

## **Committee: Connecting Transportation and Employment Lands**

Executive Committee Liaisons:	Bill Avison, Conrad Johnson, Jason Lehne
EDC Members/Liaisons:	Matt Butts, Gavin Carpenter, Peter Lund, Cheryl McGinnis, Kim Parker, Jerry Simmitt, Tammy Stempel, Gordon Young
Guests:	Commissioner Paul Savas, Michael Williams, Robert Fowke, Amber Holvek
County Staff:	Jamie Johnk - Committee Coordinator, Catherine Comer, Cindy Hagen, Teresa Sears
Guest Speakers:	Karen Buehrig, Clackamas County Department of Transportation and Development Abbot Flatt, Clackamas County Department of Transportation and Development Larry Conrad, Clackamas County Department of Transportation and Development Dave Williams, Oregon Department of Transportation Rian Windsheimer, Oregon Department of Transportation Tim Wilson, Oregon Department of Transportation Renate Mengelberg, City of Canby Michael Walter, City of Happy Valley Ben Bryant, City of Tualatin Nancy Kraushaar, City of Wilsonville

### **Committee Description:**

The goal of the Connecting Transportation and Employment Lands committee was to review issues connecting economic activity and transportation in four areas throughout Clackamas County, including:

- Canby / I-5 Connection
- Wilsonville I-5 / 99W Connection at Basalt and Coffee Creek
- I-5 / I-205 Improvements through Clackamas County
- Sunrise Phase II to 172<sup>nd</sup> Avenue

To achieve this goal, the committee reviewed recommendations from the Transportation System Plan update, specifically looking at projects that provide connections to the employment areas and invited guest speakers from County, State and local transportation and economic development departments.

**Executive Summary:**

During the course of obtaining a better understanding of Clackamas County's transportation constraints, challenges and opportunities as it relates to moving goods and services throughout the region and impacts on employment lands, the committee received an overview of the County's and State's transportation plan(s) updates, process, community outreach and anticipated outcomes. Highlights of the discussions included:

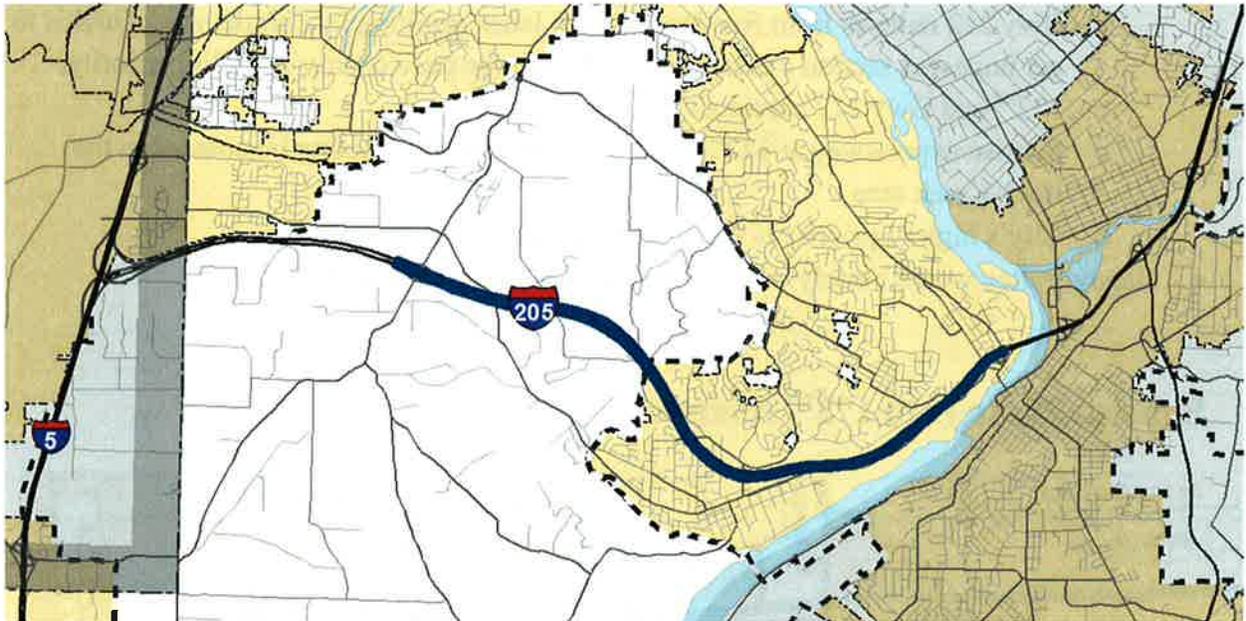
**Recommended Priorities of Clackamas County's Department of Transportation's Transportation System Plan (TSP) ([www.clackamascountytsp.com](http://www.clackamascountytsp.com)):**

- Three tier system to prioritize the TSP projects: Tier 1 is the top 15%, Tier 2 is the next 15%, and Tier 3 is the remaining 70%.
- Sunrise Jobs and Transportation Act (Sunrise JTA) project – we have funding for this specific project (Sunrise JTA) and construction will begin in 2015. More detail about the Sunrise JTA project can be found at:  
<http://www.oregon.gov/ODOT/HWY/REGION1/pages/sunrise/index.aspx>.
- Greater Clackamas Regional Center/Industrial Area priorities – Tolbert over-crossing, improving north-south connections from Sunnyside to Hwy 212, 82<sup>nd</sup> Ave in the Clackamas Industrial Area, and pedestrian improvements in the Clackamas Regional Center around the Johnson Creek interchange.
- McLoughlin Area priorities – improving east-west connection, adding sidewalks and bike lanes; McLoughlin is an important link to Portland so The McLoughlin Area Plan-Implementation Team is interested at looking for ways to make McLoughlin Boulevard safer to cross for pedestrians and cyclists. (These are more livable and accessible projects as opposed to economic development projects.)
- Northwest County Area priorities – this includes the Stafford and Wilsonville unincorporated areas; looking for improvements along Stafford: shoulders and turn lanes at major intersections. (These are more for quality of life as opposed to economic development projects.) Tualatin and Stafford Rd connection on Wilsonville should be a high priority.
- Southwest County Area priorities – Canby – I-5 connection (no need to expand to the west, should extend into Canby) and Hwy 211 improvements (connecting Molalla to I-5). The biggest problem in Canby is the railroad constraints. Woodburn has a large five-year project to improve Hwy 214 – Hwy 211 which might help with transportation in Clackamas County.
- East County priorities – Hwy 224 connection, look at a number of intersections, and Welches Rd.
- Additional area to look at: with the Carver bridge work that will be completed in 2015 look at road improvements for safety and livability.

### Discussion Regarding State's Transportation Priorities:

- \$500,000 Immediate Opportunity Funds (IOF) awarded to Clackamas County for infrastructure development on the Clackamas Industrial Area Opportunity (CIAO) site off Capps Road.
- \$1 million to Lawnfield Road project and Sunrise Phase I.
- 2013 Corridor Bottleneck Operations Study. ODOT asked for input from the public to help inform the advisory committee on project prioritization. The deadline for providing comment was 6/30/13.
- Discussion on Abernathy Bridge congestion and possible improvements.

### I-5 / I-205 Improvements through Clackamas County



In addition, the committee heard from representatives of the communities impacted by transportation access in the four study areas, highlights of those discussions are as follows:

### Sunrise Phase II to 172<sup>nd</sup> Avenue:

- 400 gross acres; 200 developable acres; 70 acres in institutional use.
- Zoned for light industrial, employment (business park) and commercial uses.
- Working on transportation and economic development planning.
- Identify funding mechanisms: grants, Enterprise Zone, Strategic Investment Zone, etc.
- Working with Business Oregon on Decision Ready designation.
- Communication with the property owners, on programs available, benefit to property owners and assistance marketing property.
- Transportation constraints to the Rock Creek Employment area include, *but are not limited to*:
  - Hwy 212 reduces from five lanes to two lanes resulting in a bottleneck. Goal is to get impacted section of Hwy 212 higher on the state/county's funding priority.
  - 172<sup>nd</sup> and Hwy 212 connectivity.
  - Sunrise expressway at 122<sup>nd</sup> to I-205 will assist in attracting businesses to the Rock Creek area.
  - City's highest priority is connectivity at 162<sup>nd</sup> and Hwy 212.
- Happy Valley works closely with the County, Business Oregon and ODOT.

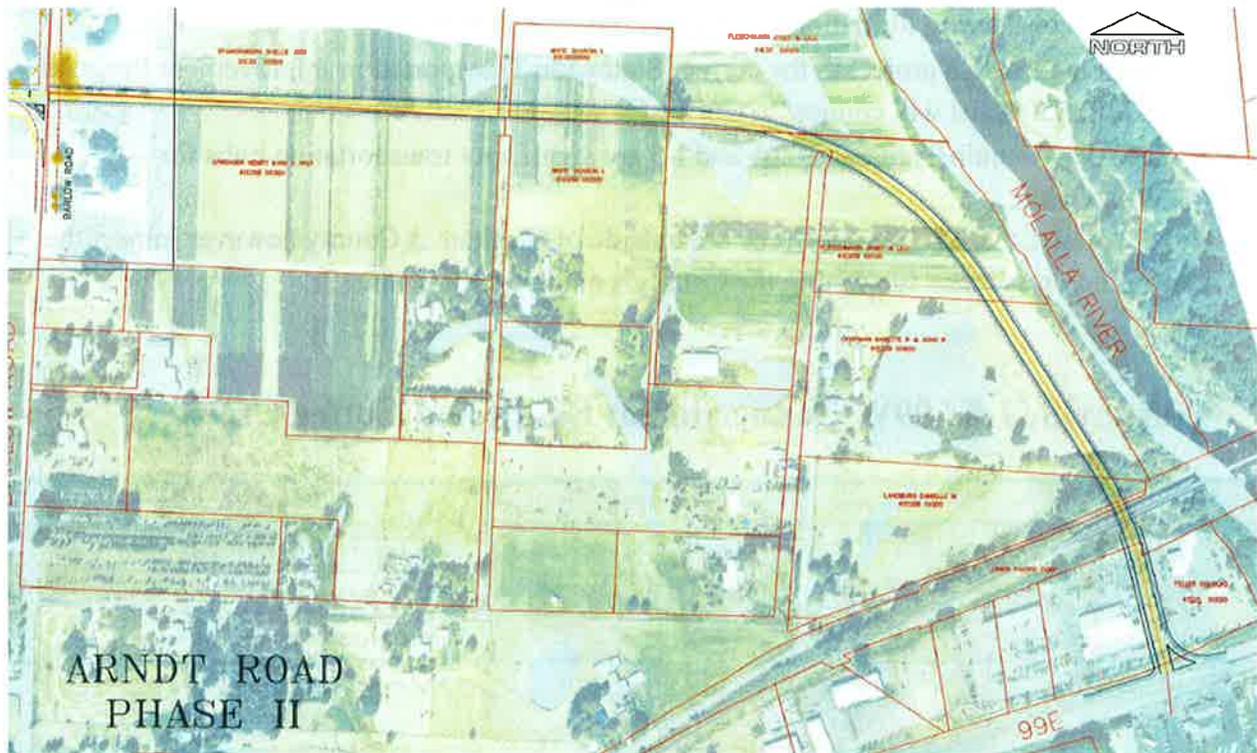
### Sunrise Phase II to 172<sup>nd</sup> Avenue



## Canby / I-5 Connection:

- Arndt Road extension through Canby Ford to the Barlow Arndt intersection has been locally approved and that the Berg Parkway extension is identified in the urban renewal plan.
- Discussion on other transportation projects underway and need exists to support economic growth through transportation planning.
- Determination by the courts on the urban rural reserves necessary for portions of I-5 connection.

## Canby / I-5 Connection



## Wilsonville I-5 / 99W:

- SW Tualatin Concept Planning discussion:
  - One third of the region's employees will be working in this area.
  - Identified road connections to access employment lands and improving existing infrastructure.
  - Funding through the Major Streets Transportation Improvement Program (MSTIP): \$20 million for 124<sup>th</sup> to Boones Ferry; \$10 million for Boones Ferry improvements.
- Wilsonville's Coffee Creek area has 225 acres of employment land with a projected 800 jobs.
- Designated as regionally significant industrial area.
- Targeting corporate and industrial flex space.
- \$34 million in infrastructure needed.
- City is considering formation of an urban renewal district.
- Kinsman Road, a project in the current Statewide Transportation Improvement Program (STIP) 150% list will connect to Coffee Creek.
- Ice Age Tonquin Trail and I-205 and I-5 are significant transportation hubs for Wilsonville.

Note: Coffee Creek and Basalt Creek are outside of Clackamas County however impact the transportation systems supporting the County's employment lands.

## Wilsonville I-5 / 99W Connection at Basalt and Coffee Creek



## **CONCLUSION**

The Committee received/reviewed information on a variety of needed investments to transportation systems that support employment land development, of which four (4) transportation projects rose to the top which the Committee warranted further discussion/consideration:

- Canby / I-5 Connection
- Wilsonville I-5 / 99W Connection at Basalt and Coffee Creek
- I-5 / I-205 Improvements through Clackamas County
- Sunrise Phase II to 172<sup>nd</sup> Avenue

The committee received direction to prioritize the four areas and make recommendation to the Board of County Commissioners using the following as rating criteria:

1. Economic development impact – increased job creation and assessed value.
2. Keeping jobs in Clackamas County.
3. Addressing transportation “bottlenecks” that have a regional impact and constrains access to employment lands.

## **RECOMMENDATIONS**

Based on the rating criteria, the Committee prioritized the transportation projects in order of significance to employment land development and job creation:

1. I-5 / I-205 Improvements
2. RURAL: Canby / I-5 Connection  
URBAN: Sunrise Phase II to 172<sup>nd</sup> Avenue
3. Wilsonville I-5 / 99W Connection at Basalt and Coffee Creek

The EDC Connecting Transportation and Employment Lands Committee recommends that the Board of County Commissioners support these projects in upcoming local and regional decision making processes, such as the adoption of the Clackamas County Transportation Systems Plan, as well as during the update of the Regional Transportation Plan (RTP). We also recommend an additional study with Canby and the State to identify the specific improvements, and the actions to overcome the present hurdles, to improve the connection between Canby and I-5. To make these recommended improvements a reality, funding strategies and actions need to be taken for each project.

## **Committee: Growing Traded-Sector Industries**

Executive Committee Liaisons:	Rob Campbell, Ken McClintock, Jason Lehne
EDC Members/Liaisons:	Ken Everett, Archie Ewers, Richard Goddard, Jon Gramenz, Kevin Klupenger, Bennett Johnson, Peter Lund, Tammy Marquez-Oldham, Kim Parker, Wilda Parks
Guests:	Commissioner Martha Schrader, Lynn Wallis, Joe Phillips, Mike Williams, Robert Fowke, Michael Chaveas, Laura Pramuk
County Staff:	Cindy Hagen - Committee Coordinator, Catherine Comer, Jamie Johnk, Teresa Sears
Guest Speakers:	Todd Chase, FCS Group Stewart Webster, OnHand Graphics and Print

### **Committee Description:**

- Review the key industry clusters in Clackamas County.
- Develop recommendations of policies and programs to support business development.
- Invite guest speakers to review why industries are successful, discuss trends and outlook for industry growth and learn which industries are being recruited to the region and what current industries are expanding.

### **Executive Summary:**

The committee started off the year with an overview of the County's Economic Landscape which is the basis of the work that is done by the Business & Economic Development division. The results of the Economic Landscape include the 11 key industry clusters which drive our local economy and are the focus areas for business retention, expansion and recruitment. A key part of the industry identification process is the "Location Quotient" (propensity to locate in Clackamas County) and how the criteria developed the process for focusing on target industries.

When the committee was asked the question "*How do you view business outreach efforts, what are the best methods of outreach?*" the committee responded with the following:

- Attending community events
- Distributing surveys
- Sending out press releases
- Connection to local business associations
- Building relationships with local chambers of commerce
- Person-to-Person interaction (\*most effective)
- Newsletters that are sent to businesses
- Word-of-Mouth is the best form of marketing
- Targeted is best, be as specific as you can with who you are reaching out to

- Cultivate the relationships
- Be active in trade organizations
- Send emails

The committee then turned the conversation to business recruitment. A guest speaker from Business Oregon shared the ways in which the State partners with counties and cities to promote new business investment and jobs. Business & Economic Development staff shared that they have identified Stage 2 Clackamas County companies (10-99 employees) with high growth potential in key industries to which they are pursuing business outreach.

One way that the committee explored to help grow traded-sector industries was to support the Business Assessment/Segmentation project, which was to be led by the Small Business Development Center. This is a project that may include partners such as local chambers of commerce, the Oregon Employment Department and the Clackamas County Business Alliance. The purpose is to survey companies that make up the “magic middle” of our local economy in order to better assess their needs and connect them to local resources that may be of assistance. The Small Business Development Center defines “magic middle” companies as those that have revenues larger than \$1,250,000 and less than \$50,000,000, this makes up 12-15% of the 12,000 businesses in the County, approximately 2,300 businesses. Topics of data collection, outreach, timeline and budget were discussed at length, however the timeline for this project did not line up with the 2013 EDC committee work plan.

Another program that the committee learned about is Grow Oregon, which is funded by the Oregon Business Development Department and implemented by the Oregon Small Business Development Center Network. This program is comprised of business advisors who can help assess current businesses and provide the tools to create sustained growth. Criteria for this program include: Oregon traded-sector company, \$1,000,000 to \$50,000,000 in annual growth sales, 10-99 employees, demonstrated growth in gross sales, net profit or net employment in three of the last five years.

The committee was given an update on the newly established Clackamas County Business Alliance (CCBA) business priorities for 2013.

1. Increase positive relationships in Clackamas County among elected officials and businesses
2. Enhance transportation
3. Create a more welcome environment for businesses to grow and thrive

## CONCLUSION

Drawing from the committee's collective expertise in working with (or for) businesses in Clackamas County, they identified the following barriers to entry or expansion of traded-sector industries in Clackamas County.

### LABOR FORCE

There is a broad consensus that the long-term key to continued competitiveness in an increasingly global economic environment is the adequacy of supply and the quality of the labor force. A shortage of workers with the right training and skills could become a drag on business expansion and GDP growth. Long-term skill shortages have important policy implications as well, eroding regional and national competitiveness, hampering the ability to innovate, and contributing to increased wage inequality.

More and more there seems to be a mismatch between worker skill levels and the skills demanded by employers arising from structural changes in the economy. As we shift towards more knowledge based industries, we need not only a sufficient number of workers but also a workforce with the right mix of skills to meet the needs of the region's economy.

To address this topic, one committee member brought information on the South Metro-Salem STEM Partnership (STEM = Science, Technology, Engineering and Math). The Partnership is a collaboration of school districts, community colleges, universities, out-of-school programs and business and community partners that is focused on increasing student access and success in STEM fields.

### ACCESS TO CAPITAL RESOURCES

Traded-sector companies are the backbone of economic recovery and vitality. Accessing capital is essential for traded-sector companies to expand and grow. In Clackamas County, 83 Small Business Administration (SBA) guaranteed loans were secured by small business owners for a total of 49.2MM in 2012, up from 80 loans and \$35MM in 2011; a relatively low figure given the 12,000 small business owners who conduct business in Clackamas County.

Although the small business owners mentioned above secured capital, many small business owners do not know if they are bankable, how to identify the correct source and use of capital for their business, or how to navigate through an often intimidating process of developing a loan packages. Resources exist to support this need however it is largely reported that small business owners give up while navigating the resource maze.

### REGULATORY ENVIRONMENT

The unintended consequences of business regulations impede business expansion and stand in the way of job creation. Encouraging new company formation and entrepreneurship is critical for

economic growth. For example, businesses that plan to build new warehouses or factories must often wrestle with multiple local, state, and federal agencies that may have overlapping jurisdictions and approval decisions can take years.

## **RECOMMENDATIONS**

### **LABOR FORCE**

The committee recognizes that there are many partner organizations that are charged with developing and maintaining a skilled workforce in Clackamas County. A recommendation from the committee on this topic is to highlight the iMatchSkills program on the County website to match employers up with potential employees. iMatchSkills is Oregon's workforce system helping employers and job seekers obtain a quality match.

### **ACCESS TO CAPITAL RESOURCES**

The committee is recommending forming a sub-committee to meet in 2014 for the purpose of identifying key barriers to accessing capital and resources to break down these barriers. The sub-committee will interview small business owners, bankers, and business development professionals such as the Small Business Development Centers (SBDCs), creating a holistic view accessing capital. The following is a sample of the topics that may be explored by the subcommittee:

- Create a place for businesses to convene with other business leaders who can provide advice on different stages of business progression.
- Promote opportunities to co-op marketing programs.
- Assist in showcasing local products and services at trade shows.
- Create a resource-rich environment for the convening session.
- Host possible "Bankers Forum" theme of "Are You Bankable?" – Partner with the Small Business Development Center.

### **REGULATORY ENVIRONMENT**

The following are recommendations related to the regulatory environment in Clackamas County:

- Encourage a continuous review of the development process – set deadlines for review process, not only what is allowed by statute.
- Explore ways in which the County can help reduce time and cost of permits and requirements.
- Make the regulations for business "expansion friendly" for current Clackamas County companies to grow.
- Enhance online resources to include information on the Grow Oregon program and exporting assistance.