

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 12/05/2017 **Approx. Start Time:** 10:30am **Approx. Length:** 60 min.

Presentation Title: Economic Development Commission 2017 Final Report

Department: Business & Community Services, Laura Zentner, Interim Director
Division: Business & Economic Development

Presenters:

Staff: Catherine Grubowski-Johnson, Business and Economic Development Manager

EDC: Peter Lund, Chair, Economic Development Commission

Wilda Parks, EDC Executive Committee

Richard Goddard, EDC Executive Committee

Dave Nielsen, EDC Executive Committee

Other Invitees:

2017 Economic Development Commission Members

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

The purpose of this study session is to present the 2017 Economic Development Commission (EDC) final 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 County's Economic Development Division, the EDC was given a mission to address the on-going 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 Outlook
- ▶ Housing
- ▶ Workforce
- ▶ Transportation Funding
- ▶ International Trade
- ▶ Brownfields
- ▶ McLoughlin Corridor
- ▶ North Milwaukie Industrial Area
- ▶ Cross Laminated Timber
- ▶ Willamette Falls Legacy Project
- ▶ Solid Waste Capacity Issues

The attached PowerPoint is the final report with outlines of what was studied, what was learned, actions taken, and recommendations to the Board of County Commissioners.

FINANCIAL IMPLICATIONS (current year and ongoing): N/A

Staff time and program costs (minimal program costs for meetings)

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals?
 - Grow a strong economy
- How does this item align with the County's Performance Clackamas goals?
 - Grow 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 EDC 2017 Final Reports
2. Do not accept EDC 2017 Final Reports

RECOMMENDATION:

Staff respectfully recommends that the BCC accept the EDC 2017 Final Report.

ATTACHMENTS:

1. Economic Development Commission 2017 Final Report PowerPoint presentation.
2. PowerPoint presentations from Speakers as presented at EDC meetings (including Letters of support submitted by the EDC)

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

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

ECONOMIC DEVELOPMENT COMMISSION ANNUAL REPORT 2017

Presented to the Board of County Commissioners December 5th, 2017

2017 ECONOMIC DEVELOPMENT COMMISSION ROSTER

EXECUTIVE COMMITTEE

Chair, Peter Lund, SuperGenius Studio
Immediate Past Chair, Richard Goddard, Portland General Electric
Vice Chair, Wilda Parks, Milwaukie City Council
Dave Nielsen, Home Builders Association
Robert McEachern, CB Richard Ellis, Inc

Business and Economic Development Staff

Catherine Grubowski-Johnson, Manager
Cindy Knudsen, 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, Interim 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
Charles Gallia, State of Oregon
Tom Kane, Portland Public Schools
Kevin Klupenger, Pacific Risk Management
Alfred McQuarters, Portland Community College
Derek Metson, Greenbox Architecture
Daniel Occhipinti, Pacific Seafood
Michael Selvaggio, Prospect Portland
Jerry Simnitt, Simnitt Nursery
James Thornton, Environmental Consulting

Liaisons and Ex-Officios

Lynn Wallis, Oregon Employment Department
Bridget Dazey, Clackamas Workforce Partnership
Tammy Stempel, Gladstone Mayor

EDC Members considered a variety of issues throughout the year

Economic Outlook

Brownfields

Transportation Funding

**McLoughlin
Corridor**

Cross Laminated Timber

Solid Waste

Housing

Workforce

International Trade

**North Milwaukie
Industrial Area**

Willamette Falls Legacy Project



Topic: Economic Outlook

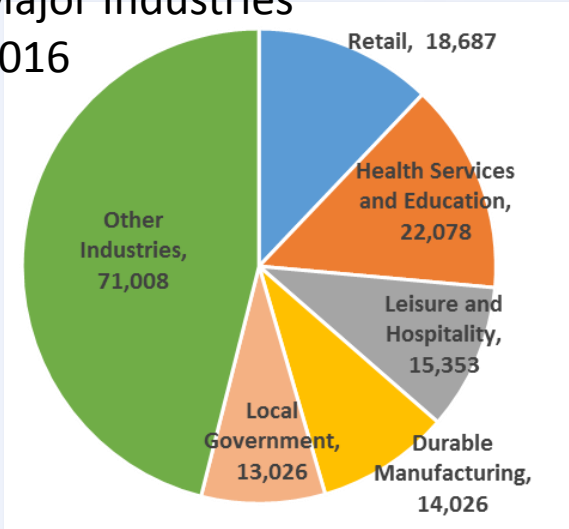
Northwest Economic Research Center (NERC)

Speaker: Dr. Tom Potiowsky, Director, Northwest Economic Research Centers (NERC) & Professor of Economics
Department Chair

What we learned: Implications for Portland MSA and Clackamas County are good. There has been strong growth.

There is a major need for housing; and a major need for qualified job

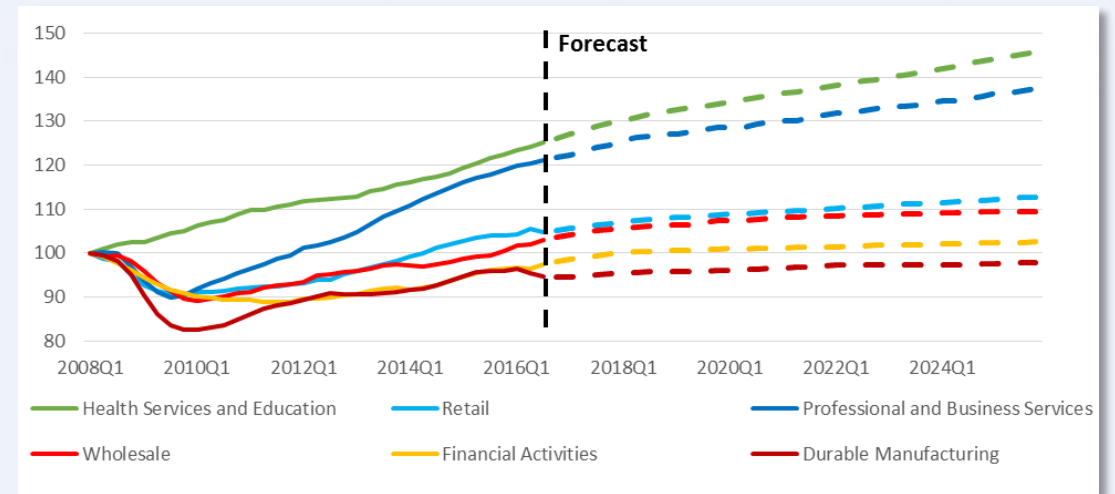
Major Industries
2016



Demographic Profile	
Population (2015)	397,385
Annual population growth (2014-2015)	1.50%
Annual population growth (2015-2020)	1.39%
Percent of MSA population (2015)	16.80%
Percent of MSA population (2025)	16.64%
Mean age (2015)	40
Mean age (2025)	42
Net migration (2015)	5,152

Nonfarm Employment and Income	
Annual employment growth (2006-2016)	0.56%
Annual employment growth (2015-2016)	2.91%
Annual employment growth (2016-2026)	0.74%
Annual employment growth (2026-2055)	0.50%
Average income (2014)	\$50,126

Notable Fast and Slow Growing Industries, Indexed to Business Cycle Peak (2008Q1)



Topic: McLoughlin Corridor

Speakers: Joseph Edge, Chair, Land Use & Transportation Committee & McLoughlin Area Plan Implementation Team

Eleanore Hunter, Oakgrove Community Council

Nathan Ember, Oakgrove Community Council

Terry Gibson, Vice Chair, MapIt, Jennings Lodge

What we learned: MapIt worked with the County to apply for a Metro 2040 Planning and Development Grant for Park Avenue Development and Design Standards project.

Request from Speakers: Letter of support for Grant application

Action: EDC approved a letter of support and submitted to the Board of County Commissioners' on June 6, 2017. In October, Metro approved the Grant. The EDC will also recommend to the BCC to consider and enact policies supporting development of pilot projects along the McLoughlin corridor including the Park Avenue station area

Topic: McLoughlin Corridor Brownfields Project

Speaker: Brian Harper, Senior Regional Planner, Metro

What we learned: Metro, Clackamas County, Oregon City and other partners are launching a 3-year effort to conduct comprehensive brownfield site assessments as the first step toward remediation and redevelopment.

Request from speaker: Contact Brian with any leads on potential sites.

Action: The EDC will recommend continued efforts to complete a brownfields site assessment as a step towards targeted remediation and redevelopment



Topic: North Milwaukie Industrial Area (NMIA)

Speaker: Amy Koski, Economic Development & Resource Coordinator, City of Milwaukie

What we learned: The City of Milwaukie desires to maintain a variety of industrial purposes and maker spaces while exploring higher density job opportunities

Request from Speaker: Continue to support project

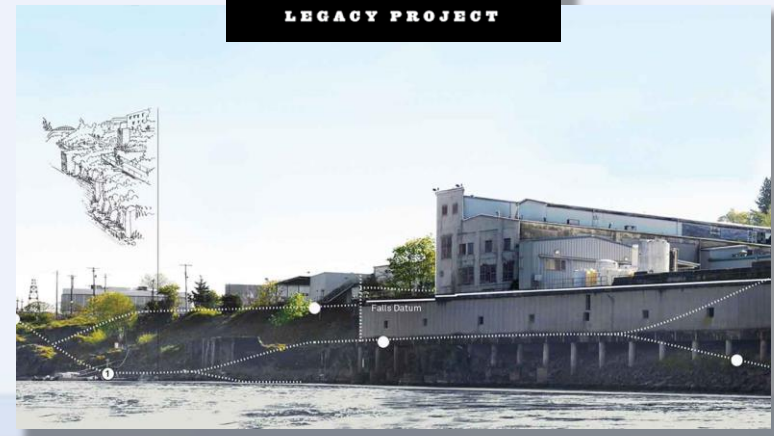
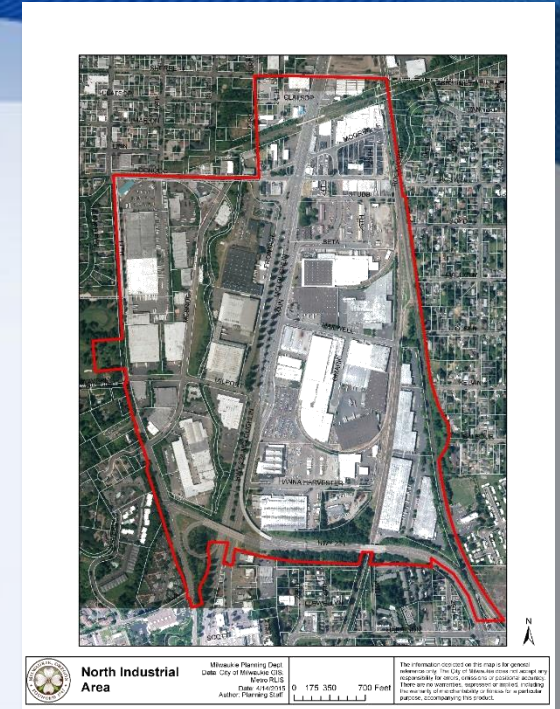
Action: EDC Toured NMIA. The EDC reached consensus to continue to support the City of Milwaukie's goals for job density and redevelopment in North Milwaukie Industrial Area

Topic: Willamette Falls Legacy Project

Speaker: Brian Moore, Willamette Falls Legacy Project Manager, Metro

What we learned: Ongoing efforts to redevelop the site and build public access through Four Core Values, Public Access, Historic and Cultural Interpretation, Economic Redevelopment, and Healthy Habitat.

Action: EDC Toured WFLP. The EDC reached consensus to continue to support redevelopment efforts and through the Four Core Values.



Topic: Transportation Funding

Speakers: Barb Cartmill, Director of Transportation Development, Clackamas County

Chris Lyons, Government Affairs Coordinator, Clackamas County

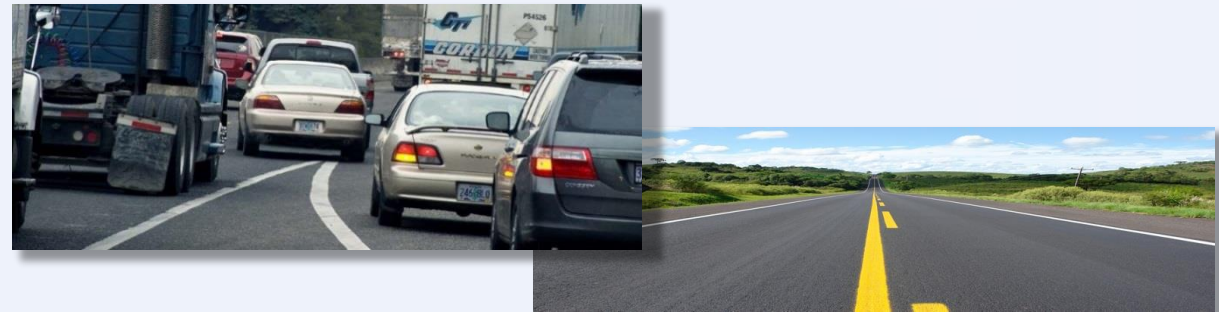
What we learned: Our transportation system is wearing out and the resources will not meet local needs for maintenance and infrastructure. The Oregon Transportation Panel received reports from the Oregon Transportation Commission that included what was heard across Oregon:

- Protect the public's investment.
- Solve the traffic congestion.
- Preserve quality of life.
- Keep Oregon's economy moving.
- Address seismic preparedness.
- Provide transportation alternative's for the Elderly, Young, Disabled and those who cannot afford cars.
- Move back toward full user pays financing.
- Develop a long term plan of 10-20 years.

The EDC reached consensus to request the BCC continue to support efforts to increase transportation capacity and complete the Sunrise Corridor, I-205 & the Abernethy Bridge.

The EDC also supports continuing efforts to fund essential road infrastructure on a County level.

Action: The EDC submitted a letter of support to Secretary Chao at the United States Department of Transportation on October 4th, 2017 to support an ODOT application for an INFRA grant to widen the Abernethy Bridge on Interstate 205.



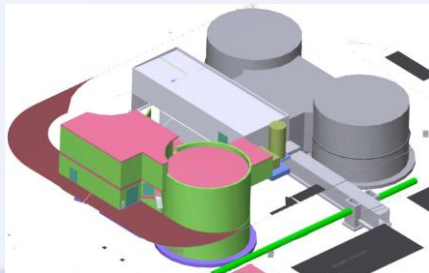
Topic: Update – Solids Handling Capacity Improvement Project

Speaker: Greg Geist, Director, Water and Environmental Services, Clackamas County

What we learned: WES is implementing new model for a WES partnership, combining three separate entities. which helps ensure long term safety of reliance

Actions: EDC submitted a letter to the Board of County Commissioners supporting the solids handling capacity project affecting the Tri-City Service District and Clackamas County District No. 1

Capacity Issue Solution



- Third digester to be built
- Original estimate: \$56.4M
- Current estimate: \$37.5M
- Cost split based on projected
- future capacity needs
- Multi-phased approach
- \$1.00 per household per month
- Completed in 2020



Topic: Housing

Speakers: Dave Nielsen, CEO, Home Builders Association

Elissa Gertler, Planning and Development Director, Metro



What we learned:

- 1) Metro has modified its land supply process to provide more flexibility and frequency for jurisdictions to meet local and regional residential housing needs.
- 2) There is a need throughout the county for a variety of types and scale of housing, but several impediments make that difficult.
- 3) Discussed Metro's planning and development grants for 2018.
- 4) The legislature's removal of voter approval for annexations is helping move housing forward in existing UGB areas, including Oregon City.
- 5) While much of Damascus will not be able to be developed, Happy Valley is annexing some areas, which is helping increase the supply of land for housing within the existing UGB.
- 6) While new housing has a tougher time meeting lower income affordability needs due to the higher price of land, fees, material and labor, it helps provide a release valve that alleviates pressure on overall housing prices and demand, which will help keep existing housing stock more affordable and attainable. New housing can be done to meet median income (or even somewhat below median income) needs as well, but policies, processes and fees need to be looked at cohesively to help minimize impact of additional costs in the building and development process.

Request from Speakers:

- 1) Work to ensure urban reserves in Clackamas County are affirmed
- 2) Support jurisdictions in the County who are working to plan and ask Metro for needed UGB expansions
- 3) Look at available best practices and toolkits (sample from HBA attached) and review areas County can support policies and processes that assist desired housing outcomes
- 4) Support education and training programs that will help increase the number of construction trade workers, providing living wage jobs while also helping provide labor desperately needed by the construction industry.

Topic: International Trade Strategy and E-Commerce Platform

Speakers: Commissioner Martha Schrader, Clackamas County Board of County Commissioners

Catherine Grubowski-Johnson, Manager, Business and Economic Development, Clackamas County

What we learned:

Clackamas County's Export Initiative Goals include promoting and understanding Clackamas County exports and expanding relationships in the supply chains of our local businesses. The initiative includes Educational Seminars, Business Outreach, Regional Partnerships, and developing an International Trade Strategy. We also learned about the trade delegation to China in 2016 and the signing of a Sister County relationship with Guanyun County, Peoples Republic of China. The trade delegation visited the International Trade Center where there will be an Oregon Pavilion to showcase products from Oregon companies through E-Commerce.

Action: Recommendations to BCC

Focus on strategic relationships that highlight trade opportunities between Clackamas County's exporters and international markets & partners.

Consider import/export and its impact on economic development for EDC study in 2018.



Topic: Cross Laminated Timber (CLT)

Speakers: Rick Gruen, Manager, Agriculture & Forest Economic Development, Clackamas County

Sam Dicke, Hatfield Fellow, Clackamas County

What we learned: Clackamas County is a good market for CLT development, could be a leader in the industry

CLT Initiative:

- *Supply* - Establish Clackamas County as a regional CLT hub, utilizing the Seedling to Structure framework.
- *Building Codes* - Brand Clackamas County as a destination for mass timber buildings and policy.
- *Investment Strategy* - Develop strategic public/private investment partnerships to advance economic development activity around CLT in distressed areas within Clackamas County. We also heard about Ranch and Farm Succession Planning Workshops, a great opportunity with so many family farms in the county and region

Request from Speakers: Continued support for the County's CLT initiative

Action: The EDC will recommend that the BCC continue to support the County's CLT initiative and prioritize CLT for all applicable County building projects.



Topic: Workforce

Connections with Business and Industry

Speaker: Lisa Davidson, Executive Director Connections with Business and Industry, Clackamas Community College

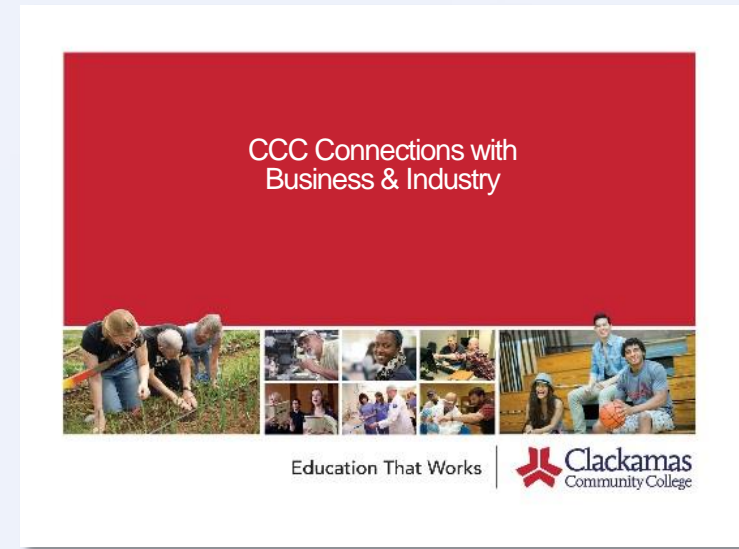
What we learned:

Clackamas Community College has developed a comprehensive business support network which offers tools, staffing, and training & resources

Three departments meet business needs

- Small Business Development Center
- Workforce Development
- Customized Training

The County Business and Economic Development Department hosts Business outreach meetings with the College team to help increase Awareness to business of the resources available.



Topic: Workforce

Workforce Development

Speaker: Bridget Dazey, Director, Clackamas Workforce Partnership

What we learned:

WHY- In 2016, there were 27,259 youth (ages 16 to 24) not in the labor force, which is 52% of our youth population. That number is an increase of 6% since 2000.

Between the 10 school districts in Clackamas County, in 2013-14 there were 40 Career Technical Education (CTE) programs. In 2017-18 there are 58 and the Clackamas Education Service District (CESD) and school districts are working on adding another 8 programs for next school year.

In order to support CTE learning, career and college readiness, and prepare youth for the workforce, there must be more opportunities for youth to experience the world of work. These opportunities are often referred to as Career Related Learning Experiences (CRLE), and every student deserves the chance to experience them.

WHAT- Career Related Learning Experiences take many forms: classroom presentations, company tours, job shadows, mentorship, work experiences internships, and a youth's first job.

The Youth Career Readiness Network will allow us to serve more youth with Career Related Learning by connecting K-12, Community College, businesses and Workforce Development in a more inclusive and intentional way.

The Network will also provide consistent career pathway information to parents, teachers, and students starting in 6th grade with the goal that more youth will be career and college ready by high school graduation.

HOW- Through regular meetings, communication, and the use of technology, the Network will provide an opportunity for K-12, Community College, businesses, public sector partners, and Workforce Development to collaborate and efficiently connect students to Career Related Learning opportunities.

Topic: Workforce continued

Youth Career Readiness

- Connecting the Workforce & Education Systems

Clackamas County Youth 2016

- 27,259 not currently in the labor force (53%)
- 42,927 total youth in Clackamas County

Serving Youth in Clackamas County

- Assessment
- Career Related Learning
- Work Readiness
- Standardization & Coordination

- Youth Career Readiness Network

School District & Programs

Business and Industry

Parents & Teachers

Coordination
Standardization
Oversight

Next Steps to the Conversation:

Community conversation, Industry partnerships & additional support

Request from Speaker:

Community conversations – Please continue to spread the word in the community that youth need an opportunity to learn directly from business and industry what it means to be career and college ready by graduation from high school.

Industry partnerships – To provide Career Related Learning opportunities for all Clackamas County students, we want to recruit more industry partnerships.

Opportunities for involvement in the Network could include contributing their time in a classroom or job shadow, their talent to help mentor students and their resources to provide a location for the CRLE.

Additional support – This program will be most successful with the help of others joining CWP in this endeavor. We are not currently sourced to do this work. As you are out in the community, please take the opportunity to connect other agencies, partners and/or resources to the Network.

Actions taken by EDC

- Submitted a letter of support for the County's application for a Metro 2040 Planning and Development Grant for Park Avenue Development and Design Standards project.
- Toured the North Milwaukie Industrial Area (NMIA)
- Toured the Willamette Falls Legacy Project (WFLP) in Oregon City
- Submitted a letter of support for the ODOT INFRA Grant application

Recommendations to Board of County Commissioners

NMIA:

- Support the City of Milwaukie's goals for job density and redevelopment in North Milwaukie Industrial Area

Brownfields:

- Continue efforts to complete a brownfields site assessment as a step towards targeted remediation and redevelopment.

Transportation:

- Continue to support efforts to increase transportation capacity and complete the Sunrise Corridor, I-205 & the Abernethy Bridge.
- Continue efforts to fund essential road infrastructure on a County level.

McLoughlin Corridor:

- Consider and enact policies supporting development of pilot projects along the McLoughlin corridor including the Park Avenue station area

International Trade Strategy:

- Focus on strategic relationships that highlight trade opportunities between Clackamas County's exporters and international markets & partners.
- Consider import/export and its impact on economic development for EDC study in 2018.

Cross Laminated Timber:

- Continue to support the County's CLT initiative and prioritize CLT for all applicable County building projects.

Recommendations to Board of County Commissioners Continued

Housing:

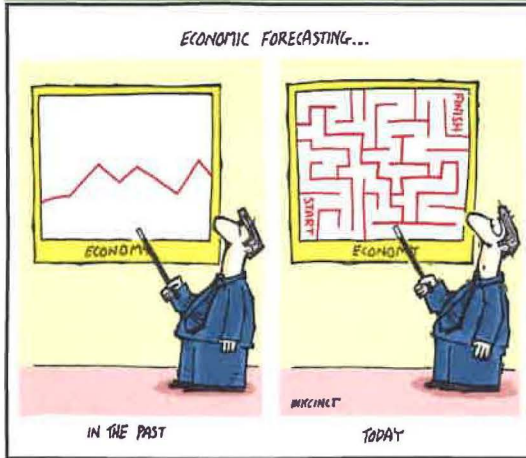
- Work to ensure urban reserves in Clackamas County are affirmed
- Support jurisdictions in the County who are working to plan and ask Metro for needed UGB expansions
- Look at available best practices and toolkits (sample from HBA attached) and review areas County can support policies and processes that assist desired housing outcomes
- Support education and training programs that will help increase the number of construction trade workers, providing living wage jobs while also helping provide labor desperately needed by the construction industry.
- Consider housing and its impact on economic development for EDC study in 2018.

Workforce:

- Community conversations – Please continue to spread the word in the community that youth need an opportunity to learn directly from business and industry what it means to be career and college ready by graduation from high school.
- Industry partnerships – To provide Career Related Learning opportunities for all Clackamas County students, we want to recruit more industry partnerships. Opportunities for involvement in the Network could include contributing their time in a classroom or job shadow, their talent to help mentor students and their resources to provide a location for the CRLE.
- Additional support – This program will be most successful with the help of others joining CWP in this endeavor. We are not currently sourced to do this work. As you are out in the community, please take the opportunity to connect other agencies, partners and/or resources to the Network.
- Consider studying automation and its possible impact on Clackamas County's workforce.

NeRC

Northwest Economic Research Center
College of Urban and Public Affairs



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Economic Outlook:
Implications for Portland
MSA and Clackamas
County



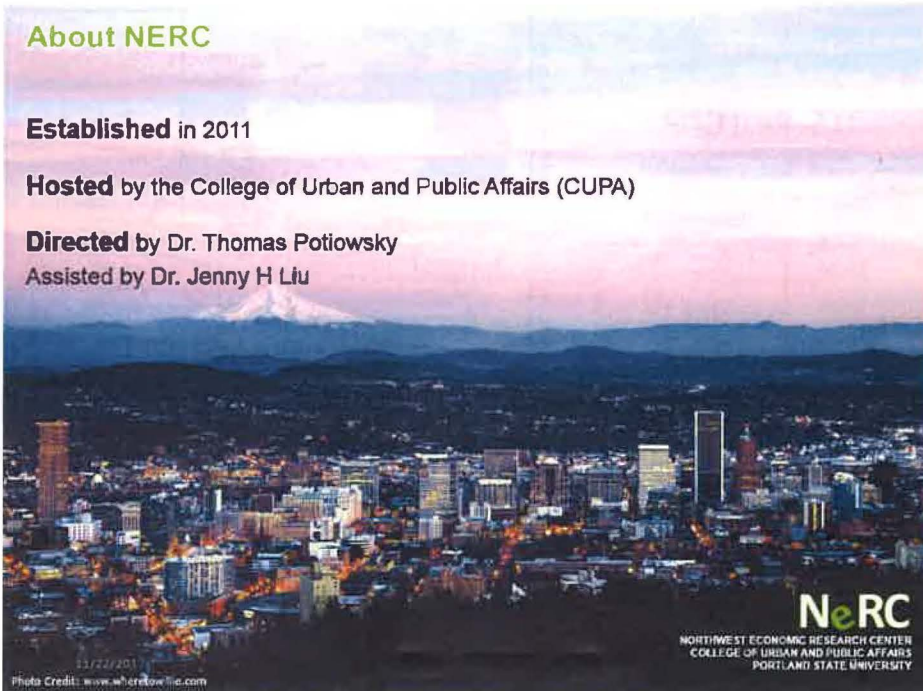
About NERC

Established in 2011

Hosted by the College of Urban and Public Affairs (CUPA)

Directed by Dr. Thomas Potiowsky

Assisted by Dr. Jenny H Liu



11/22/2017
Photo Credit: www.wheretolive.com

NeRC

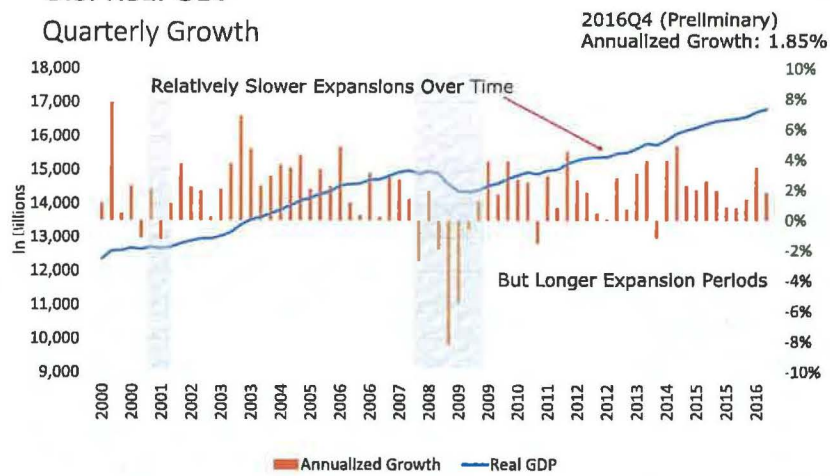
NORTHWEST ECONOMIC RESEARCH CENTER
COLLEGE OF URBAN AND PUBLIC AFFAIRS
PORTLAND STATE UNIVERSITY

U.S. ECONOMY

11/22/2017

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U.S. Real GDP Quarterly Growth

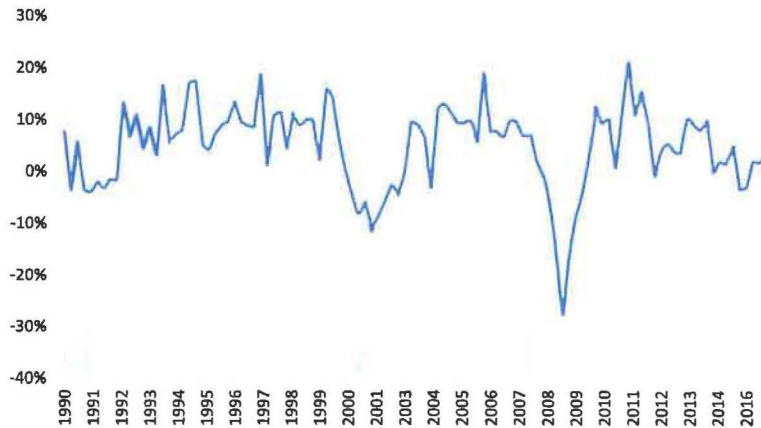


Source: US BEA

11/22/2017

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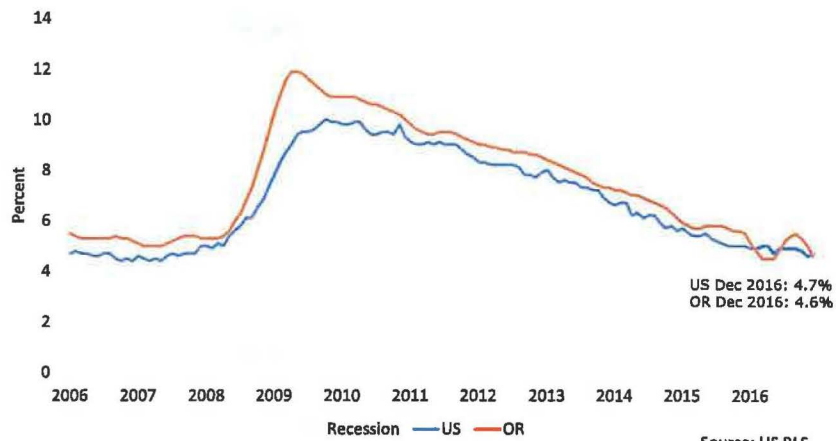
Private Non-Residential Fixed Investment Annualized quarterly rate of change



11/22/2017

Source: US BEA 5

Civilian Unemployment Rate Jan. 2006 – Dec. 2016, Seasonally adjusted

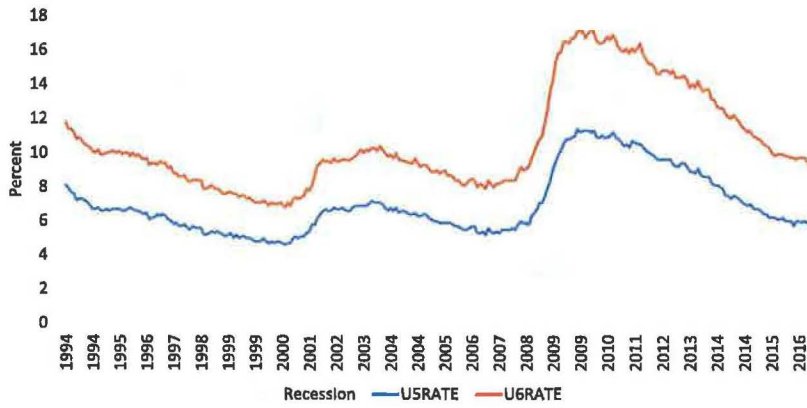


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Source: US BLS 6

US Broad Unemployment

Jan. 1994 – Dec. 2016, Seasonally adjusted

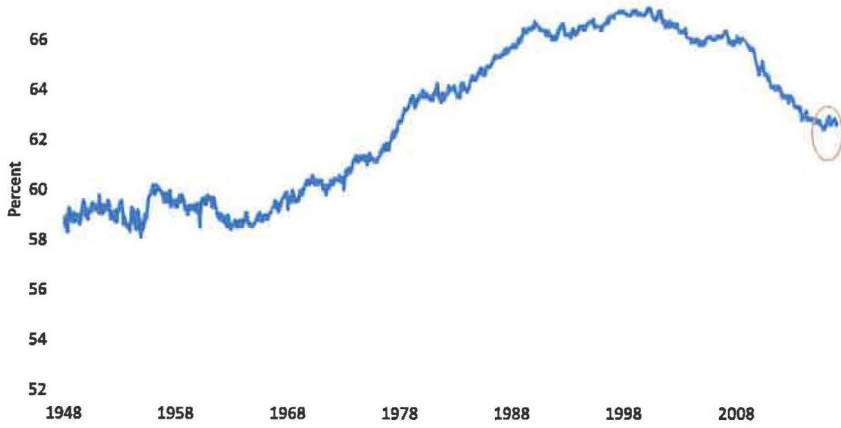


Source: US BLS

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US Labor Force Participation Rate

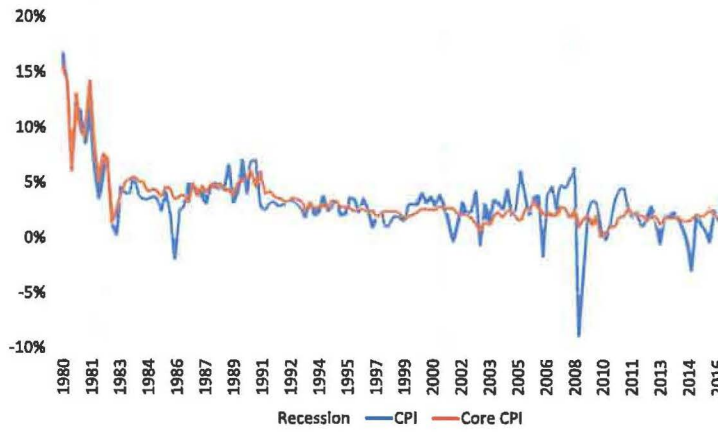
Jan. 1948 – Dec. 2016, Seasonally adjusted



Source: US BLS

11/22/2017

Consumer Price Index Annualized Quarterly Rate of Change Jan. 1980 - Dec. 2016



11/22/2017

Source: US BEA 9

OREGON ECONOMY

11/27/2017

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www.bloomberg.com/news/articles/2016-12-01/oregon-is-the-picture-of-economic-health

Oregon Is the Picture of Economic Health

By Matthew A. Winkler

The biggest recent news from Oregon has nothing to do with the arrest and prosecution of a federal wildlife refuge near the high-desert town of Burns. It's about the state's economic health, the most improved in the U.S. last year.

The 27th-largest state, with almost 4 million people, had the best-performing economy in the nation measured by employment, home prices, personal income, tax revenues, mortgage delinquency and the publicly traded equity of its companies, according to data compiled by Bloomberg.

By punching well above its weight in half a dozen comparisons that make up Bloomberg's Economic Evaluation of States, Oregon's economic health index rose the most through the first three quarters of 2016, according to the most recent Bloomberg data. The closest two rivals for No. 1, North Carolina and Michigan, were at least a full percentage point behind Oregon, failing to achieve the same consistency of improvement across the six business, financial and industrial values in the index.



Matthew Winkler, editor in chief of Bloomberg Economics, writes about the U.S. economy.

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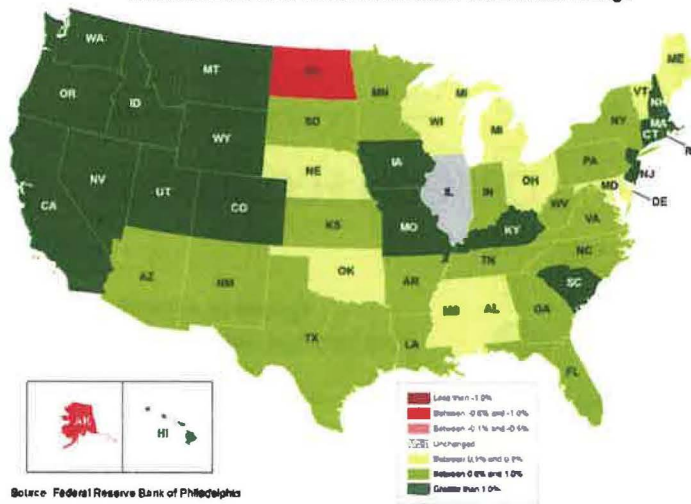
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December 2016 State Coincident Indexes: Three-Month Change



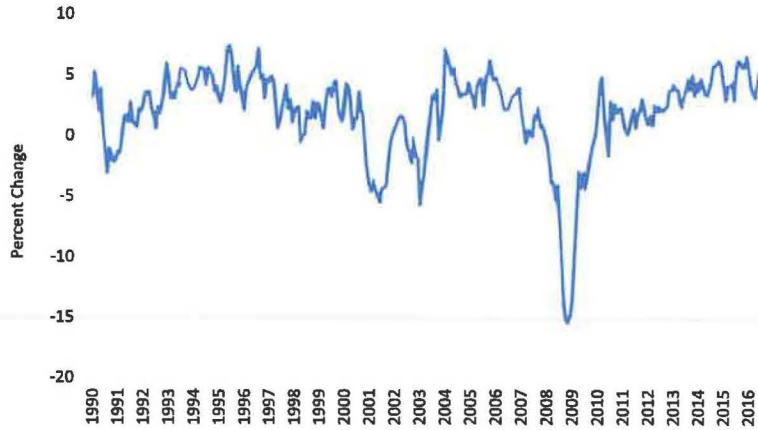
Source: Federal Reserve Bank of Philadelphia

11/22/2017

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Oregon nonfarm employment change

Apr. 1990 – Dec. 2016, 3-month average percent change



11/22/2017

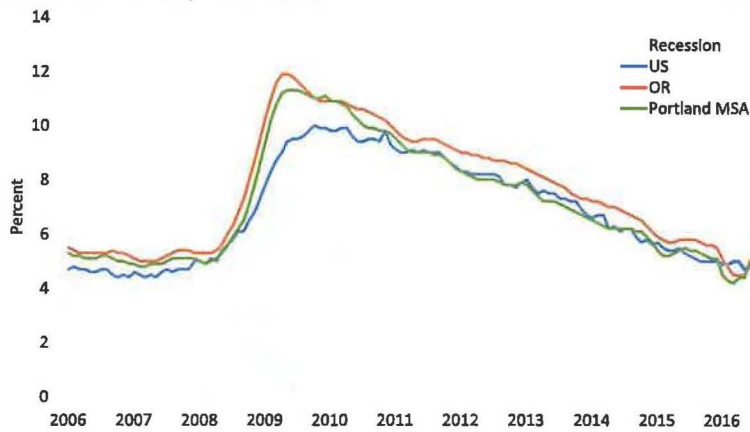
Source: Bureau of Labor and Statistics; Oregon Employment Department

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Civilian Unemployment Rate

Jan. 2006 – Nov./Dec. 2016

US Dec. 2016: 4.7%
 OR Dec. 2016: 4.6%
 PDX MSA Dec. 2016: 4.3%



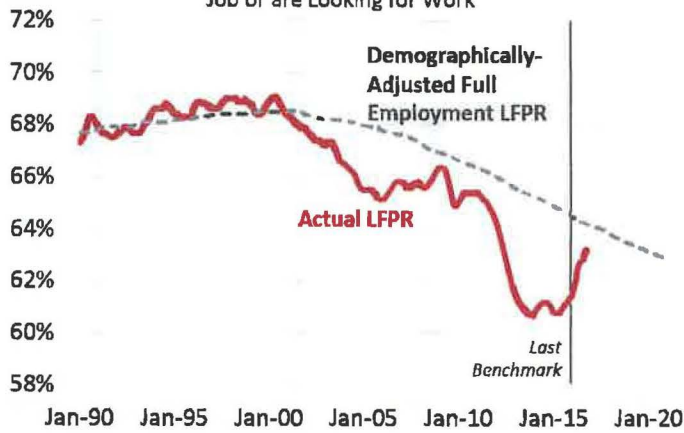
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Source: US BLS; Oregon Employment Department

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Oregon Labor Force Participation

Share of Oregonians 16 Years and Older Who Have a Job or are Looking for Work

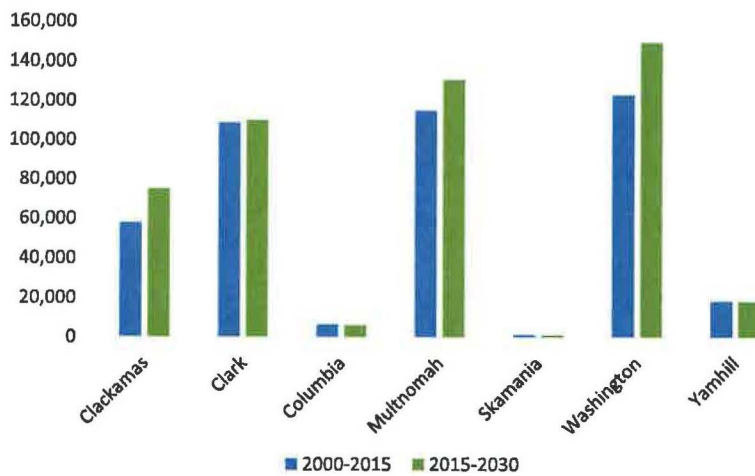


Latest Data: September 2016 | Source: BLS, Census, OED, Oregon Office of Economic Analysis

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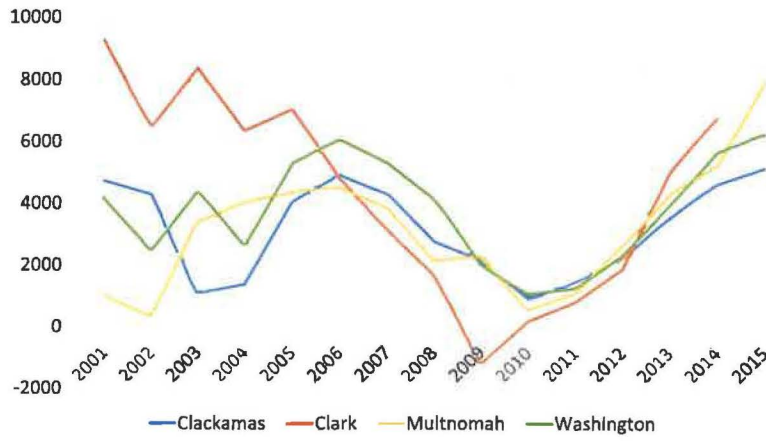
Population Increase by County



11/22/2017

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Portland MSA County Migration Patterns



11/27/2017

Source: Population Research Center 17

Economic Outlook: Sunny with a Chance of Showers

11/22/2017

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*An economic forecaster is like a
cross-eyed javelin thrower: they
don't win many accuracy contests,
but they keep the crowd's attention.*
- Anonymous

11/22/2017

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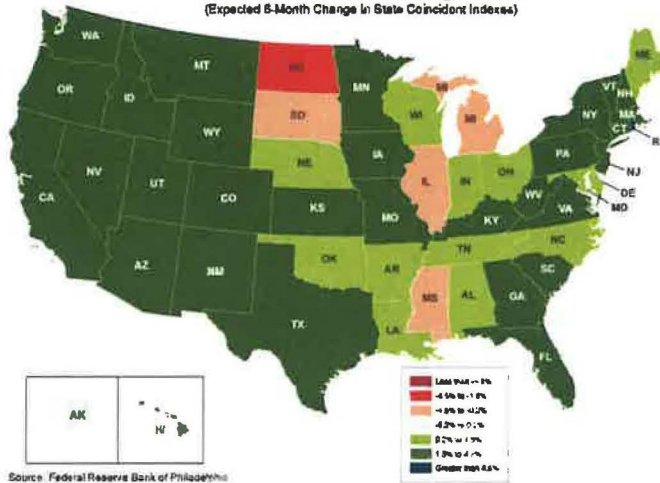
Portland MSA Outlook:
Northwest Economic Research Center
Regional Economic and Population Forecast

- Ten-year forecast of:
 - Population
 - Income
 - Employment
 - Housing
- In the seven Portland counties:
 - Clackamas
 - Clark (WA)
 - Columbia
 - Multnomah
 - Skamania (WA)
 - Washington
 - Yamhill

11/22/2017

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December 2016 State Leading Indexes
(Expected 6-Month Change in State Coincident Indexes)



11/22/2017

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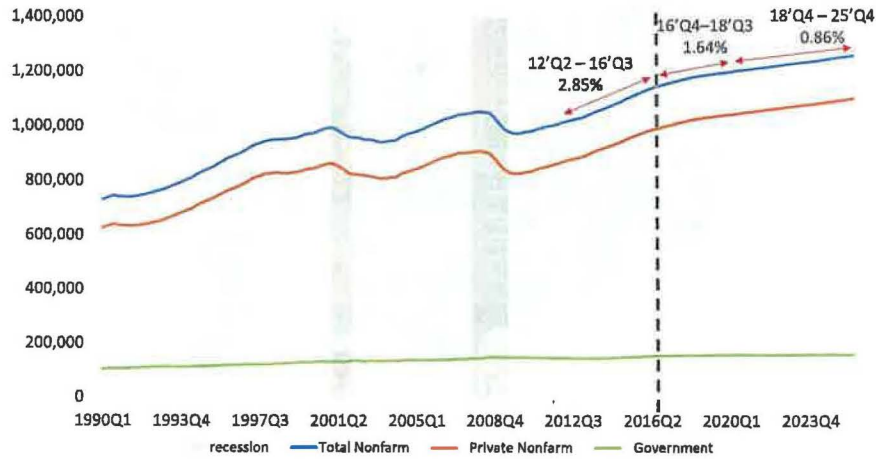
OEA Forecast: Total nonfarm Employment Growth



11/22/2017

22

Portland MSA – Total Nonfarm Employment (short-term growth)

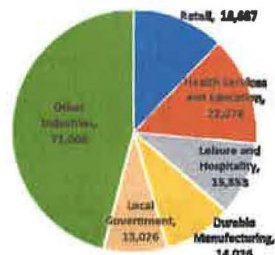


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Clackamas County

Major Industries, 2016



11/22/2017

Housing Profile	
Average household size (2015)	2.57
Total permits (2006-2016)	16,681
New households (2015-2025)	16,021
New households (2015-2035)	28,532
Single/multifamily split (2000-2016)	84% - 16%
Single/multifamily split (2016Q1-2016Q4)	80% - 20%

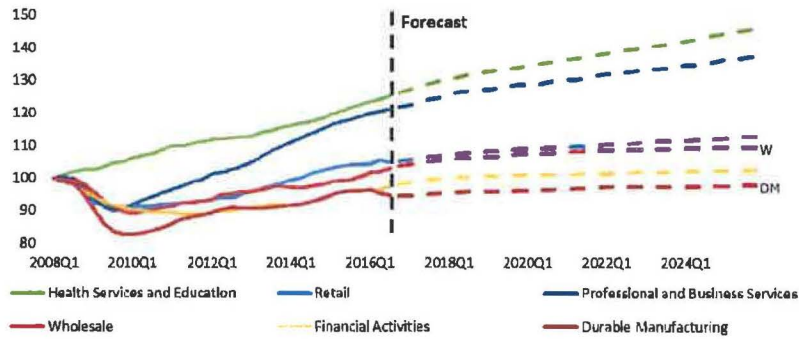
Demographic Profile	
Population (2015)	397,385
Annual population growth (2014-2015)	1.50%
Annual population growth (2015-2020)	1.39%
Percent of MSA population (2015)	16.80%
Percent of MSA population (2025)	16.64%
Mean age (2015)	40
Mean age (2025)	42
Net migration (2015)	5,152

Nonfarm Employment and Income	
Annual employment growth (2006-2016)	0.56%
Annual employment growth (2015-2016)	2.91%
Annual employment growth (2016-2026)	0.74%
Annual employment growth (2026-2055)	0.50%
Average income (2014)	\$50,126

24

Clackamas County

Notable Fast and Slow Growing Industries, Indexed to Business Cycle Peak (2008Q1)

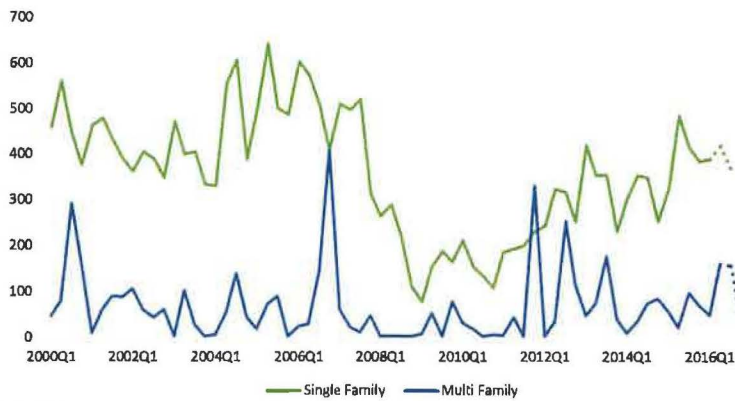


11/22/2017

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Clackamas County

Housing Permits, 2-Quarter Forecast



11/22/2017

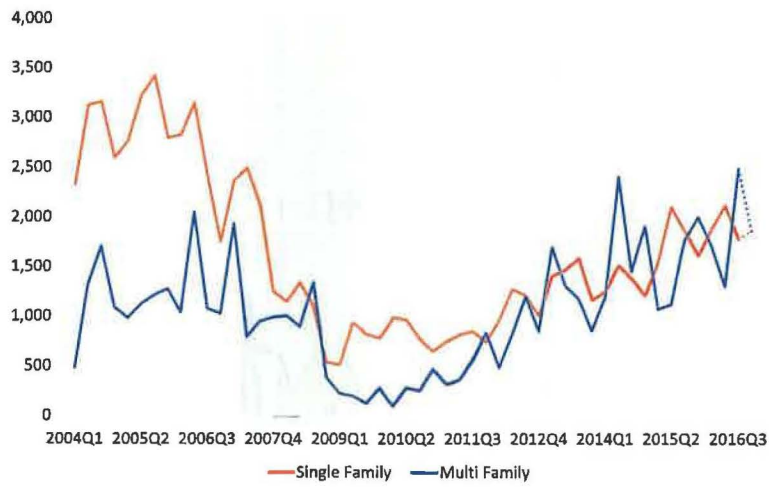
26

Housing

11/22/2017

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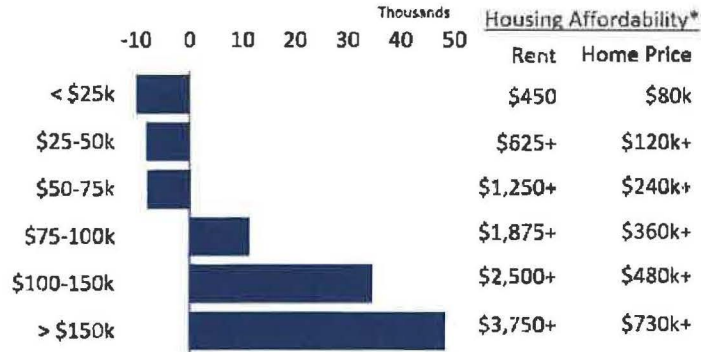
Portland MSA - Housing Permits



11/22/2017

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Portland MSA Households by Income
Change from 2007 to 2015



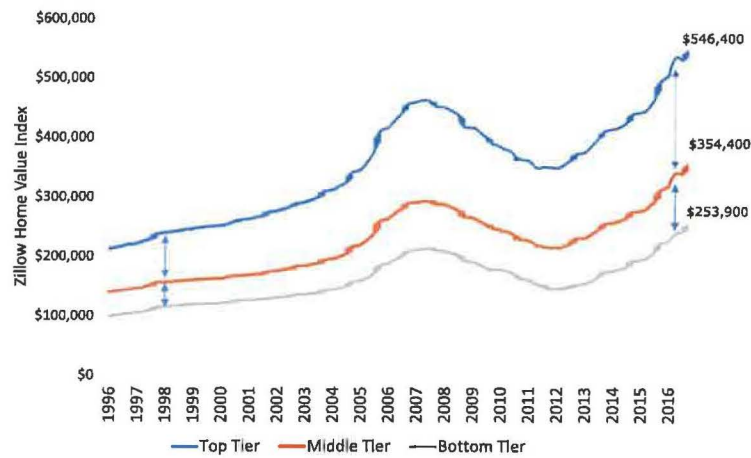
* Monthly housing costs equal to 40% of income, Home price assumes 20% down payment, 4% 30 year fixed mortgage, average property taxes and homeowners insurance.
Source: Census, Oregon Office of Economic Analysis

Source: OEA

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Portland MSA Housing - Home Values (median tier prices)

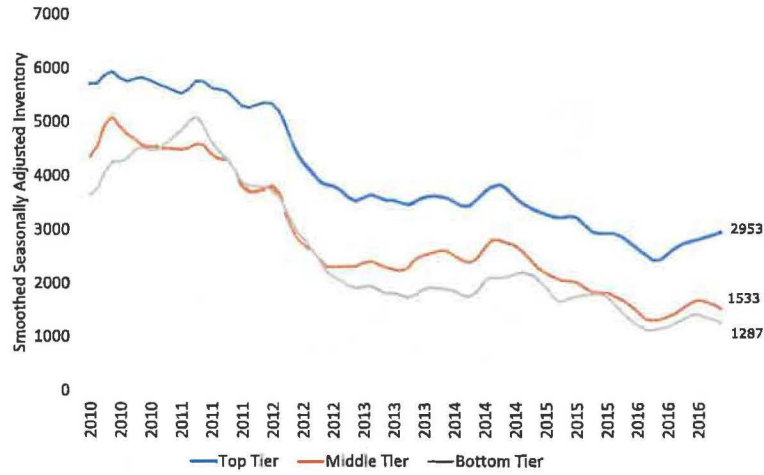


11/22/2017

Source: Zillow

30

Portland MSA Housing - Inventories

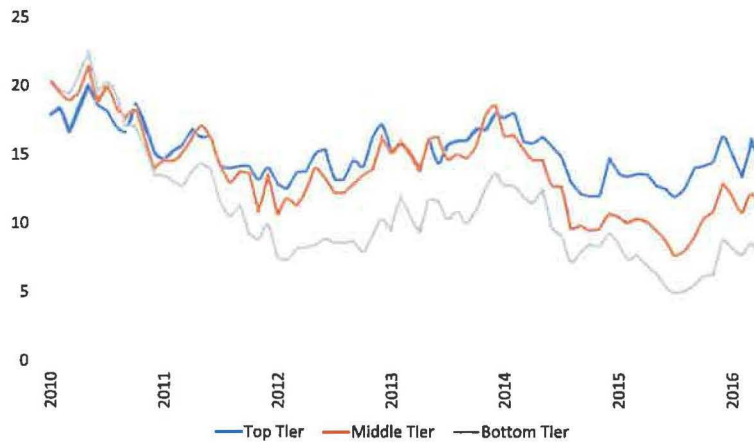


11/22/2017

Source: Zillow

31

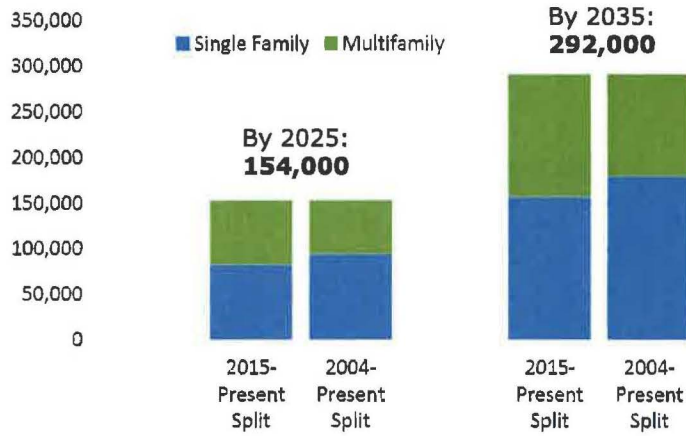
Portland MSA Housing – % of Listings with Price Cuts, by Tier



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Portland MSA - New Households

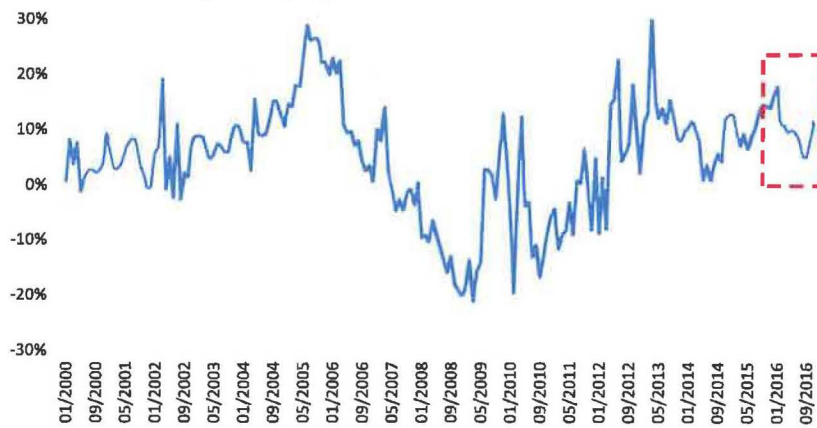


11/22/2017

Source: NERC's Biannual Forecast

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Case-Shiller Portland, OR HPI, monthly, seasonally adjusted annualized rate of change (thru November 2016)



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Headwinds and Tailwinds

11/22/2017

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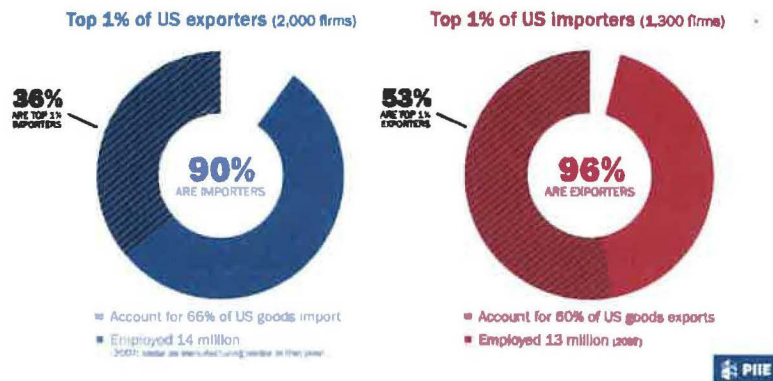
Short Term and a Few Long Term Risks – An Incomplete List: Dimmer Prospects or Rosier Outlook?

- China Economic Growth
- Geopolitical Risks (Name your part of the world...)
- Fiscal and Monetary Policies, Regulation (Infrastructure Spending, Tax Cuts, Dodd-Frank, Health Care,...)
- Brexit?
- US dollar exchange rate
- Trans-Pacific Partnership (never signed into law) and other Trade Agreements
- Energy Prices (Some firming of low oil prices)
- Can 3 Branches of Government Be of One Mind?
- Income Disparity, Cyber Attacks, Climate Change

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Import Tariffs Could Also Hurt Exporters



11/22/2017

J. Bradford Jensen, Peterson Institute for International Economics
<https://piie.com/blogs/trade-investment-policy-watch/importers-are-exporters-tariffs-would-hurt-our-most-competitive>

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Withdrawal From Proposed TPP (impacts are estimates from pro-trade sources)

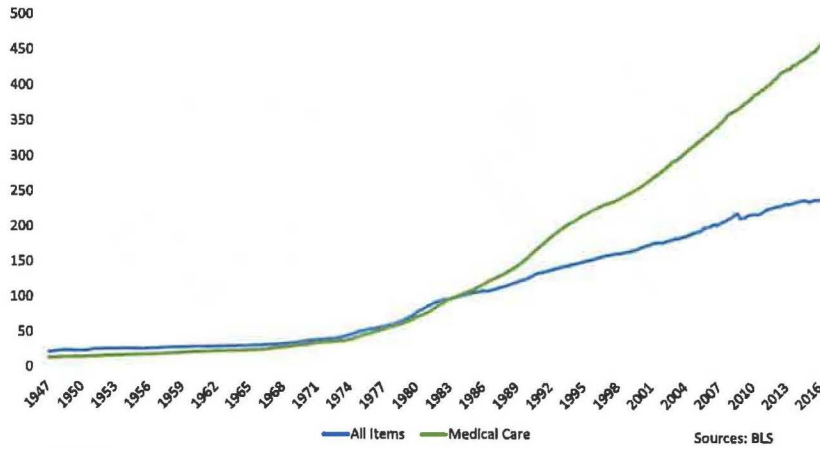
- 6 of the top 10 recipient countries of Oregon exports were possible members of the TPP
- Over \$9 billion worth in exports with all potential members of TPP in 2015
 - 46% of all Oregon exports
 - Around 189,900 Oregon jobs supported by this trade
- Loss of opportunity to expand trade with 6 current US free trade agreement partners
 - Also, open up markets to 5 new Asia-Pacific countries
 - Agriculture-related benefits alone would lead to more than 800 new jobs and net exports increase more than \$105 million a year

11/22/2017

Source: US Census, NASDA, Trade Partnership Worldwide

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CPI: All Items vs. Medical Care
1982-84=100

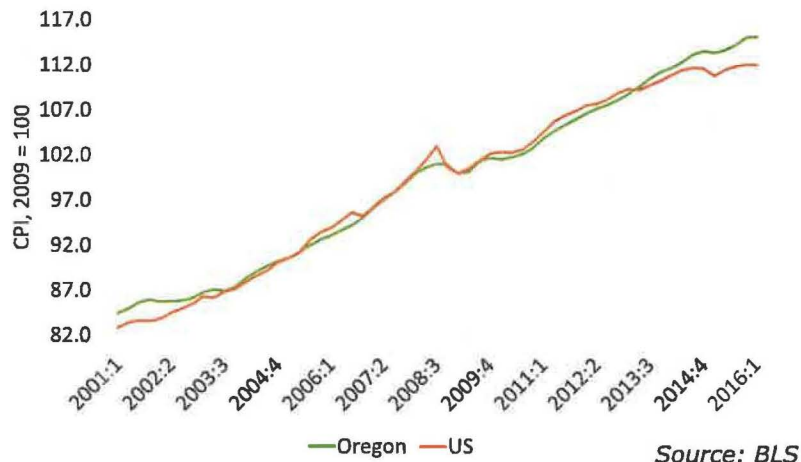


11/22/2017

Sources: BLS

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Cost of Living



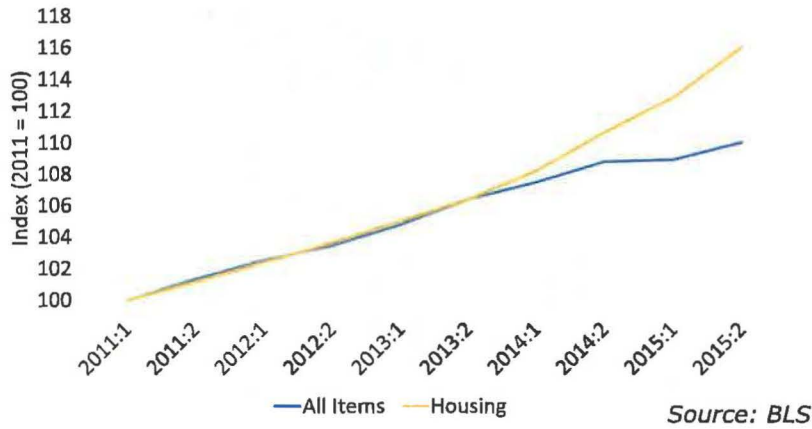
11/22/2017

Source: BLS

40

Cost of Living

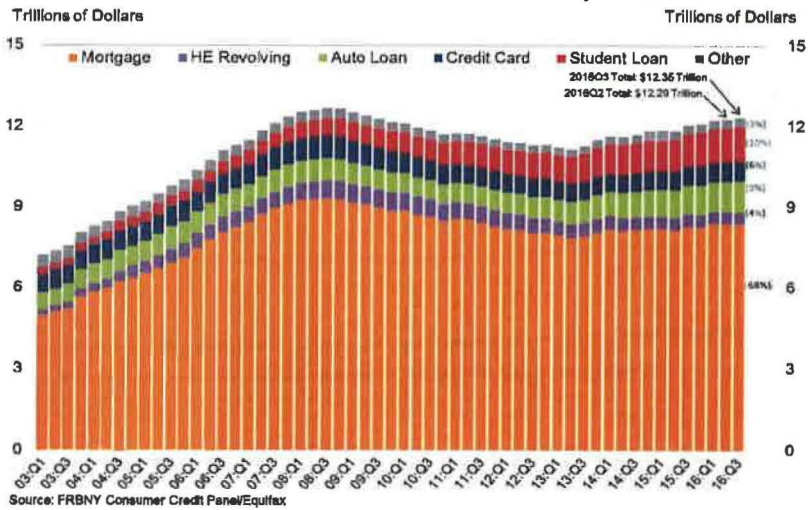
CPI vs Housing: Portland-Salem OR-WA CMSA



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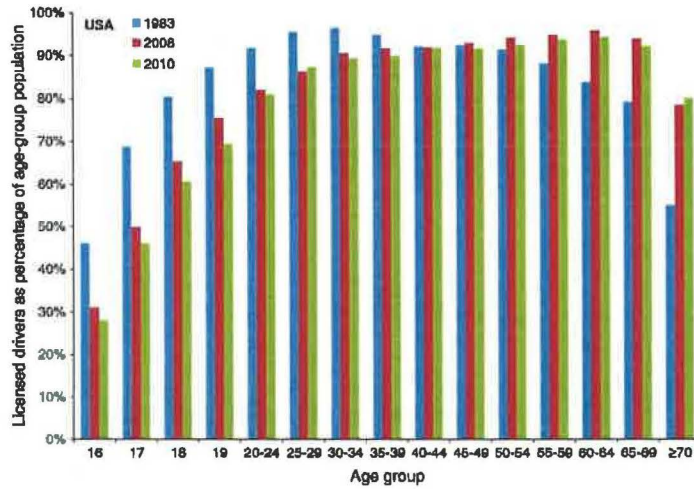
Total Debt Balance and its Composition



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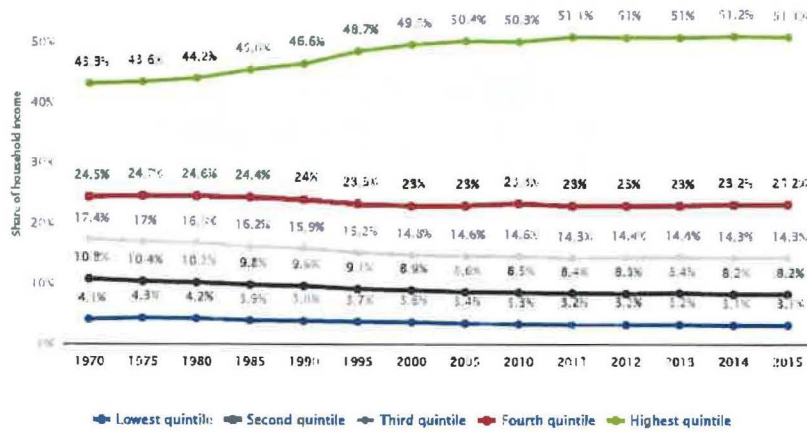
Licensed Drivers as a Percent of Age-Group Population



11/22/2017

Source: Study by the University of Michigan Transportation Research Institute

Shares of household income of quintiles in the U.S. (1970-2015)



11/22/2017

Source: Statista

Short-term risks

- ~~M97~~ — Will have an impact (if it passes)
- Minimum Wage
 - Retail
 - Leisure/Hospitality
 - Health Care
- Housing Policies
 - Excise tax
 - Affordable Housing Bond
 - Inclusionary Zoning
 - Deconstruction

11/22/2017

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Contact – Follow NERC

Northwest Economic Research Center (NERC)

503-725-8167

nerc@pdx.edu

<http://www.pdx.edu/nerc/>



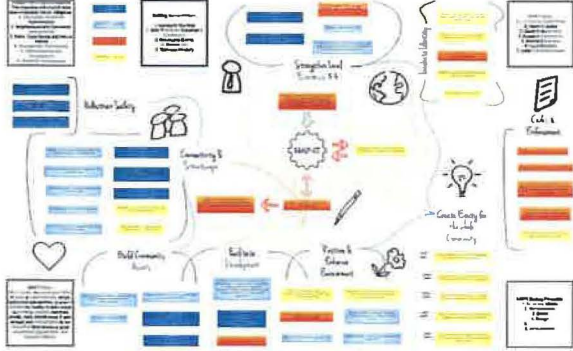
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The Foundation: Community Process






Comprehensive & Inclusive



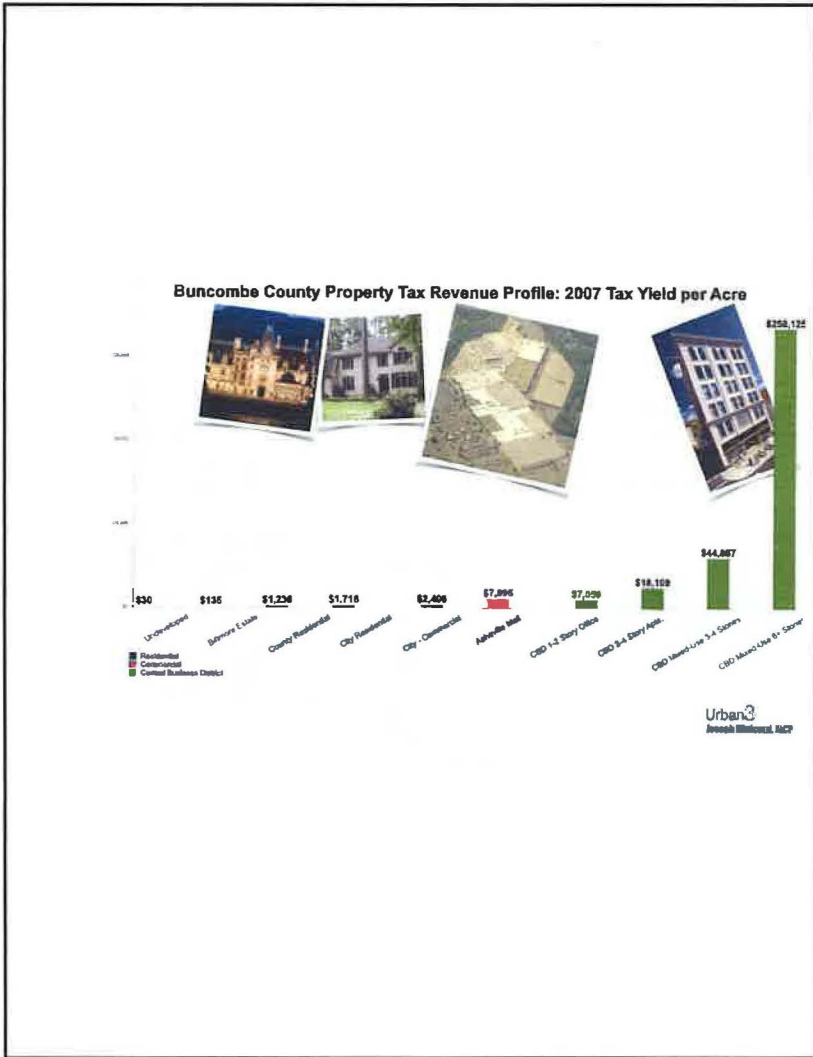
MAP II Projects & Programs

Clustered Density



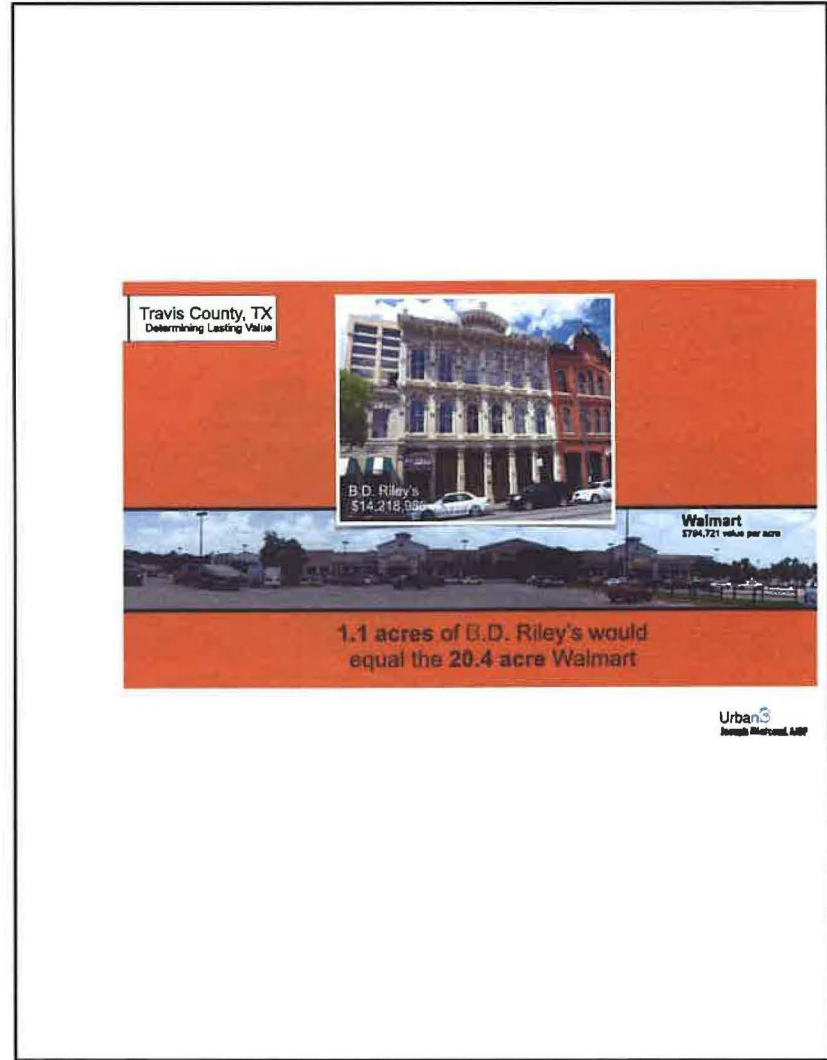
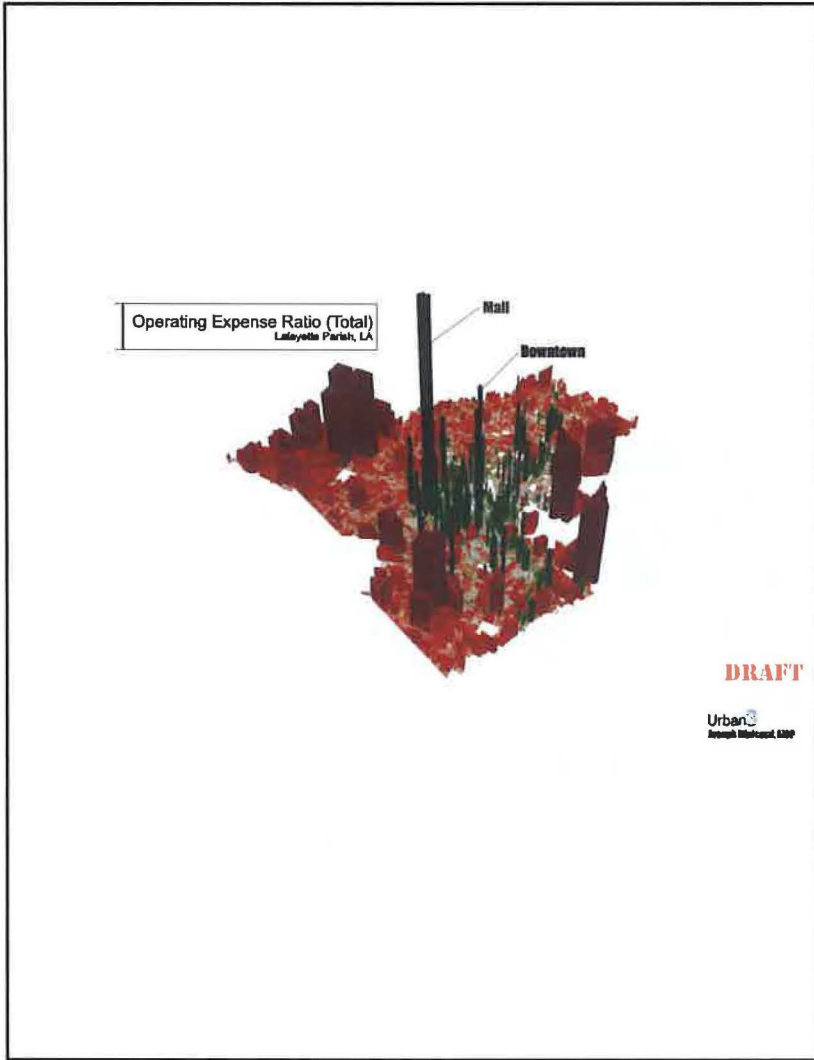
<p>Walmart</p>  <p>34.9 Acres 220,000 sq ft Building \$70,000,000 Tax Value</p> <p>Property Taxes/Acre \$6,500</p>	<p>Downtown</p>  <p>0.19 Acres 54,000 sq ft Bldg \$11,000,000 Tax Value</p> <p>Property Taxes/Acre \$634,000</p>	<p>My House</p>  <p>0.13 Acres 1 unit (2 people + 2 dogs) \$232,000 Tax Value</p> <p>Property Taxes/Acre \$19,542</p>
<p>Urban <small>Joseph W. Moran, III</small></p>		

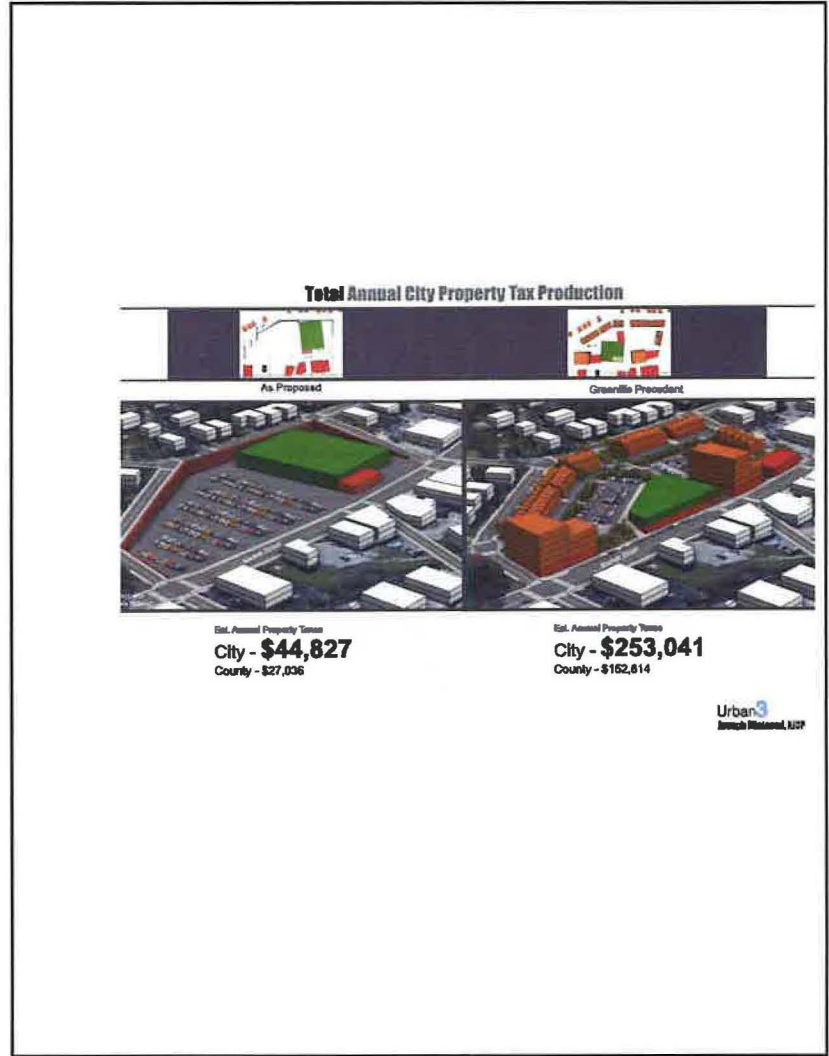
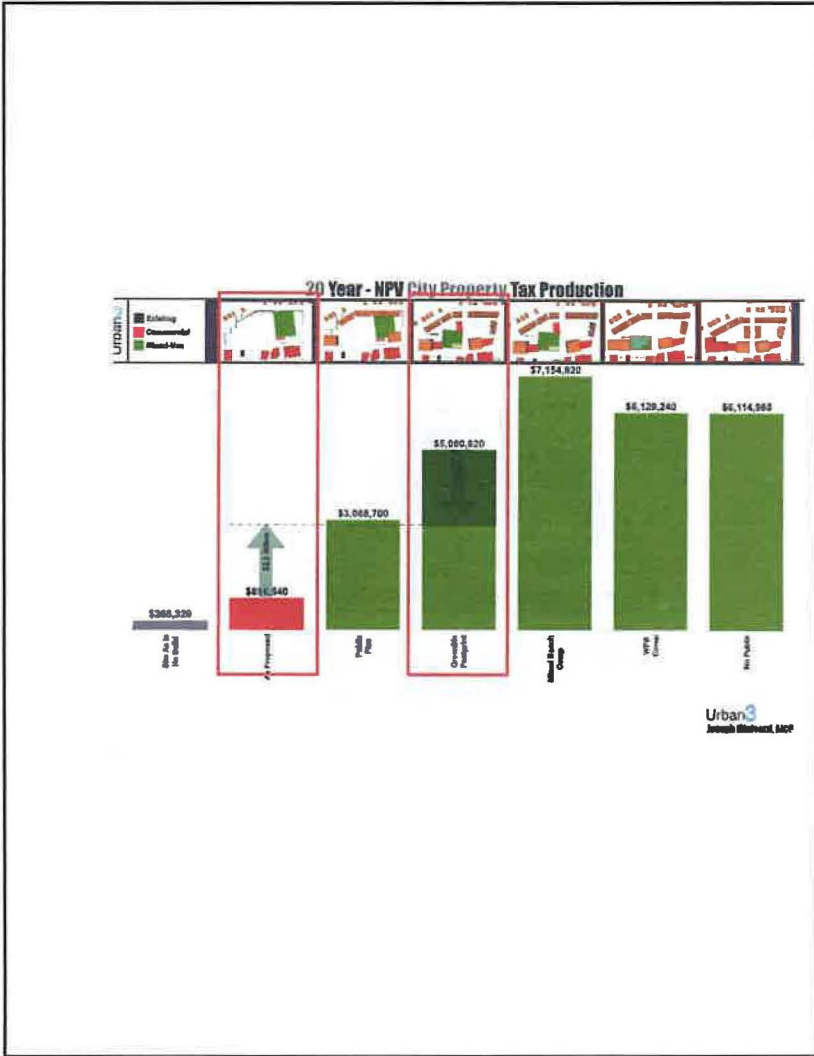
The Driver:
Development
Economics



	Asheville Walmart	Urban3
Land Consumed (Acres):	34.0	00.2
Total Property Taxes/Acre:	\$ 6,500	\$634,000
City Retail Taxes/Acre:	\$ 47,500	\$ 83,600
Residents per Acre:	0.0	90.0
Jobs per Acre:	5.9	73.7

Urban3
Joseph Whitworth, RCP





Population Projections

Metro, 2014 Urban Growth Report:

- 205,780 new housing units within the urban growth boundary by 2035
- 113,325 (55%) apartments, condos, duplexes, row houses and townhomes in Portland
- = 92,455 housing units including all housing types outside of Portland *and* detached single family houses *in* Portland

Capturing Shifting Demographics

What are they looking for?



"Only 8% of Millennials and 7% of Active Boomers prefer living in a suburb that requires driving to most places."

American Planning Association

"Baby Boomers are downsizing their suburban homes and relocating to multifamily units located in urban cultural centers."
Inland Residential Properties Trust, Inc., in an October 2014 Filing to the SEC

"Inadvertently, Boomers have been driving up rent and home prices in the same areas that millennials are looking to live."
Seeking Alpha



Who is coming?



"Millennials (25-34-year-olds) will make up 31% of rental growth over the next ten years. But Baby Boomers (aged 65 and older) will make up 52% of rental growth for the same time period."

National Association of Home Builders

"Attracting these two groups is a competition taking place across the country. Those areas that do it successfully will grow and prosper. Those that don't will lose not only residents, but also the businesses that cater to them and the property taxes and payroll taxes they pay."

Columbus (Ohio) Dispatch



Development Attractors

- Mixed-use and multi-family residential uses encouraged
- Walkable character with a mixture of activities nearby
- Unique sense of place with clear identity
- Developable floor area maximized and required parking minimized
- Clear and coherent development codes (ZDOs)
- Community embraces sustainability and innovative design approaches

Will they find it?



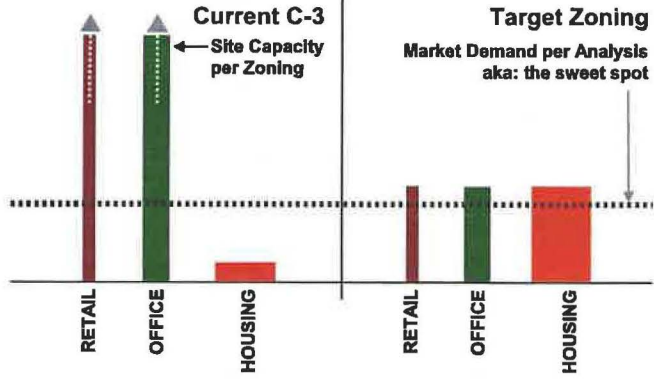
"To attract these aging suburbanites, however, cities will have to offer significant amenities, such as safe streets, diverse retail and restaurant options, museums, and venues for theater, music and sports. Suburbs looking to retain aging households may have to recreate or create a range of urban amenities and enact zoning to encourage multifamily construction."
Jordan Rappaport, Senior Economist, Kansas City Federal Reserve Bank



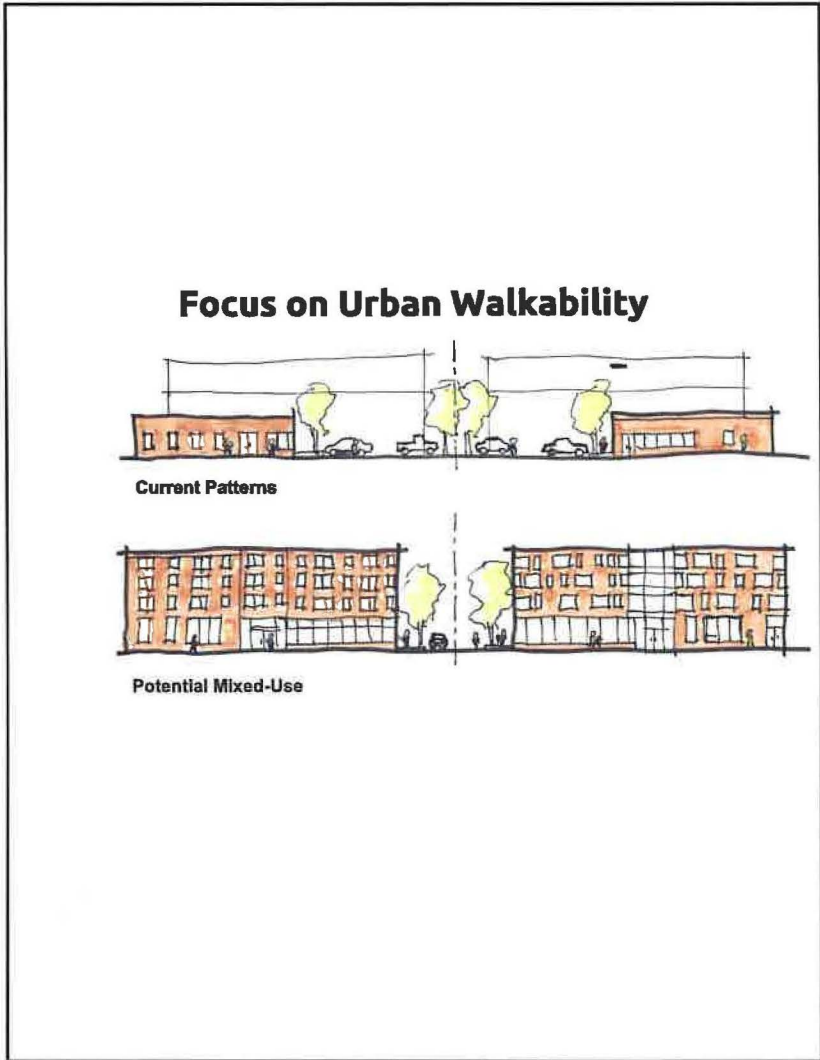
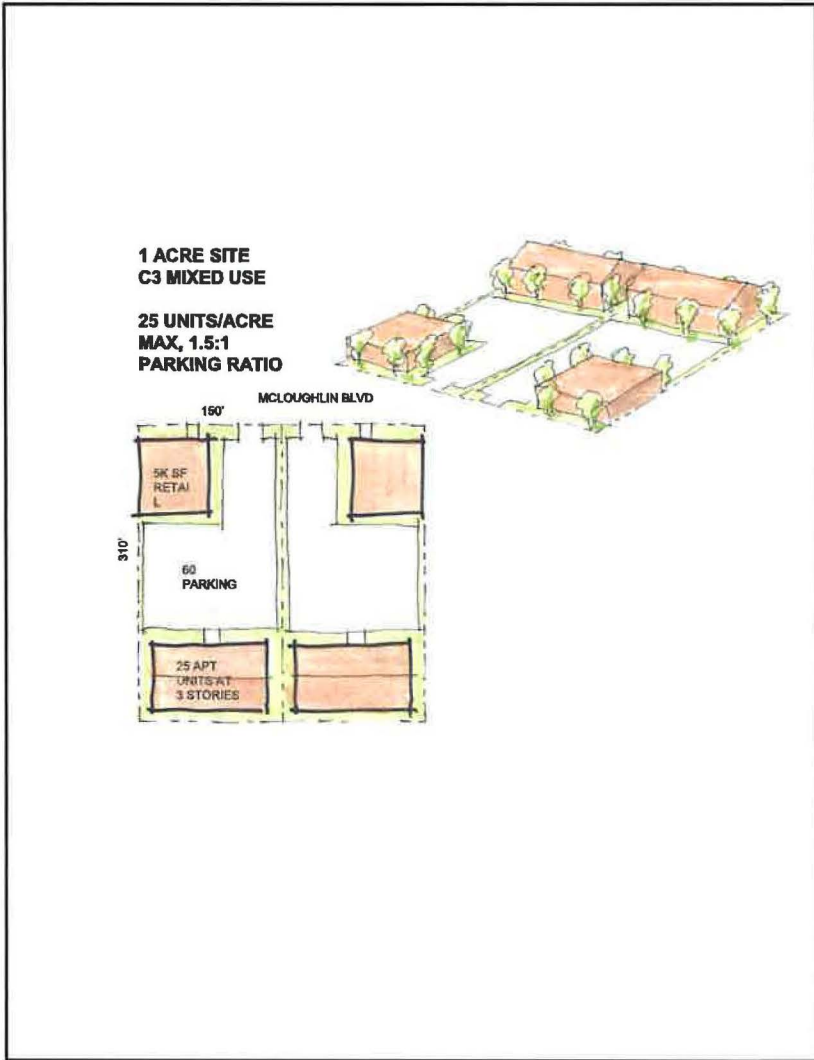
"...given the underbuilding of multifamily housing during the 2000s and the aging of the population, the momentum of multifamily construction is not overdone but likely has many years to grow rapidly."

CFA Institute

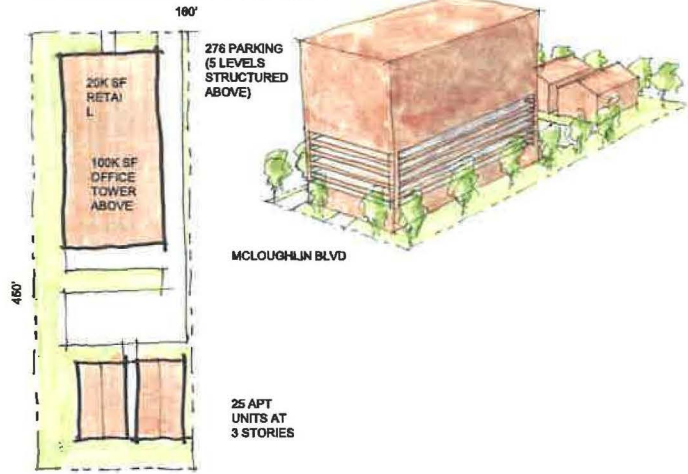
Adjust Targeted Zoning Capacity



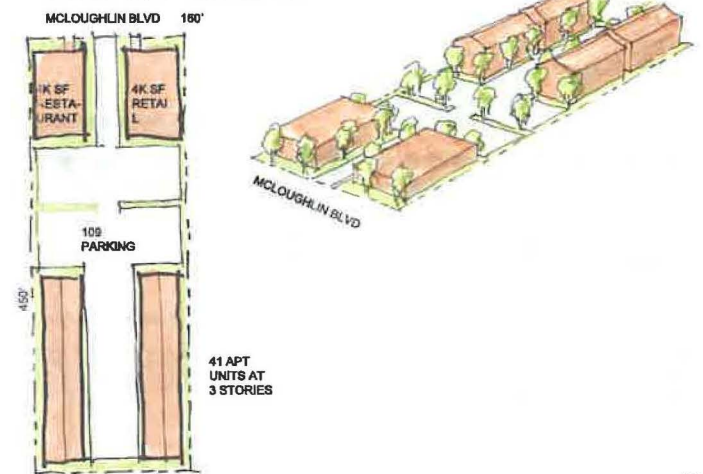
Transform Through
Zoning Response

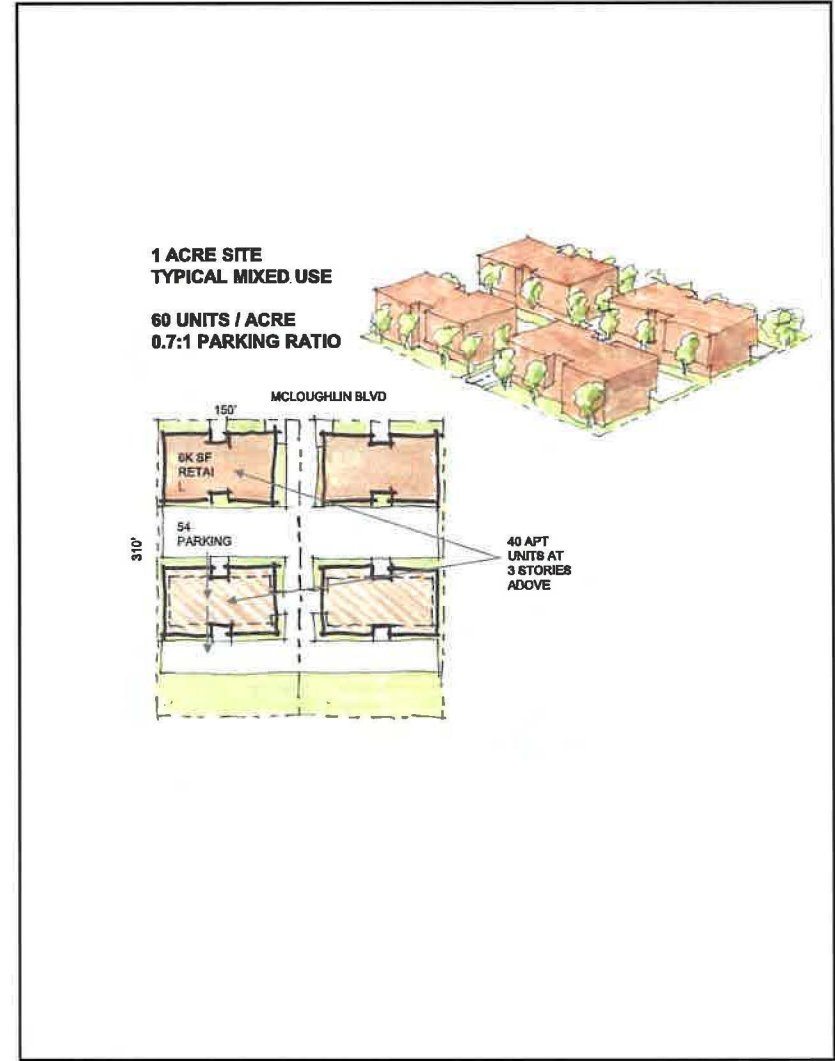
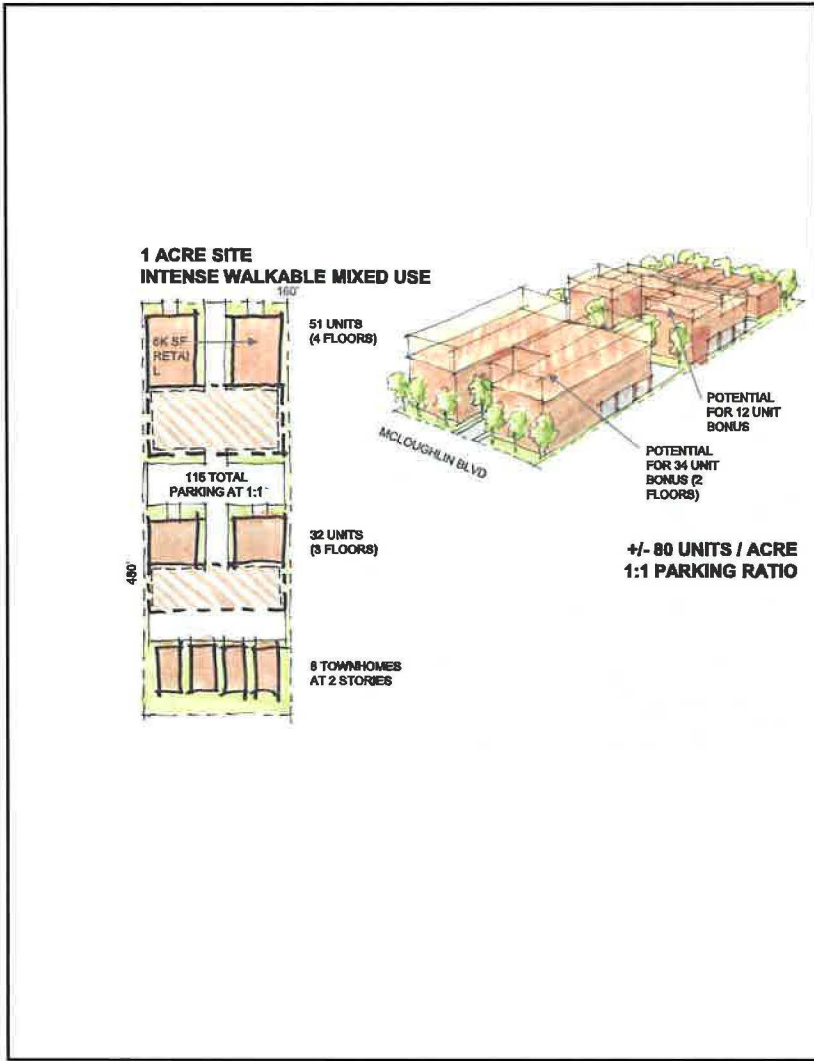


1.7 ACRE SITE - C3 INTENSE USE



1.7 ACRE SITE - C3 MIXED USE





**6-STORY / 3-STORY MARKET
RATE APARTMENT HOUSING**

**125 UNITS / ACRE
0.7:1 PARKING RATIO (BELOW GRADE)**



**3-STORY LOW COST
AFFORDABLE HOUSING**

**60 UNITS / ACRE
0.75:1 PARKING RATIO**



146th West



BUILDING AFFORDABLE HOUSING AFFORDABLY

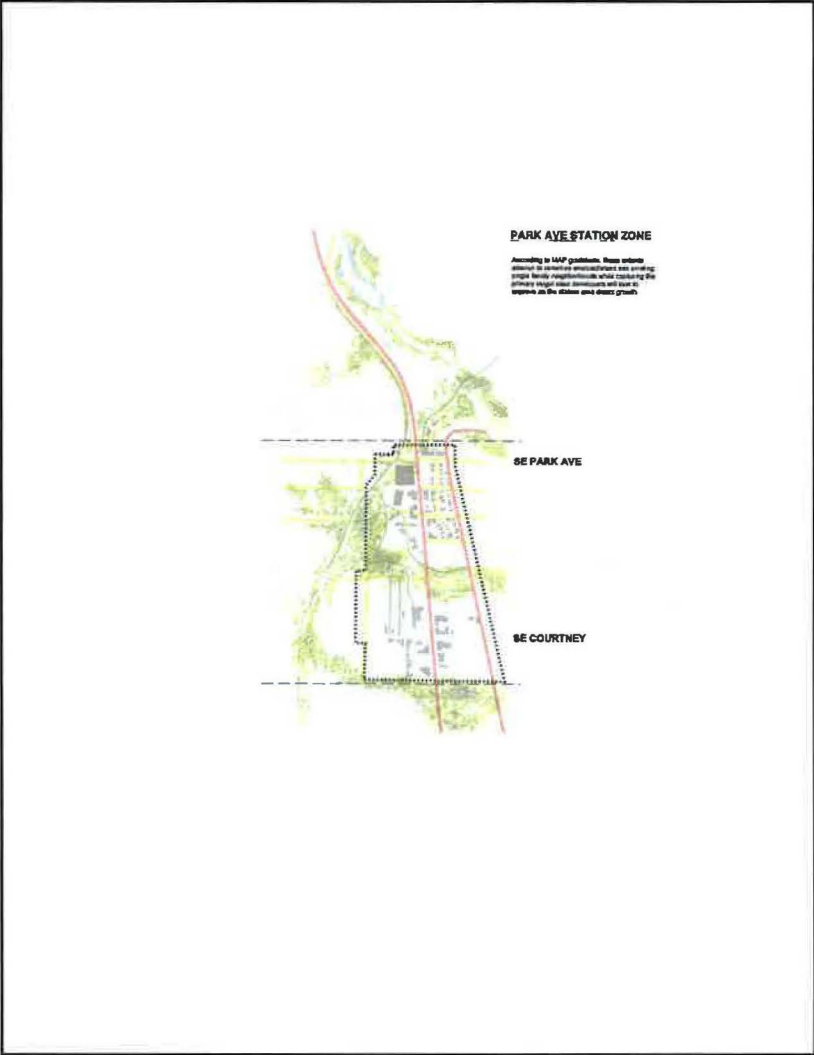
IDOE-FOCUSED DENSITY
The Community Plan & MAP Principles

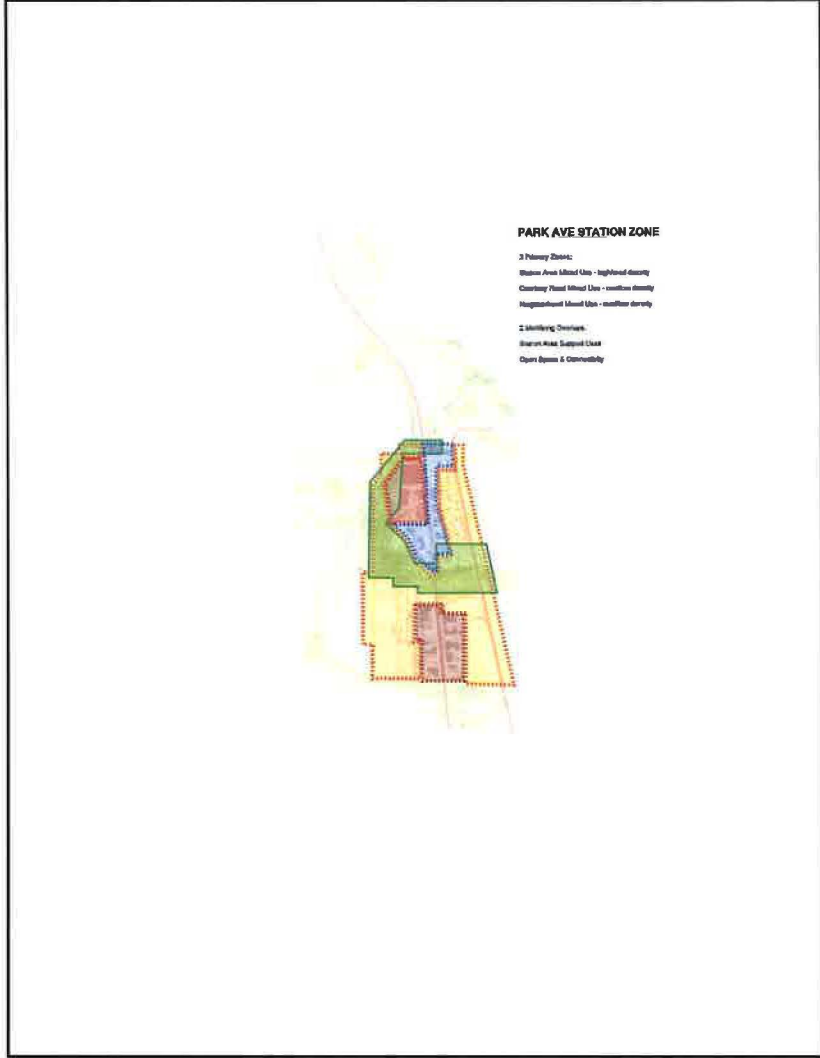
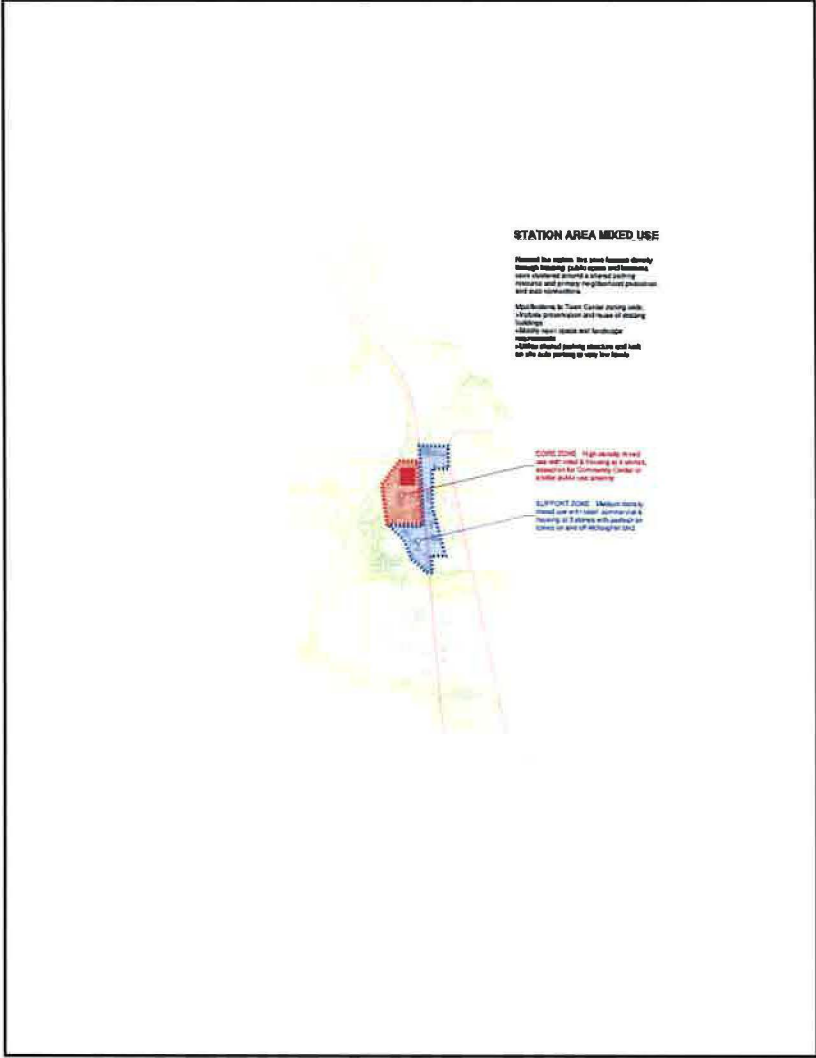
**DENSE MIXTURE OF RESIDENTIAL,
OFFICE AND SMALL COMMERCIAL USE**

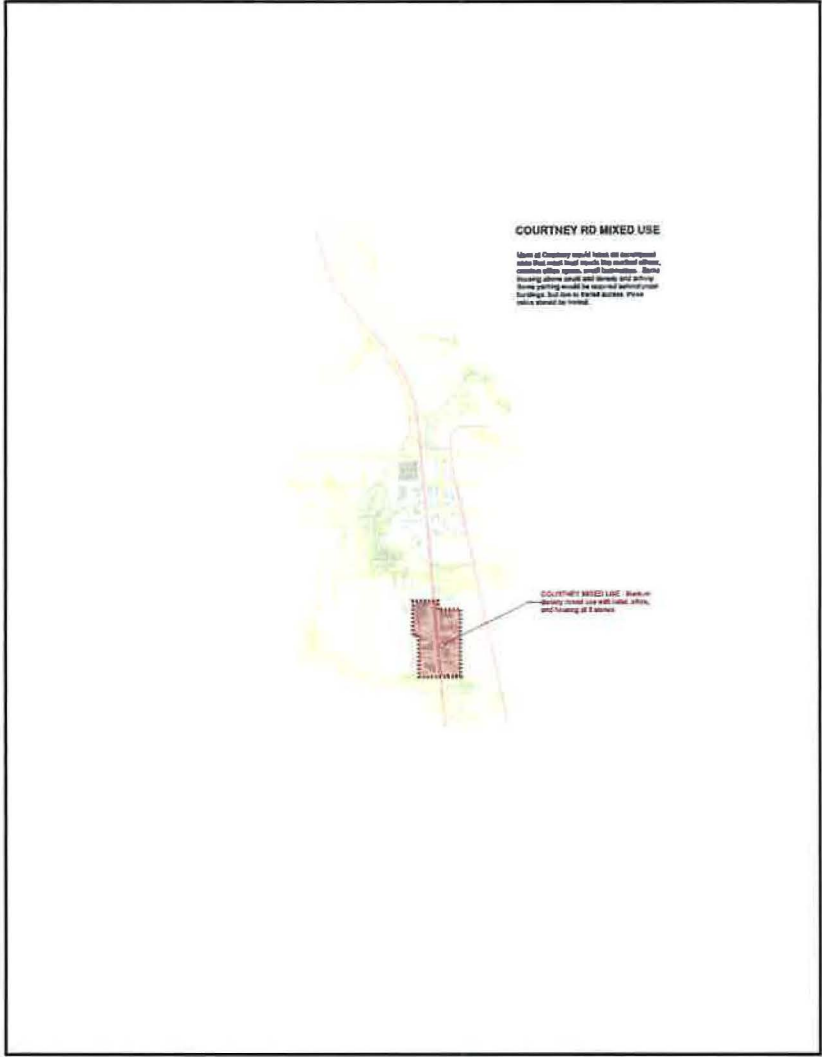
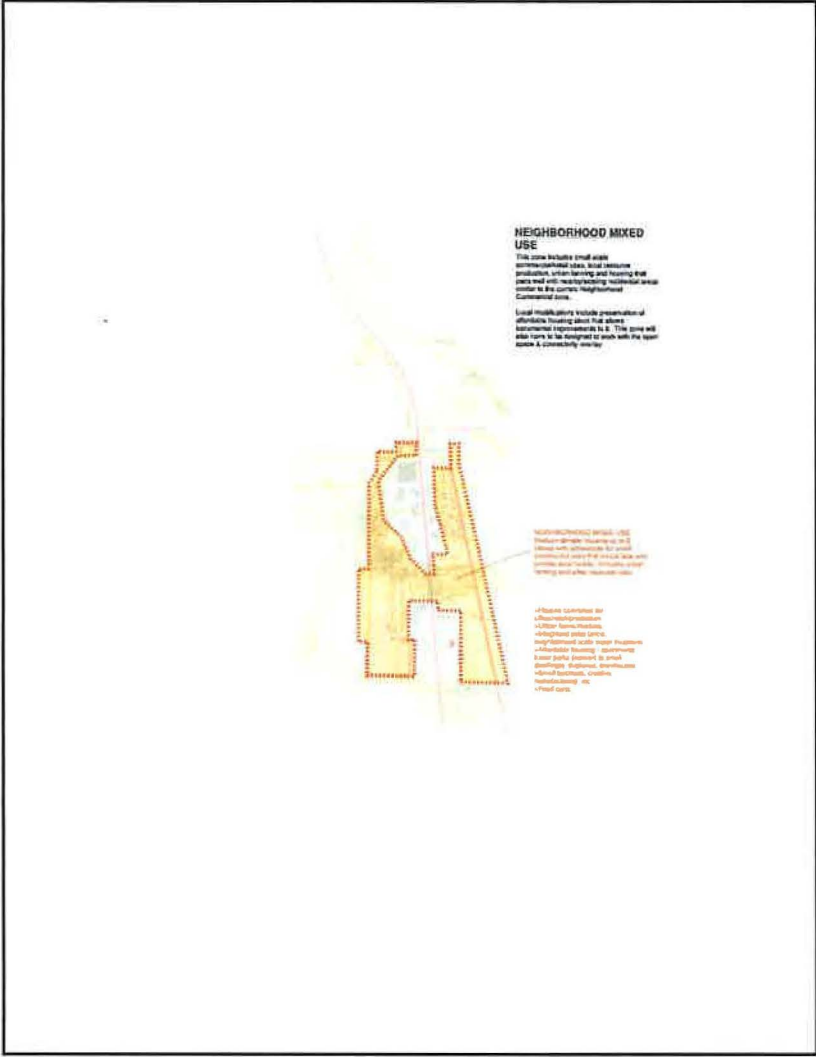
- FOCUSED CENTERS
- JUSTIFIES STRUCTURED PARKING
- CREATES CONCENTRATION OF PUBLIC ACTIVITY
- IMPROVED WALKABILITY
- LEAVES ROOM FOR NATURAL SPACE & CONNECTIVITY
- PRESERVES EXISTING AFFORDABLE HOUSING DIVERSITY

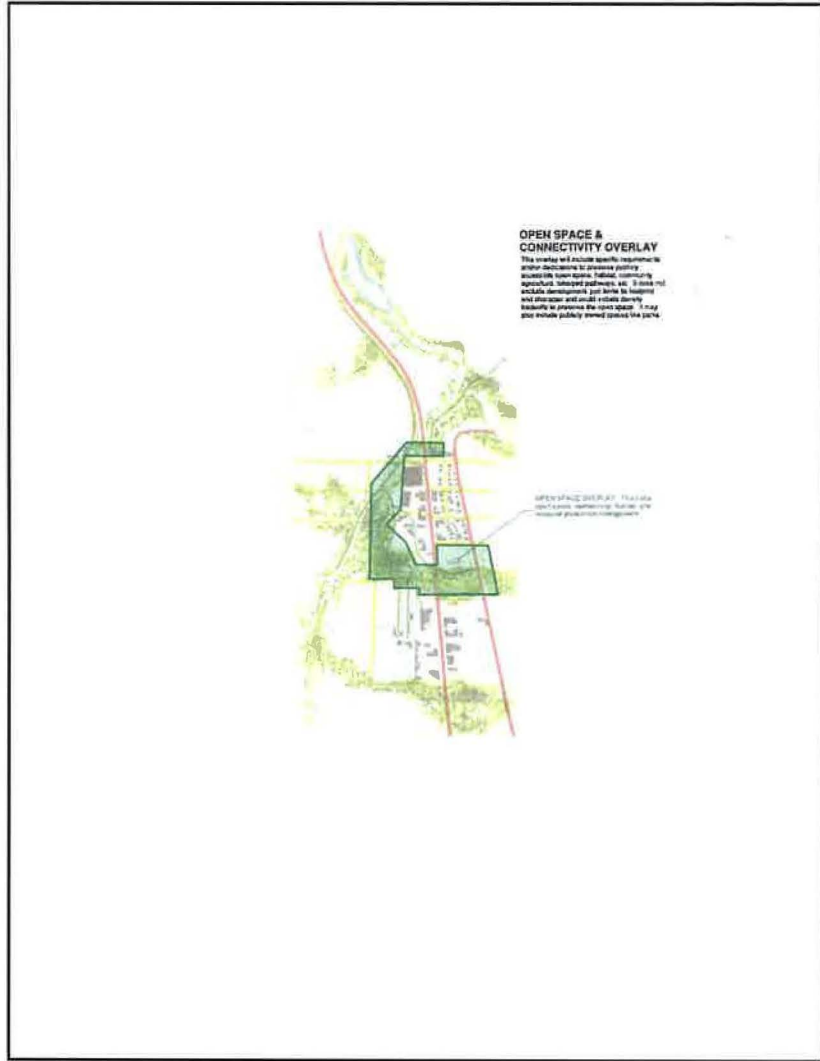
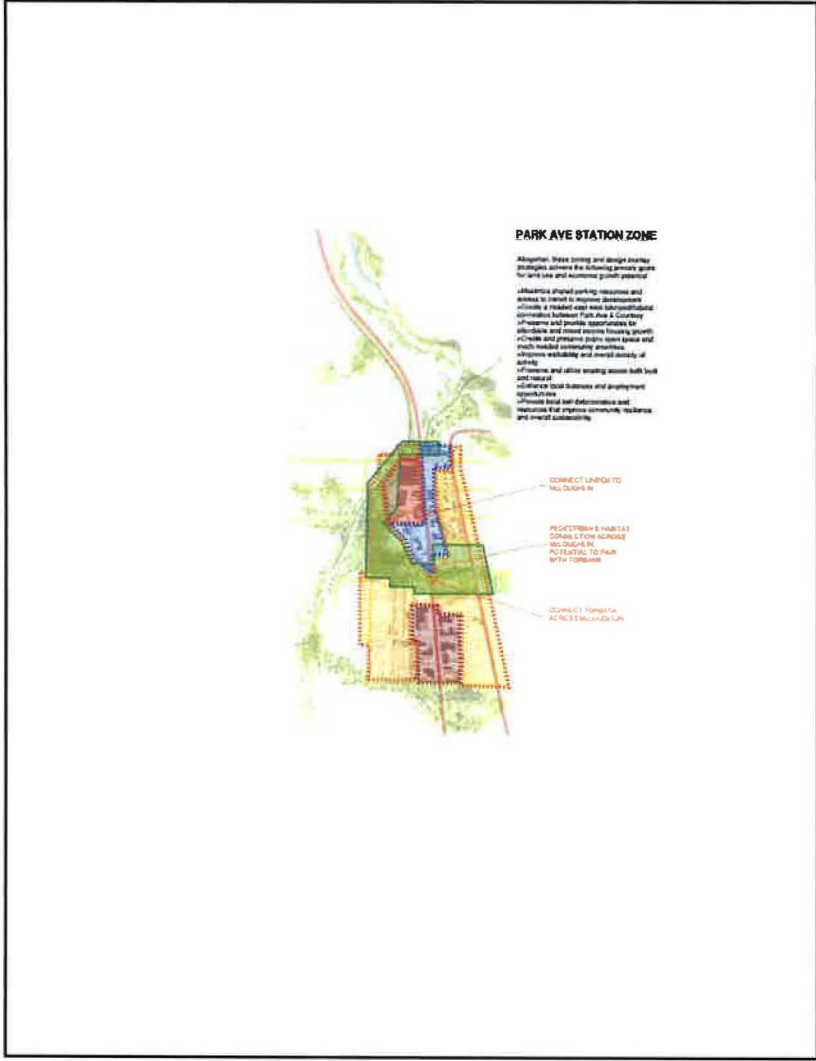



Spark Change: The Park Avenue Activity Cluster











- In our community, are there places to reside and to go out that Include Everyone who already lives here, and Welcomes every kind of new resident?
- Do we choose to Remember our past, Restore what is valuable, and thoughtfully Shape our future?
- Can we work to provide our own needs, our own employment, and our own sense of purpose & direction using the assets we already have?

Cast a Design Vision



Walkable

2

Connected



1



Incremental

4



Activated

3





Community Focused

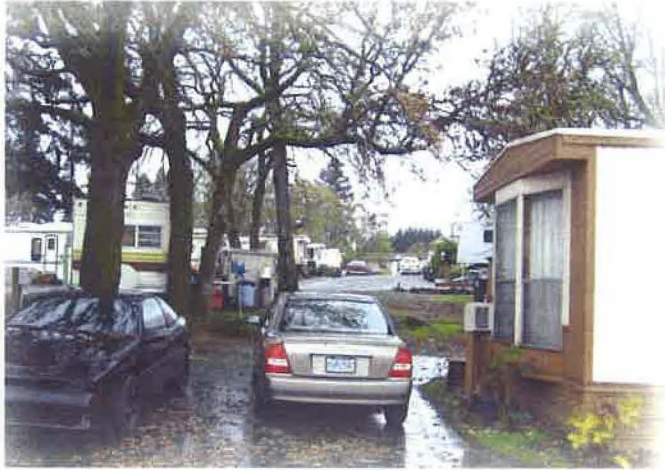
6

Inclusive



5

HIGH QUALITY AFFORDABLE HOUSING



Connections Matter

Neighborhoods

Transportation

Habitat

Water

Systems



7

HIGH QUALITY AFFORDABLE HOUSING



HIGH QUALITY AFFORDABLE HOUSING



HOME-GROWN RESOURCES



MC LOUGHLIN STREETSCAPE COOPERATING SUSTAINABILITY SYSTEM



CAR CHARGING STATION



COMMUNITY GARDEN

IMPROVING OUR PLACES OF VALUE & POTENTIAL



What kind of Community do you want to live in?

- Local Economic Vitality & Resilience*
- Green & Sustainable Environment*
- Safe & Healthy Transportation*
- Access & Connectivity*
- Quality Housing & Healthy Homes*
- Equity & Inclusion*
- Urban & Neighborhood Design*

Categories based on MAP I
Values & Guiding Principles

Verify Strategies;
Include Community

Recommended basic ZDO changes

- **Improve and increase bike parking requirements**
Supports and encourages active transportation for health and recreation
- **Increase building presence and transparency**
Improves urban feel through inviting character and improves safety
- **Ensure compatibility of resulting character across use types and sizes of project sites developed**
- **Clarify ZDO intent and definitions of desired character**
Ensures planning decisions remain in line with community intent and MAP
- **Do not exclude any currently allowed uses**
This should ensure land and business owner cooperation; community and market demand will ultimately determine the best uses

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JENNINGS LODGE CPO | MAP-IT design

Recommended basic ZDO changes

- **Significantly improve mixed use development potential**
Increases economic activity and overall vibrancy
- **Significantly increase residential use capacity**
To attract market-driven development and increase activity
- **Reduce overall parking requirements**
Reduces development cost, improves walkability in conjunction with transit
- **Create clear and vibrant activity clusters or centers**
Strong identity attracts economic activity and builds community pride
- **Allow local resource production uses**
Small creative manufacturing, urban farming, and similar uses create local jobs, spark vibrancy, build resilience, and support sustainable development

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JENNINGS LODGE CPO | MAP-IT design

Potential ZDO changes to prioritize

Green & Sustainable Environment

- **Protect / Encourage existing building re-use**
Could be accomplished through dimensional exceptions and incentives
- **Create connected habitat through landscape standards**
Compatible character with Trolley Trail and TriMet light rail station
- **Implement sustainable design requirements / incentives**
Encourages efficient, durable, resilient, and healthy buildings
- **Prioritize rainwater and sun as shared essential resources**
Incentivize or require capture and/or treatment on site or on roofs
- **Protect existing natural character: trees, topography, habitat**
Promote more creative patterns of development and provide stronger protections to prioritize both human needs and ecological systems

Potential ZDO changes to prioritize

Local Economic Vitality & Resilience

- **Prioritize local & small business, limit chain box stores**
Could be accomplished through single use footprint and building size limits
- **Require or encourage more specific mixtures of uses**
Ensures walkability and vibrancy/safety of activity clusters at all hours

Potential ZDO changes to prioritize

Diverse, Inclusive & Healthy Social Connections

- **Protect housing affordability for current residents**
Allow existing mobile home parks to incrementally improve and provide overlay protections for the same quantity of affordable dwellings
- **Encourage housing affordability mix in new development**
Could be implemented through incentives or percentage requirements
- **Ensure parks & open space included in new development**
Could be implemented through land dedications that preserve land use rights on the same property or through public purchase of land
- **Identify & reserve key sites for public community use**
i.e. land for parks, key bike/ped paths, Elks Lodge, etc

Potential ZDO changes to prioritize

Safe & Healthy Transportation Access & Connectivity

- **Promote connectivity through/between developments**
Essential to walkability, especially for needed east-west connections
- **Improve and consolidate access drives at McLoughlin**
Essential to improve walkability and bike/ped safety

Potential ZDO changes to prioritize

Urban & Neighborhood Design

- Focus pedestrian activity/improvements toward McLoughlin
Prioritizes building fronts and action visible from the boulevard,
would still require some buffering/protection of the pedestrian environment
- Focus pedestrian activity off boulevard toward walkable
retail streets/clusters and open space/habitat corridors
Prioritizes protected action separate from cars & noise,
would still require inviting building faces toward McLoughlin

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JENNINGS LODGE CPO | MAP-IT design

Potential ZDO changes to prioritize

Urban & Neighborhood Design

- Establish design standards and/or design review process
for building appearance and material quality
Could be accomplished through single use footprint and building size limits
- Implement setbacks & landscape buffers between use types
Ensures walkability and vibrancy/safety of activity clusters at all hours
- Minimize, screen, tuck parking out of sight
Ensures walkability and vibrancy/safety of activity clusters at all hours
- Prioritize the pedestrian realm and open space
Developers contribute to shared resource funds for structured parking,
open space, trails, etc

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JENNINGS LODGE CPO | MAP-IT design

Diverse, Inclusive & Healthy Social Connections

- **Protect housing affordability for current residents**
Allow existing middle class parks to substantially improve and provide overlay protections for the same quantity of affordable dwellings
- **Encourage housing affordability mix in new development**
Could be implemented through incentives or percentage requirements
- **Ensure parks & open space included in new development**
Could be implemented through land dedications that preserve land use rights on the same property or through public purchase of land
- **Identify & reserve key sites for public community use**
i.e. land for parks, key historical parks, Elko Lodge, etc.

Urban & Neighborhood Design

- **Establish design standards and/or design review process for building appearance and material quality**
Could be accomplished through style and material guidelines
- **Implement setbacks & landscape buffers between use types**
Ensures walkability and vibrancy of activity clusters at all hours
- **Minimize, screen, back parking out of sight**
Ensures walkability and vibrancy of activity clusters at all hours
- **Prioritize the pedestrian realm and open space**
Developers contribute to shared resource funds for structured parking, open space, trails, etc.
- **Focus pedestrian activity/improvements toward McLoughlin**
Prioritize building fronts and entry points from the boulevard, result and create some buffer/protection of the pedestrian environment
- **Focus pedestrian activity off boulevard toward walkable retail streets/clusters and open spaces/habitat corridors**
Encourage pedestrian activity separate from cars & transit would still enjoy walking/biking from a boulevard McLoughlin

Local Economic Vitality & Resilience

- **Prioritize local & small business, limit chain box stores**
Could be accomplished through zoning use and building setbacks
- **Require or encourage more specific mixtures of uses**
Ensures walkability and vibrancy of activity clusters at all hours

Safe & Healthy Transportation Access & Connectivity

- **Prioritize connectivity through corridors in developments**
Essential to walkability, especially for needed east-west connections
- **Improve and establish access from all M. Loughlin**
Essential to improve walkability and bikability safety

Green & Sustainable Environment

- **Protect/Encourage existing building re-use**
Could be accomplished through development exceptions and incentives
- **Create connected habitat through landscape standards**
Compatible character with Trolley Trail and Trolley Light rail station
- **Implement sustainable design requirements / Incentives**
Encourages efficient, durable, resilient, and healthy buildings
- **Prioritize minerals and sun as shared essential resources**
Incentivize or require capture and/or treatment on site or on roads
- **Protect existing natural character: trees, topography, habitat**
Prevent more sensitive portions of development and provide stronger protections to sensitive hills, historic events and ecological systems

OGCC Rankings: Top 10

- 6 Encourage housing affordability mix in new development
- 7 Promote connectivity through/between developments
- 8 Establish design standards and/or design review process for building appearance and material quality
Focus pedestrian activity off boulevard toward walkable retail streets/clusters and open space/habitat corridors
- 9 Create connected habitat through landscape standards
- 10 Implement sustainable design requirements / incentives

66

OGCC Rankings: Top 5

- 1 Protect existing natural character: trees, topography, habitat
- 2 Require or encourage more specific mixtures of uses
- 3 Prioritize local & small business, limit chain box stores
- 4 Ensure parks & open space included in new development
- 5 Identify & reserve key sites for public community use

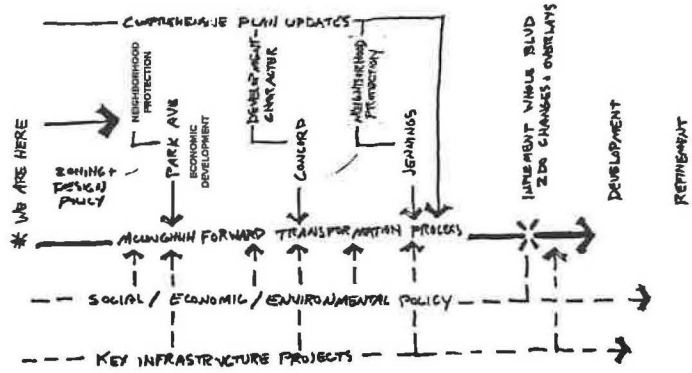
85

Next: Refine Policy,
and Implement!

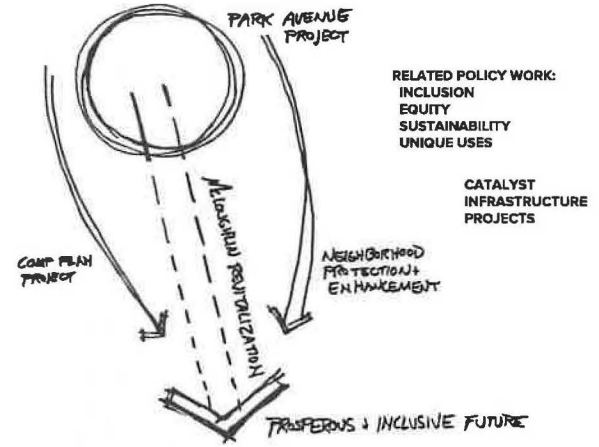
OGCC Rankings: Top 15

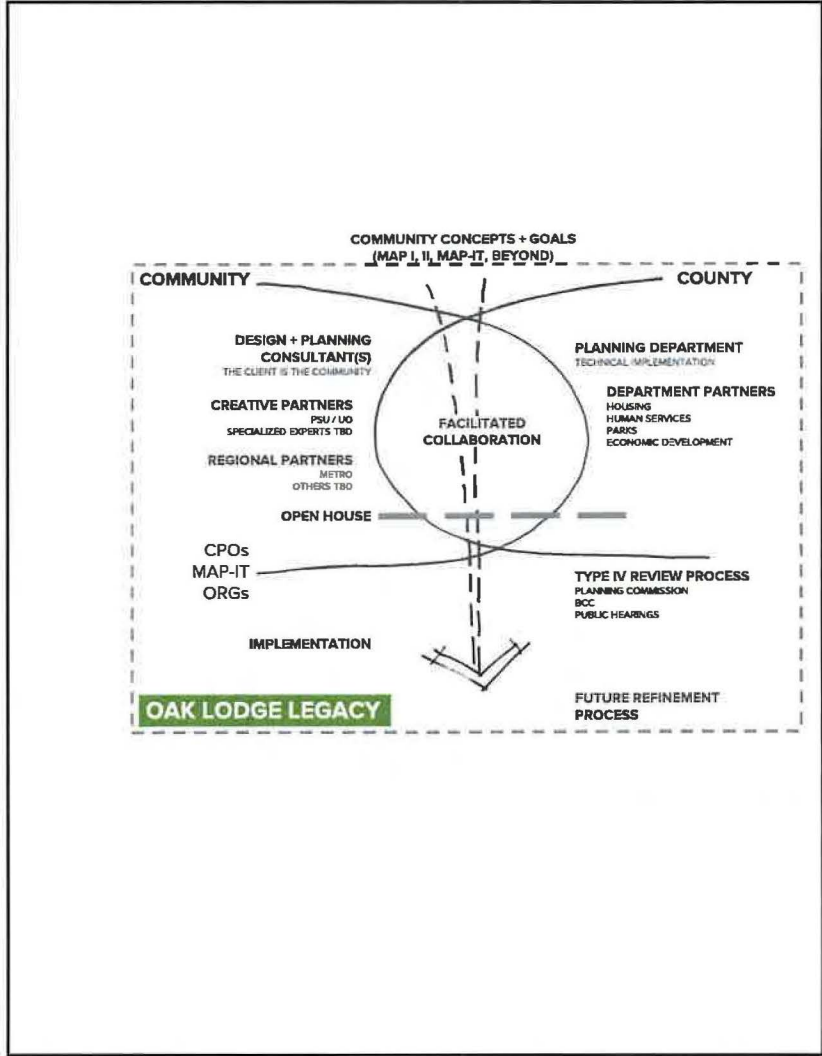
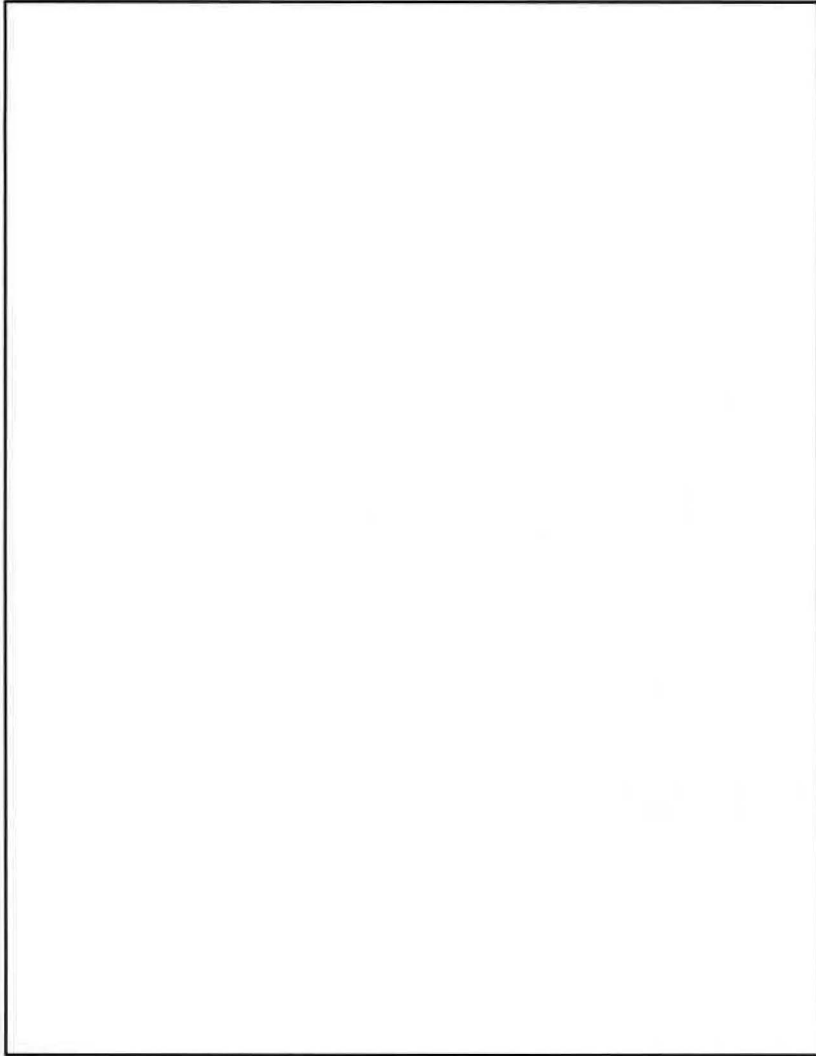
- 11 Improve and consolidate access drives at McLoughlin
- 12 Protect / Encourage existing building re-use
Prioritize rainwater and sun as shared essential resources
Protect housing affordability for current residents
- 13 Implement setbacks & landscape buffers between use types
Prioritize the pedestrian realm and open space
- 14 Focus pedestrian activity/improvements toward McLoughlin
- 15 Minimize, screen, tuck parking out of sight

ANOTHER WAY TO THINK ABOUT PARALLEL PROCESS



PARALLEL PROCESSES





CIRCULATION WITH NATURAL CONNECTIONS
 The Community Plan & MAP Principles

- EXTENDS IDEA OF NATURE IN NEIGHBORHOODS
- LINKS NEIGHBORHOOD ACROSS M'CLOUGHLIN
- ENRICHED PEDESTRIAN EXPERIENCE THAT MERGES WITH NATURAL ENVIRONMENT
- GREEN SPACE CREATES ANIMAL HABITAT AND RECREATION FOR PEOPLE
- RETURN HARDSCAPE BACK TO NATURE AND LET IT MAINTAIN ITSELF



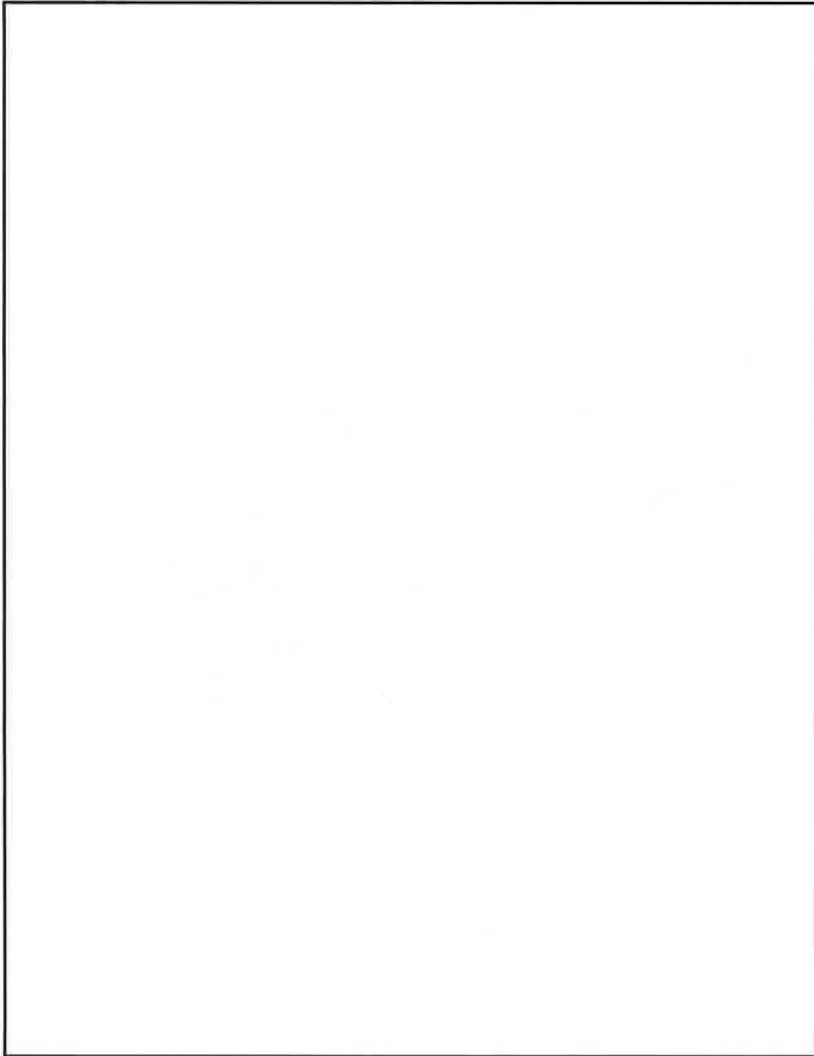
Neighborhood Protection Strategies

Gentrification & Displacement:

- Incentives to provide more affordable housing on M'Cloughlin
- Strong protections for mobile home parks that allow for incremental improvement
- Incentives to broaden housing type choices and support communal living
- Assist owners to improve aging rental property without raising rents through grants and long-term loans that incentivize energy and sustainability upgrades
- Discourage "flipping" for profit extraction through transaction taxes or otherwise penalizing rent increases beyond inflation rates
- Stop the displacement effect of AirBnB by penalizing that use when those properties are owned by non-occupants (consider allowing but taxing accessory dwellings used for that purpose)
- Support Community Land Trust models
- Enable non-profits like churches to provide affordable housing on their properties easily
- Embrace tiny house village transitional models on the boulevard and support them with services

Character Preservation & Enhancement:

- Strong tree protection - could be done with penalties and incentives
- Better PUD provisions that allow them but only by offsetting density with other benefit tradeoffs
- Create "character" definition overlays by neighborhood that define character for each area
- Improve buffer and setback standards to better protect existing properties and their rights
- Strengthen stormwater capture and treatment requirements, especially on slopes
- Allow for departures from prescriptive requirements within defined parameters so long as they meet the intent of character preservation, saving existing structures, trees, natural features, etc
- Allow CPOs to audit the review and enforcement policy and it's effectiveness at certain intervals
- Reduce driveways and flag lot impacts through allowances for sharing and garage clusters



Economic Development Commission
Managed by Business & Economic Development

June 6, 2017

Metro CPDG Grant Selection Committee

Re: Support of Clackamas County Grant Application for the Park Avenue Development and Design Standards

Dear Selection Committee;

Please accept this letter of support of the grant application from Clackamas County for the Park Avenue Development and Design Standards. This project is an inclusive public engagement process to create development and design standards for the Park Avenue Station area. Implementing the McLoughlin Area Plan, it includes an assessment of neighborhood livability and economic vitality.

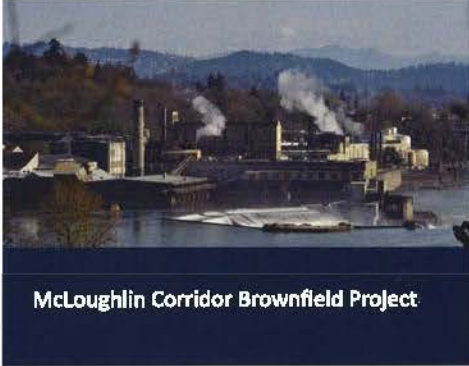
The Clackamas County Economic Development Commission (EDC) is an advisory committee to the Board of County Commissioners. The EDC began studying the McLoughlin Corridor in 2011 as requested by the Board of County Commissioners to provide feedback on prioritizing areas for redevelopment opportunities throughout the County. At that time, the EDC recommended that the Corridor be broken into "nodes" to allow study of redevelopment in catalytic areas. The EDC has continued to study this area and in early 2017 invited the MAP-IT representatives to present an update of activities which included their desire to apply for the Metro grant.

As the overall outcomes of this project would include community and business-supported development and design standards to implement goals, this project is in line with the recommendations from the EDC study.

The EDC supports this effort and asks for your approval of this grant application.

Sincerely,

Peter Lund, Chair of the Clackamas County Economic Development Commission and on behalf of the EDC Executive Committee



Project partners



What is a brownfield?

EPA definition:

"Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant."



Types of Brownfields

Petroleum

Former gas stations, automotive repair shops, former manufacturing/industrial sites

Hazardous substances

Dry cleaners, mills, dumps, landfills, salvage yards, refineries, buildings contaminated with asbestos/lead paint, other former manufacturing/industrial sites



EPA Brownfield Assessment Grant

Funding



\$600K
 Match of In-Kind staff time
 Public and private sites can be eligible
 Funds obtained September 1, 2016
 3 Year grant term

Scope of Work



Community Involvement
 Update brownfield inventory
 Select sites for assessment
 Phase I & II Environmental Site Assessments
 Cleanup & Redevelopment Plans

Focus Area

- Downtown Milwaukie
- N. Milwaukie Industrial Area
- Oaks Grove Neighborhood
- Highway 99E
- Jennings Lodge Neighborhood
- Gladstone Main St.
- Downtown Oregon City
- Willamette Falls Legacy Site



Leverage Existing Efforts

- Metro Investment Area
- McLoughlin Area Plan
- Moving Forward Milwaukie
- Downtown Revitalizations
- Portland-Milwaukie Light Rail
- Oregon Brownfields Coalition
- Willamette Falls Legacy Project

Purpose

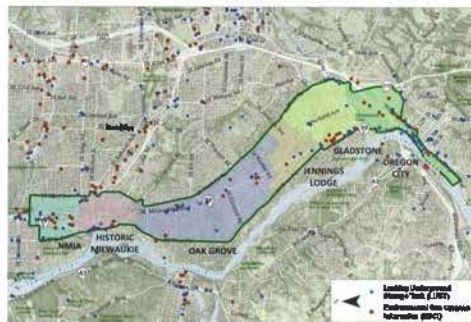
- Conduct comprehensive brownfield site assessments with input from businesses and community members
- Transform existing and perceived polluted properties along McLoughlin Blvd into an economically healthy environment
- Reestablish McLoughlin Blvd to the greater Portland job and transportation corridor it once was
- Address the corridor's existing economic struggles

Willamette Falls Legacy Site

- Focus for regional revitalization
- Evaluate need for assessment and cleanup
- Support public involvement and reuse planning



McLoughlin Corridor EPA Grant



Brownfield Advisory Group

14 positions (14 members + 4 vacancies)

- Local government
- Elected officials
- DCD staff
- Local business leaders
- Environmental advocates
- Community members

•Set priorities for grant investment

•After prioritizing → selection

•Must establish selection criteria before investing in sites

Outreach activities

- Building relationships with local groups
 - Environmental/watershed
 - Latino community
 - Schools
- Outreach to property owners and developers



Outreach activities

- Summer education and outreach
 - Input to identify possible brownfield sites
 - Input to help BAG prioritize site selection

What summertime community events should we attend?



Outreach to property owners and developers

- Oregon City Chamber of Commerce
- Clatsamas County Business Alliance
- Downtown Oregon City Association
- Business Oregon
- Clatsamas Workforce Partnership
- Clatsamas County Economic Development Commission
- Clatsamas County Business Alliance



Next Steps

- **Consultant**
 - Finalize criteria
 - Begin initial screens of the corridor
 - Update existing databases
- **Outreach**
- **Willamette Falls work**



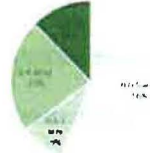




PARCELS AND BUILDING AGE



- Small parcels
- Limited vacant land
- Old buildings and systems
- 70 percent built before 1970



EXISTING ZONING





INPUT TO DATE

OUTREACH

- Website
- Stakeholder Meetings
- Public Meetings
- Online Survey



www.northmilwaukie.com

PUBLIC MEETINGS

- Johnson Creek, recreation, trail access
- Future land uses (office, jobs, hotel, storage)
- Limit residential (drives up prices)
- Fix the transportation system
- Provide a "District" feel
- Wayfinding (all modes)
- Intersection Improvements
- Parking
- Bicycle/Pedestrian connections

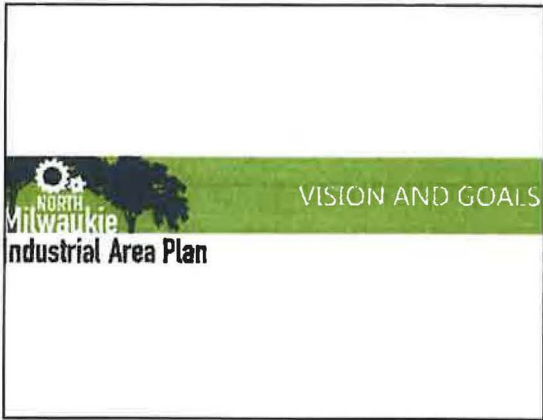
ONLINE SURVEY

What are the biggest barriers to getting in and around the NMIA?

How you see the NMIA today?

What is your vision of the NMIA in the next five to 10 years?

What actions are needed in the NMIA?



VISION

The North Milwaukie Industrial Area capitalizes on the District's strategic location to attract innovative and entrepreneurial businesses to create a strong regional center for next-generation employment and manufacturing, makers and doers. The area supports existing and future businesses that provide family-wage jobs accessible by all modes of travel, respects the natural environment and incorporates sustainable design that reduces demand on citywide infrastructure.

NMIA GOALS

- Goal 1: Economic Development and Employment
- Goal 2: Infrastructure
- Goal 3: Land Use and Urban Design
- Goal 4: Transportation and Mobility
- Goal 5: Community Supported Vision

WHAT'S HAPPENING IN THE NMIA TODAY?

- Existing buildings have value, but could not be built new today
- Low cost adaptive reuse
- Existing companies with low basis in properties
- Specific companies alter buildings to fit their needs (e.g. cold storage)



FRAMEWORK PLAN AND IMPLEMENTATION STRATEGIES

- Builds upon the goals and objectives
- Works with the Tacoma Station Area Plan
- Focuses on specific actions

Work to be completed:

- Land use
- Phasing and cost estimates
- Potential partnerships and responsibilities

ECODISTRICT ELEMENTS

- Natural resources
- Infrastructure
- Transportation
- NMIA branding



NEXT STEPS

- May/June – Planning Commission Work Session and Public Hearing
- June 27 – Open House #3
- July/August – City Council Public Hearings

www.northmilwaukie.com



NEXT STEPS

- May/June – Planning Commission Work Session and Public Hearing
- June 27 – Open House #3
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**Joint Committee on Transportation
Preservation & Modernization**
Overview of workgroups and work

What We Heard across Oregon

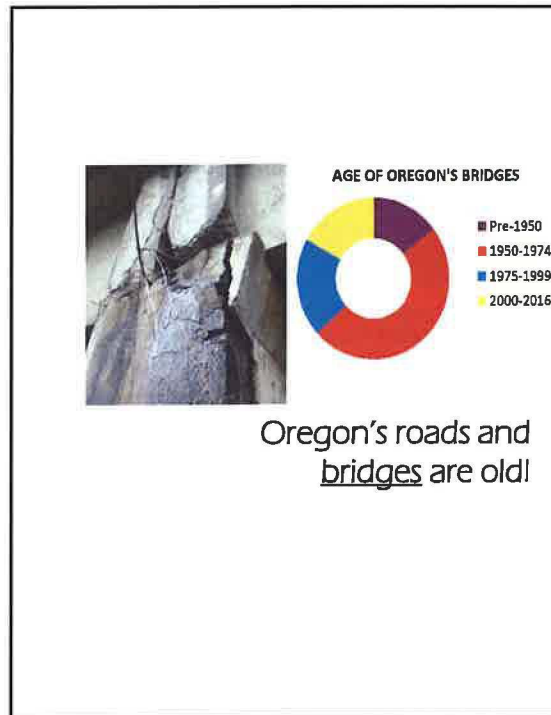
- Protect the public's investment.
- Solve the traffic congestion.
- Preserve quality of life.
- Keep Oregon's economy moving.
- Address seismic preparedness.
- Provide transportation alternative's for the Elderly, Young, Disabled and those who cannot afford cars.
- Move back toward full user pays financing.
- Develop a long term plan of 10-20 years.
- Go Big or Go Home.



Five workgroups.

The Joint Committee on Transportation Preservation and Modernization split into workgroups:

Maintenance, Preservation and Seismic	Transit, Bike, Pedestrian and Safety	Multimodal	Congestion and Freight Mobility	Accountability
---------------------------------------	--------------------------------------	------------	---------------------------------	----------------



**Why Isn't the Current
30 cent per Gallon Gas Tax and 14.6
cent (equivalent) enough?**

- We've under funded transportation for decades
- Replacing worn out bridges will cost billions
- Traffic congestion is increasing to freeway gridlock
- Growing population means more traffic
- Looming seismic threat
- Extreme weather damage
- Ever increasing cost of materials and labor
- Higher fuel economy means less gas tax revenue
- Must drag user to cost ratio into 21st Century



The proposed phased-in revenue of approximately **\$5.09 Billion**, would be divided between state, city and county roads, bridges and culverts:

- 50% to state \$2.5 billion over 10 years
- 30% to counties \$1.5 billion over 10 years
- 20% to cities \$1.0 billion over 10 years

Estimates only. 18

Statewide Transit Improvement Fund

New statewide employee payroll tax of 1/10th of 1%.

Same funding level to all transit systems with revenues mostly returning to payer locations.

Formula allocation of balance:

- 65% for operational service improvements
- 10% for competitive grants for enhanced service
- 15% for intercity transit
- 10% for statewide resource center

Require purchase of natural gas, propane and/or electric buses by large (over 200,000 Lp) districts.

Service funds not subject to benefit increases.

Light rail funding.

A worker earning minimum wage pays:

39¢ About \$20.00 per week per year


A worker with an annual salary over \$60,000 per year pays:

2.5x About \$60.00 as much per year.

A worker with an annual salary over \$100,000 per year pays:

5x About \$100.00 as much per year.

18



viation

Bike-Pod


Marine

Rail

Funding
Multimodal
Transportation

Multimodal Workgroup
Rep. McKeown
Rep. Olson
Rep. Smith

21



Funding sources are scarce
Move away from lottery funding to a
vehicle excise tax and/or an
aggregate tax.

22

Congestion Relief and Freight Mobility Areas:


Identified congestion and freight needs in Oregon.



Congestion Course of Action

- Joint Data Set – Member Re-Prioritized (10 Years)
1. I-5 Rose Quarter - \$450 million – 50% State / 50% sMPO
 2. I-205 Abernathy Bridge - \$202 million – 50% State / 50% sMPO
 3. I-205 Freeway Widening - \$250 million – 50% State / 50% sMPO
 4. OR-217 Northbound - \$54 million – 50% State / 50% sMPO
 5. OR-217 Southbound - \$44 million – 50% State / 50% sMPO
 6. Zip Lane Pilot - \$10 million (Est)
 7. Congestion Pricing & Pre-Construction Tolling Set Up - \$33 million (Est)
 8. I-205 Active Traffic Management - \$15.2 million
 9. I-205 Corridor Bottleneck - \$15.5 million

\$1.1 billion in congestion & freight relief projects Work Group Reminder



Cannot Tax Our Way Out Of Congestion:

Pre-construction tolling: Offset costs, counter inflation, align for future federal funding, cannot tax our way to congestion relief

- I-5 Rose Quarter (partial or all?)
- I-205 Abernethy Bridge & Widening (partial or all?)

Possible Secondary Future Projects
(OTC, Legislative & sMPO Approval Required)

- sMPO Albany Area I-5 Auxiliary Lanes
- sMPO Bend North Hwy 97 Improvements Phase 1 & 2
- sMPO Rogue Valley Medford Seismic Triage
- sMPO Metro Portland OR 217 Phase II
- sMPO Salem Kelzer Salem River Crossing
- sMPO Central Lane Eugene Springfield Delta Hwy & Territorial Road
- sMPO Corvallis Hwy 34 Van Buren Bridge
- Yamhill Parkway Dundee bypass

(Place holders subject to change for future approval)

TBD status of Rainier (-), Middle Rogue, and Walla Walla Valley

2017 Transportation Program

(In Thousands)

Budget Program Summary	Year										TOTAL	
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
State												
Plan Fee	64	64	64	64	64	64	64	64	64	64	64	768
Impairment Fee	579	579	579	579	579	579	579	579	579	579	579	6,441
Tire Fee	579	579	579	579	579	579	579	579	579	579	579	6,441
Federal												
Transportation Planning	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State of Oregon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Local												
Plan Fee	0	0	0	0	0	0	0	0	0	0	0	0
Impairment Fee	0	0	0	0	0	0	0	0	0	0	0	0
Tire Fee	0	0	0	0	0	0	0	0	0	0	0	0
Other												
State of Oregon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Federal Highway Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	13,610



October 4, 2017
 Secretary Chao
 Secretary of Transportation
 United States Department of Transportation
 1200 New Jersey Avenue, SE
 Washington, DC 20590

Dear Secretary Chao,

The Clackamas County Economic Development Commission (EDC) supports the Oregon Department of Transportation's (ODOT) INFRA grant application to widen the Abernathy Bridge on Interstate 205 (I-205), an important link on the regional interstate system providing a wide variety of economic benefits to Clackamas County, the State of Oregon, and the nation as a whole.

EDC is a 25 member advisory board made up of business representatives throughout Clackamas County. Freight mobility is critical to the continued growth and success of our businesses.

The congestion on I-205 has remained to be an obstacle for our businesses to get their goods to market in a timely manner.

The EDC firmly believes this project will provide significant improvements to our operational costs, employee satisfaction, and business growth potential. We urge your support of I-205 Abernathy Bridge project.

Sincerely,

Peter Lund, Chair
 Economic Development Commission
 Clackamas County

Clackamas County Economic Development
 150 Beaver Creek Road
 Oregon City, OR 97045



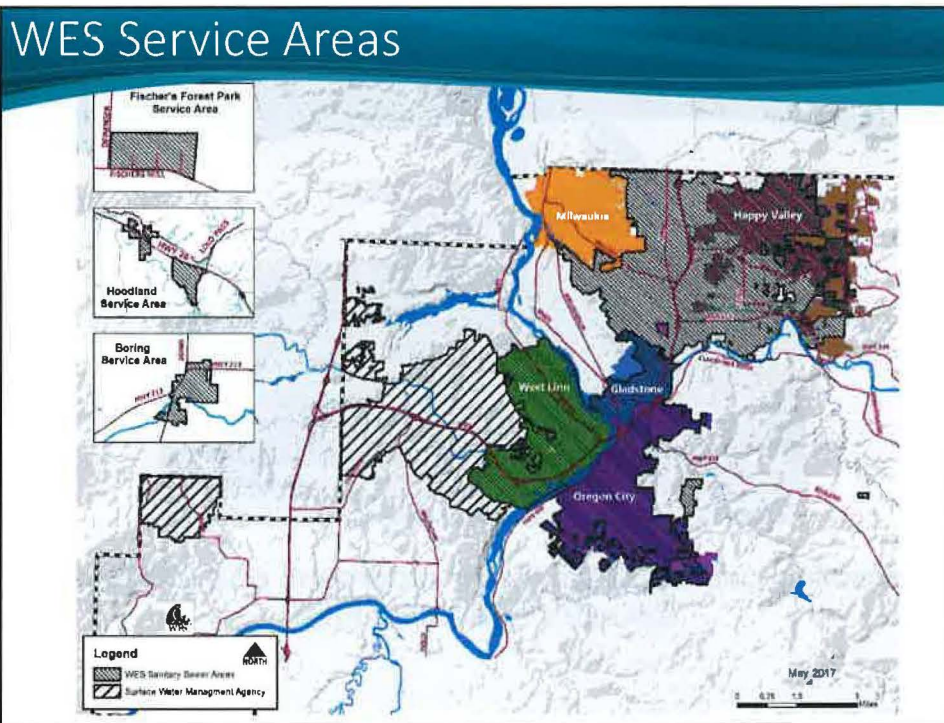
Protecting public health, the environment, and Clackamas County's economic future

Water Environment Services (WES)



- Serves over 165,000 customers in North Clackamas County
- Operates 4 wastewater treatment facilities
- Employs 105 staff
- Produces clean water, energy, and biosolids
- Collects and treats 6 billion gallons of wastewater per year
- Est. 1974
- Protects watershed health





Capacity Issue Solution

- Third digester to be built
- Original estimate: \$56.4M
- Current estimate: \$37.5M
- Cost split based on projected future capacity needs
- Multi-phased approach
- ~ \$1.00 per household per month
- Completed in 2020

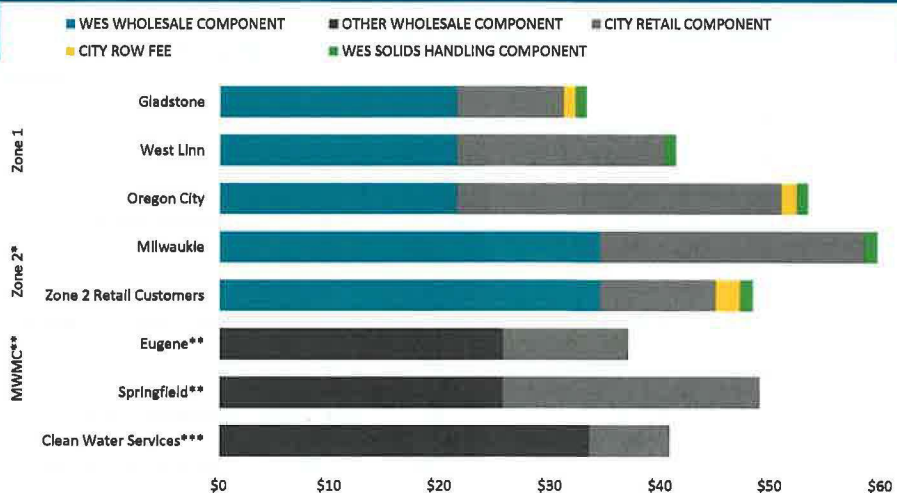
The slide illustrates a capacity issue solution for a wastewater treatment plant. It features an aerial photograph of the plant with a yellow circle highlighting a specific area, and a 3D cutaway diagram of a digester tank. The text on the right provides details about the project, including the cost estimates and completion date. The Water Environment Services logo is located in the bottom right corner.

WES Partnership Benefits

- Provides long-term stability
- Ensures sharing of facilities and resources
- Provides long-term savings for ratepayers
- Streamlines regulatory compliance



Monthly Sanitary Sewer Rates



*Only Zone 2 Residents within Happy Valley are subject to a ROW Fee.
 **Metropolitan Wastewater Management Commission (MWMC)
 ***Clean Water Services' Wholesale/Retail Components per City of Sherwood's Fee Schedule

Rates effective 7/1/2016, based on a flow of 7 CCF.



Kellogg WRRF Capital Improvements

- Built in 1974
- Linked to Tri-City treatment facility
- Implement plan to achieve designed treatment capacity
- More than \$12 million in refurbishments
- Targeted for completion in 2019



Refinancing Saves \$9.7 Million

- AA+ Bond Rating
- Refinanced four series of revenue bonds totaling \$83 million with interest rate of 2.17% to save \$9.7 million
- Reduced annual debt service payments by approximately \$625,000
- Freed up \$7.6 million in reserves
- Provides additional funding for capital projects



Strategic Energy Management

- One-year program
- Reduction in usage of 1,816,819 kilowatt hours at Tri-City plant
- \$83,022 in savings
- \$28,312 in incentives



Community Engagement

- Business Alliances
- Community Planning Organizations
- Chambers of Commerce
- City Councils
- Rotary Clubs
- Roundtables with Business Community
- Open Houses & Tours
- Newsletters & Direct Mailings



What's Next

- Implement WES partnership
- Complete comprehensive Master Plan
- Reduce wet weather impacts
- Investment in infrastructure
- Refurbishments



Questions?

Greg Geist
WES Director
503-869-5087
ggeist@clackamas.us



www.clackamas.us/wes





Planning for Housing Development in the Portland Metropolitan Region

Clackamas County Economic Development Commission

June 28, 2017



2018 urban growth management decision Work program overview

Evolution of regional growth management process

Old system



New system



Growth management: information available early summer 2018

2018 Urban Growth Report:

- Updated range forecast (peer-reviewed)
- Updated buildable land inventory (peer-reviewed)
- Development trends data
- Assessment of outcomes and tradeoffs of different options (based on city expansion proposals and no-UGB expansion option)

Growth management: information available early summer 2018

City proposals for UGB expansions into urban reserves:

- Concept plans for urban reserves
- Demonstrated use of best practices in existing urban areas (for residential proposals)

2040 Planning & Development Grants



• Wilsonville: Frog Pond-Advance Road	341,000
• Happy Valley: Rock Creek Employment Ctr. Infrastructure	53,100
• Milwaukie: North Milwaukie Industrial Redevelopment	167,500
• Gladstone: Downtown Revitalization Plan	162,700
• Oregon City: Willamette Falls Refined Master Plan	550,000
• Milwaukie: Cottage Cluster Housing	65,000
• Oregon City: Code Barriers for Missing Middle Housing	100,000
• Clackamas: Stafford Area Transportation Assessment	170,000
• Wilsonville: Town Center Master Plan	320,000
• Wilsonville: Equitable Housing Strategic Plan	<u>62,500</u>
Total current grants	1,991,800

Anticipated Grant Applications

Happy Valley: Pleasant Valley/North Carver Comp. Plan	400,000
CC - DTD: Park Avenue Development & Design Standards	250,000
HACC: Hillside Master Plan for Housing Opportunity	<u>214,000</u>
Total grant requests	\$ 864,000



2018 Application Timeline

- Feb. 1 Metro begins to accept draft letters of intent. Pre-application conferences with Metro staff.
- Mar. 16 Deadline to submit letter of intent.
- Apr. 13 Deadline to submit full application.
- May to June Screening committee review and recommendation.
- July Metro Council action to award grants.
- Aug. to Oct. Negotiation of inter-governmental agreements.



Summary of Equitable Housing Grants

Grant	Jurisdiction	Project Description
\$100,000	Beaverton	Create an anti-displacement strategy, working with partners to develop incentives for new development and rehabilitation and securing agreements to convert at least two at-risk properties to regulated affordable housing
\$65,000	Milwaukie	Examine potential for cottage cluster development to meet needs for affordable housing, workforce housing, senior housing, and special needs housing; and work with interested property owner(s) to conduct feasibility analysis and conceptual design work on at least one site.
\$100,000	Oregon City	Review municipal code barriers to "missing middle" housing and produce educational materials that provide more clarity around the development review process for missing middle housing.
\$100,000	Portland	Develop an Equitable Housing Strategy for the Southwest Corridor transit project. Identify opportunity sites, set affordable housing preservation and production targets, evaluate funding sources and gaps, and work with nonprofit partners to build a community coalition to support inclusion of affordable housing as part of the transit investment.
\$50,000	Tigard	Identify and assess opportunity sites within the Southwest Corridor transit project proposed station areas, and pursue development strategies to ensure no net loss of affordable housing as a result of the transit project.
\$97,500	Washington County	Identify 3-5 affordable housing development sites, evaluate financial and code barriers, recommend community plan/code amendments, and support predevelopment work on at least one site.
\$62,500	Wilsonville	Research, develop, adopt, and begin implementation of an Equitable Housing Strategic Plan that identifies and prioritizes policies and programs to support equitable housing development, including multifamily infill development, regulated affordable housing, and 'missing middle' housing options.

SW Corridor Equitable Development Strategy

- \$895,000 FTA grant to create an Equitable Development Strategy for SW Corridor
- Goal: Identify policies and finance/investment tools to mitigate displacement and promote equitable development to support inclusive housing, business, and workforce development outcomes
- Partnership and integrated engagement process with Portland and Tigard equitable housing grants
- Analysis and engagement focused on understanding what housing options, jobs, education, and services need to be physically and financially accessible to enjoy a minimum standard of quality of life.



Build Small Coalition

- Partners working together to advance research, policy innovation, and education/outreach to promote creation of/access to smaller housing
- Housing types: accessory dwelling units, cottage clusters, duplexes, tiny homes, and other options that fit in single-family neighborhood
- IGA with DEQ for Metro to facilitate the coalition in 2017-2018
- Build Small Live Large Summit – November 3-5, 2017



Missing Middle Housing Ideas for Local Jurisdictions

- DEQ/ODOT/DLCD Study on Space Efficient Housing developed the following recommendations for encouraging more cottage clusters, internal division of larger homes, corner duplexes, and ADUs in single-dwelling zones:
 - Allow these housing types by-right or through a simple review process
 - Minimize off-street parking requirements
 - Customize use restrictions and design compatibility requirements based on local priorities and concerns
 - Balance regulatory restrictions against desired housing production levels



Questions?

oregonmetro.gov



Clackamas County Export Initiative and Oregon Legislative Trade Mission to China

Report to Economic Development Commission

July 26, 2017

Commissioner Martha Schrader
Business and Economic Development Manager, Catherine Grubowski-Johnson



Clackamas County Export Initiative

To promote and understand Clackamas County exports and expand relationships in the supply chains of our local businesses.

Projects:

- Educational Seminars
- Business Outreach
- Regional Partnerships
- International Trade Strategy (Feasibility)



Exporting Clackamas County Annual Forum



Trade Mission

IN NOVEMBER 2016, REPRESENTATIVES FROM CLACKAMAS COUNTY, METRO, AND THE STATE OF OREGON TRAVELED TO CHINA TO MEET WITH REPRESENTATIVES AND BETTER UNDERSTAND OPPORTUNITIES FOR TRADE PARTNERSHIPS.

Representing Clackamas County:
Commissioner Martha Schrader
Economic Development Manager, Catherine Grubowski-Johnson

Representing Metro:
Councilor Carlotta Collette
Attorney Alison Kean

Representing State of Oregon:
Senator Chris Edwards

Representing Oregon-China Sister State Relations Council:
Robin Rogers



Building International Relationships

Our delegation travel on six planes and two trains in eight days throughout China to meet with representatives and build relationships



Formal Exchange Meetings in each Province



Business Match Making Exchange and Promotion Ceremony
Tianjin Chamber of Commerce and Oregon China Relations Council



Ecological Three Gorges & Yichang Trial International Symposium

OUR DELEGATION WERE HONORED INVITEES TO ATTEND THIS SYMPOSIUM FOCUSED ON ENVIRONMENTAL ISSUES



Learning the History of Trade

OUR DELEGATION LEARNED ABOUT THE SILK ROAD, A TRADE ROUTE THAT WENT FROM CHINA TO EASTERN EUROPE. IT WENT ALONG THE NORTHERN BORDERS OF CHINA, INDIA, AND PERSIA AND ENDED UP IN EASTERN EUROPE NEAR TODAY'S TURKEY AND THE MEDITERRANEAN SEA



Port at Dongxi Liandao



Clackamas County-Guanyun County Sister County

ON NOVEMBER 30, 2016, GUANYUN COUNTY, JIANGSU PROVINCE, PRC and CLACKAMAS COUNTY, OREGON, USA ESTABLISHED A SISTER-ENTITY RELATIONSHIP.



International Trade Center

THE DELEGATION TOURED THE INTERNATIONAL TRADE CENTER AND THE SISTER CITY PAVILION CURRENTLY BEING PLANNED



Activities Post China Trip

- Clackamas County Hosted Oregon China Forum
- Staff has met with County Businesses to discuss Export assistance needs
- Staff has met with Representatives from Business Oregon, Greater Portland Inc, U.S. Department of Commerce Export Assistance Center, Trade and Investment Manager for Japan, and received introductions to Consulate representatives of Canada, Malaysia, and Korea
- Commissioner Schrader attended the China-U.S. Infrastructure Cooperation Forum in San Francisco. Speakers included the Consul General of the Peoples Republic of China to San Francisco, Deputy Secretary of Transportation for California, Oregon Secretary of State, and many other Infrastructure and Development representatives from China and the U.S.



7th Annual Oregon China Forum

On March 31, 2017 Clackamas County hosted the Oregon China Forum attended by over 300 leaders and businesses to hear about the new E-Commerce Platform to help Oregon companies to export to Chinese consumers directly.

Guest Speakers included:

- ❖ Commercial Counselor, Yang Yihang, Consulate General of the People's Republic of China in San Francisco
- ❖ Jin Lan, President of Oregon China Sister State Relations Council,
- ❖ Ed Sun, General Manager of USZCN Export Assistance
- ❖ Sunun Setboonsang, Global Trade Specialist of Business Oregon
- ❖ Stella Chen, West Coast Manager of People's Daily on-Line
- ❖ Chief Representative of Tianjin Economic & Development Area of U.S. Office in Chicago
- ❖ Clackamas County Commissioner Martha Schrader
- ❖ Dennis Richardson, Secretary of State

MC:

- ❖ Doug Smith, International Business Development, Port of Portland




Next Steps

On April 18, 2017 The Board of County Commissioners supported continued efforts in development of an International Trade Strategy as part of the Export Initiative Program.


On August 9, 2017, Clackamas County will host a Delegation from Guanyun County, our Sister County in China.




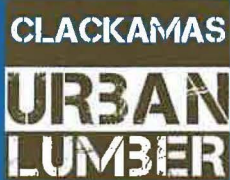




Cross Laminated Timber Priorities and Initiatives for Clackamas County

Ag & Forest Economic Development
8/23/2017



Clackamas County Ag & Forest Economic Development

<h3>Cross Laminated Timber Initiative</h3> <p>Raw Materials Access:</p> <ul style="list-style-type: none">· CLT Supply Chain analysis· Unlock federal timber supply <p>Mass Timber Investment Strategy:</p> <ul style="list-style-type: none">· New Market Tax Credits· Public/Private Partnerships 	<h3>Urban Lumber Initiative</h3> <p>Regional Economic Growth Support Small Scale Farmers</p>  <h3>Forest Investment Plan</h3> <p>Forest Management Focus on Forest Industry</p> 	<h3>Agriculture Investment Plan</h3> <p>Economic Development New Revenue Sources</p> 
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Cross Laminated Timber Statement of Purpose

Clackamas County is committed to maximizing opportunities across the CLT supply chain. Our efforts focus on increasing local access to raw materials, assisting project design with building code requirements, and creating strategic public/private investment partnerships. These initiatives not only showcase the environmental and economic co-benefits, but will help establish the county as a regional leader in CLT.



Priority 1: Supply Initiative

Why:

Increase volume of timber harvested in working forests on public lands in Clackamas County, to gain revenue for roads, schools, and law enforcement.

Action Items:

- 1) Demonstrate responsible forest practices within policy framework

How:

Connect stakeholders to policies which promote sustainable and responsible forest management occurring in Clackamas County to increase social license.

Action Items:

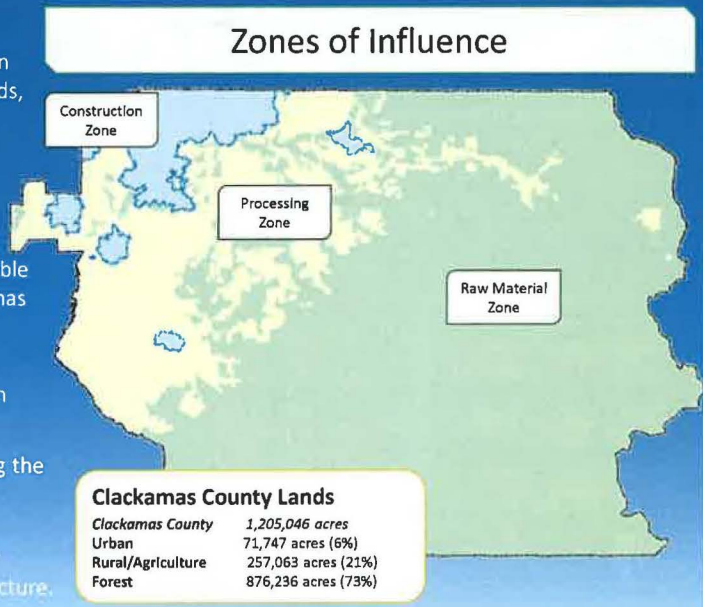
- 1) Create Purpose Driven Harvest Plan

What:

Establish Clackamas County as a regional CLT hub, utilizing the Seedling to Structure framework.

Action Items:

- 1) Create jobs along CLT supply chain
- 2) Investment in supply-side infrastructure.



Priority 2: Building Codes Initiative



Why:

Attract CLT/Mass Timber construction activity to Clackamas County. Building with wood will help raise the assessed value of County lands, while driving economic development for the region.

How:

Publicize that our building codes team includes experts in CLT, fire/life safety, and structural engineering. This depth in staffing allows the County to provide support to clients who use emerging technologies, and leads to collaborative code paths for approval of CLT projects.

What:

Brand Clackamas County as a destination for mass timber buildings and policy.

Priority 3: Investment Strategy

Why:

Bring Mass Timber/CLT processing facilities to the County, which will expand supply chain opportunities and create high wage jobs.

How:

Use of New Market Tax Credits as an investment incentive to fulfill supply chain gaps for Clackamas County.

Action Items:

- 1) Lumber for kiln drying capacity
- 2) CLT/Mass Timber Panels

What:

Develop strategic public/private investment partnerships to advance economic development activity around CLT in rural depressed communities within Clackamas County.



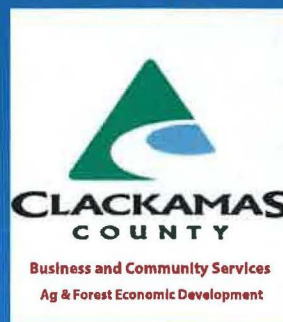
"Labor income generated from direct jobs in mass timber manufacturing would range from \$124 to \$371 million a year." — OregonBEST CLT Study, 2017

The End !



Thank you for your support

Contact us:



www.clackamas.us/business

Special Thanks To:

- Oregon BEST team
- Clackamas County Business & Economic Development

CCC Connections with Business & Industry



Education That Works



CCC Connections with Business & Industry (CBI)

- Comprehensive business support network
- Offer tools, staffing, training & resources
- Three departments meet your business needs
 - Small Business Development Center
 - Workforce Development
 - Customized Training

Education That Works



Small Business Development Center

- Do you want to
 - Start a new business?
 - Grow or expand your existing business?
- SBDC offers
 - Free counseling & support services
 - Practical, affordable workshops & classes
 - Small business development education

Workforce Development

- New employee recruitment
 - On-the-job training programs with reimbursement
 - Incumbent worker training
 - Rapid Response solutions
- (These programs funded in whole or in part through the US Department of Labor and the State of Oregon through Clackamas Workforce Partnership)

Customized Training

- Unlimited range of workforce learning solutions
- Customized to your unique needs
- On-site training; flexible scheduling
- Popular topics:

Leadership Development Customer service skills

Lean Quality Improvement Industrial/Technical training

Communications Project management

Software applications

Education That Works



CCC Connections with Business & Industry (CBI)

- One call will connect you to the CBI comprehensive business support network
- Call: **503-594-3201**
- Let us partner with you to help your business and employees thrive.

Education That Works



CCC Connections with Business & Industry 503-594-3201



Education That Works





Economic Development Commission: Workforce Presentation

Presenter: Bridget Dazey, Executive Director
Clackamas Workforce Partnership
October 25, 2017

Welcome!

Introductions

Agenda

- Workforce System Overview
- Sector Strategies and the Collaborative
- Coordinated Business Services
- Youth Career Readiness Network



Thirteen Functions of a WIOA Board

- Develop a Local Plan
- Regional Research & Labor Market Analysis
- Convening, Brokering, Leveraging
- Promote Employer Engagement
- Career & Pathways Development
- Proven & Promising Practices
- Technology
- Program Oversight
- Negotiation of Local Performance Accountability
- Selection of Operators & Providers
- Coordination with Education Providers
- Budget & Administration
- Accessibility for Individuals with Disabilities



Sector Strategies

Industry Engagement +
Regional Collaborative



Sector Strategy



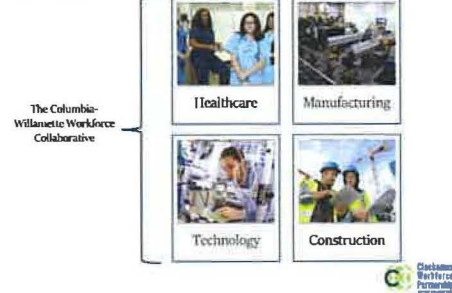
It's all about PARTNERSHIP!



Regional Workforce Plans



Target Sectors for the Region



The Collaborative





Clackamas Coordinated Business Services

Clackamas Workforce Partnership



Coordinated Approach to Engage the Business Community

Strategic Plan 2016-2020

COAL BUSINESS
 Coordinated Approach to Engage the Business Community

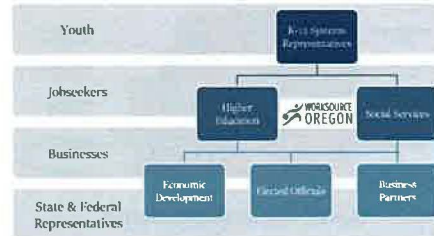
THE CHALLENGES

THE STRATEGIES

Enhance and align the workforce system to better serve businesses.



Partnerships & Relationship Building



Lifecycle of a Business



Project Components

Prior to launch

- Develop project overview, goals & timeline
- Inventory list of support needed from State partners
- Create a comprehensive list of workforce system partners, business services provided
- Discuss strategies for coordinating the collective services in Clackamas County
- Identify gaps, alignment opportunities for coordination of business services, including identified target sector information



Project Components

Since the Launch

- Determined Name, Mission & Vision
- "Lifecycle of a Business"
- Gained consensus on business facing language
- Defined and bundled business services
- Developed process, procedures & metrics
- Workgroups to develop both an internal and external communication plan



Identified Business Services



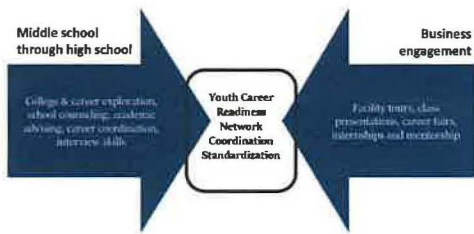
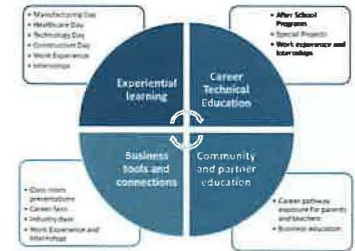
Connecting Workforce and Education Systems

Youth Career Readiness Network



- Engage younger youth in career pathways
- Prepare emerging workers for employment
- Provide businesses tools to enable career-related learning experiences

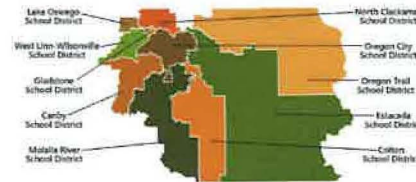
Serving all youth in Clackamas County



Youth Career Readiness Network Approach



School Districts We Serve



Timeline of activities





**Clackamas
Workforce
Partnership**
WORKFORCE DEVELOPMENT BOARD

Questions?

<p>Amy Oakley Business Services Manager Manufacturing and Health Care Lead Amy.Oakley@clackamasworkforce.org</p>	<p>Bryan Fuentesz Program Manager Tech Lead Bryan.Fuentesz@clackamasworkforce.org</p>
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