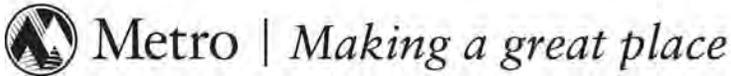


Metro | Agenda

Meeting: Metro Policy Advisory Committee (MPAC)
Date: Wednesday, May 23, 2012
Time: 5 to 7 p.m.
Place: Metro, Council Chamber

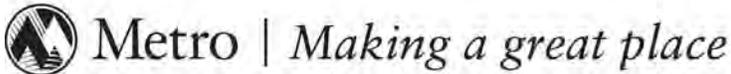
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| 5 PM | 1. | <u>CALL TO ORDER</u> | Jerry Willey, Chair |
| 5:02 PM | 2. | <u>SELF INTRODUCTIONS & COMMUNICATIONS</u> | Jerry Willey, Chair |
| 5:05 PM | 3. | <u>CITIZEN COMMUNICATIONS ON NON-AGENDA ITEMS</u> | |
| 5:10 PM | 4. | <u>COUNCIL UPDATE</u> | |
| | | <ul style="list-style-type: none">• Update on LCDC Discussion on UGB | |
| 5:15 PM | 5. | * CONSIDERATION OF THE MAY 9, 2012 MINUTES | |
| | 6. | <u>INFORMATION / DISCUSSION ITEMS</u> | |
| 5:20 PM | 6.1 | Logistics for Industrial Tour – FedEx Facility and Troutdale Reynolds Industrial Park – <u>INFORMATION</u> | Robin McArthur |
| 5:25 PM | 6.2 | * Economic Development in the Portland Metropolitan Region – <u>INFORMATION / DISCUSSION</u> | Sean Robbins
and Maggie Davis,
Greater Portland, Inc. |
| | | <ul style="list-style-type: none">• <i>Outcome:</i> Understand role of Greater Portland, Inc and discuss links with local economic development efforts. | Gary Barth, Clackamas Co.
Catherine Comer,
Clackamas Co. |
| 6:55 PM | 7. | <u>MPAC MEMBER COMMUNICATION</u> | |
| 7 PM | 8. | <u>ADJOURN</u> | Jerry Willey, Chair |

* Material included in the packet. For agenda and schedule information, call Kelsey Newell at 503-797-1916, e-mail: kelsey.newell@oregonmetro.gov. To check on closure or cancellations during inclement weather please call 503-797-1700.



2012 MPAC Tentative Agendas
Tentative as of 5/15/12 -- Subject to Change
Italicized items are not confirmed

<p><u>MPAC Meeting</u> May 9</p> <ul style="list-style-type: none"> • Public Engagement Review Process Proposal (discussion) • Proposed amendments to the Regional Transportation Functional Plan (Recommendation to Council) • DLCD staff recommendation on UGB decision (update and discussion) • Lessons learned from Michael Freedman presentation (discussion) • 	<p><u>MPAC Meeting</u> May 23</p> <ul style="list-style-type: none"> • Economic Development in the Portland region (Sean Robbins, CEO, Greater Portland Inc;) • Update on LCDC UGB discussion • Logistics for industrial site tour
<p><u>MPAC Meeting</u> June 13</p> <ul style="list-style-type: none"> • Tour of industrial sites (Port of Portland) 	<p><u>MPAC Meeting</u> June 27</p> <ul style="list-style-type: none"> • Climate Smart Communities/Oregon Statewide Transportation Strategy Public Comment • Regional Brownfields Scoping Project Findings • East Metro Connections Plan (EMCP) update – (mobility corridor refinement plan) • Update on LCDC UGB/Growth Management discussion • Logistics for Oregon City Downtown/Main Street Redevelopment tour • Lessons learned from industrial lands tour/discussion
<p><u>MPAC Meeting</u> July 11</p> <ul style="list-style-type: none"> • Tour of Oregon City downtown (Oregon City elected officials and staff) 	<p><u>MPAC Meeting</u> July 25</p> <ul style="list-style-type: none"> • Community Investment Initiative Strategic Plan • Lessons learned on downtown/main street redevelopment tour/discussion • <i>Logistics for SW corridor tour</i>
<p><u>MPAC Meeting</u> August 8</p> <ul style="list-style-type: none"> • <i>SW Corridor Tour</i> 	<p><u>MPAC Meeting</u> August 22 (Cancelled – council recess)</p>
<p><u>MPAC Meeting</u> September 12</p> <ul style="list-style-type: none"> • Next steps with SW Corridor Plan • <i>St Johns Town Center tour</i> 	<p><u>MPAC Meeting</u> September 26 (Cancelled – Yom Kippur)</p>



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<p><u>MPAC Meeting</u> October 10</p> <ul style="list-style-type: none"> • <i>Lessons from St Johns Town Center tour</i> • Population and Employment Forecast and Growth Distribution (Discussion) • Brownfields Final Report • Active Transportation Plan 	<p><u>MPAC Meeting</u> October 24</p> <ul style="list-style-type: none"> • Population and Employment Forecast and Growth Distribution (Recommendation to Council) • <i>TriMet Briefing</i> • <i>Concept Planning (local governments/Metro)</i> • <i>Possible 2013 Legislation</i>
<p><u>MPAC Meeting</u> November 14</p> <ul style="list-style-type: none"> • <i>Urban Unincorporated Areas – history of Multnomah County urban services policy</i> • <i>Investment Opportunity Mapping</i> • <i>New Energy Cities (Peter Brandom, Sustainability Manager, City of Hillsboro)</i> • <i>Regional water plan</i> 	<p><u>MPAC Meeting</u> November 28</p> <ul style="list-style-type: none"> • Climate Smart Communities (Discussion)
<p><u>MPAC Meeting</u> December 12</p> <ul style="list-style-type: none"> • Climate Smart Communities (Recommendation to Council) 	<p><u>MPAC Meeting</u> December 26 (Cancelled)</p>

Upcoming Events

- League of Oregon Cities Annual Conference, Sept. 27-29, Salem
- Coalition for a Livable Future Summit (release of Equity Atlas), Oct. 12, PSU
- Association of Oregon Counties Annual Conference, Nov. 13-15, Place TBD

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METRO POLICY ADVISORY COMMITTEE
May 9, 2012
Metro Regional Center, Council Chambers

MEMBERS PRESENT

Jody Carson, 2nd Vice Chair
Steve Clark
Andy Duyck
Maxine Fitzpatrick
Bob Grover
Kathryn Harrington
Tom Imeson
Keith Mays
Doug Neeley
Wilda Parks
Barbara Roberts
Jim Rue
Norm Thomas
Bill Turlay
William Wild
Jerry Willey, Chair

AFFILIATION

City of West Linn, representing Clackamas Co. Other Cities
TriMet Board of Directors
Washington County Commission
Multnomah County Citizen
Washington County Citizen
Metro Council
Port of Portland
City of Sherwood, representing Washington Co. Other Cities
City of Oregon City, representing Clackamas Co. 2nd Largest City
Clackamas County Citizen
Metro Council
Oregon Dept. of Land Conservation & Development
City of Troutdale, representing other cities in Multnomah Co.
City of Vancouver
Clackamas County Special Districts
City of Hillsboro, representing Washington County Largest City

MEMBERS EXCUSED

Sam Adams
Shane Bemis
Michael Demagalski
Dennis Doyle
Amanda Fritz
Jack Hoffman
Carl Hosticka
Charlotte Lehan
Annette Mattson
Marilyn McWilliams
Loretta Smith, Vice Chair
Steve Stuart

AFFILIATION

City of Portland Council
City of Gresham, representing Multnomah Co. 2nd Largest City
City of North Plains, representing Washington Co. outside UGB
City of Beaverton, representing Washington Co. 2nd Largest City
City of Portland Council
City of Lake Oswego, representing Clackamas Co. Largest City
Metro Council
Clackamas County Commission
Governing Body of School Districts
Washington County Special Districts
Multnomah County Commission
Clark County, Washington Commission

ALTERNATES PRESENT

Marc San Soucie

AFFILIATION

City of Beaverton, representing Washington Co. 2nd Largest City

STAFF:

Jessica Atwater, Richard Benner, Nick Christensen, Andy Cotugno, Robin McArthur, Lake McTighe, John Mermin, Sherry Oeser, Katie Shriver, Ramona Perrault, Ken Ray, and Ina Zucker.

1. CALL TO ORDER AND DECLARATION OF A QUORUM

Chair Mayor Jerry Willey declared a quorum and called the meeting to order at 5:07 p.m.

2. SELF INTRODUCTIONS AND COMMUNICATIONS

All attendees introduced themselves.

Chair Mayor Willey reversed the order on the agenda for item number nine, 'Department of Land Conservation and Development Staff Recommendation on Urban Growth Boundary Decision,' and item number eight, 'Recap of Michael Freedman Presentation.'

Ms. Robin McArthur of Metro reminded the group of the planned tours of industrial sites and main streets. On June 13th, MPAC will be visiting the FedEx facility, a TriMet bus chartered for this trip will leave at 4:00pm from Metro. Ms. McArthur circulated a signup sheet for members interested in attending.

3. CITIZEN COMMUNICATIONS ON NON-AGENDA ITEMS

There were none.

4. COUNCIL UPDATE

Councilor Barbara Roberts updated the group on the following items:

- A project update handout on the Regional Active Transportation Plan was made available at this meeting. The project is currently in Phase 1, MPAC will receive a presentation on Phase 1 findings and other updates in the fall. More information is available at www.oregonmetro.gov/activetransport.
- On May 16, 2012 the Oregon Transportation Commission is expected to release the Oregon Statewide Transportation Strategy and open it to public comment. Please find more information on this topic in the handout provided.
- On April 26, 2012 the Metro Council adopted a resolution authorizing staff to issue a Request for Proposals (RFP) to prospective developers of a headquarters hotel for the Oregon Convention Center. This project is to leverage the private hotel development that is likely to occur within the city to locate nearby and in support of the Convention Center, and seeks to create jobs, support local businesses, develop unused, vacant land, and revitalize the Lloyd District neighborhood. The RFP will seek proposals from private companies in a competitive, transparent process.
- The Boring Station Trailhead Park grand opening will take place on May 19, 2012 at 11am. There will be events in downtown Boring, Metro Councilor Shirley Craddick, Clackamas County officials, and community leaders will be on hand for the celebration. Local share funds from the 2006 Natural Areas Bond measure supported the development of this park.

5. CONSIDERATION OF THE CONSENT AGENDA

- **The February 22, 2012 MPAC Minutes**
- **2012 MTAC Membership Nominations**

Mayor Keith Mays, on behalf of other cities in Washington County, requested that the Metro Technical Advisory Committee (MTAC) member nomination be postponed. Chair Mayor Willey deferred the nomination until the June 27, 2012 meeting.

MOTION: Councilor Marc San Soucie moved, Councilor Jody Carson seconded to adopt the April 11, 2012 minutes.

ACTION TAKEN: With all in favor, the motion passed.

6 PUBLIC ENGAGEMENT REVIEW PROCESS PROPOSAL

Ms. Patty Unfred of Metro presented on Metro's proposed public engagement process. Metro's commitment to public engagement has not changed, but the nature of communications and engagement has. The Metro Committee for Citizen Involvement (MCCI) was disbanded in 2010, and the Metro Council directed staff to develop a new method to monitor and continue to improve engagement with the public. Staff has worked with many partners and stakeholders to develop the new public engagement review process.

The new public engagement review process will consist of:

- Public Engagement Review Committee (PERC)
 - 9 member committee: 3 are public involvement staff (1 from each county), 3 nominated by community organizations, and 3 'at-large' members
 - Provide guidance to the public engagement strategy
 - Proposed to meet twice annually
- Public Engagement Peer Group
 - Public involvement professionals
 - Examine best practices
 - Meet 3-4 times annually
- Stakeholder Summit
 - Diverse representation from around the region
 - Examine upcoming projects, priorities, and strategies
 - Proposed to meet once annually
- Annual public survey
 - Reviewed by PERC, then Metro Council
- Annual public engagement report
 - Reviewed by PERC, then Metro Council

The objectives and outcomes of this new process are to:

- Build public trust
- Build sustainable decisions
- Promote equity
- Understand local aspirations
- Achieve efficiency
- Improve best practices

On May 24th there will be an opportunity for a public hearing. If members would like to make comments, they may do so at the hearing, or members may give comments to Ms. Unfred directly, prior to the hearing.

Group Discussion Included

Some members shared that an equal distribution of citizen representatives on PERC from each county is preferable. Staff noted this preference.

Staff clarified that the community organization nominated positions on PERC are intended to include nominations from a diverse range of community organizations, including small businesses.

Some members expressed concern generally for a lack of opportunity for citizen communications on agenda, as opposed to non-agenda items, at MPAC and other public meeting bodies. The group clarified that MPAC would entertain hearing citizen testimony on agenda items, subject to time limitations.

Some members were encouraged by the listed objectives and outcomes, and emphasized that engagement is not just the responsibility of engagement staff, but also of elected officials. Building public trust and transparency are important products of government.

7. PROPOSED AMENDMENTS TO THE REGIONAL TRANSPORTATION FUNCTIONAL PLAN (METRO CODE CHAPTER 3.08)

Mr. John Mermin of Metro reminded the group of what the Regional Transportation Plan (RTP) and the Regional Transportation Functional (RTFP) are, and that these amendments in Ordinance No. 12-1278 serve to both streamline the implementation of the RTP and create consistency with the Urban Growth Management Functional Plan (UGMFP). The amendments will make granting exceptions and extensions to jurisdictions easier, and add a provision allowing small cities to seek exemption from regional requirements.

In June of 2010, Metro adopted the RTP and a schedule for jurisdictions to bring their plans into compliance with the RTP. Metro anticipates several jurisdictions may have difficulty meeting the 2012 deadlines; these amendments will help to facilitate this process. The Metro Technical Advisory Committee (MTAC) and Transportation Policy Advisory Committee (TPAC) approved the recommendation of the Ordinance unanimously. Mr. Mermin is asking for a recommendation for approval of Ordinance No. 12-1278 from MPAC, and will be asking for the same recommendation from the Joint Policy Advisory Committee on Transportation (JPACT) tomorrow.

Group Discussion Included

Members inquired as to whether or not notification of requests for exemptions or exceptions will be noticed on the Metro website. Staff responded that it is not the current practice, but could become the practice.

Councilor Jody Carson on behalf of other cities in Clackamas County, and Mayor Keith Mays on behalf of other cities in Washington County, expressed strong support for this ordinance.

MOTION: Mayor Doug Neeley moved, Mayor Keith Mays seconded to recommend to the Metro Council that Ordinance No. 12-1278 be adopted.

ACTION TAKEN: With all in favor, the motion passed.

8. DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT STAFF RECOMMENDATION ON URBAN GROWTH BOUNDARY DECISION

Mr. Jim Rue of the Department of Land Conservation and Development (DLCD) was joined by Mr. Rob Hallyburton and Ms. Jennifer Donnelley, both of DLCD, to update the group on the current DLCD remand of Metro's 2011 Urban Growth Boundary decision.

DLCD does not prefer to be in disagreement with Metro, and believes that Metro has done its usual, great job of planning. DLCD has two required roles to play: a planning role and a quasi-judicial role. DLCD is very aware of its responsibility to make decisions in accordance with state law. The staff report remands four specific areas of Metro's 2011 UGB decision. In these areas, DLCD was unable to connect the prescriptions of the law to the outcomes provided in Metro's 2011 Urban Growth Boundary (UGB) decision. Metro and DLCD met with Mr. Richard Whitman and Mr. Greg Wolfe of the Governor's office to have conversation about the specific areas in which there is disagreement, and bridge that gap.

The area most difficult to reconcile is the housing needs analysis. DLCD has scheduled a special hearing on June 14th with LCDC to take up that issue. LCDC will take testimony on this issue tomorrow and Friday, but want to give staff time to work on presenting the housing needs data in a new manner that may clarify the issue. Mr. Rue was not certain if LCDC can vote on the remand if the issues are separated, but knows they will take testimony on all four areas. The Commission is composed of seven very smart, independent people who have been known to come to their own conclusions. Mr. Rue offered that he would love to talk to MPAC about process and other information in the report at this meeting.

Tomorrow morning, the Land Conservation and Development Commission will convene, and there will brief business to resolve prior to the Metro item. It is expected that the hearing on Metro's UGB remand will begin at 9:30am, starting with the staff report, followed by testimony from Metro. Mr. Dick Benner of Metro will be there, as well as Metro Councilor Barbara Roberts.

Group Discussion Included

Members appreciated DLCD participating in the meeting to provide support to Metro and MPAC, and that the group anxiously awaits LCDC's decision.

Mr. Rue asked the group to recall that LCDC has two Metro issues before it—Urban and Rural Reserves and the 2011 UGB decision. For the purposes of tomorrow's hearing, Mr. Rue indicated that all should assume that the Reserves order is in place. The primary reason the Reserves order has not been issued is that DLCD has not been able to get sufficient attention to this matter from the Department of Justice (DOJ). Mr. Rue and Mr. Hallyburton found a former DOJ lawyer to work on the Order under the supervision of our DOJ lawyer; it should be issued very soon.

One member noted that Mr. Rue had referenced Urban and Rural Reserves settlement talks with Washington County, and expressed that Washington County won't settle in regards to Reserves.

Mr. Rue noted that there was every effort to find middle ground between DLCD and Metro, and that none of the remand issues could be postponed to be addressed during the next UGB cycle. Mr. Rue

clarified that DLCD has to use the legal precedent of the City of McMinnville's UGB decision that was determined to be a prescriptive nature of UGB analysis. Mr. Hallyburton cannot recreate the map from the conditions to match Metro's outcomes, it does not leave room for middle ground.

Some members raised the concern, considering the extreme time delay that this decision could have, on the impact to economic development strategies. The region needs to find a balance between satisfying the law and keeping constituents and the region happy. This is the first time Metro has used this methodology to arrive at a UGB decision, it would seem the Commission has some flexibility in its interpretation. Mr. Hallyburton responded that LCDC can to some degree interpret the rules to some extent, but must still follow the law. It is LCDC's role to strike a balance after receiving testimony from both sides. DLCD did its best to strike that balance in its review, but there were a few areas where it wasn't possible. Mr. Rue confirmed that DLCD and LCDC are acutely aware of the jobs issue and the industrial lands issue; it is no accident that these issues are being taken on first, before housing issues. The Commission will decide tomorrow or Friday if the housing and industrial issues should be separated, DLCD has structured it so staff may spend more time on housing issues separately.

Members inquired as to how receiving a final order on the Urban and Rural Reserves could impact an order on the 2011 UGB decision, and if Reserves had to have been concluded in order for the UGB order to be given. Mr. Rue responded that DLCD does everything it can to create an order that is legally defensible. Mr. Benner clarified that if there are appeals on the reserves decision, which it is anticipated there will be, the reserves decision is on a fast track at the Court of Appeals. Metro will get a ruling on the Reserves decision much sooner than the UGB decision, if it is appealed. For the UGB expansion in 2002, the Court of Appeals was looking at 15 expansion areas, and found issue with two; 13 moved on, two came back. This could happen with the Reserves process as well. There is no obvious answer. It is anticipated that some of the objectors to the UGB decision will appeal LCDC's order to the Court of Appeals.

The latest LCDC will issue an oral decision on Metro's 2011 UGB decision remands is close of business on June 14th. It is highly unlikely that the Commission will decide on all four remand issues tomorrow or Friday. It is likely a written order will take longer, coming after the oral decision on June 14.

Some members noted that due to the fact that there still isn't a written order for Urban and Rural Reserves, people have been wondering if there is some sort of negotiation happening between DLCD and Washington, Clackamas, and Multnomah Counties, and Metro. Mr. Rue confirmed that there is not.

Some members asked if LCDC will come to a conclusion on Reserves and the UGB different from the region's decision. Mr. Rue answered that with the UGB decision, as with the Reserves decision, the Commission may pick and choose which areas it objects to, but in that case, the Commission will send the matter back to Metro. LCDC will not choose UGB expansions for the region. ."

9. RECAP OF MICHAEL FREEDMAN PRESENTATION

Chair Mayor Willey led the group in a discussion about the Michael Freedman presentation on April 19, 2012.

Group Discussion Included

Some members went into the presentation feeling neutral, and left feeling impressed; they recommend watching the tape of the event.

Members would like a follow up on the economics of the presentation, specifically what was needed to make X project work, or Y project work.

Members agreed that they enjoyed the presentation. Some were disappointed they didn't get to hear presentation on corridors, as it is very relevant to the region, and requested both presentations be available for all people to view.

There was discussion on the historical evolution of planning and communities at the presentation, and what may need to change in terms of planning in the future. Members agreed that the approach to planning that has occurred up until now may need to be reconsidered in the future, changes may need to occur to create more success from planning.

Some members appreciated learning that the same concepts that apply to downtown development could be used in other areas to create nodes, walkable communities.

Some members were concerned that the focus of the presentation's material was on cities, and were not sure if a place like Clackamas County has the resources to support that type of planning or development, currently. There were questions as to how to make this type of planning take place in these densely populated unincorporated areas. One member noted that the McLoughlin Area Plan frequently referred to City of Beaverton's plan. There is work that's been done for these unincorporated areas, but no reporting on how it has been implemented.

Some members commented on a fact in the presentation, that the demographic of 20-30 years old want to live in the dense urban areas because they share information and feed off of each other. They discussed some areas in San Francisco where this exists. Unfortunately, this region doesn't have enough resources to fund this type of development. It is important to attract the 20-30 year old demographic to your areas. Some members responded by questioning if the planning community should actively select areas where this type of community could exist, or if it should facilitate and encourage those communities where they are already beginning. They suggested that we can learn from those places that have become 'cool' and help up and coming places become 'cooler' more quickly; the planning community can't tell the community where to have a 'cool' spot, the community identify it and planning needs to make it happen quicker.

Councilor Marc San Soucie noted that at a recent national league of cities conference there was discussion of Beaverton's civic plan, and lots of discussion of studies of civic transformations. The Michael Freedman presentation seems similar. The National League of cities website and City of Beaverton website have a lot of information of case studies on these topics.

Some members commented on the idea that decision makers of today need to build for innovation, which is different than previous practices.

Councilor Turlay noted that the Port of Vancouver just secured a contract with an Australian mining company, and explained that they were able to secure the contract because we were "land-ready."

10. MPAC MEMBER COMMUNICATION

There were none.

11. ADJOURN

Chair Willey adjourned the meeting at 6:15 p.m.

Respectfully submitted,

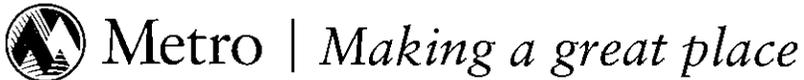


Jessica Atwater
Recording Secretary

ATTACHMENTS TO THE PUBLIC RECORD FOR 04/11/12:

The following have been included as part of the official public record:

ITEM	DOCUMENT TYPE	DOC DATE	DOCUMENT DESCRIPTION	DOCUMENT NO.
4.0	Handout	April 2012	Update on the Regional Active Transportation Plan	050912m-01
4.0	Memo	May 7, 2012	Oregon Statewide Transportation Strategy Upcoming Briefings and Public Comment Period	050912m-02
4.0	Flyer	N/A	Boring Station Trailhead Park Grand Opening	509012m-03
8.0	Letter	April 30, 2012	Response Letter from Metro to Exceptions to April 19, 2012, Department's Report on Metro Capacity and UGB Ordinances	050912m-04



May 16, 2012

TO: MPAC Members, Alternates and Interested Parties
FROM: John Williams, Deputy Director for Community Development
RE: May 23rd Economic Development Agenda Item

At the May 23 MPAC meeting, we will be discussing economic development efforts in the Portland metropolitan region. Sean Robbins, Executive Director of Greater Portland Inc. will be presenting an overview of regional economic development work. Included in the agenda packet is information on Greater Portland Inc. Gary Barth, Deputy Director of the Clackamas County Business and Economic Development Department will be describing how work at the county level relates to and implements that broader frame.

Chair Willey has requested that you also come prepared to talk about any economic development efforts or "best practices" your city or county is undertaking.

Greater Portland Inc.

About us

Greater Portland Inc. is the Portland-Vancouver regional economic development partnership collaboratively driving quality economic expansion and job creation. Founded as a public/private effort, the region's private sector industry leaders, elected officials and economic development groups have joined together to represent and further the economic future of the entire region.

With its state and local economic development partners, Greater Portland Inc. is advancing a coordinated regional economic development strategy, a coordinated brand to promote the region's assets, and a coordinated business retention, expansion, and targeted recruitment program to stimulate capital investment and job creation in the region.

Materials following this page were distributed at the meeting.



Metro | Memo

Date: May 23, 2012

To: Joint Policy Advisory Committee on Transportation, Metro Policy Advisory Committee, Metro Technical Advisory Committee, Transportation Policy Alternatives Committee members, alternates and interested parties

From: Kim Ellis, principal transportation planner

Subject: Envision Tomorrow Overview

Metro is pleased to invite you to attend a brownbag presentation of an important new software tool for planning great communities.

Envision Tomorrow Overview
Tuesday June 12, 11:30 a.m. to 1:00 p.m.
Metro Council Chamber

Envision Tomorrow is a software tool developed by Fregonese and Associates to assist local government planners in designing and testing land use decisions at a range of scales – and visualizing the results. It will be used on the Climate Smart Communities Scenarios Project to help confirm local community goals and to translate those goals into assumptions for scenarios to be evaluated next year.

The presentation is intended to build awareness and understanding of the application of Envision Tomorrow not only in the Scenarios Project, but also in other local planning efforts now and in the future: the Southwest Corridor Project, the Beaverton Civic Plan, the East Metro Connections Plan and others. This session includes a live demonstration of the tool.

For more information, contact Kim Ellis at kim.ellis@oregonmetro.gov or 503-797-1617.

Envision Tomorrow

Suite of Urban and Regional Planning Tools

Envision Tomorrow puts powerful tools in planners' hands to design and test land use decisions at a range of scales. Whether your city or region wants to maximize growth around transit, identify development (and redevelopment) priorities, test and refine regional transportation plans, or evaluate future transportation emissions, Envision Tomorrow can help you examine the possibilities.

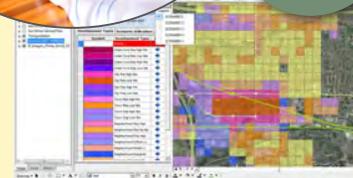
The components of Envision Tomorrow use Excel and an easy-to-install add-on to ArcGIS. Our user manuals and training support help you prepare to analyze the return on investment of potential development, build neighborhood and large-scale land use scenarios, and evaluate scenario performance. Envision Tomorrow provides rigorous technical analysis within an quick and easy-to-use format.

ROI Model



The **ROI Model** tests the physical and financial feasibility of development. Users can examine land use regulations in relation to the current development market and consider the impact of parking, height requirements, construction costs, rents and subsidies.

Scenario Builder



Scenario Builder adds scenario-building functionality to ArcGIS. The tool includes real-time evaluation metrics related to land use, sustainability, housing affordability and fiscal impacts.



Envision Tomorrow Services:

- Software licensing
- Software customization
- In-depth trainings
- Detailed User manuals
- Ongoing technical support

For more information:

503-228-3054

info@frego.com

www.frego.com

The Envision Tomorrow Process

1) Create Prototype Buildings

Develop a range of prototype buildings at the parcel level that are financially feasible based on local conditions. Identify financially feasible development opportunities and pinpoint ways to adjust existing land use regulations to encourage new development.



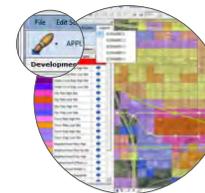
2) Create Development Types

Create a series of development types by combining a mix of prototypical buildings with streets, open spaces, public amenities and other urban attributes. Examples could include main streets, transit-oriented developments, downtown residential neighborhoods, and residential subdivisions.



3) Build Scenarios

Build up to five land use scenarios at the district, city, county, or regional scale by painting development types across the study area landscape. The scenarios allow the user to test possible futures and understand the impacts of different policy choices.



4) Evaluate the Scenarios

Evaluate the scenarios with template maps, charts, and graphics. Use the results to create 2D and 3D visualizations. Performance results include:

- Density and mix of land uses
- Transportation mode choice
- Housing mix and affordability
- Local revenue/infrastructure impacts
- Open space and agriculture impact
- Energy use and carbon footprint



Who is Using Envision Tomorrow?...

Southern California Association of Governments, City of Portland, Metro Regional Government, City of Tulsa, Sonoran Institute, Chicago Metropolitan Agency for Planning, Montana State University, City of Long Beach and others

Q: What software do you need to run Envision Tomorrow?

A: Envision Tomorrow requires Windows XP or Vista, Microsoft Office 2000 Professional or greater, and ESRI's ArcGIS desktop software 9.3 or greater. The tool supports all ArcGIS license types (ArcView, ArcEditor, ArcInfo).

Q: What types of indicators can Envision Tomorrow report?

- **Land Use:** density and mix of uses
- **Transportation:** mode choice, VMT—*requires local calibration including travel survey results, land use and demographic inputs*
- **Housing:** mix and affordability
- **Fiscal Impact:** local revenue and infrastructure—*requires local calibration of revenue, rates and costs inputs*
- **Environment:** open space and agriculture conversion
- **Sustainability:** energy use, carbon footprint, water usage and wastewater—*requires local calibration based on local climate and typical resource use*

Q: How long does it take to get up and running?

A: Start-up time depends on the indicators you use to evaluate the scenarios. Basic land use indicators can be inputted into the tool and calibrated within a few days. More complex transportation and sustainability indicators, including carbon footprint, could take several weeks to collect the input data. To reduce local calibration time, you can use national averages.

Q: Can Envision Tomorrow be used to analyze different levels of geography?

A: Yes, Envision Tomorrow is designed to model land use decisions at a range of scales starting at the parcel level. By first designing Prototype Buildings that are financially feasible at the local level, the user then combines these prototypes into a series of Development Types, such as Main Street, mixed-use neighborhood, strip commercial, etc. The Development Types are used to create a series of land use scenarios at the district, city, county, and regional scale. The Scenario Builder tool allows the creation and comparison of up to five land use scenarios concurrently. The user can edit, switch between, and compare all five scenarios. A scenario spreadsheet in Excel format is dynamically linked to the tool and maintains the scenario outputs, such as housing mix, in a series of tabs for quick comparison. As you make changes to a scenario, the results automatically report in the spreadsheet for instant monitoring. Users can focus in small areas for detailed design control as well as zoom to a larger scenario with small area changes intact. Detailed scenario results are easily exportable and reportable at any geography.

Q: How does Envision Tomorrow evaluate different land uses and policy alternatives?

A: The tool evaluates scenario differences based on a variety of indicators. Most indicators derive from what particular mix of buildings the user chooses to place on the landscape and where they place them. For example, if the user paints an area with a main street development type as opposed to a strip commercial development type, the underlying buildings that compose those places are different, and that difference will be reflected in the indicators. Main Street development might include some multifamily housing and mixed-use, whereas the strip commercial might include low intensity retail. The choice to put in main street development could result in a lower housing density, but achieve a reduction in per capita water and energy usage and the number of vehicle miles traveled. The implications of different land uses are reflected instantly as the user makes alternative decisions.

Q: Does Envision Tomorrow model carbon footprint?

A: Envision Tomorrow uses a predictive algorithm combined with local travel and demographic data to estimate the impact of land use changes on key transportation indicators, such as travel mode split, vehicle miles traveled, and greenhouse gas emissions. By using a predictive algorithm approach, the tool *does not* require a direct link to a transportation model to evaluate the impact of land use changes on travel behavior and carbon emissions.

Q: Can you modify underlying assumptions to align with local conditions?

A: Yes, all assumptions to the prototype buildings, development types, and scenario inputs are transparent and editable in Excel. From our experience, it is important that planners see all of the assumptions in the scenario process and be able to adjust the assumptions, if necessary. Because the tool is dynamically linked in Excel, changing an assumption results in instant updates to the scenario outputs.

Q: Can the tool display impacts graphically and visually?

A: Yes, Envision Tomorrow provides visual results in multiple formats, including maps, charts, and graphics. Scenario results can be used to create 2D and 3D visualizations.

Q: How much does Envision Tomorrow cost?

A: The software license for Envision Tomorrow is free-of-charge. The only fees associated compensate our time to train users in using the tool. Contracts are driven by the client's needs; we typically create a contract for data gathering, training and customization.

Nature in Neighborhoods Capital Grants Program
Fifth Round Grant Awards
Grant Review Committee Recommendations to the Metro Council

Project: Hall Creek Water Quality and Pathway (114th-117th) Enhancement Project
Grant amount: \$354,304
Recipient: City of Beaverton
Partners: Arts and Communications Magnet Academy, Beaverton Police Department, Clean Water Services, Tualatin Hills Park & Recreation District, Friends of Trees, Kiwanis Club, SOLVe, Friends of Beaverton Creek, property owners providing easements (Assistance League of Portland, Carr Subaru, Realvest Lynn Marie Apartments, TriMet, and Robert Zukin/Louis Busch)

This project will enhance water quality by reconnecting the floodplain and stabilizing the banks of a 650 foot section of Hall Creek in Beaverton. By working with six adjacent property owners to enhance habitat and increase flood storage capacity for surrounding businesses, Beaverton hopes to demonstrate how the creek can be turned into an asset for redevelopment. To accomplish these goals the City will realign the creek and adjacent trail, excavate sections of the floodplain, remove invasive species, stabilize the banks with native plants, remove existing impervious surfaces and install a rain garden.

Project: Lily K. Johnson Woods Natural Area Expansion
Grant amount: \$344,681
Recipient: Tualatin Hills Park & Recreation District
Partners: Washington County and Friends of Beaverton's Johnson Creek

Five parcels totaling 5.56 acres will be acquired by this grant in order to expand the Lilly K. Johnson natural area and preserve the natural features of these sites. The expansion includes scenic forested areas and a wetland, serving as a magnet for migratory birds. It also helps store floodwater from surrounding neighborhoods, providing water quality benefits to Beaverton's Johnson Creek

Project: Baltimore Woods Connectivity Corridor Phase 2
Grant amount: \$381,000
Recipient: Columbia Land Trust and Friends of Baltimore Woods
Partners: Portland Bureau of Environmental Services, Portland Parks & Recreation, SOLVe, Port of Portland, Cathedral Park Place LLC

Baltimore Woods connectivity corridor is a 30-acre strip of undeveloped land in the Cathedral Park Neighborhood that separates the residential area from the industrial land along the riverbank. This project will acquire four parcels totaling 1.94 acres in order to preserve connectivity in a corridor of woodlands and oak habitat stretching along the east bank of the Willamette River from Kelly Point Park to Oaks Bottom. The acquisition of the proposed parcels complements previously acquired sites funded by both the Capital Grants program and the Natural Areas program. These acquisitions will also protect several native oak trees and allow for restoration including the removal of invasive blackberry and replanting of natives. Community involvement in the preservation and restoration of these sites will enrich people's experience and appreciation of the oak habitat. North Decatur Street is identified as a future link in the 40-Mile Loop Trail system and future users will appreciate walking along the natural corridor.

Project: Let Us Build Cully Park!
Grant amount: \$577,000
Recipient: Verde
Partners: Native American Youth & Family Center, Hacienda CDC, Portland Community Reinvestment Initiatives, Columbia Slough Watershed Council, Coalition for a Livable Future, Portland Youth & Elders Council, City of Portland (parks, environmental services, transportation), Oregon Department of Environmental Quality, Oregon Office of Environmental Public Health, Harvey Scott School, Vigil-Agrimis, Terrafluxus, GeoDesign, National Association of Minority Contractors-OR, Metropolitan Contractor Improvement Partnership, Jordan-Ramis, Probitry Builders, Emma’s Garden

The project carries out the first phase of the Portland Parks and Recreation’s master plan to transform a 25-acre landfill into a to Community Park in the low- income and park-deficient Cully neighborhood. Park improvements will include walking trails, a small soccer field and basketball court, play and picnic areas, and community gardens. Funds will also be used to provide visitor access improvements including a parking area and a sidewalk along 72nd Avenue from Northeast Killingsworth Avenue to the park entrance. The development will also bring jobs, skills training and community involvement opportunities to diverse community groups and neighbors.

Project: Nadaka Nature Park
Grant amount: \$238,806
Recipient: Columbia Slough Watershed Council
Partners: Audubon Society of Portland, Wilkes East Neighborhood Association, Rockwood Neighborhood Association, City of Gresham, East Multnomah Soil & Water Conservation District, St. Aidan’s Episcopal Church, Verde, H.B. Lee Community School, Snowcap Charities, Police Activities League, Pacific Gardens Alzheimer’s Special Care Center, Metropolitan Family Services, Human Solutions, Grow Portland, El Programa Hispano, Eastrose Fellowship, Coalition for a Livable Future

The Nadaka Nature Park & Garden project will implement the Nelson Property Neighborhood Park Master Plan. Sustainable site development practices will be used to provide places for community gathering, nature-based play, a community garden and a seamless transition into the 10-acre Nadaka Nature Park. This community-driven project is guided by a project team made up of 17 different agencies and organizations. The team will also develop and implement a 5-year operation and maintenance plan, making this unique in terms of the process for park development as well as increasing the community’s responsibility to actively take care of their park

Project: Stone Bridge Fish Passage on Nettle Creek
Grant amount: \$47,090
Recipient: Tryon Creek Watershed Council
Partners: Tryon Creek State Park, Henderson Land Services, Friends of Tryon Creek, Oregon Department of Fish and Wildlife

Nettle Creek is a tributary of Tryon Creek that flows through Tryon Creek State park. This project will replace a stone bridge that is constructed on top of an undersized culvert with a free spanning bridge or open bottom culvert. In addition to removing a fish passage barrier, the project will also regrade the stream, stabilize the banks and enhance stream habitat. Improvements will also help protect a regional trail corridor being threatened by the erosion.



NORTH CLACKAMAS PARKS & RECREATION DISTRICT

Trolley Trail Celebration: 10-11:30 a.m. June 2

Oak Grove Elementary School, 2150 S.E. Torbank Road, Milwaukie

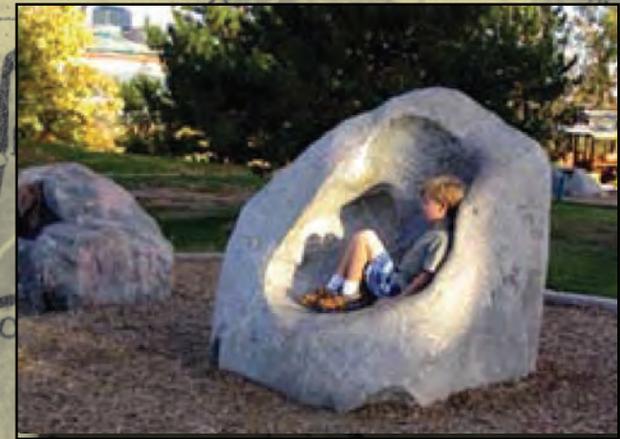
You are invited to the celebration of the completion of the six-mile Trolley Trail on June 2! There will be fun activities for kids, information about the trail, entertainment, a guided walk and more at this free event. It truly is the "People's Trail" and we hope you and your family will enjoy using it for generations to come!

History:

The Trolley Trail is the name of the old Portland Traction Company streetcar line right-of-way that stretches between the cities of Milwaukie and Gladstone. North Clackamas Parks and Recreation District (NCPRD) and Metro purchased the right-of-way in December 2001 to be developed into a regional multi-use trail.

Now nearly complete, the six-mile Trolley Trail connects neighborhoods, schools, parks, retirement communities and business districts between Milwaukie and Gladstone and completes a missing link in Metro's regional trail system. This bike and pedestrian trail follows the historic streetcar right-of-way that ran in the area from 1893 until 1968.

The idea of developing a trail within this historic right-of-way has been a dream in the community for decades. The trail now connects with existing bike lanes in Milwaukie and Gladstone to complete an essential link in Metro's regional trails system. Ultimately, the trail will be part of a continuous 20-mile loop connecting Portland, Milwaukie, Gladstone, Oregon City and Gresham.



You're invited

Canemah Community Celebration 5 to 7 p.m. Thursday, June 14

Walk or bike to Canemah or park at Museum of the Oregon Territory, 211 Tumwater Drive, Oregon City

Shuttles will take you to and from the celebration.
No event parking at Canemah Bluff.

Celebrate the reopening of Oregon City's Canemah Neighborhood Children's Park and exciting changes at Metro's Canemah Bluff Natural Area.

Visitors can use a playground and basketball court, bring a picnic or simply enjoy the view at Oregon City's newly transformed neighborhood park. Venture into Metro's voter-protected natural area to explore wildflowers and wildlife in a rich diversity of habitats, including forest, wetland, prairie and Oregon white oak woodlands. Trail improvements, natural resource planning and a recent expansion are making the natural area even better.



Perched above the Willamette River, the historic village of Canemah was an important Native American site, a thriving riverboat community and a spectacular natural landscape.



Metro | *Making a great place*





Metro

600 NE Grand Ave.
Portland, OR 97232

Canemah Community Celebration

5 to 7 p.m. Thursday, June 14

Walk or bike to Canemah or park at Museum of the Oregon Territory, 211 Tumwater Drive, Oregon City

- Shuttles will take you to and from the celebration. No event parking at Canemah Bluff.
- Barbecue and pie provided; feel free to bring additional food, non-alcoholic drinks, picnic blanket or lawn chairs
- Guided nature walks
- Children's craft activities and demonstrations presented by Confederated Tribes of Grand Ronde
- Native music by Nico Wind
- Formal program at 6, including Grand Ronde honor song and remarks by Oregon City Mayor Doug Neeley, Metro Councilor Carlotta Collette, and Grand Ronde and Oregon Parks and Recreation Department representatives

Printed on recycled-content paper. 12250

Thanks to voters, Metro's Natural Areas Program is protecting clean water, clean air and healthy habitats for animals – and curious humans. Over the course of 17 years and two bond measures, the region has preserved 12,000 acres of natural areas, protected 100 miles of river and stream banks, opened three major nature parks, planted nearly 2 million trees and shrubs and supported hundreds of community projects.

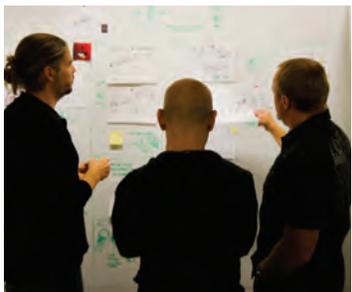
Learn about tours and events, check out photos and videos and sign up to stay in touch. www.oregonmetro.gov/naturalareas



GREATER PORTLAND

Portland Vancouver
Metropolitan Region
Comprehensive Economic
Development Strategy

December 2011



Comprehensive Economic Development Strategy (CEDS)

Importance of a Regional Strategy

A focused and unified action plan for job creation is the cornerstone of a successful regional economic development program. The Comprehensive Economic Development Strategy (CEDS) is our region's playbook for coordinated economic development. In collaboration with state and local partners, Greater Portland Inc culls through the actions and strategies occurring throughout the region to prioritize high-leverage activities that when executed together, are our region's most promising focus areas for job creation.

Summary of Key Data Findings

The Greater Portland region is positioned to be a national leader in economic growth by having a strong creative class of highly educated individuals, a leadership position in sustainability, a hub of international trade and export activity, a vibrant small business culture and four strong industry clusters:

- Clean Technology
- Traditional and Advanced Manufacturing
- Athletic and Outdoor Gear and Apparel
- Computer Electronics and Software

These attributes could be offset by the economic challenges that face the region—including the drop of per capita income to below the national average and the drop in wages paid by the traded sector—when compared to peer communities.

Primary Action Areas for 2012

In addition to being a key tool in our region's access to federal assistance from the U.S. Economic Development Administration, the CEDS provides a focused resource ensuring that the region's economic development partners invest limited resources in ways that create the most impact for moving our economy forward.

In 2011, the action plan includes 7 strategic focus areas, each with distinct actions and intended outcomes:

1. Align the Region's Economic Development Organizations and Initiatives
2. Coordinate Business Recruitment Efforts
3. Grow the Region's Distinctive Industry Clusters
4. Expand International Trade
5. Support Entrepreneurship and the Growth of New Ventures
6. Align Higher Education and Economic Development Priorities
7. Align Workforce and Economic Development Priorities

Role of Greater Portland Inc

Encompassing Clackamas, Multnomah, and Washington counties in the state of Oregon and Clark County in the state of Washington, responsibility for facilitation and coordination of the CEDS process rests with Greater Portland Inc, who provides coordination and project management services to the region's "on-the-ground" implementation partners. As the region's public/private economic development partnership, Greater Portland Inc serves as the convener/facilitator role in order to provide:

- Better coordination among stakeholders, increasing effectiveness
- Operational efficiencies across agencies, reducing costs
- Dedicated resources driving implementation and execution



Double exports and grow local jobs

The Greater Portland region doubled exports over the last decade, and is poised to do it again, in less time. Consistent with the aspirations of the National Export Initiative, our goal is to double exports from today's estimated \$21 billion, to \$42 billion in five years.

As a leading export region, Greater Portland is once again at the forefront of delivering actions that get results. An increase of \$1 billion in our export economy supports 5,400 quality jobs, yielding tangible ROI in building an economy that lasts.



About Greater Portland Inc

GPI is a public/private partnership uniting forward-thinking leaders in shaping the economic future of our region. Our mission is to position the Greater Portland region as a global center for high-quality economic growth.

Positioning Greater Portland as a National Export Leader

Working together to grow the economy

Greater Portland, known for its sophisticated urban planning and livability—as well as being a pioneer in sustainable development and innovative regional government—is now positioning itself to become a leader in the “next economy.” Regional public and private stakeholders are working together to develop and execute a metro economic development strategy with a focus on target industry clusters, innovation, and international trade. Our goal is to increase exports and high-value jobs.

With annual exports of more than \$21 billion, Greater Portland was one of only four regions in the nation to double exports over the past decade. After conducting a study with the Brookings Institution, a strategy has been developed that seeks to double regional exports in the next five years to \$42 billion by 2017.

The Greater Portland Metro Export Strategy includes plans to help local companies access global markets and grow local jobs. Greater Portland Inc (GPI) is facilitating and coordinating the execution of the plan with our regional partners.

The Metropolitan Export Initiative (MEI) outlines four core strategies to help attain the goals and strategic objectives around increasing exports and jobs:

1. Leverage primary exporters in computer and electronics
2. Catalyze Under-Exporters
3. Enhance the Export Pipeline
4. Market Portland's Global Edge

Download the MEI at:
www.greaterportlandinc.com/MEI2012



**GREATER
PORTLAND**

Annual Work Plan Map

Mission

In collaboration with local and state partners, Greater Portland Inc will position the region as one of the nation's most competitive and vibrant metropolitan economies.

Guiding Principles

- + Build a best-in-class economic development initiative.
- + Collaborate across borders.
- + Invest in tangible and relevant outcomes that demonstrate return-on-investment.
- + Focus activities on targeted traded-sector industries.
- + Communicate the region's value proposition in an authentic and compelling manner.
- + Serve as a unifying voice for strategic alignment.
- + Bring an action imperative to long-term research needs.



Business Development

Drive a best-in-class retention, expansion and targeted recruitment program that is directed at traded-sector companies in the region's four target clusters. Done in collaboration with state and local partners, the business development role will be the core of the organization's work effort and value proposition.

Retention & Expansion

OBJECTIVE: Provide strategic infrastructure and coordination support to local economic development partners in their Business Retention and Expansion (BRE) efforts.

ACTIONS

- + Convene partners to determine needs
- + Acquire tool and build database to track regional BRE activity
- + Develop annual business retention target list
- + Develop encyclopedia of incentives
- + Annual BRE interviews conducted with region's key employers

KEY METRICS

- 2012 Goal:**
- (1) 2-3 expansions in targeted traded-sector industries
 - (2) Track region-wide data on key retention-expansion responses
 - (3) Retention penetration rate (100% of key targets visited by local ED professionals)

Targeted Recruitment

OBJECTIVE: Recruit new companies in targeted traded-sector industries to the Greater Portland region, resulting in new jobs and investments.

ACTIONS

- + Research and build a targeted prospect pipeline
- + Develop extensive dossiers on top targeted prospect companies
- + Identify local executive talent within Greater Portland Inc investors to pair target with
- + Use strategic fly-outs to hone in on key prospects, laying the groundwork for future community and site visits

KEY METRICS

- 2012 Goal:**
- (1) 1-3 new businesses relocated to the region
 - (2) Develop total viable prospect pipeline count

In-Bound Leads Management

OBJECTIVE: Convert in-bound relocation and expansion leads to successfully sited projects in the Greater Portland region.

ACTIONS

- + Refine and clarify leads management program with input from regional partners
- + Transition existing program from PDC to Greater Portland Inc
- + Develop internal processes and protocols (database)
- + Design, create and disseminate supporting collateral
- + Develop network of site selection consultants and increase awareness of Portland as a business location to increase in-bound leads

KEY METRICS

- 2012 Goal:**
- (1) 1-3 deals under negotiation by the end of calendar year 2012
 - (2) Transition existing program from PDC to Greater Portland Inc
 - (3) 50-75 in-bound leads, 20 short-listed, 10 in-bound visits

Marketing & Branding

To increase awareness of the region's business case and explicitly set the stage for retention, expansion and recruitment targets, Greater Portland Inc will create and maintain an authentic and compelling regional brand, strategically distribute branded materials to key audiences and prospects, and provide common messaging and collateral materials for both public and private sector business development efforts.

Online Marketing

OBJECTIVE: Strategically and proactively position the region's value proposition across multiple online and mobile platforms to penetrate audiences connected to the region's traded-sector industry focus.

ACTIONS

- + Build a new regional website
- + Establish a strategic and concerted regionally-focused social media presence
- + Institute relationship/lead nurturing email programs and subscriber list growth initiatives
- + Develop a mobile tool/platform to support site selectors, businesses and regional economic development professionals
- + Create video and other interactive media for online distribution

KEY METRICS

- 2012 Goal:**
- (1) Website traffic, engagement & conversion
 - (2) Social community growth and influence/impact
 - (3) Subscriber-base growth, retention and conversion
 - (4) Ensure 80% constituent satisfaction
 - (5) Content consumption/interaction and redistribution (shares/posts, etc.) statistics

Print Collateral Marketing

OBJECTIVE: Develop a tightly focused toolkit of print collateral items that authentically and convincingly communicate the region's value proposition, explicitly setting the stage for the region's targeted traded-sector business development program.

ACTIONS

- + Interview and assess the specific collateral needs of regional leaders to sell Greater Portland and its four traded-sector cluster targets
- + Articulate a clear and overarching value proposition/statement and integrate into targeted collateral materials for the Greater Portland region and the targeted industry clusters
- + Prepare and produce identified collateral material, and secure distribution channels with local and state partners

KEY METRICS

- 2012 Goal:**
- (1) Distribute no less than 75% of any collateral material printed
 - (2) Ensure 80% constituent satisfaction with materials

Earned Media & Event Marketing

OBJECTIVE: Position stories of Greater Portland's businesses, entrepreneurs, and innovative success in strategic media outlets. Provide aligned event-based marketing opportunities that reinforce the value proposition and support the organization's business development pipeline.

ACTIONS

- + Engage public relations agency to coordinate regional earned media, aligned with the business development program and target audiences
- + Assess and refine the strategy for the annual Greater Portland summit
- + Assess and refine a focused strategy for a regularly recurring fly-in that aligns with the business development program and provides a venue for closing deals

KEY METRICS

- 2012 Goal:**
- (1) Place no less than 3 stories in national media
 - (2) Increase number of attendees by 10%
 - (3) Close no less than 2 deals as a result of fly-in

Regional Strategy & Coordination

To ensure regional alignment and capacity, Greater Portland Inc will serve as a regional convener, unifying and aligning the region's economic strategy and research and disseminating best practices.

Regional Strategy Development

OBJECTIVE: Align local, regional, state and federal priorities by convening the region's primary stakeholders to develop a comprehensive regional economic development strategy (CEDS) that results in tangible strategies and increased federal funding opportunities for prioritized economic development outcomes.

ACTIONS

- + Convene EDD Board and Strategy Committee to define annual development process
- + Clearly articulate the roles and responsibilities of the region's partners for implementation
- + Work with EDA to ensure compliance
- + Monitor and adapt the CEDS as required

KEY METRICS

- 2012 Goal:**
- (1) Identify and measure baseline metrics for regional economic health
 - (2) Determine regional support by city council and commission level endorsements
 - (3) Create consensus-driven priority funding list for region
 - (4) Update annual regional supported CEDS
 - (5) Renew EDA planning grant funding at \$75,000

Actionable Research Acceleration

OBJECTIVE: Accelerate mission-critical research initiatives that enhance the region's business development program and/or lay future groundwork for regionally significant projects.

ACTIONS

- + Clearly articulate Greater Portland Inc's role as a "convener" and facilitator of regional research and grant projects
- + Active participation with Jobs and Innovation Accelerator Grant
- + Active facilitation and management of Brookings Metropolitan Export Initiative
- + Assess feasibility of regional patient VC fund
- + Assess and develop Higher Education economic development support strategy

KEY METRICS

- 2012 Goal:**
- (1) Ensure Jobs and Innovation Accelerator Challenge grant meets convener timelines
 - (2) Complete Metropolitan Export Initiative strategy and implement
 - (3) Regional Patient VC Feasibility Determination
 - (4) Defined Higher Education Support Pathway

Best Practices

OBJECTIVE: Support the continued learning and implementation of best practices among regional economic development leaders, professionals and stakeholders in order to build one of the nation's top talent pools in the economic development field.

ACTIONS

- + Develop EDP advisory board for best practice development and coordination
- + Develop educational seminar series as part of the monthly roundtable seminar
- + Plan and coordinate training and educational seminars focused on business retention, expansion and recruitment
- + Present national and regional case studies at roundtable seminars

KEY METRICS

- 2012 Goal:**
- (1) Ensure 80% client satisfaction with services
 - (2) Recruit 50% total participation in seminars

INVESTOR STEWARDSHIP

Establish a critical foundation for future investor recruitment and set the stage for consistent high retention rates, as well as diversify the organization's support base across industries, geography, and company size.

FIDUCIARY MANAGEMENT

Grow recurring annual funding by \$250,000 in 2012 guided by three key ideas: (1) we do not spend, we invest to spur definable ROI, (2) we balance annual investments against current revenue constraints, and (3) we balance the desire for building an operating reserve with the need to create results for the region.

INFRASTRUCTURE & STAFF DEVELOPMENT

Build out an exceptionally skilled team of economic development professionals, invest in their continued advancement, and provide the necessary infrastructure and tools for them to execute as a "best-in-class" organization.

Clackamas County BUSINESS AND ECONOMIC DEVELOPMENT



Economic Development Team

Catherine Comer

Manager
503.742.4303
ccomer@clackamas.us

Cindy Hagen

Coordinator
503.742.4328
cindyhag@clackamas.us

Jamie Johnk

Coordinator
503.742.4413
jamiejoh@clackamas.us

Teresa Sears

Administrative Assistant
503.742.4329
tsears@clackamas.us

A division of Business & Community Services

Gary Barth, Director

PROJECTS AND INITIATIVES

Community Economic Preparedness Program

Clackamas County Community Economic Preparedness Program (CEP) helps communities accommodate business retention, expansion and new business prospect inquiries. By participating in the CEP program, communities will have the opportunity to learn the relevant needs for economic development success and how to strategically plan to address those needs.

Clackamas County Main Street

The County coordinates all Main Street activities through an agreement with Oregon Main Street in efforts to revitalize and bring economic vitality to historic downtown areas by providing technical assistance, mentorship and training to Clackamas communities. We also act as a clearinghouse of resource information and convene regular meetings with professionals.

Two outstanding projects are:

- 3D Downtowns, a dynamic new program offered to Clackamas County Main Street (CCMS) communities. Communities are eligible to apply for 3D modeling services valued at \$5,000.
- Energy Efficiency on Main Street (EEMS) works with the Energy Trust of Oregon to make energy efficiency upgrades a viable and attainable option for commercial businesses in Main Street districts. The County was awarded a 2011 NACo Achievement Award

Clackamas County Export Initiative

Clackamas County is actively engaged in the recently launched Metro Export Initiative (MEI), an export strategy developed by the Brookings Metropolitan Policy Program as part of the **Greater Portland Export Plan**. Clackamas County Business & Economic Development staff will be providing educational seminars and conducting outreach efforts to assist Clackamas County traded-sector businesses in identifying product demand in new international markets and overcoming barriers to take advantage of export opportunities that may exist.

Clackamas County Ag Investment Plan

The Agricultural Investment Plan focuses on creating new emergent markets for the county's agricultural base by exploring interconnections among activities and optimization of various land use within the agricultural sector. This project focuses on four key areas of opportunity, including renewable energies, regional food systems, regional impact from the equine industry, and agricultural tourism.

Clackamas County Business Resource Awareness Videos and Public Service Announcements

Six videos have been produced to build awareness of the available business resources offered by Clackamas County and its partners.

(over)



Clackamas County BUSINESS AND ECONOMIC DEVELOPMENT



Economic Development Team

Catherine Comer

Manager
503.742.4303
ccomer@clackamas.us

Cindy Hagen

Coordinator
503.742.4328
cindyhag@clackamas.us

Jamie Johnk

Coordinator
503.742.4413
jamiejoh@clackamas.us

Teresa Sears

Administrative Assistant
503.742.4329
tsears@clackamas.us

A Division of Business & Community Services

Gary Barth, Director

PROGRAMS

Clackamas County Business Recruitment, Retention and Expansion Program

Economic Development Staff works with businesses, communities, and state agencies to bring new business to Clackamas County, expand existing business and promote traded-sector industries to create jobs and increase the County's overall gross domestic product. Staff hosts an annual Economic Development/Main Street Partners Roundtable to share best practices countywide.

PROJECTS AND INITIATIVES

Clackamas County Asset, Economic Opportunity & Employment Land Mapping

The goal of this project is to identify and map Clackamas County's economic development assets, economic opportunities and employment land supply by conducting a countywide inventory and analysis of vacant, available, and redevelopment opportunity sites. To achieve this there will be a collaborative effort of Economic Development, Planning, Transportation and GIS departments. This project will include an analysis of project ready land requirements; identification, assessment and GIS mapping of countywide employment lands and infrastructure; regional economic opportunities analysis; businesses cluster analysis and supply ring; and a strategic marketing plan.

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 keys to increasing the jobs-to-housing ratio.

Clackamas County Industry Cluster Development

Using the work of the Economic Landscape Project staff is focusing on a variety of programs to expand business opportunities, job growth, and increase GDP. Such programs include:

- **Industry Cluster Convening**

Hosting of roundtable discussions with key industries in Clackamas County to review and confirm cluster focus/scope, definition and participants; identify cluster needs, opportunities and obstacles; identify areas of strongest mutual interest.

- **Industry Supply Chain Project**

This project will focus on identifying supply chains of industries throughout the County to identify resources and opportunities for businesses to coordinate supply and demand of products and services.

- **Clackamas County Film & Media Production**

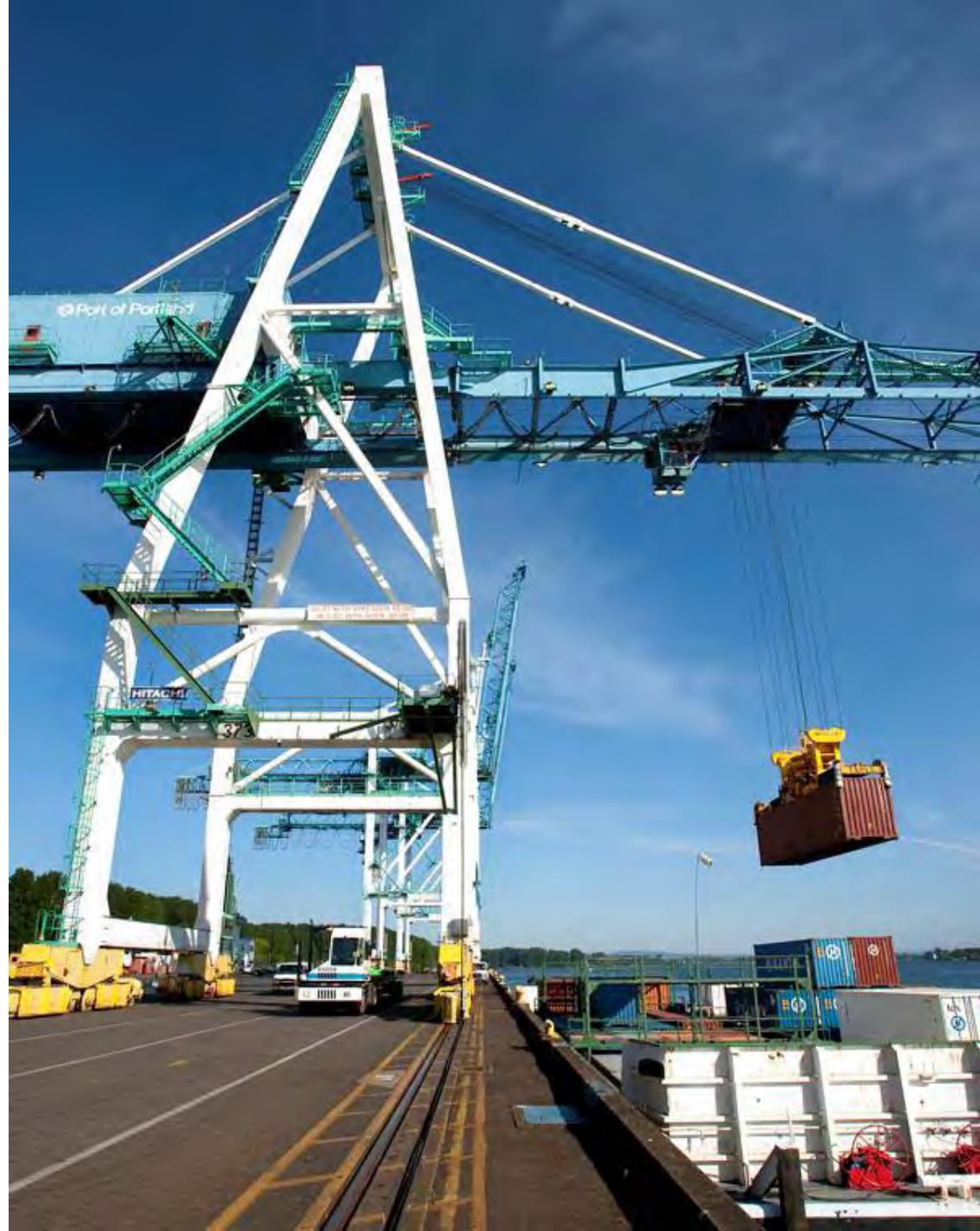
In partnership with the Oregon Film & Video office, Business and Economic Development staff is promoting the regional development of the film, video and multimedia industry in order to increase in the industries revenues and investment in Clackamas County.

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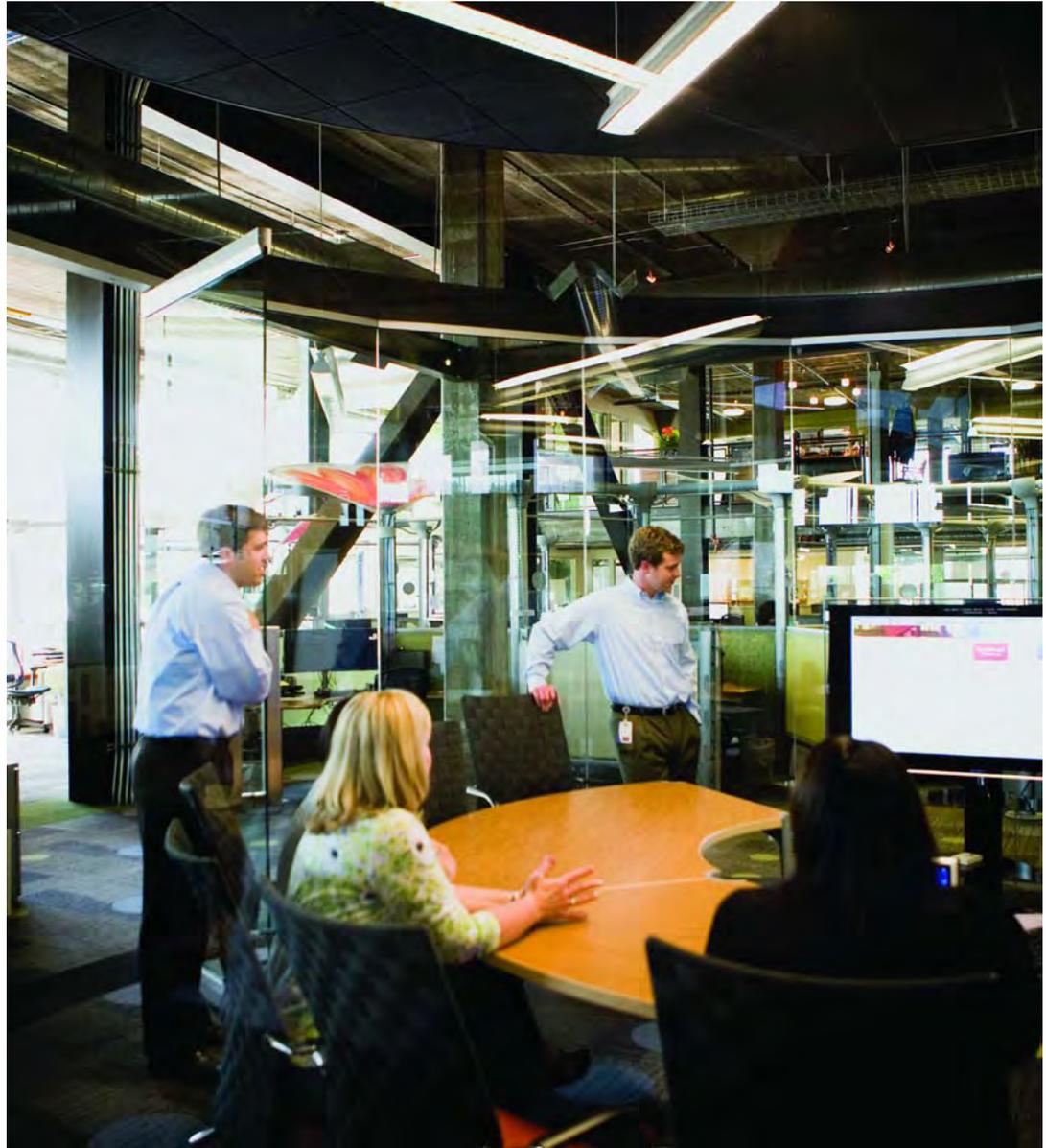
Shaping the economic future of our region

Sean Robbins, President and CEO
Greater Portland Inc
May 24, 2012



About Greater Portland Inc

We are a public/private partnership uniting forward-thinking leaders in shaping the economic future of our region.





Greater Portland Inc—Work Plan



Economic Development Work Plan

Objective: Position the Greater Portland region as a global center for high-quality economic growth.

Three key aspects to comprise this action-oriented plan:



Business Development



Marketing & Branding



Regional Strategy & Coordination

Business Development

Retention, expansion and targeted recruitment of businesses from the region's four target clusters:

- Athletic and outdoor apparel and gear
- High-tech/software
- Advanced manufacturing
- Clean technology



Business Development



Retention and Expansion

Objective

- Coordination of Regional Business Retention and Expansion program
- Play a role in 2-3 business regional business retention/expansion projects

Key Actions Completed

- Catalyst RX (healthcare, site selection within region underway)
- Project Boot (A & O, 20 jobs, \$65K annual wages)

Business Development



Retention and Expansion

Key Actions Moving Forward

- Improve tracking of leads with Executive Pulse online collaborative software to be deployed by June 2012, followed by training
- Launching the first regionally-coordinated Retention & Expansion program in July 2012

Business Development



Recruitment

Key Actions Moving Forward

- West Coast Campaign with a total of 5 outbound business development trips
- Actively work a pipeline of 100 – 200 companies leads
- Referrals come from Board members, investors, and regional businesses

Marketing & Branding



Marketing & Branding

What: Develop a cohesive brand and compelling marketing strategy that supports our Business Development and aligns with GPI Work Plan.

Why: Increase awareness of the region, and support the retention, expansion and recruitment targets.

How: Multi-pronged marketing campaign built around leaders who chose our region to do business. Includes creating new website, using PR, and electronic and social media.

Develop a Strong Regional Brand



Marketing & Branding

A brand is who we are and what we stand for.
It's the promise we make to ourselves and our customers.

GREATER PORTLAND REGIONAL BRAND

With entrepreneurial **talent, production capacity,** and **global connectivity,** the Greater Portland region designs, makes, and delivers products, technologies and services to the world.

Marketing & Branding

Support and promote GPI's business development program by:

- Building a strong regional brand
- Communicating using electronic/social media
- Launching a “Faces of business” marketing/PR campaign this July
- New website this September



Marketing supports business development using the power of storytelling with...



Think it. Make it. Ship it.

...the “Faces of Business” marketing campaign.

Regional Strategy & Coordination

GPI serves as the region's convener, coordinating shared economic development priorities and building a focused and aligned strategy to drive job creation and economic prosperity.



Regional Strategy & Coordination

Objective

- Develop and coordinate the ongoing implementation of a unified economic development strategy for the region.
- Serve as the region's implementation-agent for regionally important economic development initiatives that yield high-ROI.

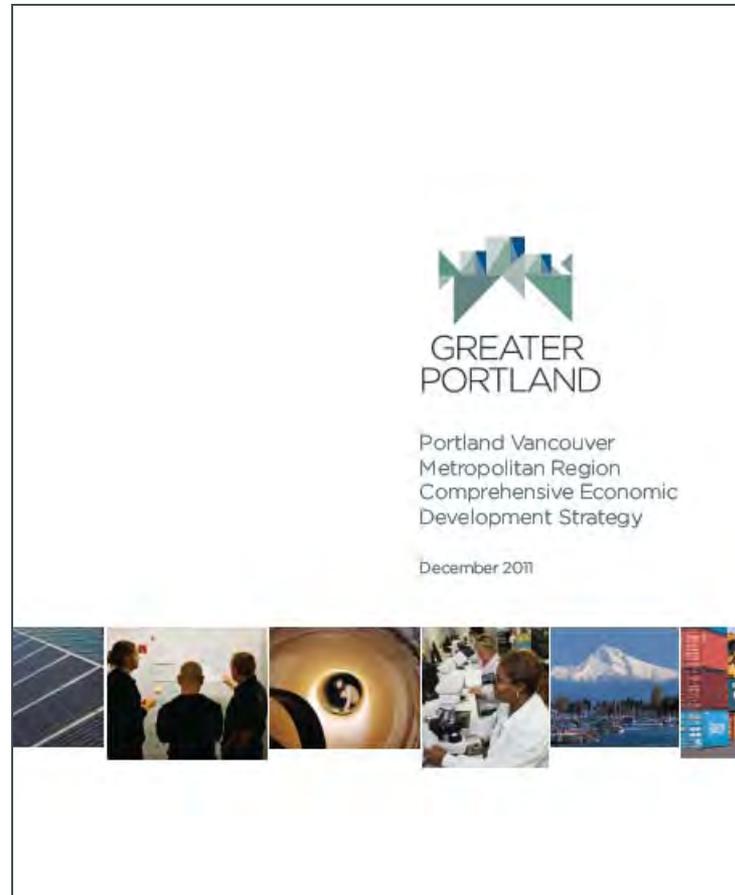
Key Actions Completed

- Greater Portland Export Initiative launched.
- 2012 Updated Comprehensive Economic Development Strategy (CEDS) completed.
- Hired VP of Regional Strategy & Coordination.

Regional Strategy & Coordination

A regional economic development strategy is a powerful tool that aligns regional stakeholders, identifies key action steps for success, and opens the door to federal resources.

Regional Economic Development Strategy *Unifying regionally to compete globally*



Regional Strategy & Coordination

Greater Portland Export Initiative will help our region double regional exports in the next five years from \$21 to \$42 billion by 2017.

\$1 billion of exports support 5,400 jobs.



Greater Portland Export Initiative
Global exports support local jobs



Download the MEI:
www.greaterportlandinc.com/MEI2012

Thank you