

Clackamas Investment Strategy
Ready for the Recovery
Development Services Building, Room 120
February 1, 2012 9:00am to 11:30pm

Clackamas County is at a pivot point. The economy is changing. The traditional sources of funds we have used to build our roads, streets and bridges are shrinking. Many citizens, feeling economic stress themselves, are taking a hard look at what we should and should not build.

On the other hand, it is clear that the county will continue to grow. And to grow, we need infrastructure to move people and goods. We need to provide opportunities for development, and to ease the path for entrepreneurs and companies who want to invest and put people to work.

To move that discussion forward, Clackamas County is working toward a Clackamas Investment Strategy to guide the county in targeting smart investments, not only of county funds, but of county staff and political resources.

To help form the strategy, the Board of County Commissioners is having a series of planning meetings, focusing on different features of the county's economic landscape. In September, 2011 the BCC met with experts on industrial and commercial development. In December, 2011 the BCC met with experts to discuss the role of the wood products industry in the county.

Planning Meeting Agenda

February 1st

9:00 – 9:15

Welcome

9:15 – 10:15

Industrial Site Selection and Recruitment
Jill Miles, Business Oregon

10:15 – 10:30

Break

10:30 – 11:30

Investment Strategy Framework and Work Plan
Dan Chandler, Strategic Policy Administrator

Upcoming Sessions

February 22, 2012

Rural Investment and Agriculture

February 29, 2012

Tourism and Recreation



Business Attraction – Are You Prepared?

Jill A. Miles, CEcD
National Recruitment Officer
Business Oregon



Why is Attraction Important?

- Creates Jobs
- Enhances tax base
- Offsets attrition
- Shapes a community's future
- Boosts reputation
- Encourages likely spin-offs
- Supports necessary essential services



First Step – Community/County Assessment

- Inventory what you have
 - Land (zoned properly, buildings, access)
- Utilities – are they in place?
- Do you have a skilled workforce?
- Is your leadership progressive?
- What are your competitive advantages?
- What partnerships are in place?
- What are the local priorities?



The Site Selection Community – Are you on their Radar Screen?

- Professionals who are connected with industry
- Want return business
- Talk to each other
- Unemotional and all about the bottom line
- Priority is to eliminate as many sites as possible
- Want to get to number one
- Very little patience for “I don’t know”



Site Selector Expectations

- Have complete information available – answer questions asked
- Invest in a good website
- Provide customized research which can include major employers, expanding firms, downsizing companies, infrastructure, power characteristics
- Tax information/rates

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Site Selector Expectations

- Site information – land
- Site information – buildings
- Maximum response time – be prepared to drop everything
- Email
- Voicemail
- Ability to develop professional field visitations

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Site Selector Expectations

- Economic development professionals and their partners (realtors/brokers/utilities) should have complete knowledge of their service area, know their companies personally, understand all local, state and federal partners and their programs
- Last thing – know where your leadership stands, as that can be a deal killer. Progressive leadership will help you win.

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Let's talk Land & Buildings

- Do you have an adequate land inventory?
- Is it ready to go?
- Are there multiple owners?
- Building inventory – is it in place?
- Is it available?
- Have you walked the facility?

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Let's talk Infrastructure

- Water - public
- Wastewater - public
- Power - private or public
- Natural Gas - private
- Telecommunications - private or public
- If infrastructure is not in place, what will it take to get it there?

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The Do's and Don'ts

- Do retain your submissions
- Do meet requested deadlines
- Do build a strong team
- Don't try to find out who their client is
- Don't lie or hide the truth
- Don't make guarantees
- Don't discuss your project with partners without an NDA or MOU in place

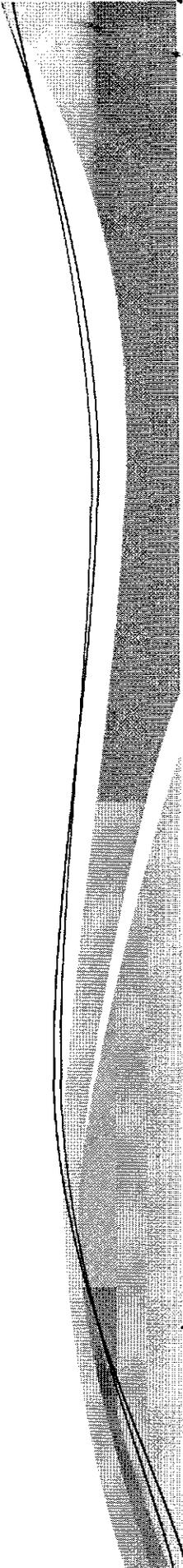
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Questions?

- Thank You!
- Jill A. Miles, CEcD
- Business Oregon
- 503-551-0997
- www.businessoregon.com
- jill@businessoregon.com

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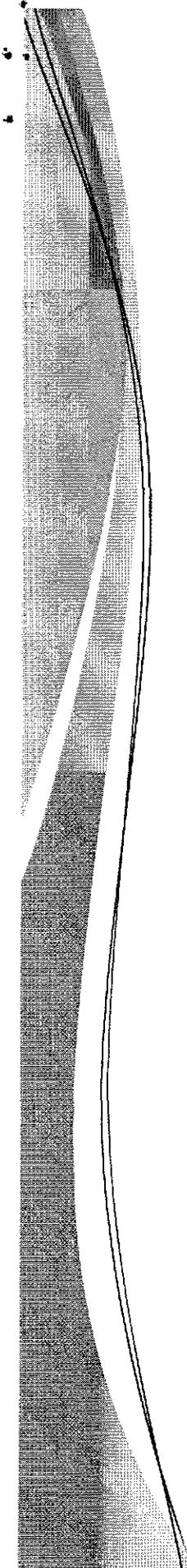
presented

Clackamas Investment Strategy

Dan Chandler

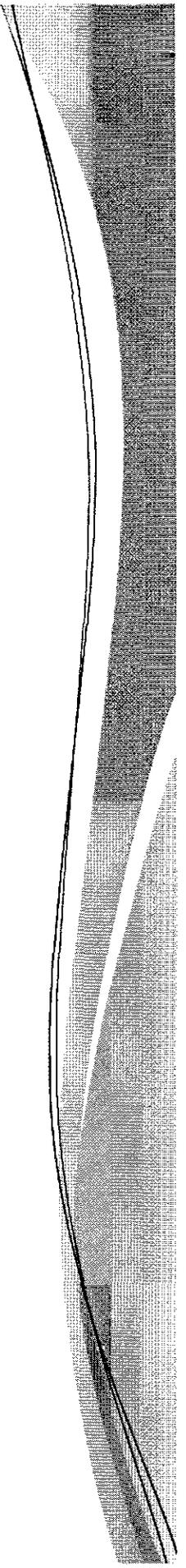
Strategic Policy Administrator

Clackamas County



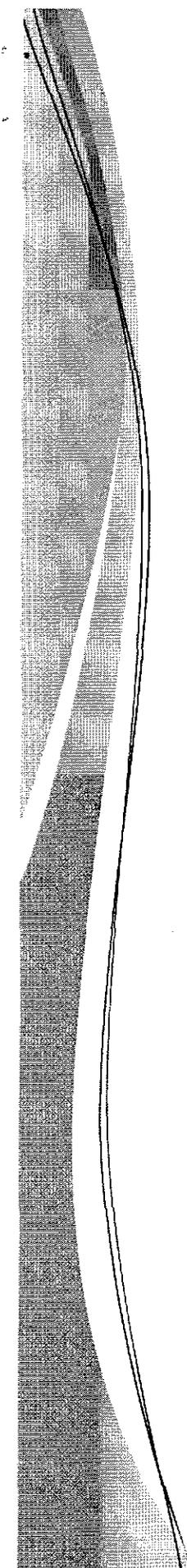
Recap

- September 13, Initial Sessions
 - Economic Landscape
 - Assets and Opportunities
 - Commercial and Industrial Site Selectors and Representatives.
- September 28, Business of the County
 - Small Business Panels
- December 7, Forest Products Industry



Upcoming Sessions

- February 22, Ag Investment Plan and Agriculture Business Panel.
- February 29, Tourism and Recreation
- March 21, Public Facilities Providers
 - Wastewater
 - Water
 - Broadband



Previous Efforts and Plans

- 1980 Comprehensive Plan
- 1980 Comprehensive Economic Development Plans:
- 1997 – 2003 – 2009
- Five-part Focus:
 - Business Retention
 - Business Recruitment
 - Infrastructure
 - Workforce and Education
 - Regional Collaboration
- 2010 Strategic Plan

ACTIVITY AREAS / TASKS

Policy #3: Clackamas County shall provide for services and policies that foster a high quality of life and environment and a diverse and stable economy.

1. Jobs - housing balance

A. Increase availability of family wage jobs, as defined by the State of Oregon, by identifying job producing land within the Urban Reserves prior to development of master plans

B. Develop plan to increase the stock of and the opportunity for affordable housing in the County in conjunction with the Regional Framework Plan

C. Implement Metro's Urban Growth Management Functional Plan and Regional Framework Plan. These plans will guide future growth patterns throughout the metropolitan area, and will affect the density and mix of land uses, parking, transit and other issues

D. Support business recruitment and retention efforts and programs county-wide, especially in outlying communities

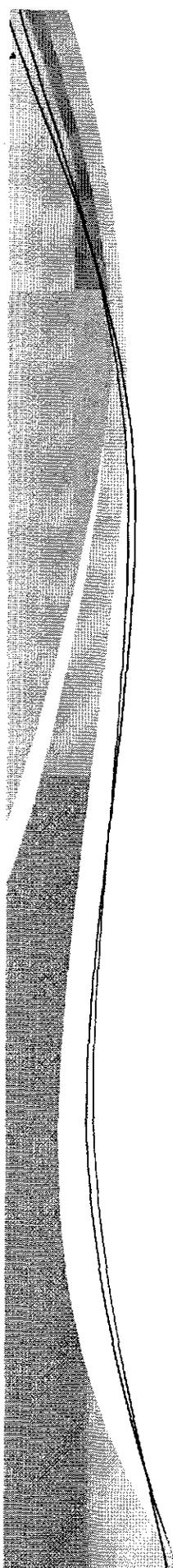
2. Well trained workforce

A. Work with education and industry to assure a workforce that will increase employment opportunities (Regional Workforce Committee)

B. Provide leadership in promoting training and other services to improve both the emerging and transitional workforce

3. Integrated land use and transportation planning

A. Develop County Transportation System Plans and educate the public about the challenges of raising revenue to implement the Plans and the possible need to change state requirements due to funding limits

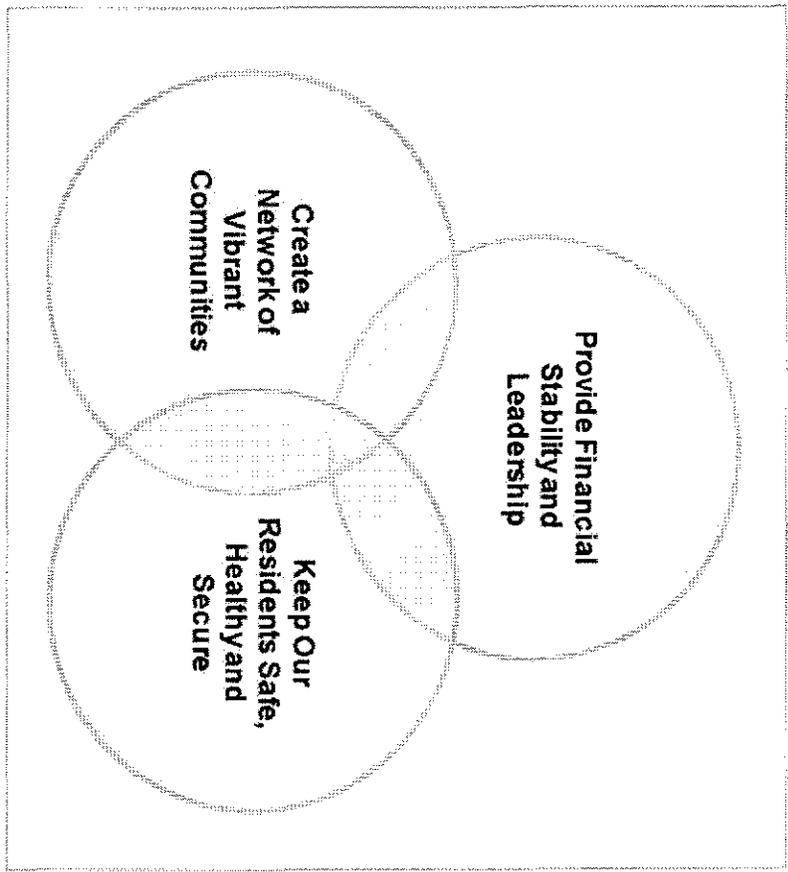


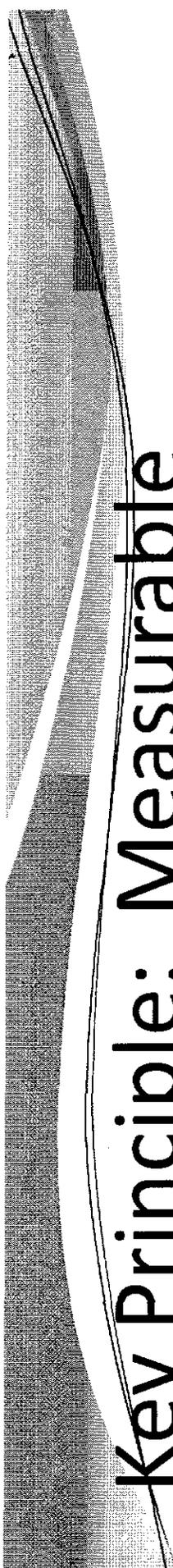
Works In Progress

- Agriculture Investment Plan
- Economic Landscape Study update
- Transportation System Plan Update
- Housing Opportunity Mapping

Key Principles Of The Investment Strategy

- Implement the Strategic Plan





Key Principle: Measurable

Outcomes

- Key element for two reasons
 - Think about what we are trying to achieve.
 - Communicate with the public about how we are doing
- Brief, aggregated and simple.

Strategic Goals Summary

Strategic Priority: Contribute to an effective regional economy

Strategic Goal: By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.

Strategic Goal: By FY2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY2010 level.

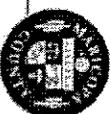
Strategic Goal: By 2015, Maricopa County per capita personal income will be 97.5% or more of per capita personal income for the United States as a whole.

Strategic Priority: Contribute to a safe and effective transportation system

Strategic Goal: By 2015, Maricopa County will reduce the number of intersection fatalities in unincorporated County areas by 23% from 13 to 10, an improvement of 23% over 2007.

Strategic Goal: By 2013, 85% of Maricopa County paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.

Maricopa County



Strategic Priority: Contribute to an effective regional economy

Strategic Goal:

Improve economic development results

Why is This Important?

By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.

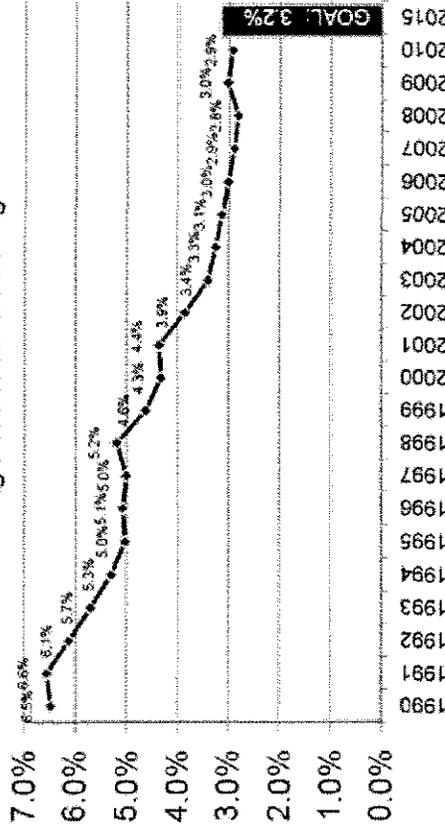
Key Issue: Economy

Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services.

Where We Are:

A key to economic strength and prosperity is to have base industries (those that derive their income from exporting goods and services outside the region) make up a healthy share of the local economy. Base industries bring income into the region and are essential to economic growth. The decline in local employment in base industries must be stopped and reversed.

Percent of Greater Phoenix Employment in High-Tech Manufacturing



Maricopa County

Source: Elliott D. Pollack and Co., from Arizona Department of Economic Security, January non-farm employment for Phoenix-Mesa metro

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Strategic Goal:
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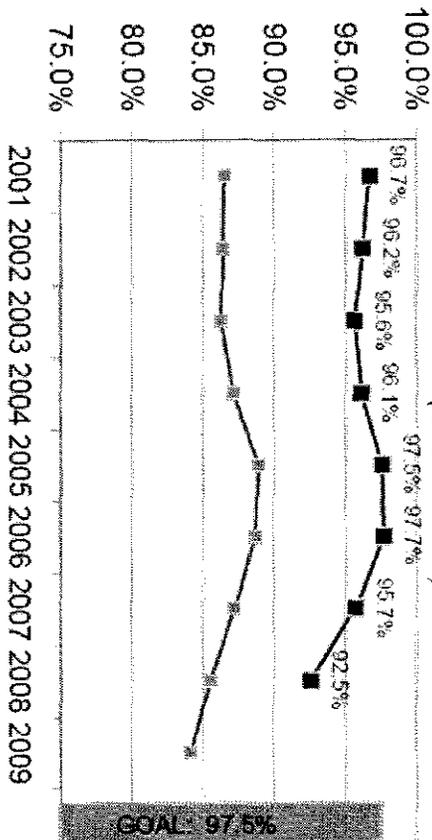
Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services.

By 2015, Maricopa County per capita personal income will be 97.5% or more of the per capita personal income for the United States as a whole.

Where We Are:

Per capita personal income is a key indicator of the economic well-being of County residents. This graph displays the historical trend of Maricopa County per capita personal income as a percent of per capita personal income for the United States as a whole. Maricopa County's per capita personal income has declined in recent years relative to the rest of the United States. This goal is to restore the percentage to its previous peak, which would serve as a base for further improvement.

Per Capita Income as Percent of U.S.
 (U.S. = 100%)

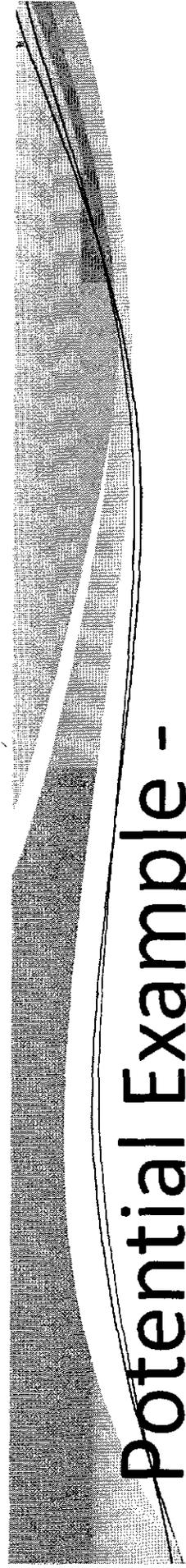


■ Maricopa Co. ◆ Arizona

Maricopa County



Source: Elliot D. Peacock and Co.



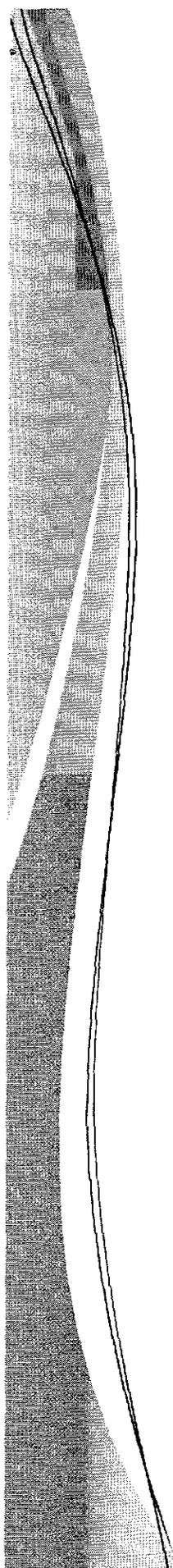
Potential Example - Development Review

- Members of the economic development community consistently indicated that all jurisdictions compete on the speed and flexibility of their development review programs.
- **Strategic Priority: Provide a fast, flexible development review process.**
- **Strategic Goal:** By 2017, surveys will show that Clackamas County will provide the fastest average time for final decisions on similar development review projects of any major jurisdiction in the Metro region.
- **Strategic Goal:** By 2013 Clackamas County will provide for optional flexible, planned development standards for commercial and industrial development.
- **Strategic Goal:** By 2013, Clackamas County will have eliminated all redundant and unnecessary provisions from its Zoning and Development Ordinance.
- **Strategic Goal:** By 2013, the county will have appointed a Development and Engineering Advisory Board to advise the county on amendments to the Zoning and Development Ordinance and other Development Review Standards.
- **Strategic Goal:** By 2015, all county development review provisions will be contained in a unified Development Code, adopted with input from the DEAB.



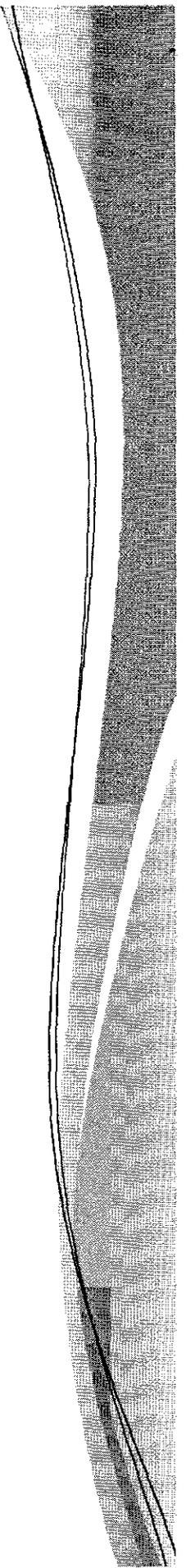
Key Principle: Recognize what we can control.

- Plan appropriate land uses.
- Provide public services through service districts.
- Provide tax incentives for certain kinds of projects
- Provide transportation facilities



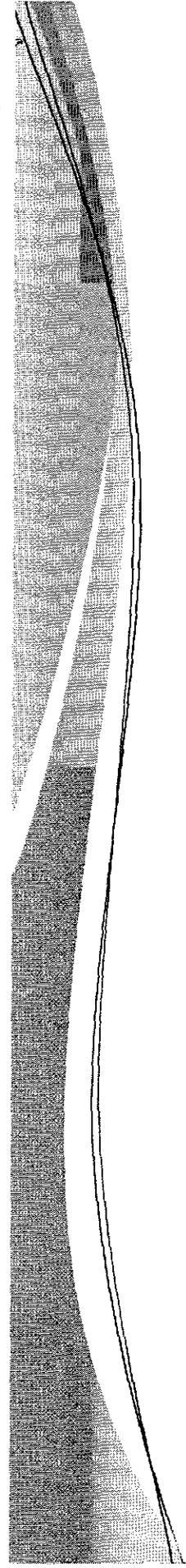
Key Principle: Coordinate

- Coordinate Plans
- Rural Investment Strategy
- Transportation System Plan
- Housing Opportunity Map
- Economic Landscape
- Coordinate with Cities
- Transportation funding package
- Economic Opportunity Analyses
- City Aspirations



Key Product --Mapping Tool

- Identify Opportunities
 - Vacant and Redevelopable Land
 - Identify Potential For Economic Output
- Identify Constraints
 - Transportation Infrastructure
 - Water availability
 - Sewer availability
 - Wetlands, riparian areas, sensitive lands
 - Entitlements Status
- Availability of other urban services and amenities.



Questions

- Is this the right approach
- What kinds of measures might we use?
 - Jobs/housing balance
 - Income
 - Economic productivity per acre
 - Rural measures?
 - Number of Producers
 - Forests
 - Tourism
- Other presentations/information