

**2014**

**Economic Development Commission (EDC)  
Final Committee Report  
to Board of County Commissioners**

## EXECUTIVE SUMMARY

This year, the Board of County Commissioners charged the Economic Development Commission (EDC) to explore employment land in Clackamas County. The EDC was asked to study the employment land inventory, successful key employment areas, and identify opportunities and constraints for each site. In the future, these employment lands could be brought into the employment land inventory.

To accomplish this, the EDC formed two sub-committees to focus on land and infrastructure; 1) Inside the UGB, 2) Outside the UGB. Each sub-committee was tasked with reviewing potential opportunities and constraints where the highest return on public investment would be. The sub-committees studied the following areas:

### Inside the UGB

- Rock Creek, Happy Valley
- Beavercreek, Oregon City
- North Milwaukie Industrial Area
- Damascus

### Outside the UGB

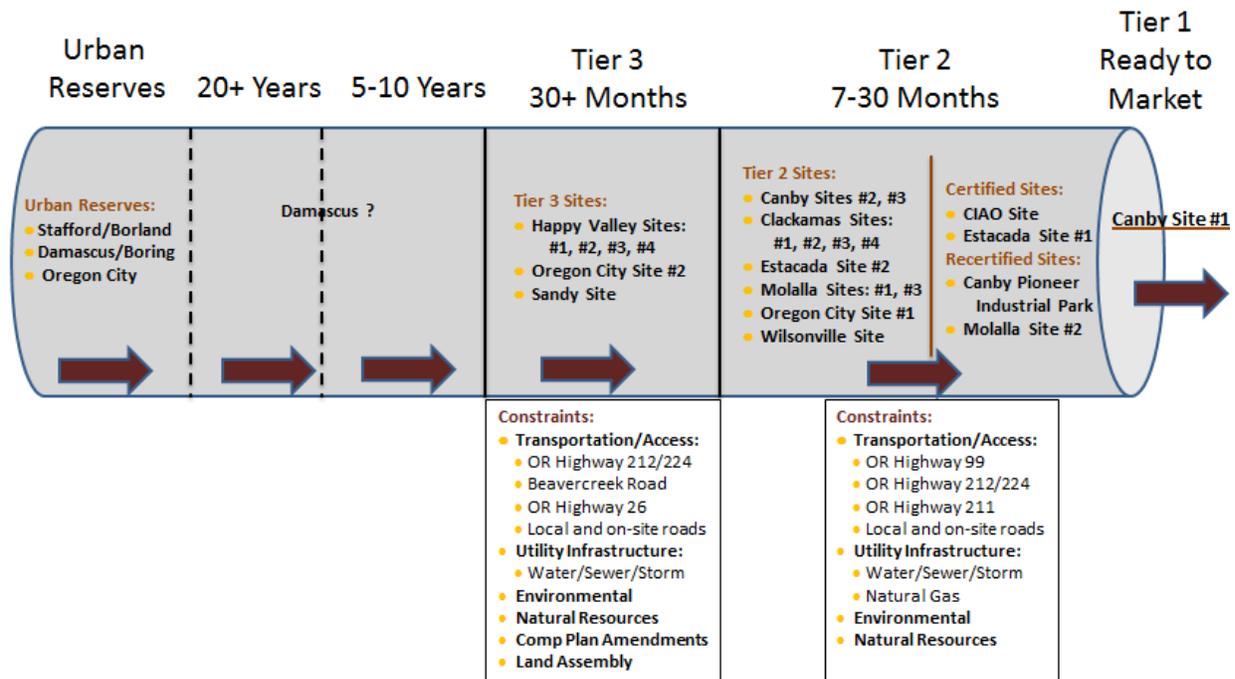
- Park Industrial Area, Estacada
- Pioneer Industrial Park, Canby
- I-5 Exit 282A, French Prairie Area
- East County Boring/Carver/Springwater
- Stafford/Borland
- Final West County Swath
- Molalla



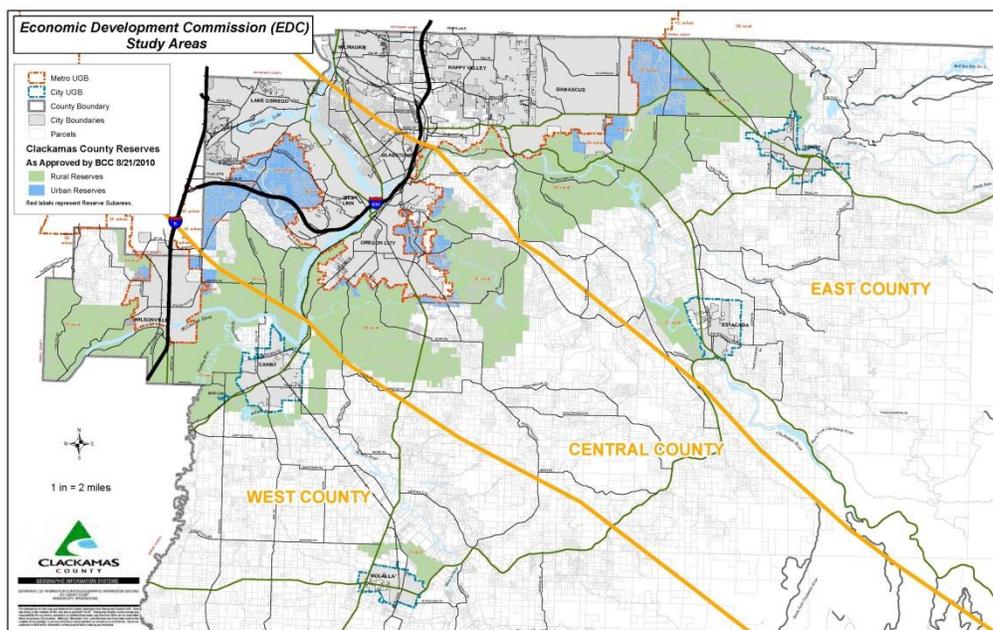
Throughout the individual study sessions, sub-committee members identified similarities in opportunities and constraints. Opportunities included location, ownership, and growth potential; constraints included transportation, natural gas, politically charged areas, rural reserves, and urban growth boundaries.

## BACKGROUND

The EDC started this mission with presentation by Business and Economic Development Staff on the Asset Mapping Phase One and Two projects which identified all available employment lands in Clackamas County and identified constraints to development. The following Pipeline demonstrates the findings.



The next step for the EDC was to identify future employment areas and develop a Pipeline for demonstrating Low, Mid, and High Priority efforts for developing additional employment land inventory.





## **EDC COMMITTEES**

### **Inside the UGB Sub-Committee Members:**

<b>EDC Executive Committee:</b>	Ken McClintock, Robert Campbell
<b>EDC Members:</b>	Lynn Wallis, Ken Humberston, Conrad Johnson, Bridget Dazey, Wilda Parks, Tammy Stempel, Peter Lund, Archie Ewers, Tammy Marquez-Oldham,
<b>County Commissioners:</b>	Commissioner Paul Savas, Liaison
<b>County Staff:</b>	Cindy Hagen – Committee Coordinator Catherine Comer, Corina Olsen
<b>Guest Speakers:</b>	Michael Walter, City of Happy Valley Lynn Wallis, Worksource Clackamas Eric Underwood, City of Oregon City Steve Butler, City of Milwaukie Mark Fitz, City of Damascus

### **Outside the UGB Sub-Committee Members:**

<b>EDC Executive Committee:</b>	Richard Goddard, Bill Avison
<b>EDC Members:</b>	Norm Solomon, Cheryl McGinnis, Robert Fowke, Jerry Simmitt, Jon Gramenz, Gordon Young, Michele Conditt, Bennett Johnson, Matt Butts, John Drentlaw, Matthew Subotnik
<b>County Commissioners:</b>	Commissioner Paul Savas, Liaison
<b>County Staff:</b>	Jamie Johnk – Committee Coordinator, Catherine Comer, Corina Olsen, Larry Conrad
<b>Guest Speakers:</b>	Bill Elliot, City of Estacada Mike Parks, City of Estacada Renate Mengelberg, City of Canby Hal Keever, WHPacific Inc. Rainse Anderson, WHPacific Inc. Tracey Brown, City of Sandy Martha Fritzie, Clackamas County Staff Rick Gruen, Clackamas County Staff Dan Chandler, Clackamas County Staff Jamie Johnk, Clackamas County Staff

## INSIDE THE UGB SUB-COMMITTEE FINAL RECOMMENDATIONS



### 1. High Priority

**North Milwaukie Industrial Areas (NMIA)** offers a unique and immediate opportunity for economic growth in Clackamas County. EDC's decision to recommend NMIA as a primary focus for BCC was an easy one to make, and is driven by three factors: proximity, connectivity, and collaboration. Proximity to the greater Portland metro area is a considerable competitive advantage for Milwaukie. Milwaukie is the main gateway to Clackamas County. As metro area population growth continues to accelerate, Milwaukie offers a perfect recipe for growth based on ease of access to downtown, livability, charm, competitive priced housing and broad commercial opportunities.

The sub-committee discussed the following question as put forth by the BCC: "*Where would the highest return on investment be?*" and compile the following responses:

- Public Funds:
  - Recommendation: Further Analysis Needed on determining if there are funds for transportation and infrastructure needed to redevelop this area. Also, work with City Leaders in Milwaukie to seek funding to study the feasibility of redevelopment of this area.
- Political Lobbying:
  - Recommendation: Work with the City Leaders in Milwaukie to determine a plan for gaining redevelopment support
- Long-range Infrastructure Planning:
  - Recommendation: Work with the City Leaders in Milwaukie to analyze a redevelopment scenario.

Notes: When the Orange line opens in 2015, Milwaukie will be directly connected with three major research and cultural hubs, OHSU, PSU and OMSI. These institutions have identified this transportation connection as an opportunity for economic and cultural exchange, and Milwaukie is ready to work directly with these groups to take advantage of this opportunity. The expected partnership between OHSU and the Knight Cancer Institute will likely generate a large demand for medical R&D/biotech facilities beyond what can be accommodated on the OHSU's South Waterfront campus in Portland; the NMIA's proximity to the new light rail line and the available acreage/building space make this area a good fit for future OHSU research and manufacturing facilities. OMSI's long term plan includes development of industrial space and the expansion of their advanced metals laboratory. Clackamas County's leadership in advanced metals manufacturing paired with Milwaukie's interest in developing its industrial lands provides an immediate opportunity for economic growth and raising the profile of the advanced metals industry

regionally. Opportunities in the broader medical, creative and manufacturing industries offered by these new institutional connections are also attractive. Milwaukie's economic development team has demonstrated to the EDC that it is prepared and energized to take advantage of opportunities. Their ability to coordinate with private and public growth partners and streamline the development process will encourage economic growth. Milwaukie's combination of a willing and energized team, attractive developable land, a growing downtown sector, and attractive residential options sets it apart from Clackamas County's other immediate opportunities, even if its favorable regional placement is disregarded.

Of all the inside the UGB study areas the EDC reviewed this year, we feel that Milwaukie is the most exciting choice for Clackamas County's economic development attention in the near future.

## **2. Mid Priority**

### **A. Rock Creek area, Happy Valley**

### **B. Beavercreek area, Oregon City**

Given the timelines for the development of infrastructure in these two areas, the sub-committee determined these areas would be second in terms of recommended focus areas. A complete list of Opportunities and Constraints is shown in the monthly meeting summaries for each focus area.

### **A. Rock Creek area, Happy Valley**

The sub-committee discussed the following question as put forth by the BCC: "*Where would the highest return on investment be?*" and compile the following responses:

- Public Funds:
  - Recommendation: Combination of funding sources (example: public/private/local improvement district)
  - Recommendation: Apply for State resources such as the Special Public Works Fund (SPWF) or the Immediate Opportunity Fund (IOF)
  - Recommendation: Prioritize county funds on county roads in the Rock Creek Employment Area (162<sup>nd</sup> & HWY 212)
- Political Lobbying:
  - Recommendation: Influence ODOT to prioritize the lane expansion of HWY 212/224 junction to 172<sup>nd</sup> from two lanes to five lanes.
  - Recommendation: Support business recruitment efforts to attract Foreign Direct Investment (FDI) specific to key industries identified for this site.
- Long-range Infrastructure Planning:
  - Recommendation: Long range planning needs will be dependent upon industry recommendations for this site.

## **B. Beavercreek Area, Oregon City**

The sub-committee discussed the following question as put forth by the BCC: “*Where would the highest return on investment be?*” and compile the following responses:

- Public Funds:
  - Recommendation: Develop a P3 (public/private partnership). Combination of funding sources which could include a Local Improvement District.
  - Recommendation: Focus transportation investments on connections between Oregon City Development Sites #1 and #2 (OCDS) and the Beavercreek employment area as identified in the Beavercreek Concept Plan.
- Political Lobbying:
  - Recommendation: Acknowledgement voter approved annexation can impact employment land development.
  - Recommendation: Be prepared to respond to the question of “What is in it for the residents?” when it comes to new development.
- Long-range Infrastructure Planning:
  - Recommendation: Plan for transportation connection between employment area off of Fir Street to OCDS #1 and #2 and the Beavercreek Employment Area.
  - Recommendation: Recommend that Oregon City develop an Asset Management Plan to determine the capacity of the roads, sewer treatment facilities, water lines, and general capacity of infrastructure.

## **3. Low Priority**

### **Damascus**

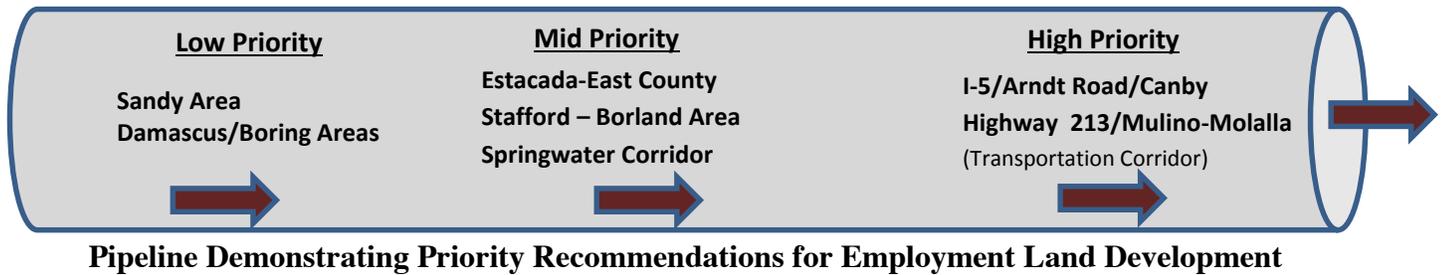
As the City of Damascus has their Comprehensive Plan on the November 2014 ballot, the sub-committee determined that while there are potential growth and development opportunities, those activities will not occur until a Comprehensive Plan is adopted by the community. The consensus is to hold on any recommendations at this time until after the election.

The sub-committee discussed the following question as put forth by the BCC: “*Where would the highest return on investment be?*” and compile the following responses:

- Public Funds:
  - Recommendation: Possible sewer extension if comprehensive plan is approved.
- Political Lobbying:
  - Recommendation: In addition to the comments from August report, the consensus is to hold on any activities until after the November 2014 election.
- Long-range Infrastructure Planning:
  - Recommendation: In addition to the comments from August report, the consensus is to hold on any activities until after the November 2014 election.



## OUTSIDE THE UGB SUB-COMMITTEE FINAL RECOMMENDATIONS



### **Outside the UGB Sub-Committee Summary:**

Throughout the course of the EDC meetings, the “Outside Metro UGB” Sub-committee reviewed information and heard from a number of community and property spokespersons from the following study areas (*in order of discussion*):

- Park Industrial Area, Estacada
- Pioneer Industrial Park, Canby
- I-5 Exit 282A, French Prairie Area
- East County Boring/Carver/Springwater
- Stafford/Borland
- Final West County Swath
- Molalla

With the information made available to the sub-committee during discussions, participants were able to understand that Clackamas County is in the midst of a land shortage crisis. With an estimated lands need of 4,000 acres the county is not currently able to meet those needs unless a strategic approach is taken to identify additional employment lands and where they might be located.

Based on the information provided, the sub-committee puts forth the following recommendations for consideration to the Board of County Commissioners (BCC):

- Revisit the urban/rural reserves and re-evaluate employment land opportunities.
- Develop objective criteria in identifying where future employment lands might be located.
- Support and strengthen agricultural connections and opportunities.
- Review and consider the opportunities and constraints identified in the prioritized study areas (see below).

Based on information provided, the sub-committee has prioritized areas outside the UGB and compiled opportunities and constraints for further consideration by the BCC:

Priority Level:

- High:

- I5-Arndt Road/Canby-Highway 213/Mulino-Molalla Transportation Corridor
- High-Medium:
  - Estacada-East County Infrastructure/Natural Gas
  - Stafford – Borland Area
- Medium:
  - Springwater Corridor
- Low:
  - Sandy Area
  - Damascus/Boring Areas

**Prioritized Areas of Discussion:**

**1. High Priority**

**I-5 Arndt Road/Canby-Highway 213/Mulino-Molalla Transportation Corridor:**

**A. Canby Pioneer Industrial Park:** After receiving an overview of Canby’s current and future industrial areas and the job opportunities, including industry and manufacturing growth, development and access to rail, the sub-committee identified that the largest constraint included access to I-5. Therefore the recommendation(s) the sub-committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment might be for the Canby area includes:

- Public Funds:
  - Recommendation: The Committee would recommend that the BCC identify transportation funding needs for connections from Canby employment lands to I-5.
  - Recommendation: The Committee would recommend that the BCC support infrastructure improvements from Mulino Road to Highway 213.
- Political Lobbying:
  - Recommendation: Committee recommendation to identify and lobby for funds to improve transportation access from the Canby industrial area to I-5.
  - Recommendation: Committee recommendation to support a solution that would allow for infrastructure improvements in rural reserve areas.
- Long-range Infrastructure Planning:
  - Recommendation: I-5 Access from Canby employment lands
  - Recommendation: Infrastructure of Mulino Road with access to Highway 213
  - Recommendation: Aurora airport access
  - Recommendation: Potential partnership with Marion County

**B. I-5 Exit 282-A (French Prairie Area):** The area off I-5 known as the French Prairie Area is located in three county jurisdictions (Clackamas, Marion and Washington). There are existing developments in this area including Langdon Farm, Aurora State Airport, as well as ag-related industries on the Marion County portion. There are many opportunities for potential future employment development with large acreages in single

ownership or with property owners motivated to develop; as well as the proximity to utilities, access to I-5, proximity to urban areas, and the land itself has minimal topographical (flat land) and wetlands constraints. With the identified opportunities, the sub-committee was made aware of significant constraints impacting development such as the rural reserves, political impacts, transportation and infrastructure and capacity improvements. Therefore the recommendation(s) that the sub-committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment would be for the French Prairie Area includes:

- Public Funds:
  - Recommendation: Further analysis is needed
- Political Lobbying:
  - Recommendation: Support efforts around the I-5 and Arndt Road connection
  - Recommendation: Revisit Rural Reserves in this area and seek legislative solution
  - Recommendation: Re-zone/re-designate land for future industrial/employment development
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this site.

C. **Final West County Swath:** The sub-committee received a brief overview of the 240 acres of land south of the Charbonneau area (40 acres are zoned RRFF5 and 200 acres are exception lands). The group identified that the lands appeared to be relatively flat with good I-5 access along with the location to the Aurora airport, making them highly suitable for employment opportunities. However, a major question is which jurisdiction will service this area. The recommendation(s) that the sub-committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment for this area includes:

- Public Funds:
  - Recommendation: Further analysis is needed
- Political Lobbying:
  - Recommendation: Support transportation and other infrastructure improvements in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

D. **Molalla:** The Molalla area has available, ready to develop employment land with minimal topographical constraints, motivated property owners and relative access to Hwy 211 and Hwy 213. There are, however constraints facing Molalla's employment lands. Though access is available on Hwy 211 and Hwy 213, there are limitations to capacity and a solution will need to be sought. Also there have been no future employment lands identified in the current UGB plans. Therefore the recommendation(s) that the sub-

committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment for the Molalla area includes:

- Public Funds:
  - Recommendation: Further analysis is needed
- Political Lobbying:
  - Recommendation: Support transportation and infrastructure improvements in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area

## **2. Mid Priority**

### **A. Park Industrial Site, Estacada:**

This 130 acres industrially zoned is certified through the Business Oregon Industrial Lands program. The site has numerous opportunities for development, however due to the lack of natural gas available to the site; it is constrained to the types of industries which may potentially locate to the property. Upon reviewing the site characteristics, the sub-committee makes the following recommendation(s) to the Board of County Commissioners for consideration on where the highest return on public investment would be in the Estacada area.

The sub-committee discussed the following question as put forth by the BCC: “*Where would the highest return on investment be?*” and compile the following responses:

- Public Funds:
  - Recommendation: Work with NW Natural Gas to find out what their benchmark is for investment. The City has been working to obtain this information, requested Bill Elliot to share findings with Committee.
  - Recommendation: Research and identify Federal and State funding resources to extend natural gas service. Consideration of State or County guarantee on a loan in order to “buy down” the interest rate.
  - Identify if County funds are available to contribute towards the natural gas impact costs.
- Political Lobbying:
  - Recommendation: Committee could make request to BCC to submit letter to NW Natural Gas encouraging prioritization of extending natural gas to Estacada.
- Long-range Infrastructure Planning:
  - Recommendation: Natural gas infrastructure.

### **B. Stafford/Borland:**

The sub-committee had an opportunity to review previous work that had been completed to identify development opportunities for the Stafford/Borland area. Per the studies, opportunities for future employment lands that could potentially have good job creation densities. However there are significant development constraints on this area including the political implications of the area in conjunction with the adjacent communities. Currently the area is in unincorporated Clackamas County and is not served by a city. In addition, there are also transportation and infrastructure constraints. Therefore the recommendation(s)

that the sub-committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment for the Stafford/Borland area includes:

- Public Funds:
  - Recommendation: EDC recommends that the BCC direct staff to study the Stafford/Borland area in the Clackamas County Employment Lands Analysis. The 2000 study completed by the City of Tualatin could serve as a foundation for information.
- Political Lobbying:
  - Recommendation: Support transportation/infrastructure investments in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

### **3. Low Priority**

#### **A. City of Sandy**

The sub-committee received an overview on the City of Sandy and learned that the community was designated as the fifth fastest growing cities in Oregon for years 2000-2010. In addition, they have approximately 35,000 cars per day travel through the community providing a great opportunity for economic growth and development. Sandy has 15 acres of industrially zoned land and 60 acres of commercial land inside the city's limit and UGB and 250 total acres outside the UGB with approximately 40 acres in the reserve area. The lands within the city limits are fully served, with motivated property owners and minimal topographical (flat land) and wetlands on most of the lands. However there are transportation and access constraints on some of the employment lands as well as topographical constraints on a portion as well. Therefore the recommendation(s) that the sub-committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment would be for the Sandy area includes:

- Public Funds:
  - Recommendation: Further analysis is needed
- Political Lobbying:
  - Recommendation: Support transportation/infrastructure investments in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area

#### **B. East County – Boring/Carver/Springwater**

The sub-committee was able to hear more in-depth information on the methodology used to determine the urban and rural reserves. This allowed the sub-committee to conclude that though there is a great amount of land in the east county area, most is constrained by rural reserves. The lands identified in this area for employment uses include Damascus, which has not effectively adopted a comprehensive plan; leaving the County and region with a 1,200+ acre deficit in its inventory. The other area discussed where employment land is an

opportunity is in the Gresham area, which is in Multnomah County. In addition to rural reserves, the sub-committee identified transportation, utilities and infrastructure, and the pending decision on dis-corporation for the City of Damascus. Therefore the recommendation(s) that the sub-committee is putting forth to the Board of County Commissioners for consideration on where the highest return on public investment for the East County area includes:

- Public Funds:
  - Recommendation: Further analysis is needed
- Political Lobbying:
  - Recommendation: Support transportation and infrastructure improvements in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

**SUMMARY OF MONTHLY  
MEETINGS**

**INSIDE THE METRO  
UGB SUB-COMMITTEE**

## **May Committee Session – Inside UGB**

### **Rock Creek, Happy Valley**

**Guests: Michael Walter, City of Happy Valley; Lynn Wallis, Worksource Clackamas**

#### **OPPORTUNITIES**

- Developable, “green-field” locations with no known Phase I Environmental hazards or issues.
- Land use zoning in the greater area includes light industrial, employment, commercial, institutional and residential.
- Nearby infrastructure includes 5-lane major arterial (172<sup>nd</sup> Ave.); a significant portion of a 5-lane arterial (Rock Creek Blvd.); OR Hwy. 212
- Rock Creek Interceptor (major sanitary sewer trunk line)
- Adequate water, sewer, gas and electricity for many types of industrial users
- Availability of property tax relief through an Enterprise Zone and Strategic Investment Zone.

#### **CONSTRAINTS**

- Topographic constraints on some properties
- Planned but not improved collector roadways that are a part of the City’s Transportation System Plan (TSP)
- Extension of sewer, water, gas and all other utilities to “green-field” sites
- Lack of larger, consolidated property ownership

Where would the highest return on public investment be

- Public Funds
  - Recommendation: Combination of funding sources (example: public/private/local improvement district)
  - Recommendation: Apply for State resources such as the Special Public Works Fund (SPWF) or the Immediate Opportunity Fund (IOF)
  - Recommendation: Prioritize county funds on county roads in the Rock Creek Employment Area (162<sup>nd</sup> & HWY 212)
- Political Lobbying
  - Recommendation: Influence ODOT to prioritize the lane expansion of HWY 212/224 to 172<sup>nd</sup> from two lanes to five lanes
  - Recommendation: Support business recruitment efforts to attract Foreign Direct Investment (FDI) specific to key industries identified for this site.
- Long range infrastructure planning
  - Recommendation: Long range planning needs will be dependent upon industry recommendations for this site.

Preferred industries for this site include:

Technology

Healthcare

Professional Services

Media/Digital Device Manufacturing

Note: Staff reached out to Providence to discuss the available land however, Providence did not have anyone available at this time

## **June Committee Session – Inside UGB**

### **Beavercreek, Oregon City**

**Guests: Eric Underwood, City of Oregon City; Lynn Wallis, Worksource Clackamas**

#### OPPORTUNITIES

- Significant employment, economic diversification and enhanced job density if Oregon City Development Sites 1 & 2 were served with the proper infrastructure (sewer, water and transportation).

#### CONSTRAINTS

- Funding and lack of an infrastructure plan.

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Develop a P3 (public/private partnership). Combination of funding sources which could include a Local Improvement District.
  - Recommendation: Focus transportation investments on connections between OCDS 1 & 2 and the Beavercreek employment area as identified in the Beavercreek Concept Plan.
- Political Lobbying
  - Recommendation: Provide support to relocate Bonneville Power Administration power lines that run through the employment areas. This could include placing the lines underground allowing for more developable acreage thus increasing the potential for more jobs and assessed value.
  - Recommendation: Review voter approved annexation.
  - Recommendation: Be prepared to respond to the question of “What is in it for the residents?” when it comes to new development.
- Long range infrastructure planning
  - Recommendation: Plan for transportation connection between employment area off of Fir Street to OCDS 1 & 2 and the Beavercreek Employment Area.
  - Recommendation: Recommend that Oregon City develop an Asset Management Plan to determine the capacity of the roads, sewer treatment facilities, water lines, and general capacity of infrastructure.

Preferred industries for this site include:

Advanced Manufacturing

Professional Services

\*\*Campus style development of the Beavercreek Employment Area.

## **July Committee Session – Inside UGB**

### **North Milwaukie Industrial Area**

**Guests: Steve Butler**, Denny Egner, Vera Koliass, City of Milwaukie; Lynn Wallis, Worksource Clackamas

#### OPPORTUNITIES

- Redevelopment of sites that are currently in public ownership
- Ability to generate higher numbers of jobs per acre
- Capitalize on new Light Rail access for redevelopment purposes
- Close connection to OHSU South Waterfront Campus
- Proximity to downtown Milwaukie

#### CONSTRAINTS

- Publically owned land/facilities
- Transportation access
- Existing building inventory features (i.e. Low ceiling heights, design for warehouse/distribution uses)
- Lack of redevelopment finance tools

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Assistance with funding of an analysis to determine the feasibility of key target industries
  - Recommendation: Assistance in funding transportation access improvements to move goods and people through the east side of the industrial area.
- Political Lobbying
  - Recommendation: Support the desire to keep the use of the TriMet owned property as shared parking for local employers – until TriMet decides to sell.
  - Recommendation: Continue exploring possible relocation of public owned land/facilities such as Oregon Department of Transportation (ODOT), Oregon Liquor Control Commission (OLCC) out of the industrial area in order for private development to occur.
  - Recommendation: Reach out to Oregon Health Science University (OHSU) and the Oregon Bioscience Association to discuss development opportunities given the proximity to the OHSU campus, and the community's desire to target the bioscience/high tech industry.
- Long range infrastructure planning
  - Recommendation: Explore potential transportation impact on access points to McLoughlin Blvd when redevelopment of the industrial area occurs and there are more jobs per acre.

The committee also discussed the following suggested activities for EDC members and County staff:

- EDC members to attend Milwaukie City Council meeting when the City Economic Development Program is presented.
- Attend an upcoming City of Milwaukie Economic Development Summit (date to be determined)
- County Staff to participate with City Staff in joint business outreach calls to existing companies located in the industrial area to learn more about long term plans for their offices.

The City of Milwaukie staff has determined the two priority sites for redevelopment in the industrial area include (in order):

1. ODOT site
2. Properties at the North end of the industrial area that are closest to the Light Rail station

Preferred industries for this site include:

Technology

Bioscience

Advanced Metals Manufacturing

Food Processing

Professional Services

**August Committee Session: Inside UGB  
City of Damascus  
Guest: Mark Fitz, Damascus Planning Commission**

**OPPORTUNITIES**

- Wilda Parks commented that there are opportunities for new growth once a Comprehensive Plan is adopted.

**CONSTRAINTS**

- Mark Fitz included in his presentation that the City of Damascus does not have: commercial navigable waterway, Rail way access inside the City, commercial airport, waste water treatment, wide spread three phase power, wide spread natural gas.
- Wilda Parks commented that lack of major infrastructure and transportation were constraints.

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: (to be determined at September meeting)
- Political Lobbying
  - Recommendation: Mark Fitz commented that if the Comprehensive Plan does/does not pass, State law could be amended to allow the County to hold the land use process until a City passes their land use Comprehensive Plan.
- Long range infrastructure planning
  - Recommendation: Mark Fitz referred to presentation slide titled “Industrial Zoning” and stated that the circle on the left side of the map would be the easiest to develop with passage of a Comprehensive Plan.

Preferred industries for this site include:  
(To be determined at September meeting)

**September Committee Session – Inside UGB**  
**City of Damascus – Continued conversation from August EDC meeting**

OPPORTUNITIES

- See comments from August report.

CONSTRAINTS

- See comments from August report.

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Invest in sewer extension if comprehensive plan is approved.
- Political Lobbying
  - Recommendation: In addition to the comments from August report, the consensus is to hold on any activities until after the November 2014 election.
- Long range infrastructure planning
  - Recommendation: In addition to the comments from August report, the consensus is to hold on any activities until after the November 2014 election.

Preferred industries for this site include:

- To be determined upon results of the November 2014 election

## **October Committee Session: Inside UGB**

### **FINAL DELIBERATIONS**

COMMITTEE MEETING DATE: October 22, 2014

COMMITTEE ATTENDEES: Rob Campbell, Ken McClintock, Matt Butts, Peter Lund, Bridget Dazey, Ken Humberston, John Drentlaw, Conrad Johnson, Tammy Stempel, Dave Nielsen, Rob McEachern, Mike Williams

COUNTY STAFF: Corina Olsen

### **TOPICS DISCUSSED**

- Ken Humberston commented that marketing Clackamas County with a few simple road signs (“Home of Advanced Metal”) at all of our major arteries may provoke someone to inquire and want to know more about what the County does. Discussion around marketing continued and the members agree that it’s important.
- Rob Campbell commented that there is a conflict of jurisdiction within the County and because of that sensitivity he asked how the County can help or be of support. There is a huge opportunity to think bigger and make linkages with OHSU and Tri-Met.
- Peter Lund asked if high level talks may help. Could we get our leaders to go out and talk to these industries?
- John Drentlaw mentioned that we are looking at Milwaukie due to the Orange Line. Tri-Met is separate. Asked if it’s was a good idea to add housing on the pipeline.
- Bridget Dazey said that Tri-Met is doing their vision planning right now. Proposed that we ask Tri-Met to host a forum so that this group and elected officials can become more engaged with one another. This is priority.
- Conrad Johnson made the comment re-branding and synergy – we have a great opportunity to promote the County.
- Mike Williams said that most County’s leave the “re-branding” work to the Cities. One strategy could be trying to cluster areas together i.e. Sandy, Estacada, Damascus and create an outer to show how diverse the County is. Look at advanced metals as a cluster while we have the opportunity to strengthen metal. Another strategic option is to make Clackamas County the new Kruse Way or Amber Glen. Mike also mentioned that he missed City of Milwaukie’s presentation to the committee and is going to ask for the City to have another meeting; he will invite committee members to this meeting.
- Dave Nielsen talked about Metro’s Urban Growth model and warned that it will create major housing problems for the County and other areas.

### **Next Steps for Committee:**

- **Add the following items to the final report:**
  - **Bridget Dazey will provide some language to enhance skilled workforce and training by highlighting WICCO and Clackamas Community College\***
  - **Add available acreage amounts to each area studied on the pipeline**

- **Committee members will provide more detailed language to the executive summary**
- **Davie Nielsen will provide a summary of Metro's Urban Growth report\***
- **Add Metro's Urban Growth report as an addendum to the final report**

**\*Note: Reports submitted will be forwarded to the EDC Executive Committee, however will not be included in the final report as they were not submitted and discussed by the EDC membership.**

**SUMMARY OF MONTHLY  
MEETINGS**

**OUTSIDE THE METRO  
UGB SUB-COMMITTEE**

## **May Committee Session – Outside UGB**

### **Estacada 130 Acre Industrial Site**

**Guests: Mike Parks, Park Development LLC.; Bill Elliot, City of Estacada**

#### OPPORTUNITIES

- Workforce

#### CONSTRAINTS

- Natural Gas

Where would the highest return on public investment be?

- Public Funds:
  - Recommendation: Work with NW Natural Gas to find out what their benchmark is for investment. The City has been working to obtain this information, requested Bill Elliot to share findings with Committee.
  - Recommendation: Research and identify Federal and State funding resources to extend gas service. Consideration of State or County guarantee on a loan in order to “buy down” the interest rate.
  - Recommendation: Prioritize County funds (example: could the County partner with NW Natural and pay half the costs)
- Political Lobbying:
  - Recommendation: Committee could make request to BCC to submit letter to NW Natural Gas encouraging prioritization of extending natural gas to Estacada.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

## **June Committee Session: Outside UGB**

### **Canby Pioneer Industrial Park**

**Guest: Renate Mengelberg, Economic Development Manager, City of Canby**

#### OPPORTUNITIES

- Available Land for Infrastructure

#### CONSTRAINTS

- Transportation/Access to I-5

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: The Committee would recommend the BCC to identify transportation investment opportunities for connections from Canby employment lands to I-5.
  - Recommendation: Aurora airport access
  - Recommendation: The Committee would recommend that the BCC support infrastructure improvements from Mulino Road to Highway 213.
- Political Lobbying
  - Recommendation: Committee recommendation to identify and lobby for funds to improve transportation access from the Canby industrial area to I-5.
  - Recommendation: Committee recommendation to support a solution that would allow for infrastructure improvements in rural reserve areas.
  - Recommendation: Voter approved annexation on employment
  - Recommendation: Aurora airport access
- Long range infrastructure planning
  - Recommendation: I-5 Access from Canby employment lands
  - Recommendation: Infrastructure of Mulino Road with access to Highway 213
  - Recommendation: Aurora airport access

## **July Committee Session: Outside UGB**

### **French Prairie/Langdon Farm properties**

**Guests: Hal Keever, WH Pacific and Rainse Anderson, WH Pacific**

#### OPPORTUNITIES

- Land ownership: 385 acres under single ownership
- There are additional potential employment lands with multiple property owners nearby, most of which are supportive of development
- Proximity to Aurora Airport:
  - Currently 750 employees in proximity to airport; projection by 2030 950 employees
  - Future development opportunities and expansion of runway
  - Utilities and infrastructure are in proximity to lands
  - Proximity to I-5
  - Proximity to urban area
  - Minimal topographical (flat land) and minimal wetlands constraints
  - Good location in region from an economic development perspective; location is attractive/marketable to top tier companies
  - Economic growth opportunities to support agricultural industry

#### CONSTRAINTS

- Political factors
- Transportation: connection to I-5 via Arndt Road for capacity
- Infrastructure:
  - Capacity improvements
  - Jurisdiction willingness to serve properties or development of service district
- Rural Reserve designation
- Current zoning (EFU) – Metro approval for re-designation
- Possible Boone Bridge traffic impacts

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Information on public investment requirement was not available at the time of the discussion.
- Political Lobbying
  - Recommendation: Continue to support efforts around the I-5 and Arndt Road connection
  - Recommendation: Consider lobbying for a Rural Reserves “*Grand Bargaining*” similar to Washington County
  - Recommendation: Re-zone/re-designate land for future industrial/employment development
- Long-range Infrastructure Planning:

- Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this site.

Catherine provided a copy of the *Revised Findings for Clackamas County Urban and Rural Reserves* and a corresponding *Economic Development Commission Study Areas* map to the committee and asked that they review the documents.

**August Study Session: Outside UGB  
City of Sandy  
Guest: Tracey Brown, City of Sandy**

**OPPORTUNITIES**

- 60 Acres of commercial land with upgraded water and sewer
- Motivated property owners
- Free bus transportation system
- Internet/fiber service
- Quality of life
- Minimal topographical (flat land) and minimal wetlands constraints

**CONSTRAINTS**

- Transportation: connectivity to Hwy 26 and industrial land
- Topographical (flat land) and minimal wetlands constraints

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Information on public investment requirement was not available at the time of the discussion.
- Political Lobbying
  - Recommendation: Continue to support transportation/infrastructure investments in the area.
- Long range infrastructure planning
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

**August Study Session  
East County Boring/Carver/Springwater & Surrounding Areas  
Guests: Martha Fritzie, Rick Gruen, Clackamas County**

**OPPORTUNITIES**

- Hwy 26 would be a viable route
- Large employment area to build out in Gresham, as identified in regional industrial lands study
- Clackamas River could attract businesses in the outdoor and fishing arena

**CONSTRAINTS**

- EFU (Exclusive Farm Use) Land
- Clackamas River water quality
- East/West transportation
- Utilities/Infrastructure
- City of Damascus

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Information on public investment requirement was not available at the time of the discussion.
- Political Lobbying:
  - Recommendation: Continue to support transportation and infrastructure improvements in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

### **Stafford/Borland and South of 205**

#### **OPPORTUNITIES**

- Approximately 100 acres zoned for employment use
- Net developable land of 2450 acres
- 85% of property owners interested in development
- Moderately flat large lot development sites
- Proximity to I-205
- High quality housing and quality of life

#### **CONSTRAINTS**

- Transportation/infrastructure (I-205)
- Additional housing
- Political implications
- No current city interest in serving area

Where would the highest return on public investment be?

- Public Funds: Further analysis is needed
- Political Lobbying:
  - Continue to support transportation/infrastructure investments in the area.
- Long-range Infrastructure Planning:
  - Long range infrastructure planning needs will be determined by the use best suited for this area.

**September Study Session: Outside UGB  
Final West Swath – Dan Chandler, Clackamas County**

**OPPORTUNITIES**

- Relatively flat land
- Access to I-5
- Some property owners interested in development

**CONSTRAINTS:**

- Multiple property owners
- In the rural reserves
- Infrastructure
- Political Implications

Where would the highest return on public investment be?

- Public Funds
  - Recommendation: Information on public investment requirement was not available at the time of the discussion.
- Political Lobbying
  - Recommendation: Continue to support transportation and infrastructure improvements in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

**September Study Session  
Molalla  
Guest: Jamie Johnk, Clackamas County**

**OPPORTUNITIES**

- Available employment land
- Minimal topographical (flat land) and minimal wetlands constraints
- Motivated property owners
- Some improvements forthcoming to Highway 211
- Quality of life

**CONSTRAINTS**

- Transportation (Hwy 211/213)
- No identified future employment lands
- Multiple property owners of some of the employment lands

Where would the highest return on public investment be?

- Public Funds

- Recommendation: Information on public investment requirement was not available at the time of the discussion.
- Political Lobbying:
  - Recommendation: Continue to support transportation and infrastructure improvements in the area.
- Long-range Infrastructure Planning:
  - Recommendation: Long range infrastructure planning needs will be determined by the use best suited for this area.

## **October Committee Session : Outside UGB FINAL DELIBERATIONS**

COMMITTEE MEETING DATE: October 22, 2014

COMMITTEE ATTENDEES: Richard Goddard, David Neilson, Bill Avison, Commissioner Savas, Matt Butts, Bennett Johnson, Jerry Simnitt, Robert Fowkes, Cheryl McGinnis, Gordon Young, Michele Conditt, Jon Gramenz

COUNTY STAFF: Jamie Johnk

### **TOPICS DISCUSSED**

Richard led the discussion on the final draft of the committee priorities and recommendations; feedback ensued as follows:

- Gordon indicated that jobs and employment are the priorities and transportation/access to the communities where opportunities exist (Arndt Road, Hwy 224, etc.).
- Commissioner Savas shared that it is difficult for the BCC to prioritize areas.
- Cheryl stated that some areas are more ready for development than areas still waiting for infrastructure (i.e. Estacada waiting for natural gas). She recommends that her identified highest priority would be the I5 connection - Canby/French Prairie area; however felt that Stafford/Borland area might become another Damascus.
- Bennett recommends focus on areas that has the “biggest bang” – what area of infrastructure investment would yield the highest return. She however does not feel that the committee received enough information to make an informed recommendation. That said, based on the information provided, the highest priority areas would be Canby I5 connection and possibly Stafford area.
- Robert recommended breaking the areas down for prioritizing – Canby is ready to go except for transportation/ infrastructure impacts which also impacts the areas to the north and east.
- Matt suggested recommended identifying near term priorities and what could lead to development.
- Jon felt that infrastructure improvements in the Canby and French Prairie areas and connection to Highway 213 and Molalla were the highest priority.
- Jerry agreed that the Canby/French Prairie connection is priority.
- Gordon reminded the group that Canby is a great agricultural area; Springwater area is more long-term but better discussion than Canby farm land.
- Jerry agrees that Canby’s agricultural land is important; however getting product to I5 is a huge challenge.
- Michele shared that her priorities would be the I5 connection including Canby to Highway 213/Molalla and Estacada/East County infrastructure and natural gas.
- Bill indicated that Canby has designated employment lands ready to go; French Prairie might open up for development with the I5 connection.
- Commissioner Savas identified the I5 connection as the I5/Canby/Mulino-Highway 213 corridor.

- Norm would like recognition of the county's horticultural shipping in the region.
- Michele added that lower priorities might be Sandy and Damascus areas.
- Commissioner Savas agreed that the east county area might be a lower priority due to the infrastructure needs and foundational farmlands.

Overall recommendations from the sub-committee, based on the information that has been provided include the following:

- The BCC review the urban/rural reserves and re-evaluate employment land opportunities.
- Develop more objective criteria in identifying where future employment lands might be located.
- Compile the opportunities and constraints and recommendations from all of the areas the Committee has studied and provide to the Board.
- Support and strengthen agricultural connections and opportunities.

In addition, the sub-committee has prioritized the areas discussed this year, based on the information provided as follows:

- High
  - I5-Arndt Road/Canby-Highway 213/Mulino-Molalla Transportation Corridor
- High-Mid
  - Estacada-East County Infrastructure/Natural Gas
  - Stafford – Borland Area
- Medium
  - Springwater Corridor
- Low
  - Sandy Area
  - Damascus/Boring Areas

#### **Next Steps for Committee:**

- **Add the following items to the final report:**
  - **Add prioritized areas and available acreage amounts to each area studied on the pipeline**
  - **Add more content to summary directly preceding the recommendations**
  - **Rearrange discussion areas to match prioritization**
  - **Include bullets recommendations from September meeting to the summary**