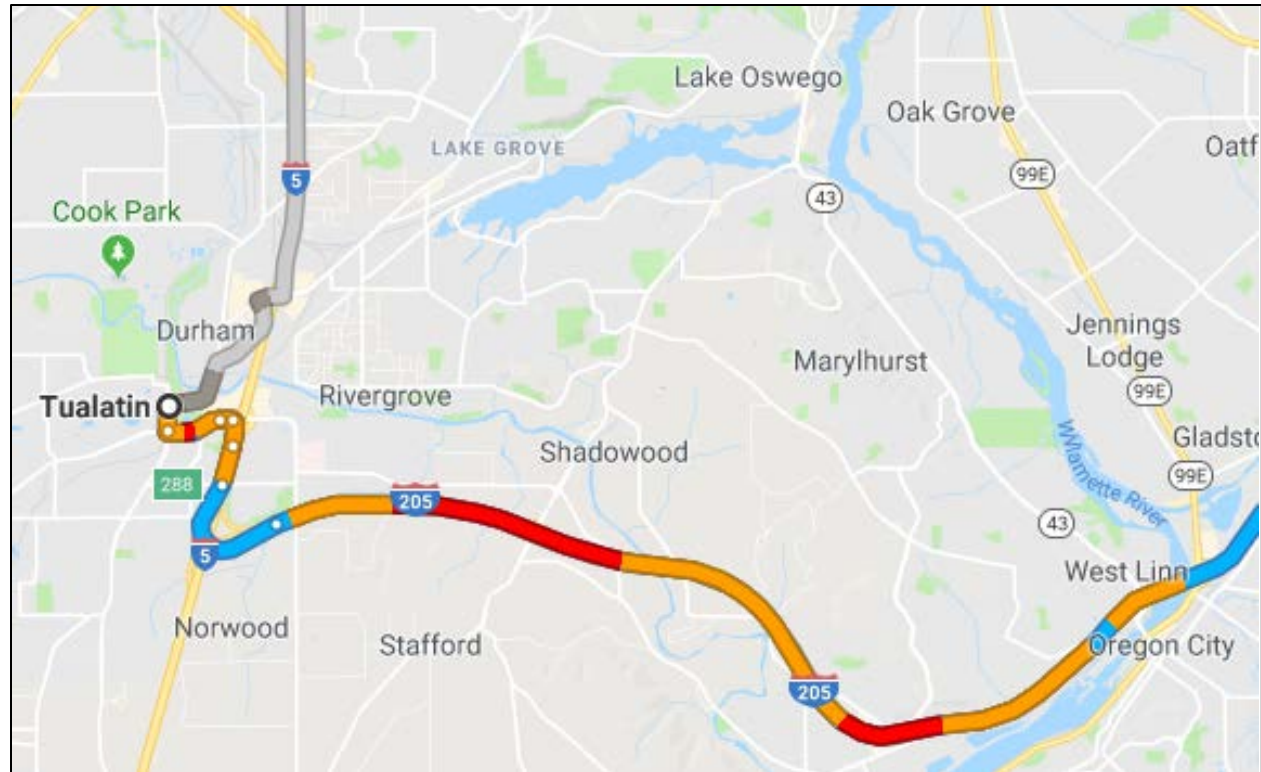
HOURS OF
CONGESTION
HAVE
INCREASED **13.6%**,

AND DAILY VEHICLE
HOURS OF DELAY
HAVE
INCREASED **22.6%**.

Source: ODOT. June 2017. Portland Region 2016 Traffic Performance Report.

What's the problem?

Tualatin to
Oregon
City:
11 miles
Estimated
travel
time:
18 min to
40 min

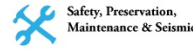


Legislative Context

HB 2017 A

- a brief overview -

Transportation Investments



Safety, Preservation, Maintenance & Seismic

Raises funds to improve state's bridges, highways and culverts, and make safety and seismic investments.

Provides historic levels of investment to cities and counties for maintenance of local infrastructure.



Multimodal Transportation

Provides funding in the first biennium to Connect Oregon program and directs funds for both the Treasure Valley Transmodal Facility and the Mid-Willamette Valley Transmodal Facility. Creates a funding mechanism that makes Connect Oregon a permanent program.



Public Transit

Makes new substantial statewide investment in public transit to improve the connectivity and frequency of bus service in rural and urban communities.



Bicycle & Pedestrian

Creates dedicated investments for bicycle and pedestrian commuter paths in Connect Oregon.

Provides \$10 million per year for Safe Routes to Schools increasing to \$15 million in 2023. Plus 1 percent of state highway fund revenue for bike and pedestrian projects on the highway system.



Marine Investment

Provides funding for marine dredging and derelict vessel removal.



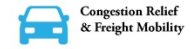
Electric Vehicles

Provides \$12 million per year for rebates for electric and other zero emission vehicles to promote their use in Oregon.



Roadside Rest Areas

Adds six rest areas and three state parks to the portfolio of rest areas managed by the Travel Information Council and provides funds to upgrade facilities.



Congestion Relief & Freight Mobility

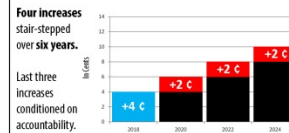
OR 217: Makes full investment in bottleneck relief.

I-205: Widens northbound I-205 from Powell Boulevard to I-84. Uses technology to ease congestion. Requires planning to widen the freeway from Stafford Road to the Abernethy Bridge.

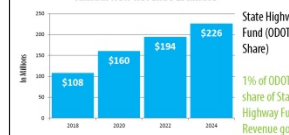
I-5 Rose Quarter: Invests in new lanes to improve reliability and plan for connectivity improvements across the freeway.

Funding Investments

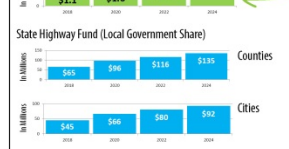
Vehicle Registration Fees, Title Fees, and Fuels Tax



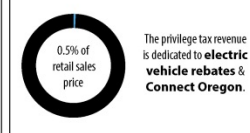
Vehicle Registration Fees, Title Fees and Fuels Tax Annual New Revenue Estimate



State Highway Fund (Local Government Share)



New Light Vehicle Dealer Privilege Tax



New Light Vehicle Dealer Privilege Tax Annual Revenue Estimate



Bicycle Excise Tax

\$15 fee

Only adult bicycles that cost \$200 or more with wheels 26 inches or larger. The bicycle excise tax is expected to generate an **annual average revenue of \$1.2 million**. Dedicated to bicycle and pedestrian projects in Connect Oregon.

Statewide Payroll Tax

1/10th of 1% of wages, deducted by employer from payment to employee.

A worker earning minimum wage* pays:

39 ¢ per week About **\$20.28 per year**

Statewide Payroll Tax Annual Revenue Estimate



Policy

Accountability

Directs the commission to create a Continuous Improvement Advisory Committee for ODOT, measure and report on transportation system condition for all jurisdictions, create a transparency website, conduct benefit cost analysis for capacity building projects and create a stronger connection between the commission and the internal auditor of ODOT.

Value Pricing

Creates a pathway for use of value pricing to relieve Portland Metro area congestion.

Clean Fuels

Guarantees certainty with cost containment measures in statute for consumer protection.

Use of Salt

Requires a statewide winter maintenance strategy that includes the use of salt.

Jurisdictional Transfers

Transfers Outer Powell Boulevard in Portland, Pacific Highway West in Eugene, Springfield Highway in Springfield, Territorial Highway and Springfield-Creswell Highway in Lane County to local governments. Transfers Cornelius Pass Road in Multnomah and Washington Counties to ODOT.



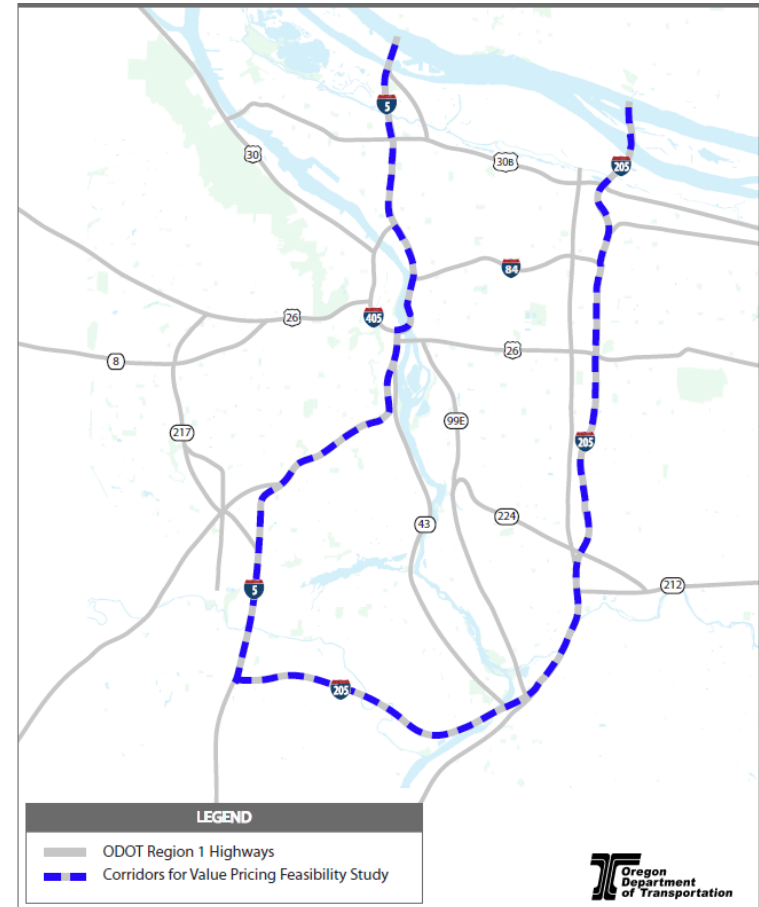
HB2017 Section 120 - Value Pricing

Directs the OTC to:

- Submit to FHWA by the end of 2018
- If approved, "the commission shall implement value pricing to reduce traffic congestion."

Priority locations:

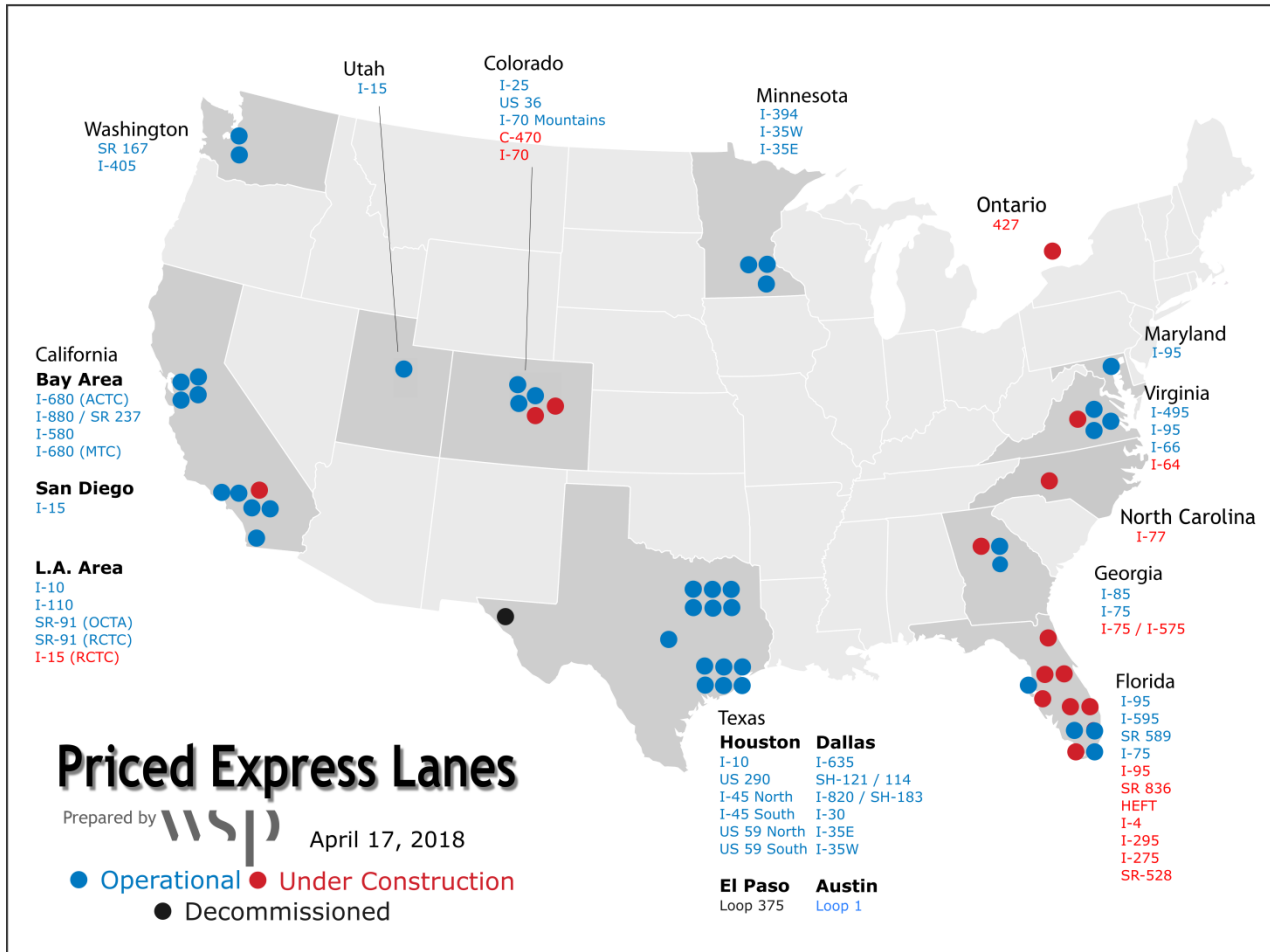
- I-5 and I-205 in Portland metro region
- Implementation could be in discrete segment(s)



What is Value Pricing?

- Also known as “congestion pricing”
- Uses toll pricing to manage traffic congestion, improve reliability
- Tolls change depending on traffic conditions: rates go up when congestion peaks
- Goal is to use pricing to encourage options in travel choices
 - Other travel modes
 - Off-peak periods
 - Alternate routes (must balance diversion effects)

Variable priced lanes and roadways



Value Pricing Policy Advisory Committee

Oregon Transportation Commission (two co-chairs)

Clackamas County	Clark County	Multnomah County	Washington County
City of Portland	Port of Portland	Metro	City of Vancouver
TriMet	Ride Connection	Verde	Oregon Trucking Associations
Portland Business Alliance	Fred Meyer	AAA Oregon	The Street Trust
Oregon Environmental Council	OPAL Environmental Justice of Oregon	Westside Economic Alliance	Community Alliance of Tenants
ODOT	WSDOT	FHWA (ex officio)	

Policy Advisory Committee (PAC) Charge

The PAC will advise the OTC

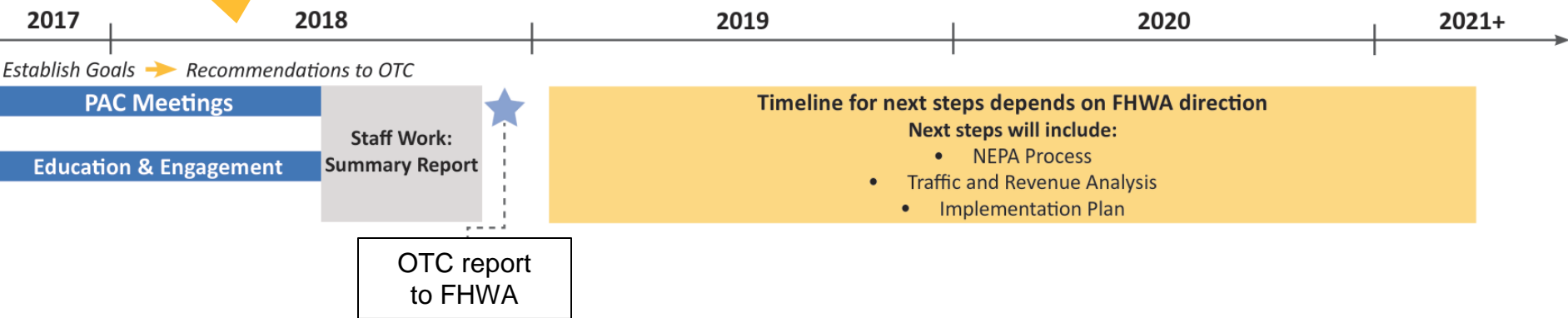
1. Location(s) best suited for value pricing to reduce congestion
2. The type(s) of value pricing to implement
3. Mitigation strategies for impacts on environmental justice communities & adjacent communities

PAC recommendation process

	PAC 4 April 11	PAC 5 May 14	PAC 6 June 25
Information/ Discussion	Strategies / current policies	Round 2 concept evaluation findings	Refinement of recommendations
Outcome	Identify benefits and strategies to address potential impacts	Draft recommendations	Final recommendations <ul style="list-style-type: none"> • <i>Location</i> • <i>Type</i> • <i>Mitigation strategies</i>
OTC meeting July 12	Present the PAC recommendations and hear public comment		

Implementation timeline

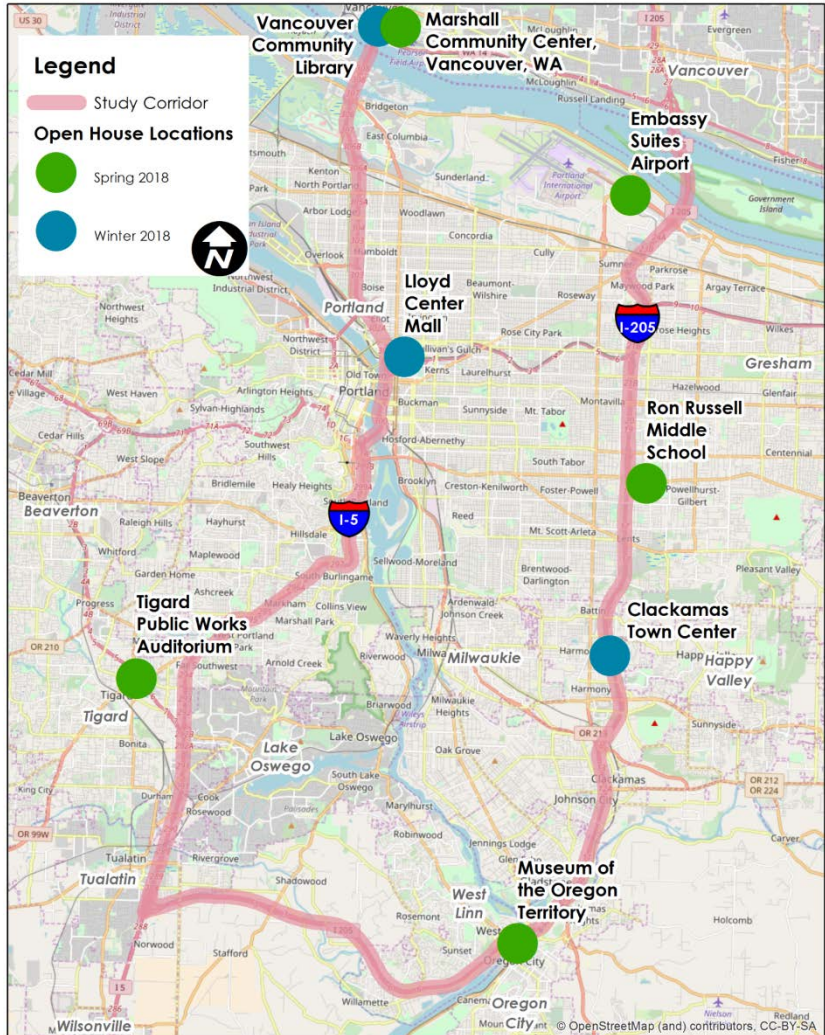
We are here



Public participation update

Comprehensive outreach

- Environmental Justice/Title VI focus groups
- Online open houses and surveys
- In-person community conversations
- Emails and voice mails
- Presentations to community groups
- Discussion groups
- PAC meetings



Outreach by the numbers

	Winter (November through February 5, 2018)	Spring (February 6 through April 2018)
Online open house visitors	6,722	6,538
In-Person Open House attendees	260	186
Completed questionnaires	1,810	776 Including 286 Title VI/EJ
Project Video views	3,406	20,975
Email/voice mail comments	772	454
Focused Outreach		
Title VI/EJ Discussion Group attendees	~	114
DHM Focus Group attendees	37 Including 17 Title VI/EJ	~
Group Presentations (events)	15	25



What we heard from the public

- Provisions for low-income communities
- Skepticism about whether pricing works
- Ideas about how and where to spend revenue
- Transportation capacity not keeping up with growth
- Fairness is key

Concept Evaluation

Types of Freeway Pricing

Priced Roadways



Priced Lanes



Evaluation Building Blocks

1. Priced Roadways
2. Priced Lane – convert existing
3. Priced Lane – add a 4th lane

Project Approach

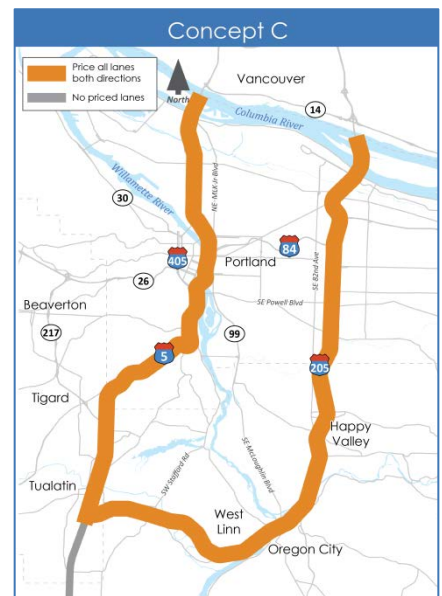
Round 1 Evaluation (Winter)

- Start with “representative” concepts
- Understand the range of effects
- Conduct screening level analysis (traffic, geometrics, costs)
- Engage stakeholders & public

Round 2 Concepts (Spring)

- Refined performance evaluation
- Narrowed set of concepts
- Mitigation strategies to consider
- Engage stakeholders & public

Round 2 evaluation approach



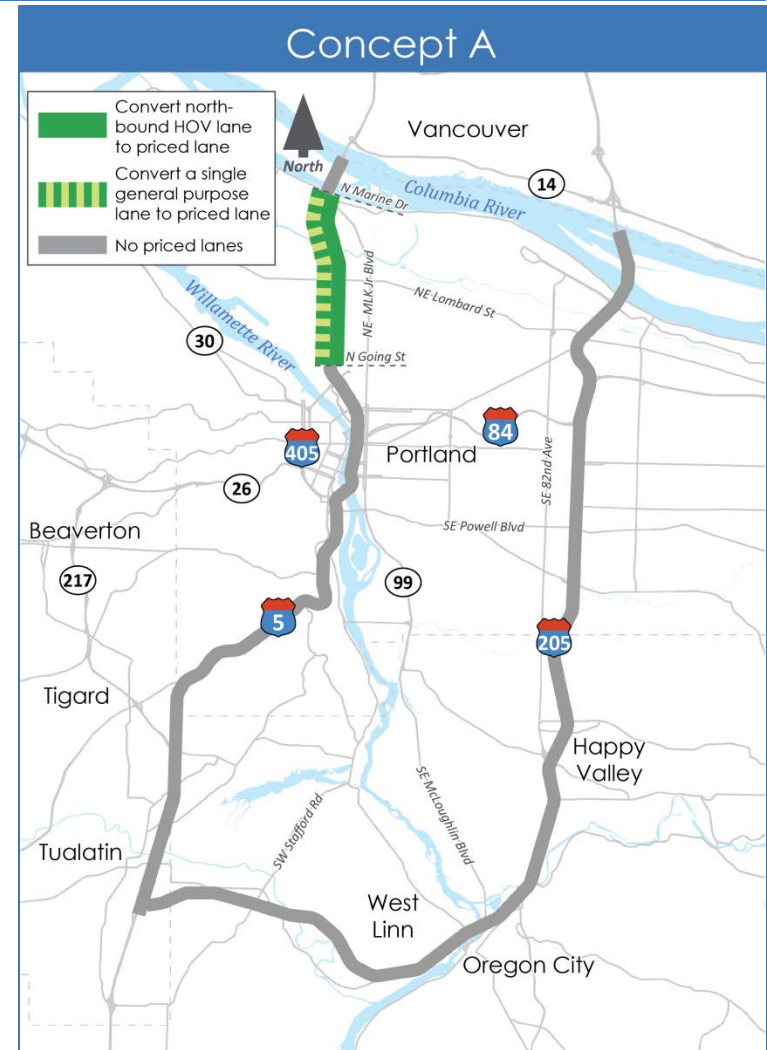
Concept A: Northern I-5 Priced Lanes

■ Key findings

- Minimal congestion reduction
- Limited diversion
- Revenue and capital costs relatively low
- Maintains two unpriced lanes in each direction, but highest toll amount per user

■ Considerations

- Mitigation strategies could be considered for land locked areas
- Northbound: FHWA HOV/HOT Lane Program
- Southbound: FHWA Value Pricing Pilot Program



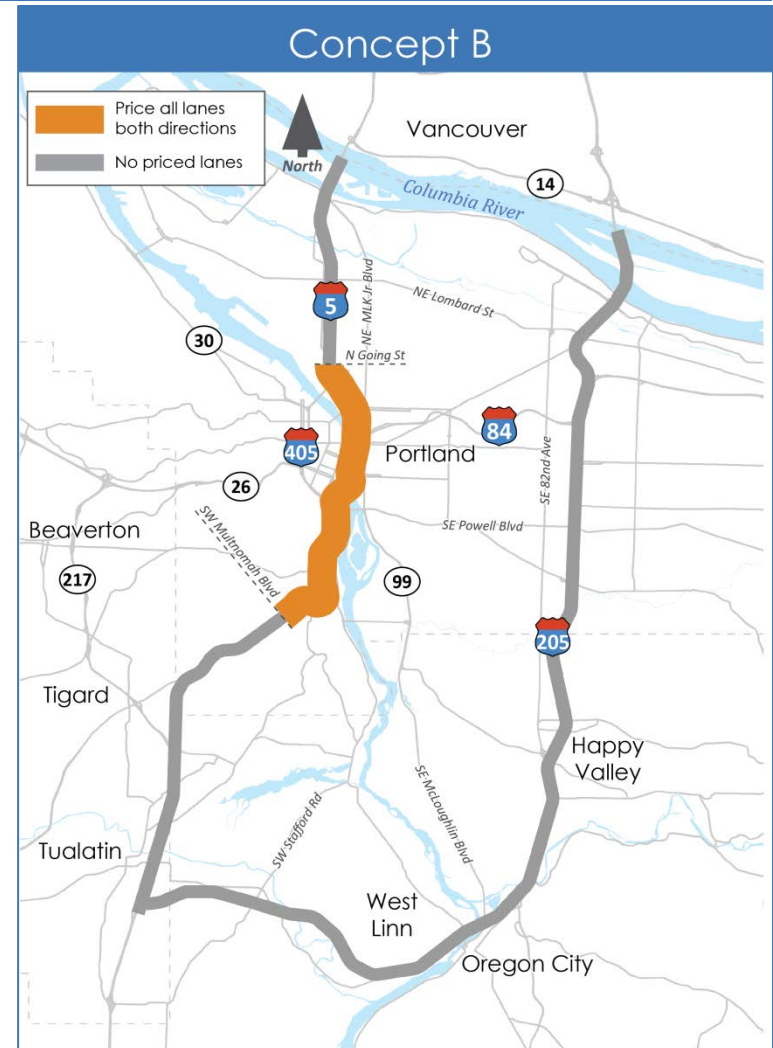
Concept B: I-5 Priced Lanes – Toll All Lanes between Going St./Alberta St. and Multnomah Blvd.

■ Key findings

- Congestion reduction and time savings
- Travel time savings to area Title VI/Environmental Justice communities
- Modest diversion with increased vehicles per lane per hour on I-5
- Dense network of transit and multi-modal facilities

■ Considerations

- Mitigation strategies could include increased transit service, low-income toll rates, other strategies
- FHWA: Value Pricing Pilot Program



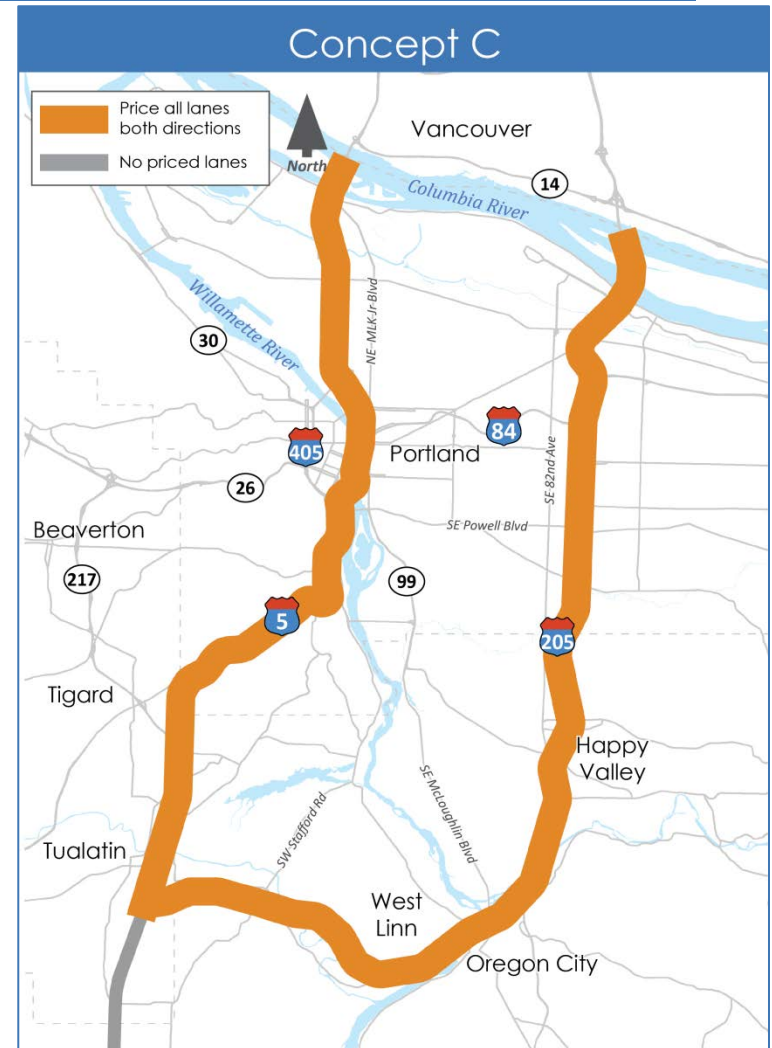
Concept C: I-5 and I-205 Priced Roadway – Toll All Lanes

■ Key Findings

- Greatest regional congestion reduction and travel time savings
- Enhanced jobs access for Title VI/EJ communities
- High probability of diversion; could be minimized with dynamic tolling
- Transit and multi-modal facilities can serve as alternatives, though accessibility varies

■ Considerations

- Would require phased implementation
- Mitigation strategies could include increased transit service, low-income toll rates, other strategies
- Generates largest amount of revenue compared to other concepts



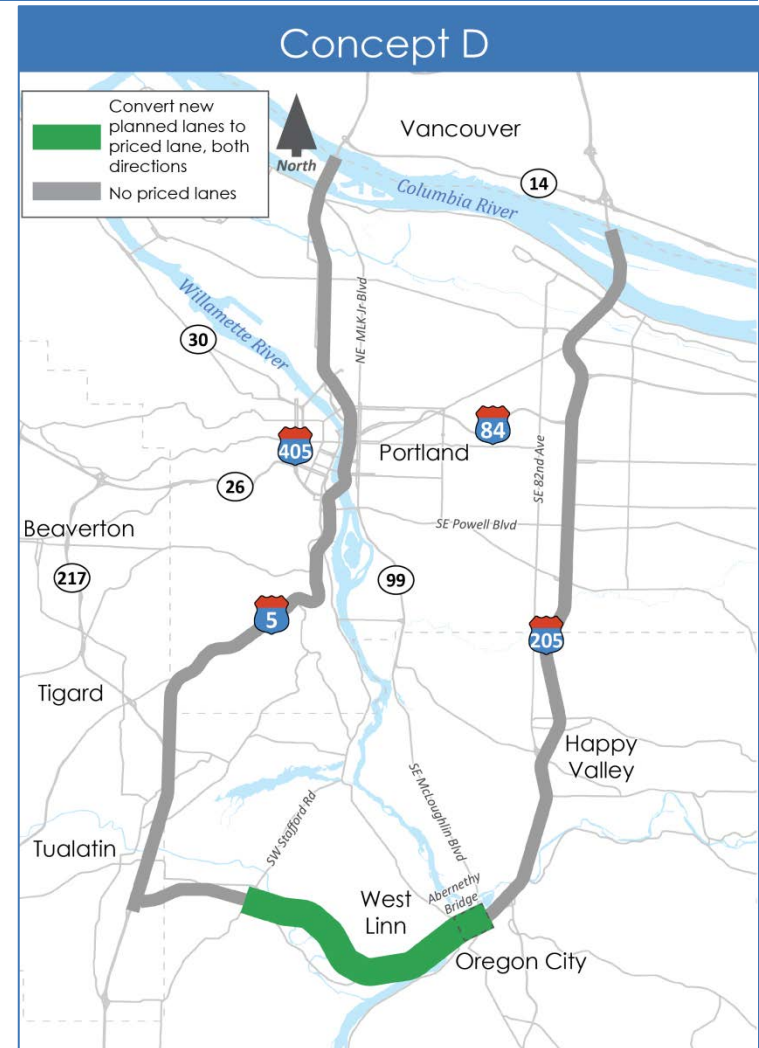
Concept D: I-205 Priced Lane – OR99E to Stafford Road

■ Key findings

- Minimal congestion reduction
- Minimal diversion
- Few transit and multimodal travel options
- Maintains two unpriced lanes in each direction, but toll amount per user would be higher
- Limited revenue

■ Considerations

- FHWA allows outright due to added capacity



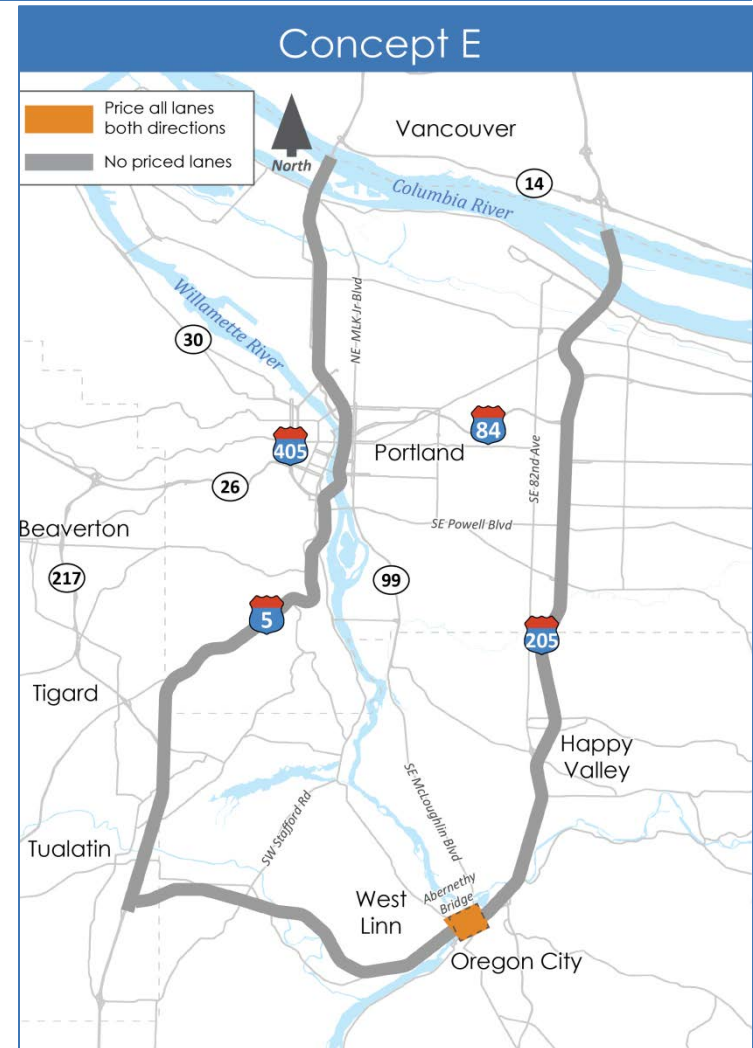
Concept E: Abernethy Bridge Priced Roadway (tested for revenue potential)

■ Key findings

- Congestion reduction and travel time savings for drivers on I-205
- Some traffic diversion to I-5, particularly freight
- Probability of diversion to local facilities

■ Considerations

- Mitigation strategies needed, such as increased transit service, low-income toll rates, others
- Would likely generate sufficient Abernethy Bridge project and a portion of planned third lane on I-205



Consultant team recommendation

- Do not implement Concepts A or D
- **Initial implementation of Concept B as pilot pricing program, coupled with performance monitoring** to evaluate success
- **Consider implementation of Concept E** concurrent with Concept B
- After assessing performance of initial pricing project (assuming successful evaluation), consider implementation of **Concept C in phases with comprehensive system analysis**
- Develop mitigation strategies for low-income and adjacent communities

Mitigation strategies and priorities

- Low-income population provisions
- Improved transit access and availability
- Traffic diversion strategies
- Connecting revenue with congestion relief/system improvements in region
- Making sure pricing works (performance monitoring)
- Roadway and transit capacity should match growth

Next Steps

Next steps

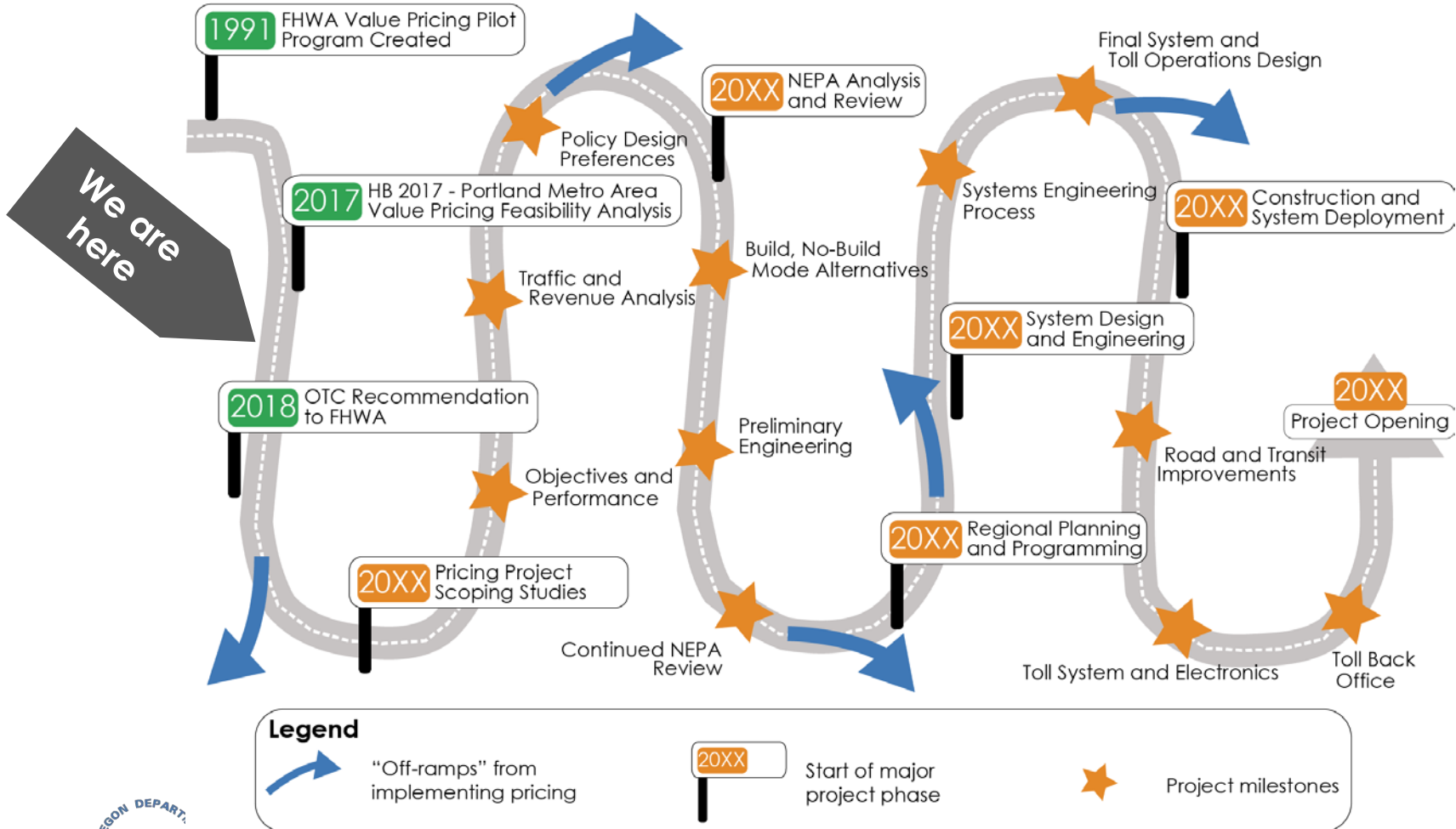
PAC Meeting #6:

Monday, June 25, 2018, 9:00 a.m. – noon

OTC Meeting:

Thursday, July 12, 2018

Roadmap



For more information and to sign up for updates

Project web site

- www.ODOTvaluepricing.org

Contact us

- valuepricingINFO@odot.state.or.us (project team)
- valuepricingPAC@odot.state.or.us (Advisory Committee)