



<p>Work Session</p>	<p>WS</p>
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Milwaukie City Council



MINUTES
MILWAUKIE CITY COUNCIL
www.milwaukieoregon.gov

WORK SESSION
MARCH 4, 2014
 City Hall Conference Room

Mayor Ferguson called the work session to order at 5:00 p.m.

Council Present: Council President Hedges and Councilors Scott Churchill, Mark Gamba, and Mike Miller

Staff Present: City Manager Bill Monahan, Assistant to the City Manager Teri Bankhead, City Recorder Pat DuVal, Engineering Director Jason Rice, and Planning Director Denny Egner

City Manager's Report

There were no questions about the agenda. **Mr. Monahan** said he had no audience participation follow up reports. He had forwarded the documentation to the City Council regarding the Water Environment Services (WES) intergovernmental agreement (IGA) and the letter withdrawing its objection to the permit. He distributed a chart of Metro Committee representation for Clackamas County and the City of Milwaukie. The City received the official Portland General Electric (PGE) franchise payment estimate which was about 3% lower than projected. Ms. Camors was working on the franchise negotiations, and Ms. Bankhead and Ms. DuVal were negotiating with the Willamette Falls Media Center. He also provided a memo on the bond measure education efforts.

Community Development Update

Mr. Egner reported that the Planning Commission approved a community service use (CSU) permit for the Road Home project at the Milwaukie Christian Church on King Road, and the Design and Landmarks Committee had reviewed and approved the design concept for placement of the lighting on the Kellogg Lake pedestrian bridge. TriMet reviewed the design with the Oregon Department of Fish and Wildlife (ODF&W) to address any concerns related to the lighting possibly disturbing habitat. Upcoming Planning Commission hearings include the Northwest Housing Alternatives application for a zone change at 2316 SE Willard Street, a sign code amendment approving murals, and a North Clackamas School District #12 (NCSD#12) variance request to allow an indoor practice facility at the Milwaukie High School (MHS) athletic field on Lake Road. There will be a Moving Forward Milwaukie public workshop on March 6, 2014, and the Oregon Department of Transportation (ODOT) is expected to release a request for proposals (RFP) within the week to select a consultant for the Monroe Street Neighborhood Greenway.

Mr. Rice updated the City Council on the Riverfront Park project and noted the Engineering Department staff was coordinating a review of the 100% plan set with the Oregon Marine Board and the North Clackamas Parks and Recreation District (NCPRD). The tree removal related to the project will take place in May, and he found out netting the trees to discourage migratory bird nesting would not be necessary. The adjustment of the tree removal schedule did not change the projected completion date on this phase of the Park project. The 17th Avenue multiuse trail design phase was moving forward, and City and ODOT staffs were meeting to discuss this project and lessons learned from earlier joint projects such as Lake Road. The Americans with Disabilities Act (ADA) ramps will be poured in the next couple of weeks.

Councilor Churchill felt the Community Development Block Grant (CDBG) ramp project was being badly managed from a safety and risk aspect. There was a similar situation on Lake Road and Freeman Way with caution tape and cones not being stable and the rebar was left uncapped.

Mr. Rice reviewed previous actions related to the Adams Street Connector. The granting agency for the project (Metro) was concerned it had been left out of the loop during the design phase, and the Clackamas Fire District #1 (CFD#1) had concerns with access and fire life safety issues. He planned to convene a subcommittee composed of two members of Council and a voting member of Celebrate Milwaukie, Inc. (CMI) and/or the South Downtown Concept Planning Group to work through the issues, express opinions, and reach consensus.

Mayor Ferguson recessed the work session at 5:45 p.m. and reconvened the work session at 6:06 p.m.

Milwaukie/Clackamas County Economic Development Partnership

Gary Barth, Director, and **Catherine Comer**, Manager, Clackamas County Business and Economic Development, provided an overview of the programs that were offered. These included Economic Landscape that conveyed economic forces driving Clackamas County and key industry clusters; Business Retention, Expansion, and Recruitment; Employment Lands Asset Mapping; Industry Cluster Development; Community Economic Preparedness (CEP); Export Initiative; Main Street; 3D Modeling; and AG Investment Program.

Ms. Comer discussed the rapid response team available to businesses in crisis with workforce training and education. Clackamas County also managed the Enterprise Zones and developed tools to help with business recruitment featuring promotional videos and collateral material. Staff was also available to help small businesses succeed in such areas as preparation of a business plan. She discussed traded sector industries in Clackamas County and the Employment Lands Asset Mapping Program that had an interactive mapping element and that helped identify potentially successful industry clusters.

Mr. Barth described the AG Investment Plan that focused on four key areas: renewable energies, regional food systems, the equine industry, and agricultural tourism.

Mayor Ferguson adjourned the work session at 6:45 p.m.

Respectfully submitted,



Pat DuVal, Recorder



MILWAUKIE
Dogwood City of the West



Memorandum

To: City Council

From: Grady Wheeler, Public Affairs Coordinator

CC: Bill Monahan, City Manager
Teri Bankhead, Assistant to the City Manager

Date: March 4, 2014

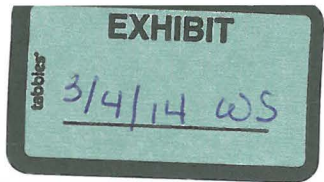
Re: Bond Measure Education Effort

To better communicate bond measure activities in a regular and consistent manner, this memo provides a brief summary of the activities associated with the bond measure input and education process. Assistant to the City Manager Teri Bankhead will attend these Council meetings, is familiar with the effort, and can respond to any inquiries Council may have.

1. Public Affairs Coordinator along with a member of the bond subcommittee attended all of the Neighborhood Association Meetings in February, except Hector Campbell, which was cancelled due to weather. Meetings prior to the February 18, 2014 Council meeting encouraged feedback to Council before its decision of whether or not to refer a bond to the ballot. The Public Affairs Coordinator and a member of the bond subcommittee will continue going to Neighborhood Association meetings to share information about the bond.
2. With Council's referral of the bond to the ballot, the FACT SHEET, LIGHT RAIL INVESTMENT PIECE, and FREQUENTLY ASKED QUESTIONS information pieces have been sent to the city's legal counsel for submittal to the Secretary of State's Elections Division for impartiality review so the materials are cleared for publication and dissemination. Council will be notified when materials have been cleared and earn the "This information was reviewed by the Oregon Secretary of State's Office" disclaimer.
3. Bond subcommittee met with the City's communications consultant on Feb. 27, 2014 who stressed the importance of conveying the two principle pieces of information about the bond: passing the bond will allow the City to maintain core services, and will save money. He also stressed the importance of referring to the budget process to determine staffing and service levels.

4. Next steps:

- a. Schedule presentations by the Public Affairs Coordinator and member of the bond subcommittee for the Milwaukie, Lewelling, Ardenwald, Linwood Elementary Parent-Teacher-Organizations, the Rowe Middle School Parent-Teacher-Organization, the Lions Club, Milwaukie Rotary and the North Clackamas Chamber of Commerce
- b. Prepare utility bill inserts for April and May cycles
- c. Develop business contact list for consultant communication
- d. Prepare materials for Milwaukie Farmers' Market Community Booth
- e. Schedule Editorial Boards with *Clackamas Review*, *The Oregonian*, *Willamette Week*
- f. Postcard mailer forecasted for end of April
- g. Community Forum forecasted for end of April
- h. Ballots mailed in early May
- i. May 20, 2014 Election



Metro Committee representation – General and for Clackamas County and City of Milwaukie

Committee	Appointed by	Committee make-up	Milwaukie residents or staff on committee
Joint Policy Advisory Committee on Transportation	Local Govt. / Council	Primarily elected officials. Rotating seat for Clackamas County cities (currently Lake Oswego)	
Transportation Policy Alternatives Committee	Local Govt./ Council	Primarily staff. Rotating seat for Clackamas County cities – currently Oregon City. Three community representatives each fall are appointed to serve a two-year term. Formal application and interview process.	
Metro Policy Advisory Committee	Local Govt. / Council	Primarily elected officials. Rotating seat for Clackamas County cities (currently West Linn) One Clackamas County citizen seat	Wilda Parks, citizen for Clackamas County; Ed Gronke, (alternate) citizen for Clackamas County;
Metro Technical Advisory Committee	Local Govt. / MPAC	Primarily staff. Rotating seat for Clackamas County cities – currently Denny Egner from Milwaukie.	Denny Egner
Metro Exposition and Recreation Commission	Council	The appointments are made by Metro/City of Portland/Multnomah Co./Washington Co./Clackamas Co. and approved by Metro Council.	
Natural Areas Program Performance Oversight Committee	Council	Members are appointed by council president.	Andrew Norby, Berkshire Hathaway Home Services
Metro Solid Waste Advisory Committee	Council	Local jurisdiction solid waste regulatory staff nominated by jurisdiction.	
Metro Audit Committee	Auditor	Members with accounting experience nominated by the Auditor.	
Metro Public Engagement Review Committee	Council	One staff representative from Clackamas County, at least three community members with	

Metro Committee representation – General and for Clackamas County and City of Milwaukie

		public engagement experience.
Transit Oriented Development Steering Committee	Council	Agencies and individuals with development experience.
Zoo Bond Oversight Committee	Council	20 members with expertise related to bond implementation and construction, appointed by Metro Council.
Equity Advisory Committee	COO	Equity organizations and leaders appointed by Metro Council.
Nature in Neighborhoods Capital Grants Review Committee	Council	Up to three community representation positions, appointed by Metro Council.
Cemetery Advisory Committee	Council	Ten members – mix of cemetery experience, friends' organizations, community members.



MILWAUKIE

Dogwood City of the West



Memorandum

To: City Council

From: Steve Butler, Community Development Director
Denny Egner, Planning Director
Jason Rice, Engineering Director

CC: Bill Monahan, City Manager

Date: March 4, 2014

Re: Community Development Department Projects - City Council Update for 3/04/14 Work Session

Parks & Sustainability

- Neighborhood Park Completion
- Park District Cost Allocation
- City Swale/Median Maintenance Contracts
- Sustainability Plan
- Tree City USA
- Public/Government Access
- **Milwaukie Riverfront Park**

Engineering

- Quiet Zone Implementation
- **Adams Street Connector**
- **17th Avenue Multiuse Trail**
- **ADA Ramp Grant – CDBG**
- Stanley Avenue Stormwater

Planning

- Annexations
- **Land Use and Development Review**
- Light Rail Permitting
- Zoning Code Enforcement
- **Moving Forward Milwaukie: Enhancing Our Commercial Districts**
- Code Amendments

Community Development

- Kellogg Ped/Bike Bridge
- **ODOT TGM Grant—Monroe Street Neighborhood Greenway**
- Adams Street Lanterns

Building

- Updates

Parks & Sustainability

Milwaukie Riverfront Park

- Thank you to City Council for pressing forward on obtaining the WES Easement associated with this project. Staff is now working with Counsel to obtain the North Clackamas Parks and Recreation District (NCPRD) easements associated with access to the site.
- Engineering Staff is also coordinating review of the 100% plan set with the Oregon Marine Board, NCPRD, and Operations.

Planning

Land Use and Development Review

- Planning Commission action:
 - On February 25, the Planning Commission approved a request by Northwest Housing Alternatives for a Community Service Use (CSU) permit to operate "A Road Home", a vehicle-based homeless shelter at the Milwaukie Christian Church on King Road. The shelter was approved as a three-month pilot project and any continuation or extension of the use will require a separate CSU permit approval.
- Design and Landmarks Committee action:
 - On March 3, the DLC reviewed design details for lighting on the pedestrian bridge under the light rail tracks across Kellogg Creek. The DLC approved the design concept for placing overhead lights on poles that are secured to the bridge structure. Selection of the specific light fixtures and poles will

come at a future date when the lights are ready to be installed on the bridge. Staff expects to issue the permit for installation of the pedestrian bridge structure this week.

- Upcoming Planning Commission public hearings:
 - March 11, 2014 - Northwest Housing Alternatives application for a zone change at 2316 SE Willard St. This zone change will follow a Type 3 review process which gives final decision making authority to the Planning Commission with an ordinance implementing the Commission's decision approved by the City Council. A hearing before the Council will only be held if the Planning Commission's decision is appealed.
 - March 11, 2014 – A City of Milwaukie proposal to amend the sign code to establish a process for reviewing and approving murals. The Planning Commission hearing will be opened and immediately continued to a date certain (April 8th) to allow additional time for preparation of the proposal.
 - March 25, 2014 – North Clackamas School District application to replace the existing outdoor batting cage with a new indoor practice facility at the Milwaukie High School's sports field complex on Lake Road. The project is being reviewed as a modification to an existing community service use, with a variance request to waive the requirement for improvements to the existing off-street parking area at the site.

Moving Forward Milwaukie: Enhancing Our Commercial Districts

- On March 6, the City is sponsoring a public workshop on the Moving Forward Milwaukie project. The workshop begins at 6:00 PM with an open house. At 6:30 PM, the project consultants will present information about what has been learned through the case study process and electronic polling will be used to gauge community support for a variety of development concepts and strategies. The workshop will be held at the Milwaukie Presbyterian Church on Lake Road.

Community Development

ODOT TGM Grant—Monroe Street Neighborhood Greenway

- ODOT staff is expected to release the Request for Proposals later this week or early next week. A small selection committee will review and evaluate proposals to select a consultant by early April. The NDAs will be involved in the consultant selection process.

Engineering

Adams Street Connector

- Staff from the granting agency for the project (Metro) has stated concerns with their level of involvement while the project was being honed into what it is today.
- With direction from Bill, Staff would like to convene a sub-committee built of two Council members, and at least one member of the CMI group and/or the South Downtown Concept Planning Group.
- This group would work through the issues presented by Metro in order to come to consensus on how the project should be advanced.
- The group would meet this, if not next, week in order to report back to Council its findings at the March 18th Work Session.

17th Avenue Multiuse Trail

- ODOT has notified Staff that they expect the design contract to be signed as early as next week.
- Once a Notice-to-Proceed is received from ODOT, the first step will be for Staff to start communicating with the public as to what they should expect throughout the project.

ADA Ramp Grant – CDBG

- Remaining items to be completed.
 - Concrete Ramps on Monroe Street
 - The intersection of 28th and Monroe will be poured this week
 - The remaining ramps will be poured back next week
 - Asphalt patches in front of ramps
 - Starting next week once the final ramp is poured.
- There have been some concerns expressed by the public with regards to safety around these ramps. Staff shares in these concerns and is communicating this with the contractor on a daily basis. The major challenge, beyond weather conditions, is maintaining the flagging. Almost every night someone is tearing down the flagging and moving the contractor's cones. Despite this, Staff has expressed our public's desire for safety to remain their highest priority.

CLACKAMAS COUNTY BUSINESS & ECONOMIC DEVELOPMENT PROGRAMS



March 4, 2014

Presented by:

Clackamas County Business & Economic Development

For the City of Milwaukie



Catherine Comer, Manager
Cindy Hagen, Coordinator
Jamie Johnk, Coordinator
Teresa Sears, Administrative Assistant

A Division of
Business & Community Services
Gary Barth, Director

WHY WE DO ECONOMIC DEVELOPMENT

The Cycle of Development



COUNTY PROGRAMS OVERVIEW

- ▶ Economic Landscape
 - ▶ Business Retention, Expansion and Recruitment
 - ▶ Industry Cluster Development
 - ▶ Asset Mapping
 - ▶ Export Initiative
 - ▶ Community Economic Preparedness
 - ▶ Main Street
 - ▶ Ag Investment Plan
- 

ECONOMIC LANDSCAPE

- ▶ Convey economic forces that are driving Clackamas County by identifying key industry clusters and their economic output.
- ▶ Key clusters:
 - ▶ Advanced Manufacturing – Metals & Machinery
 - ▶ Professional Business Services
 - ▶ Wood Manufacturing
 - ▶ Wholesale Trade
 - ▶ Trucking & Distribution
 - ▶ Advanced Technology - High Tech
 - ▶ Health Care
 - ▶ Food & Beverage Processing
 - ▶ Agriculture & Food Production
 - ▶ Nurseries & Greenhouses
 - ▶ Film & Media Production



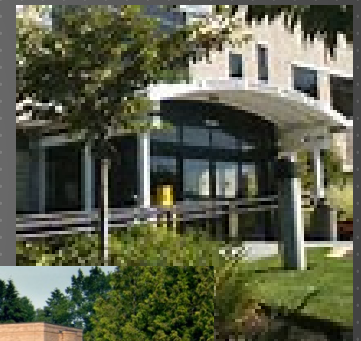
BUSINESS RETENTION, EXPANSION AND RECRUITMENT

- ▶ **Economic Development Staff works with businesses, communities and state agencies to recruit new business to Clackamas County, assist in expansion of existing business and promote traded-sector* industries to create jobs and increase the County's gross domestic product.**

Projects:

- ▶ **Business Outreach**
- ▶ **Track Databases of Businesses and Properties**
- ▶ **Lead Management**
- ▶ **Enterprise Zone; Strategic Investment Zone; Rural Renewable Energy Development Zone**
- ▶ **Industry Promotional Videos**
- ▶ **Tools for Business Success**

*Traded sector businesses provide products or services that are purchased outside of the region



EMPLOYMENT LANDS ASSET MAPPING

Phase I (completed FY 12-13):

- ▶ **Conducted an inventory of vacant employment lands**
- ▶ **Identified 15+ acre development opportunity sites**
- ▶ **Completed a cursory site conditions analysis**
- ▶ **Met with property owners and community partners**
- ▶ **Developed an interactive mapping tool – Site Search**



PROGRAM: EMPLOYMENT LANDS ASSET MAPPING

Phase II (FY 13-14):

- ▶ **Development Area Plan**
- ▶ **Decision Ready Designation by Business Oregon**
- ▶ **Target Industry Analysis**
- ▶ **Industry Cluster Impact Analysis**
- ▶ **Marketing and Implementation Plan**



PROGRAM: INDUSTRY CLUSTER DEVELOPMENT

Project:

- ▶ **Industry Cluster Convening** - Sponsors roundtable discussions to identify cluster needs, opportunities and obstacles, and areas of strongest mutual interest.
- ▶ **Film & Media Production** - In partnership with the Oregon Film & Video office, staff promotes the regional development of the film, video and multimedia industry in order to increase the industries revenues, investment, and jobs in Clackamas County. Staff created an online one-stop film permitting application.
- ▶ **Manufacturing** – Staff is participating the regional efforts to support Investing in Manufacturing Communities Partnership.



PROGRAM: COMMUNITY ECONOMIC PREPAREDNESS (CEP)

- ▶ Helps communities with tools to advance business retention, expansion and new business prospect inquiries.
- ▶ Assess market strength and labor force readiness.
- ▶ Increase community marketability for economic development opportunities.

Projects:

- ▶ **Community Assessment Tool** – questionnaire to analyze strengths and opportunities for business development.
- ▶ **Community Trainings:**
 - Creating a Business Response Team
 - Economic Development 101
 - Main Street 101
- ▶ Host quarterly Economic Development Practitioner's Roundtable meetings.



PROGRAM: 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
- ▶ Industry Supply Chain
- ▶ Engaged in the Greater Portland Export Initiative



Exporting Clackamas County
May 2013 Forum



PROGRAM: MAIN STREET

- ▶ Efforts to revitalize and bring economic vitality to historic downtown areas by providing technical assistance, mentorship and training to Clackamas communities.

Project:

Destination Downtown – A current study on identifying traded sector businesses located in downtowns through the County.



PROGRAM: 3D MODELING

Assists Communities using visual imaging for Redevelopment Areas

Goals

- Spur private investment
- Increase property values,
- Retain and recruit business
- Enhance the appearance of communities



PROGRAM: AG INVESTMENT PLAN

- ▶ **This project focuses on four key areas of opportunity, including renewable energies, regional food systems, regional impact from the equine industry, and agricultural tourism.**
- ▶ **Upon completion of the Ag Investment Plan, the project is now managed by the Clackamas County Business & Community Services Natural Resources division.**



Business and Economic Development

503-742-4BIZ (4249)

www.clackamas.us/business



CLACKAMAS
COUNTY



MILWAUKIE CITY COUNCIL WORK SESSION

City Hall Conference Room
10722 SE Main Street
www.milwaukieoregon.gov

AGENDA
MARCH 4, 2014

A light dinner will be served.

Page #

1. 5:00 p.m. **City Manager's Report** Bill Monahan

The Work Session will recess at 5:30 p.m. at which time the Budget Committee will convene. The Work Session will reconvene at 6:15 p.m.

2. 6:15 p.m. **Milwaukie/Clackamas County Economic Development Partnership** Steve Butler & Denny Egner **1**
3. 6:45 p.m. **Adjourn Work Session**

Information

Executive Session: The Milwaukie City Council may meet in executive session immediately following adjournment pursuant to ORS 192.660(2). All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions as provided by ORS 192.660(3) but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.

Public Notice

- The Council may vote in work session on non-legislative issues.
- The time listed for each discussion item is approximate. The actual time at which each item is considered may change due to the length of time devoted to the one previous to it.
- The Council requests that mobile devices be set on silent or turned off during the meeting.
- The City of Milwaukie is committed to providing equal access to information and public meetings per the Americans with Disabilities Act. For special accommodations, please call 503-786-7502 or email ocr@milwaukieoregon.gov at least 48 hours prior to the meeting.



MILWAUKIE CITY COUNCIL
AGENDA ITEM SUMMARY

Agenda Item: WS 2.
Meeting Date: 03/04/14

Title: **Clackamas County Business and Economic Development - Presentation**

Prepared By: Vera Kolas, Associate Planner

Department Approval: Steve Butler, Community Development Director

City Manager Approval: Bill Monahan, City Manager

Approval Date: February 25, 2014

ISSUES BEFORE COUNCIL

Consider collaborating with the Clackamas County Business and Economic Development (CCBED) team to promote economic development in Milwaukie.

STAFF RECOMMENDATION

Active participation with the CCBED.

KEY FACTS & INFORMATION SUMMARY

Clackamas County has two key roles in economic development – the Business and Economic Development Team and the Economic Development Commission (EDC). The Business and Economic Development Team is staffed by county employees functioning in a number of different areas. The EDC is a 25 member advisory committee to the Board of County Commissioners. The EDC focuses on issues affecting the economic vitality of Clackamas County. The Mission of the EDC is to: “Create prosperity by fostering balanced economic development in Clackamas County through a close partnership with government and the private sector.”

OTHER ALTERNATIVES CONSIDERED

Alternatives include not working with CCBED.

CITY COUNCIL GOALS

Participation in regional economic development initiatives could help implement the Council Goal which reads: *Support our downtown businesses in their efforts to create a business directed growth plan.*

FISCAL NOTES

There is no direct cost to work with the CCBED.

ATTACHMENTS

1. Employment Lands Asset Mapping – Milwaukie property example
2. Cluster Brochure – Food and Beverage Processing
3. Full list of Economic Development Commissioners



MILWAUKIE CITY COUNCIL
STAFF REPORT

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Clackamas County Business and Economic Development – Presentation**

From: Vera Koliass, Associate Planner
Steve Butler, Community Development Director

Date: February 25, 2014

ACTION REQUESTED

No action required. Staff supports the City of Milwaukie working directly with the CCBED on various initiatives and efforts.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

No previous actions or discussion.

Catherine Comer, Manager of the County’s Business and Economic Development Team is scheduled to make a presentation to the Council at the March 4, 2014 work session.

The Clackamas County Business and Economic Development Team actively works to attract new businesses as well as support existing business growth. Their purpose is to provide assistance to corporations, small businesses and manufacturers with industry growth and vitality, with a heavy emphasis on job creation and retention.

The Team has several areas of effort, including business assistance, an export initiative, a site selection tool for identifying development ready employment sites, and a robust Main Street program. The County’s Business and Economic Development Team undertakes multiple efforts and programs within each area of focus and their website includes a comprehensive menu of “Tools for Business” (e.g. marketing information, green business practices, disaster planning and recovery, business and employee training, etc.), and free, one-on-one business counseling. The website is a very good resource, both for public agencies and business owners.

An important project of the CCBED is the Clackamas County Economic Landscape project. The goal of this project is to “convey the current economic forces that are driving the Clackamas County local economy by identifying economic output by key traded-sector industry clusters, and key to increase the jobs-to-housing ratio.” This effort also produced brochures for identified key individual industry clusters:

- Advanced Manufacturing
- Advanced Technology
- Agriculture and Food Production
- Film and Media Production
- Food and Beverage Processing
- Health Care
- Nurseries and Greenhouses
- Professional Business Services
- Trucking and Distribution
- Wholesale Trade
- Wood Product Manufacturing

Clackamas County's 2009 Economic Development Plan, "Open for Business – Clackamas County, Oregon", is the guiding document for the Team's efforts. The Vision of the plan is "to create a unique niche in the Portland Metro area as a business-friendly place that fosters innovation and sustainable practices, attracts the creative class, and embraces its diversity."

The plan and the CCBED team's efforts focus on a five-pronged strategy:

1. **Business retention and growth** – strategies for helping local businesses to expand and increasing the inventory of jobs while maintaining the fundamental services that make Clackamas County an attractive place to live and work.
2. **Business recruitment** – focuses on strategic business recruitment efforts for targeted industry clusters and traded sector firms with strong growth potential that offer high wage jobs and investment.
3. **Infrastructure** – a multi-pronged strategy to expand, maintain and advocate for funding for transportation, water and wastewater infrastructure.
4. **Workforce and education** – focuses on developing a skilled workforce that meets the needs of current and future employers
5. **Regional Collaboration** – focuses on the need for increased outreach and coordination with regional, state and local economic development related organizations and efforts that leverage the County's services.

The plan discusses each strategy in detail, including several objectives, specific actions, implementation strategies and a list of indicators of success.

The Economic Development Commission is a 25-member group that meets monthly. This group is made up of people representing a wide variety of business interests such as: banking and financial services, commercial real estate, architecture, utilities, food and beverage processing, manufacturing, and environmental services, to name a few. Currently, three members of the EDC directly represent the Milwaukie area.

Over the past few years, the EDC has worked to provide recommendations on Exporting, Infrastructure, and Permitting Processes and has provided Special Project Area recommendations for the Clackamas Industrial Area and the McLoughlin Corridor.

These efforts and initiatives will apply to Milwaukie in a number of different ways, as the City crafts its economic development program. Each of the CCBED five focus areas is also important to the City. By collaborating with the CCBED, the City will be able to take advantage of their regional resources, ensure that Milwaukie businesses and business opportunities are on the County's radar (particularly important for site selectors), and allow the City to act as facilitator to connect our business community with much-needed tools and resources. The City of Milwaukie will be able to increase our knowledge base, expand services, and minimize duplication of effort.

CONCURRENCE

Participation with the CCBED has not been discussed with other City committees, boards, or commissions.

FISCAL IMPACTS

There is no cost to collaborate with the CCBED.

WORK LOAD IMPACTS

Working with the CCBED will be consistent with the City's upcoming economic development work efforts and will improve our ability to assist local businesses, market the City to attract new

businesses, and expand our services to the business community at large. An example of this is the ability to tap into the CCBED staff's work in creating and managing a comprehensive inventory of available commercial and industrial space, which is critical to site selectors and others searching for space in the metro area. No additional work load is expected if the City were to collaborate with the CCBED.

ALTERNATIVES

Alternatives include not working with CCBED.

ATTACHMENTS

1. Employment Lands Asset Mapping – Milwaukie property example
2. Cluster Brochure – Food and Beverage Processing
3. Full list of Economic Development Commissioner

Clackamas County Employment Land Analysis

Site Information

Site Name	MI-18
Address	SE Hwy 224
Location	Milwaukie
Assessor Acres	1.05
Land Type	Industrial
Map/Tax Lot Number	11E36AD07200
Parcel Number	00025680
For Sale/Lease	Sale
Site ID Number	
State Certified	No
Regionally Significant Site	No



Land Use

Zoning	BI
Urban Growth Boundary	METRO UGB
Jurisdiction	Milwaukie
Number of Tax Lots	1

Infrastructure

Served By

Sewer	City of Milwaukie
Water	City of Milwaukie
Storm Water	City of Milwaukie
Natural Gas	NW Natural
Electrical	Portland General Electric
Telecommunications	Service Providers
Rail Access	No
Access/Roads/Streets	SE 37th Ave

For more information on this property contact:

Clackamas County Business and Economic Development
150 Beaver Creek Rd, Oregon City, OR 97045 | 503-742-4BIZ (4249)

Environmental Overlays

Yes/No

Wetlands	No
Floodplain	No
Stream Buffers	Yes
Brownfields	No
Site Slope (greater than 10%)	Yes
Geologic Hazards	No

Proximity To

Portland Airport	17 miles
Port of Portland	16 miles
Freight Route	0 miles
Railroad	0 miles

Incentives

Enterprise Zone	North Urban
Urban Renewal	Not in District
Strategic Investment Zone (SIZ)	Urban
Rural Renewable Energy Development Zone (RRED)	Not in Zone

Food & Beverage Processing



Food and beverage processing is a key cluster in Clackamas County. Establishments within this cluster range in size from small independents to large international practices. Clackamas County food and beverage processing businesses capitalize on the proximity to agricultural products grown locally and highway, rail and port transportation facilities. This cluster derives much of its sales from customers outside the nine-county Portland-Vancouver region, and includes seven of the County's Top 100 private businesses. Representative businesses include: Bob's Red Mill; Ever Fresh Fruit Company; Fred Meyer; Integrated Bakery Resources; Interstate Meat Distributors; and S.A. Piazza.



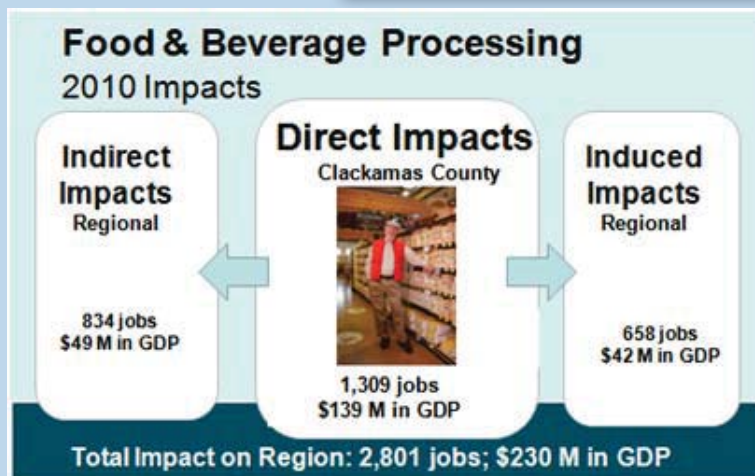
Economic Benefits to Clackamas County and the Region

The food and beverage processing cluster is a natural fit in Clackamas County with access to organically grown food produced locally and throughout the Pacific Northwest. Today there are 50 food and beverage processing companies that employ over 1,300 workers in Clackamas County. This cluster also includes several of the county's largest employers, and supports hundreds of small and medium size suppliers. Businesses within this cluster favor Clackamas industrial locations with convenient highway and rail access. This cluster provides a large mix of entry level and management career opportunities, and may benefit from increasing foreign exports to Asia over the coming decade. The direct economic benefit from production costs, employee compensation, and tax payments accounts for \$139 million in value added GDP in Clackamas County, and leverages an additional \$91 million in secondary regional GDP from supply chain purchases and employee spending multipliers.

Food & Beverage Processing Cluster Current Stats for Clackamas County

- Annual GDP (Value Added):** \$139 Million
- Cluster Share of County GDP:** 0.9%
- Exports/Sales from Outside Region:** 35%
- Direct Employment:** 1,309 jobs
- County Businesses:** 50
- Number of Businesses in Top 100:** 7
- 10-year Job Growth Forecast:** 5%
- Cluster Location Quotient (LQ):** 0.8

Source: compiled by FCS GROUP based on IMPLAN (2010), adjusted to 2011 dollars; with 10-year forecast by Oregon Employment Dept. GDP = gross domestic product. Location Quotient (LQ) depicts relative share of this industry's contribution in Clackamas County compared to this industry's contribution in the 9-county region.



CLACKAMAS COUNTY ECONOMIC LANDSCAPE
Food & Beverage Processing

Food & Beverage Processing: Annual Economic Benefits

	2009	2010
Industry Location Quotient	0.63	0.80
Contribution to County GDP	0.7%	0.6%
Business Establishments in County	56	50
Avg. Labor Income in County (per job)	\$51,995	\$55,985
Labor Income in County	\$69,847,874	\$73,285,000
Employment		
Direct Jobs in Clackamas County	1,343	1,309
Secondary Jobs	1,314	1,492
Total Direct & Secondary Employment	2,657	2,801
Direct GDP and Output in Clackamas County		
Direct GDP (Value Added)	\$107,827,748	\$134,988,000
% Traded Outside Region	n/a	35%
Output	\$597,403,584	\$677,257,000

GDP = Gross Domestic Product.

Source: analysis by FCS GROUP. All data in this table, with exception of business establishments, are based on 2010 IMPLAN estimates. Employment reflects total jobs (full and part time workers as well as self-employed). Estimated business establishments are derived from the Oregon Employment Department. Location quotients are based on Clackamas County's relative propensity to attract employers within this cluster in comparison to the nine-county Portland-Vancouver region.

Food & Beverage Processing Strategic Market Opportunities

- The future outlook for the food and beverage manufacturing cluster continues to improve, as overall economic conditions improve nationally and internationally.
- The average compensation in this cluster is well above the county-wide average for all jobs, total GDP (valued added) increased by 25% between 2009 and 2010.
- Opportunities for international market opportunities are expanding with the emerging middle class in major Asian markets, such as China, India and the Middle East.
- Current challenges in the food & beverage processing cluster include complex national and international regulations, fluctuating commodity prices, and safety concerns.
- The national trend towards "buying local organic" produced foods and beverages should benefit Clackamas County specialty food and beverage processors for many years.



Food & Beverage Processing Cluster North American Industrial Classification System (NAICS) Categories

311: Food processing and manufacturing. Such as milling, baking and refining raw food products. These processes produce food and other edible items such as coffee and seasoning.

312: Beverage manufacturing. Such as bottling, producing, fermenting and distilling beverages. This includes breweries, wineries, bottling plants and liquor distilleries

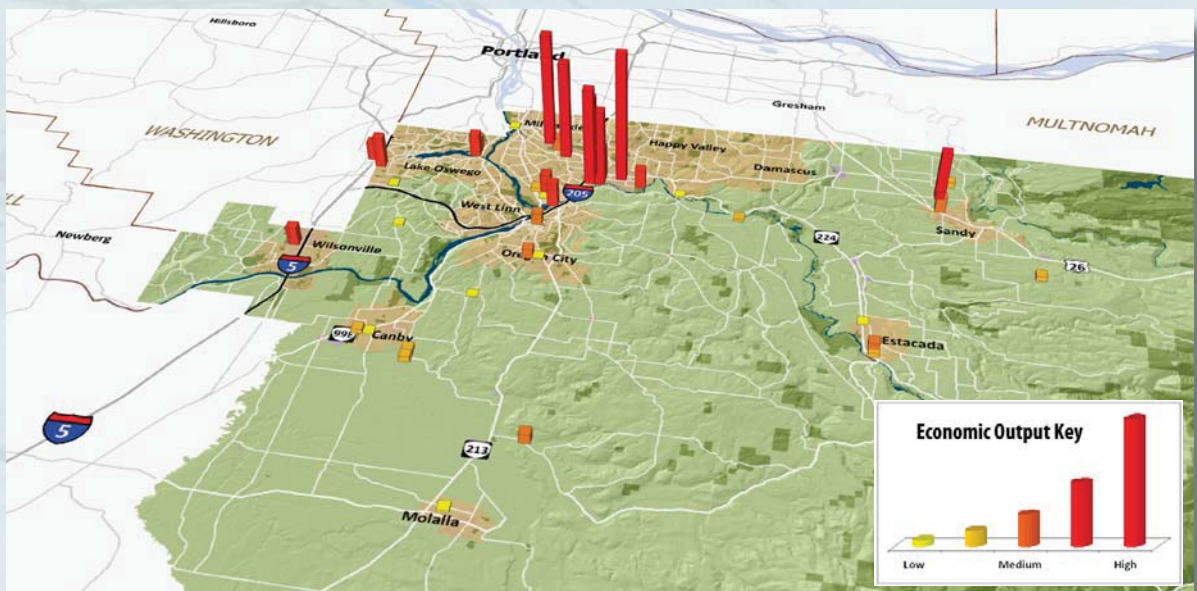
Sample of Food & Beverage Processing Companies in Clackamas County

AG Specialty Foods Inc.
BCI Coca Cola Bottling Co. *
Bob's Red Mill Natural Foods *
Ever Fresh Fruit Company *
Fred Meyer*
Integrated Bakery Resources*
Interstate Meat Distributors *
S.A. Piazza & Associates
Safeway Stores *
Saint Honore Bakery

Source: Oregon Employment Department.
 * Indicates top 100 County Business Listing



Existing Food & Beverage Processing Companies in Clackamas County: Annual Regional Economic Output by Location*



*Reflects total economic output attributed to business activities measured in 2010, using the IMPLAN model for Clackamas County.

CLACKAMAS COUNTY ECONOMIC LANDSCAPE Food & Beverage Processing

Career Opportunities

Employment in agriculture & food production is forecast to increase by the Oregon Employment Department. The leading occupations in this cluster include:

- Production Worker
- Quality Assurance Technician
- Food Research and Development
- Sales Representative
- Packaging
- Bakers
- Food Mixing and Blending
- Meat, Poultry and Fish Cutters
- Laborers and Stock Workers
- Maintenance and Repair
- Supervisors and Managers



Resources

Clackamas County Business & Economic Development
www.clackamas.us/business

Business Oregon
www.oregon4biz.com

Workforce Investment Council of Clackamas County
www.wicco.org

Food Innovation Center
www.fic.oregonstate.edu

Oregon Department of Agriculture
www.oregon.gov/oda

NW Food Processors Association
www.nwfpa.org

Western United States Agriculture Trade Association
www.wusata.org

USDA Natural Resources Conservation Service
www.nrcs.usda.gov

Worksource Clackamas
www.worksourceclackamas.org

Contact Information

Clackamas County Business & Economic Development
150 Beaver Creek Road
Oregon City, Oregon 97045
503-742-4329
www.clackamas.us/business



Consultants:
FCS GROUP
Real Urban Geographics

WS9

ATTACHMENT 3

Economic Development Commission Membership Roster – 2013

Executive Committee

Jason Lehne, Chair

Business Breakthroughs International

Area Represented: Clackamas

Industry Represented: Professional Business Services - Consultant

Kenneth McClintock, Vice Chair

Edward Jones

Area Represented: Gladstone

Industry Represented: Professional Business Services - Finance

Conrad Johnson, Immediate Past Chair

Wells Fargo

Area Represented: Clackamas

Industry Represented: Professional Business Services - Finance

Bill Avison

Avison Lumber Co.

Area Represented: Molalla

Industry Represented: Wood Products Manufacturing

Robert Campbell

Small Business Development Center

Area Represented: Milwaukie

Industry Represented: Professional Business Services – Consultant

EDC Members

Matt Butts

Group Mackenzie

Area Represented: West Linn

Industry Represented: Professional Business Services - Architect/Design

Gavin Carpenter

Sequential Pacific Biodiesel

Area Represented: Milwaukie

Industry Represented: Manufacturing

Ross Connor

Ross Connor Real Estate

Area Represented: Milwaukie

Industry Represented: Professional Business Services - Real Estate

Danny Crossman

Successful Business Management, LLC

Area Represented: West Linn

Industry Represented: Professional Business Services - Consultant

Kenneth Everett

MAP, Inc.

Area Represented: Colton

Industry Represented: Nurseries and Greenhouses

Archie Ewers

Portland General Electric
Area Represented: Oregon City
Industry Represented: Utilities

Richard Goddard

Portland General Electric
Area Represented: Wilsonville
Industry Represented: Utilities

Jon Gramenz

Clackamas Federal Credit Union
Area Represented: Oregon City
Industry Represented: Professional Business Services – Finance

Bennett Johnson

Fearless, Inc.
Area Represented: Estacada
Industry Represented: Food and Beverage Processing - Brewery

Kevin Klupenger

Ornamental Nursery
Area Represented: Wilsonville
Industry Represented: Nurseries & Greenhouses

Cheryl McGinnis

Clackamas River Basin Council
Area Represented: Gladstone
Industry Represented: Environmental

Jerry Simnitt

Nursery Owner
Area Represented: Canby
Industry Represented: Nurseries & Greenhouses

Tammy Stempel

Adapt Engineering, Inc.
Area Represented: Gladstone
Industry Represented: Professional Business Services – Green Building

Gordon Young

Vector Control District
Area Represented: Oregon City
Industry Represented: Environmental

Liaisons

Lita Colligan

Oregon Institute of Technology
Area Represented: Wilsonville
Industry Represented: Education

Tammy Marquez-Oldham

Portland Community College - Small Business Development Center
Area Represented: Portland
Industry Represented: Professional Business Services – Consultant/Export Resource

Kim Parker

Workforce Investment Council of Clackamas County
Area Represented: Clackamas
Industry Represented: Workforce