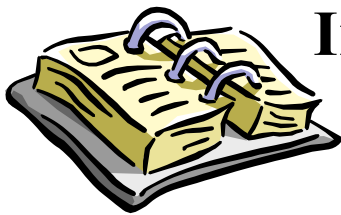

Metropolitan Economic Policy Task Force



Inventory Document

Prepared by

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1. Memo

November 6, 2002

To: Members of the Metropolitan Economic Policy Task Force

From: Ethan Seltzer, Director, Institute of Portland Metropolitan Studies

Re: Inventory of Economic Development Strategies and Actions

This document provides the results of our effort to inventory economic development strategies and actions in the 6-county, Portland-Vancouver metropolitan area. There are four parts to this document:

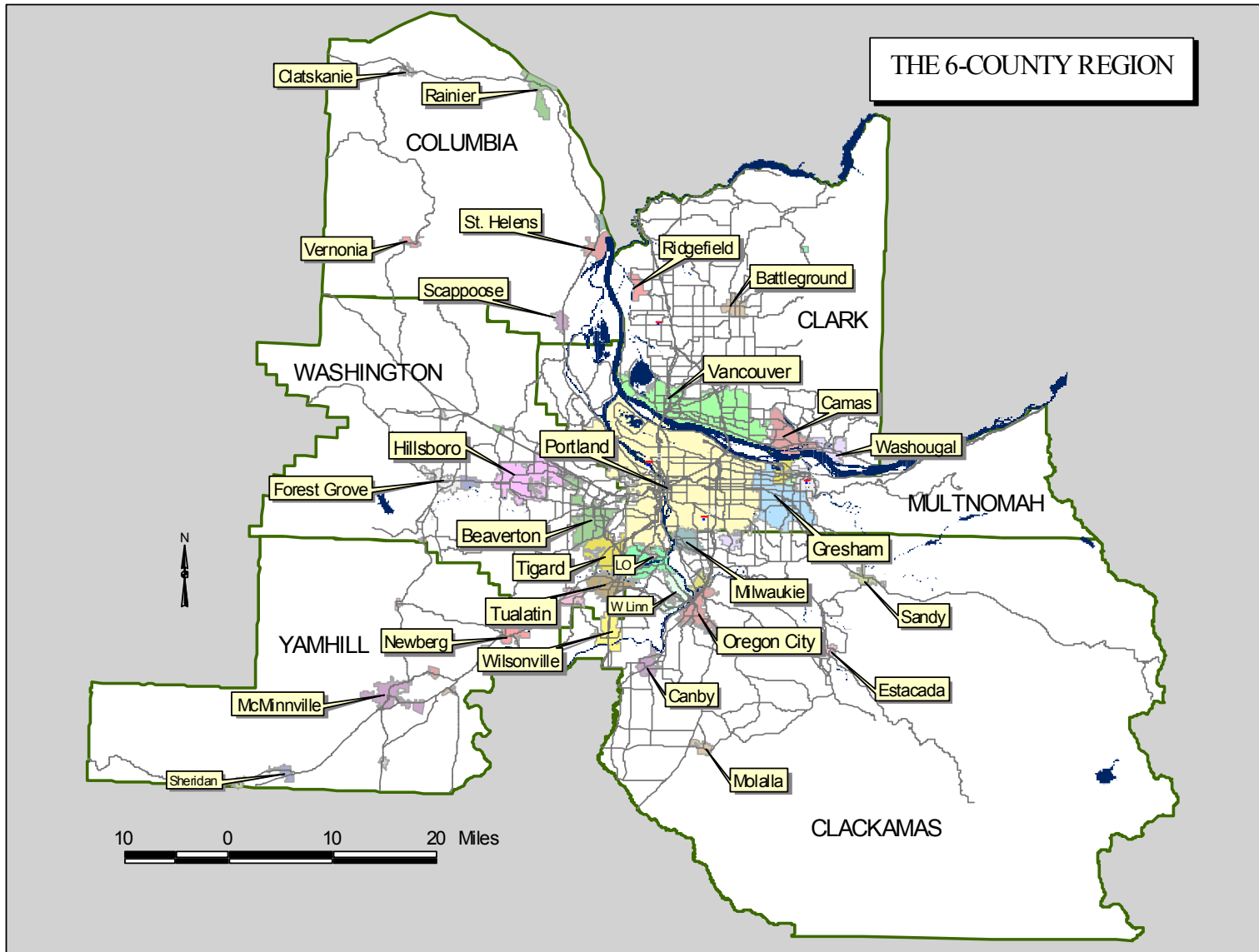
- Section 1: Inventory of public sector strategies and activities. This section presents the information gleaned from interviews with public sector economic development professionals, including a list of materials collected.
- Section 2: Survey of economic development organization strategies and activities.
- Section 3: Examples of regional economic development strategies. A growing number of metropolitan areas around the globe are developing regional economic development strategies.
- Appendices: A description of “competitive region” activities written by Michael Porter and a document prepared for the Portland Development Commission’s Blue Ribbon Committee that compares this region to others.

This material is provided to you as a starting point for the work the Task Force will do to address its charge. This material and an analysis of what we’ve collected, coming to you under separate cover from Joe Cortright, of Impresa, will enable the Task Force to understand what we’re currently doing and, importantly, what the gaps in our collective efforts might be. Ultimately, the product of the Task Force will be an assessment of what that gaps are in strategy, and then what, if anything, ought to be done to fill those gaps.

We hope you find this material interesting reading. We look forward to discussing it with you in the coming months. Please feel free to contact me should you have any comments or questions.

Thanks!

2. Map of the 6-County Portland-Vancouver Metropolitan Region



**Inventory
of Public Sector
Economic
Development
Strategies and
Activities**

3. Inventory of Public Sector Economic Development Strategies and Activities

3.1 Summary of Findings

- 1) Interviews were conducted by phone or in person with individuals responsible for economic development in 40 cities, counties, and ports across the six-county metro area.
- 2) A focus on place was apparent in the work of a large majority of respondents. Priorities include development and redevelopment activities as well as land use policies related primarily to industrial land capacity through expansion of the urban growth boundary and zoning. Initiatives related to infrastructure and improvements to city services are also a priority, particularly among some smaller cities. Some “place-making” efforts were identified (e.g. Beaverton Round) with key geographic areas typically downtowns and commercial centers. Lastly, quality of life is generally acknowledged as a significant issue.
- 3) Major economic development accomplishments typically cited were specific development and redevelopment projects or firm recruitments and expansions.
- 4) The most frequently mentioned obstacles to economic development were place-based. These included the supply of developable land, business climate and recruitment issues, but also infrastructure concerns and problematic locations on the periphery of the region that were more commonly cited by rural jurisdictions. Some respondents cited people-based issues dealing with education and workforce development. Others expressed capacity concerns, both with having the resources to undertake economic development and also with the degree of public support for and quality of leadership in economic development.
- 5) Respondents identified partnerships with other economic development groups, city, county, state and regional entities, and some private firms, as well as private sector actors like chambers of commerce. Industry associations appear rarely to be mentioned as partners. Some distinction is apparent between rural areas that more often cited “vertical partnerships” for example with state government, and urban areas that more often cited “horizontal partnerships” among local economic development agencies.
- 6) Further analysis was conducted of documents from nine jurisdictions that reported having adopted economic development strategies or policies beyond the required comprehensive plan language or development plans for specific purposes such as urban renewal. These include:
 - a. City of Beaverton
 - b. City of Gresham and East Multnomah County
 - c. City of Hillsboro
 - d. City of Portland
 - e. City of Sandy
 - f. City of Tualatin
 - g. City of Vernonia

- h. Clackamas County
 - i. Clark County
- 7) These plans generally incorporate industry-based policies including recruitment and retention as well as business climate policies related to taxation, regulation and business cost. References are also made to entrepreneurial development activities. Further, while there are some references to the regional scale of the economy, when targeting occurs it is sometimes industry-focused rather than driven by regional industrial clusters.
- 8) Some jurisdictions with adopted plans include people-based policies. These frequently express an interest in living-wage jobs that connect these activities to industry-based policies. References to K-16 education are common. Some jurisdictions utilize public-private consortium for education and workforce development activities (e.g. Gresham, Forest Grove). In some instances multiculturalism is specifically referenced (e.g. Hillsboro).

Observations:

- Integration of economic development efforts between jurisdictions is limited and generally issues-based (e.g. transportation) or practiced informally (e.g. recruitment)
- Performance measures and indicators related to the economy are infrequently utilized. Some jurisdictions do track plan implementation steps or process measures of agency activities as evidence of performance.

3.2 Survey Data

Jurisdiction	Major economic development accomplishments
Portland	<ul style="list-style-type: none"> - Regional Partners - Incorporation of economic and business consideration into UGB discussion - Business sitings
Gresham	<ul style="list-style-type: none"> - Center for Advanced Learning - Recruitment of Microchip Technologies - Comprehensive Economic Development Planning - Gresham Civic Neighborhood Development
Troutdale	<ul style="list-style-type: none"> - Downtown/Town Center project - Tube Specialties expansion among others
Fairview	<ul style="list-style-type: none"> - Town center development - Small business growth
Wood Village	<ul style="list-style-type: none"> - LBL Windows Office Expansion
Beaverton	<ul style="list-style-type: none"> - Developing regional centers: Downtown Beaverton and Washington Square (zoning, design, etc) - The Round (underway)
Forest Grove	<ul style="list-style-type: none"> - Creation of education/business consortium in Forest Grove - Economic Development Partnership
Hillsboro	<ul style="list-style-type: none"> - Intel's expansions - SIP commitment
Tualatin	<ul style="list-style-type: none"> - Tualatin Commons - Increase in office development - Several specific business sitings
Tigard	<ul style="list-style-type: none"> - Land use code revisions - Washington Square Plan - Downtown revitalization (steps towards)
Wilsonville	N/a
Canby	<ul style="list-style-type: none"> - Master Planning process - Streetscape project - Downtown grocery store expansion

Jurisdiction	Major economic development accomplishments
Estacada	- Planning for economic development proposal
Happy Valley	Nothing
Lake Oswego	- Millennium Plaza Park
Milwaukie	- ODS relocation from downtown Portland in remodeled mill - Farmer's market - Riverfront clean ups - City found purchaser for former Safeway (development in progress)
Oregon City	N/a
Sandy	- Relocation of Mt. Hood Forest Service headquarter - Movie theater - Some expansions - Formed their own high speed internet utility
West Linn	- Revitalization of historic commercial district - Expanded goods and services - Some office development
Vancouver	- Downtown redevelopment (\$150 million in development, incl. park development, mix-used projects) - Business recruitment (Consolidated Freightways, etc.) - Partnership with Columbia River Economic Development Council (CREDC) - Vancouver gaining higher profile as a place for doing business
Battleground	N/a
Camas	- Recruitment of Taiwan Semiconductor - Expansion of industry - Downtown revitalization plan - Retention of some manufacturers - Successful in lobbying for new street interchange
Ridgefield	- Annexation of land adjacent to Interstate - Sewer & water infrastructure - Employment Mixed-Use Overlay project - Location of businesses

Jurisdiction	Major economic development accomplishments
Washougal	<ul style="list-style-type: none"> - Recruitment of Pendleton Woolen Mills - Utilization of mixed-use development overlay zones for the Pendleton property - Completed downtown revitalization program
St. Helens	N/a
Scappoose	<ul style="list-style-type: none"> - Efforts under way to increase water capacity - UGB expansion by more than 500 acres (post acknowledgment amendment) - Transportation network improvements (Crownsy-Zellerbach Highway)
Vernonia	<ul style="list-style-type: none"> - Water & sewer infrastructure upgrade - Downtown revitalization (new city hall & library, learning center) - Developed marketing tools (aimed at business recruitment & tourism)
Newberg	<ul style="list-style-type: none"> - Urban Renewal district (\$25 million for next 18 years) - Plans for large areas incl. Riverfront, Springbrook Oaks - Adopted a revision of commercial development code - Economic development website for business retention and recruitment - Will set up a Quick Response Team - Plans for regional hospital and a golf course - Are working on Regional Strategic Plan with Dundee, Chehalem Parks and Recreation and Newberg School District (will be completed in early to mid 2003)
Dundee	<ul style="list-style-type: none"> - Wineries within city limits (Argyle, Ponzi) - Some business retention (Westnut)
McMinnville	<ul style="list-style-type: none"> - Some business recruitment and location - Economic development partnership with Chamber of Commerce
Port of Portland	<ul style="list-style-type: none"> - Diversified Port's businesses (stronger in auto, bulk) - Diversification enhanced region's logistics capabilities - Significant railroad investment
Port of Vancouver	<ul style="list-style-type: none"> - Development of industrial land (97 % occupancy rate, 5,500 direct and indirect jobs)
Port of St. Helens	<ul style="list-style-type: none"> - Business recruitment and retention
Multnomah County	<ul style="list-style-type: none"> - Strategic Investment Program agreement with Microchip
Washington County	<ul style="list-style-type: none"> - Commuter Rail

Jurisdiction	Major economic development accomplishments
<ul style="list-style-type: none"> - State Park - Strategic Investment Program agreement with Intel 	
Clark County	N/a
Clackamas County	<ul style="list-style-type: none"> - Economic Development Commission has increased linkages and communications with other county and chamber committees and organizations to more effectively coordinate County wide economic development efforts around implementing the economic development plan. - Implemented an intensive grass roots public involvement program "Operation Listen" to improve public awareness and receive input regarding transportation issues. - Successfully advocated for transportation funding to improve freight mobility and business expansion at the state and regional level. - Held a Clackamas County Utility Forum in 2000 to inform the business community and public on water, power and telecommunications issues. - Held a Conference on Growth in October 1999 to educate business and community leaders on the dynamics, issues and impacts of growth. - Formed a Workforce Investment Council in 2000 to implement the Workforce Investment Act. - Funded Telecommunity Centers in Canby, Molalla, and Estacada - Ongoing efforts to promote economic and business development in the County's rural cities. - A proactive business expansion and retention policy is in place. - A Business Outreach Program is ongoing that includes company visits and surveys to identify and address issues. - Adoption and implementation of long-term work plan to increase amount of jobs producing lands to address a serious shortage of industrial land in the County. - Received \$200,000 Grant from EPA for Brownfields assessment and remediation planning - Downtown revitalization efforts - Maintaining quality of life
Columbia County	<ul style="list-style-type: none"> - Port Westward project
Yamhill County	<ul style="list-style-type: none"> - Consider accomplishments as a combination of small factors
Metro	N/a

Jurisdiction	Major economic development obstacles
Portland	- More attention to the basic economic development issues (such as business climate, recruitment)
Gresham	- Effort to sustain quality leadership on economic development issues from public and private sector - Lack of understanding of the need to marry economic development and education
Troutdale	- Lack of industrial land - Lack of coordination in East County until recently
Fairview	- Location on the periphery of the region - Financial resources - Staffing for economic development activities
Wood Village	- Land locked
Beaverton	- Lack of developable parcels - Downtown image has been a problem - Permitting (although that has improved some)
Forest Grove	- Labor skills, workforce quality, supply side concerns - Location vis a vis the region and transportation facilities - Lack of infrastructure particularly in industrial areas
Hillsboro	- Vacancy rates and the overall health of high technology industry - Availability of land
Tualatin	- Transportation (accommodating/separating truck traffic) - Funding
Tigard	- Land use regulations and fees
Wilsonville	N/a
Canby	- Staffing resources for city economic development - Infrastructure financing, Shiloh
Estacada	- Staffing resources for city economic development
Happy Valley	N/a
Lake Oswego	- Largely overcome as they succeeded

Jurisdiction	Major economic development obstacles
Milwaukie	- Negative impacts of infrastructure (Sewage treatment plant in town's center, bisected by major arteries)
Oregon City	N/a
Sandy	- Access to airport and 205 limited - Surface congestion
West Linn	- Land availability
Vancouver	- Lack of economic development tools (State programs target distressed, rural communities) - Distance to decision makers in Olympia - Portland acknowledges Vancouver, but there are no investments - Lack of a solid tax increment financing bill
Battleground	N/a
Camas	- Regulations - Lack of tax increment financing tools in Washington state - Changing land use regulations
Ridgefield	- Weak state programs - Land-use/environmental regulations
Washougal	- Lack of inventory of land presents obstacle to business recruitment - Location of Washougal on edge of metro area (as a perceptual problem)
St. Helens	N/a
Scappoose	- Shortage of living wage jobs - Inadequate infrastructure (as an obstacle to ability to exploit availability of land) - Growth industries haven't been recruited - Perception that Scappoose is out of the way
Vernonia	- Transportation access - Adequate telecommunication infrastructure (especially redundancy) - Industrial sites ready for development
Newberg	- Lack of public support for necessary public services (education, infrastructure) - For state as a whole: need to diversify economy - Fear of becoming a bedroom community - Traffic and the need for a bypass

Jurisdiction	Major economic development obstacles
Dundee	<ul style="list-style-type: none"> - Transportation - Sewer and water infrastructure (but are working on it right now) - Public opinion/perception about growth
McMinnville	<ul style="list-style-type: none"> - McMinnville's geographic location (lack of proximity to I5) - Need to improve coordination of retention and recruitment efforts
Port of Portland	<ul style="list-style-type: none"> - Lack of appreciation for importance of being able to move goods efficiently to and from this region - Economic development entities not as involved and aligned as they were in the late 1980s/early 90s. Greater alignment of vision & strategies and more communication, more resources then. - Heavy focus on smart growth over other policy goals - Need to think about where industrial development can and will occur and how transportation system can accommodate - Regulations
Port of Vancouver	N/a
Port of St. Helens	<ul style="list-style-type: none"> - Economic downturn - Anti growth sentiment - Permitting process (long, laborious) - Road system / highway transportation infrastructure
Multnomah County	<ul style="list-style-type: none"> - Availability of industrial land - Lack of a regional plan/strategy for economic development (jurisdictional barriers as obstacles) - Lack of better educational system (K-12)
Washington County	<ul style="list-style-type: none"> - Lack of developable land
Clark County	N/a
Clackamas County	<ul style="list-style-type: none"> - Funding - Infrastructure constraints (transportation, broadband in some places, lack of industrial lands)
Columbia County	<ul style="list-style-type: none"> - Infrastructure-related (i.e. Lack of transportation, transportation access to Highway 30 for businesses) - Regulations
Yamhill County	<ul style="list-style-type: none"> - Transportation (congestion on Hw 99)
Metro	N/a

Jurisdiction	Economic Development Budget	FTE
Portland	\$18.5 Million (Economic Development Department only)	23
Gresham	\$300,000 (Incl. \$30,000 IGA with Troutdale, Wood Village & Fairview)4	
Troutdale	N/a	N/a
Fairview	N/a	N/a
Wood Village	Unclear	1/8
Beaverton	N/a	1.5
Forest Grove	\$40,000	Personal services contract
Hillsboro	\$9.2 million (Incl. apx \$8.4 million Ronler Acres urban renewal)	4 (3 Positions unfilled)
Tualatin	\$21 million (mostly urban renewal)	2.75
Tigard	N/a	N/a
Wilsonville	N/a	N/a
Canby	\$440,000 (perhaps 50% less pending Shiloh effect), 3 year urban renewal budget	.36 (Urban renewal)
Estacada	N/a	Personal services contracts (started as Americorps intern)
Happy Valley	N/a	N/a
Lake Oswego	\$6.7 million urban renewal budget (Shiloh n/a)	1.5
Milwaukie	\$54,000, includes downtown economic improvement district	N/a
Oregon City	N/a	N/a
Sandy	N/a	N/a
West Linn	N/a	N/a
Vancouver	N/a	3

Jurisdiction	Economic Development Budget	FTE
Battleground	N/a	N/a
Camas	\$25,000 (with infrastructure: \$500,000)	N/a
Ridgefield	None	None
Washougal	Yearly contribution to CREDC: \$3,000 - 4,000	None
St. Helens	N/a	N/a
Scappoose	None	None
Vernonia	None	None
Newberg	Revolving Loan Fund: \$1.2 million (Incl. salary of economic development coordinator/planner)	1,0
Dundee	First time: Line item budget for economic development: \$1,500	None
McMinnville	\$40,000	N/a
Port of Portland	N/a	N/a
Port of Vancouver	\$4 to \$5 million	4 (plans for 6)
Port of St. Helens	\$150,000 (incl. Salaries)	1.5
Multnomah County	Approx. \$150,000	1.5
Washington County	N/a	N/a
Clark County	N/a	N/a
Clackamas County	Economic development: \$350,000 Workforce development \$120,000	4.25 in Sept. 02 (Includes workforce person)
Columbia County	N/a	N/a
Yamhill County	\$395,000 (Incl. 2 revolving loan programs)	0.15 (Grant writer)
Metro	N/a	N/a

Jurisdiction	Indicators
Portland	To follow with plan implementation
Gresham	Project implementation, jobs created, customer feedback, partnerships developed
Troutdale	Census Data, commuting patterns Industrial land inventory development, jobs/square foot
Fairview	N/a
Wood Village	Conducted economic base analysis for targeting
Beaverton	N/a
Forest Grove	Number of employees, wages, residence of workers within community, spinoff potential
Hillsboro	See plan
Tualatin	Number of jobs created, wage levels, balance w/ housing stock
Tigard	No
Wilsonville	N/a
Canby	Anecdotal
Estacada	No
Happy Valley	N/a
Lake Oswego	No
Milwaukie	Anecdotal
Oregon City	N/a
Sandy	N/a
West Linn	N/a
Vancouver	Unemployment rate, new companies, development activities, business press
Battleground	N/a

Jurisdiction	Indicators
Camas	N/a
Ridgefield	N/a
Washougal	Number of layoffs, development activity, commercial activity
St. Helens	N/a
Scappoose	Do not formally assess (if they do they use employment department's numbers, # of building permits, # of business licenses)
Vernonia	Number of empty storefronts, # of homes for sale, Census data, foreclosures, commute rate
Newberg	N/a
Dundee	Home vacancies/sales, whether people pay water bill, business activity
McMinnville	N/a
Port of Portland	N/a
Port of Vancouver	N/a
Port of St. Helens	Employment rate, income (but exclude areas with high percentage of retirees that moved in there), anecdotal evidence
Multnomah County	N/a
Washington County	Household income, residential data, transport related to infrastructure, affordable housing, indicators that tie back to county responsibilities supportive of infrastructure
Clark County	N/a
Clackamas County	Number of companies assisted, # of business calls, # of loans from revolving loan fund (Clackamas County rural revolving loan fund), # of jobs created, # of applicants for enterprise zone (state-wide program), # of applicants accepted into the EZ, level of business investments
Columbia County	Number of jobs created
Yamhill County	N/a
Metro	N/a

Jurisdiction	Economic Development Leaders		Economic Development Key Partners	
	Inside jurisdiction	Regionally	Public	Private
Portland	Don Mazziotti Elected officials	Regional Partners	Regional Partners	Real estate and development communities Public utilities
Gresham	N/a	N/a	Regional Partners	School districts Mt Hood Community College City of Gresham Oregon Science & Technology Park Board EMEA (East Metro Economic Alliance)
Troutdale	N/a	N/a	EMEA	N/a
Fairview	N/a	PDC	Gresham Business Assistance Department, EMEA, Multnomah County (Duke Sheppard)	N/a
Wood Village	N/a	N/a	OECD City of Gresham	Troutdale Chamber OSTP
Beaverton	N/a	N/a	Regional Partners	Westside Economic Alliance Beaverton Chamber
Forest Grove	N/a	N/a	N/a	Consortium participants (Pacific University and major employers)
Hillsboro	N/a	N/a	Regional Partners	Hillsboro Chamber Centro Cultural
Tualatin	N/a	N/a	Regional Partners OECD	PGE Chamber Of Commerce

Jurisdiction	Economic Development Leaders		Economic Development Key Partners	
	Inside jurisdiction	Regionally	Public	Private
			PDC Washington County (CDBG)	
Tigard	Developers: Greg Speck, Jack Reardon (Washington Square)	Westside Economic Alliance	N/a	N/a
Wilsonville	N/a	N/a	N/a	N/a
Canby	N/a	N/a	N/a	N/a
Estacada	N/a	N/a	ODDA OECD Clackamas County (Renate Mengelberg) League of Oregon Cities Mount Hood Economic Alliance	N/a
Happy Valley	N/a	N/a	N/a	N/a
Lake Oswego	Gerymoor (Developer)	N/a	N/a	N/a
Milwaukie	N/a	N/a	N/a	N/a
Oregon City	N/a	N/a	N/a	N/a
Sandy	N/a	PDC	Clackamas County	Sandy Chamber
West Linn	West Linn Chamber	N/a	N/a	N/a
Vancouver	Columbia River Economic Development Council (CREDC) and its Board Vancouver Economic Development Department	City of Camas Port of Ridgefield Battle Ground Clark County	Downtown Redevelopment Authorities CREDC	National Development Council Columbia Tech Center

Jurisdiction	Economic Development Leaders		Economic Development Key Partners	
	Inside jurisdiction	Regionally	Public	Private
	Port of Vancouver			
Battleground	N/a	N/a	N/a	N/a
Camas	Quinn, Halverson	CREDC City of Vancouver	Washington State University WA Department of Transportation CREDC	High tech companies and their CEOs
Ridgefield	City of Ridgefield Port of Ridgefield Junction Association Mayor (Tim Thomson) CREDC	County (Commissioner Morris & County Administrator)	N/a	Schuck Corporation (Developers) Other real estate developers
Washougal	CREDC Port of Camas/Washougal Some businesses	Judy Stanton Board of County Commissioners Bart Phillips (CREDC)	See economic development leaders	N/a
St. Helens	N/a	N/a	N/a	N/a
Scappoose	Port of St. Helens Columbia County Economic Development Group Port of Portland	PDC Vancouver Development Commission	N/a	Business Development Advisory Committee (recently formed)
Vernonia	City management Chamber of Commerce Community Development Corp.	Columbia Pacific Economic Development District Northwest Oregon Economic Alliance	OECD Columbia Pacific Economic Development District	Local logging companies Other businesses
Newberg	Chamber of Commerce Newberg Downtown	N/a	OECD ODOT	N/a

Jurisdiction	Economic Development Leaders		Economic Development Key Partners	
	Inside jurisdiction	Regionally	Public	Private
	Association Some business leaders			
Dundee	Chamber of Commerce Economic Development Committee	County Commissioners (Leslie Lewis) Chamber of Commerce City of Newberg	City of Newberg ODOT OECDD Yamhill County	Wineries Dundee Wine Association
McMinnville	Chamber of Commerce McMinnville Downtown Association McMinnville Industrial Promotion McMinnville Water & Light	Yamhill County OECDD	OECDD CLCD	Business community
Port of Portland	PDC City of Hillsboro Metro OECDD Department of Agriculture POVA Portland Business Alliance Westside Economic Alliance Columbia Corridor Association	N/a	PDC Portland Business Alliance OECDD Department of Agriculture	Cooperation with private businesses on ad hoc basis, dependent on needs (i.e. Vestas)
Port of Vancouver	N/a	N/a	N/a	N/a
Port of St. Helens	Port (Peter Williamson) County Commission (Tony Hyde) City managers (Scappoose,	Other ports (Vancouver, PDX, Longview, Kalama)	Local public utility districts	Companies inside the jurisdiction (US Gysym, Boise Cascade, other small companies)

Jurisdiction	Economic Development Leaders		Economic Development Key Partners	
	Inside jurisdiction	Regionally	Public	Private
	St. Helens, Rainier, Clatsanie)			PGE
Multnomah County	Diane Linn Maria Rojo de Steffey Lonnie Roberts	PDC City of Gresham (Rob Fussel and his economic development staff)	Metro Port of Portland PDC OECD (project-based)	Portland Business Alliance SIP companies such as Microchip, LSI Logic
Washington County	N/a	N/a	Regional Investment Board COLPAC	Westside Economic Alliance Individual businesses
Clark County	N/a	N/a	N/a	N/a
Clackamas County	County Commissioner Mike Jordan Coordinator for Workforce Investment Council (Anne Nichol) City of Wilsonville (CJ Silvester)	City of Wilsonville Other city managers PDC Regional Partners Oregon Development Association (state-wide marketing)	PDC Workforce Investment Council City Managers County's Economic Development Commission and its subcommittees	Clackamas County Business Alliance
Columbia County	Tony Hyde Port of St. Helens (Pete Armstrong) Small cities in County	OECD	See leaders question	Boise Cascade Morris Brothers (spelling?)
Yamhill County	N/a	COG	Chamber of Commerce McMinnville Industrial Promotions Group	N/a
Metro	N/a	N/a	N/a	N/a

3.3 Summary of Economic Development Strategic Plans

City of Portland: Economic Development Strategy Summary Report (August 2002 Draft)	
Goal	Facilitate the growth and diversification of business activity that 1) creates jobs, incomes, and wealth, and 2) creates investment that generates the municipal revenue to fund the provision of services that maintain and enhance our quality of life.
Scale	Both local to Portland and in the context of regional competitiveness
Conceptual Framework	Refocus on economic development “fundamentals,” quality of life and small business are acknowledged and connected as secondary beneficiaries on policies addressing the vision
Industries	<p>Targeting principles include a focus on existing strengths while making room for new/emerging niches, creating a range of wages and job skill requirements (not just high wage), connect workforce initiatives to targeting and career ladders, focus on traded sectors.</p> <p>Targets Biosciences, Creative Services, Destination Retail, Distribution and Logistics, High Tech, Metals, Professional/Business Services, Sustainable Industries, Tourism, Transportation Equipment.</p>
Issues and Strategies	<p><u>Land and Buildings</u>: Address the supply of industrial land within Portland through redevelopment and industrial sanctuaries, and regionally through UBG expansion and development in Vancouver</p> <p><u>Transportation and Other Infrastructure</u>: Improve connectivity in all modes and support expansion of telecommunications infrastructure</p> <p><u>Business Climate</u>: Create a stable, customer-driven business environment focused on City taxes and fees and a regional commitment to business recruitment, expansion, international trade and marketing.</p> <p><u>Business Formation</u>: Target venture capital through a variety of strategies including leveraging city pension fund investments and investing in higher education with an eye towards commercialization</p> <p><u>Workforce and Education</u>: Focus on quality and funding for k-16 educational services, improve the coordination and delivery of workforce development services</p> <p><u>Urban Center</u>: Support the role of a vital center city in the region targeting industries like Professional and Creative Services, the Downtown Portland Retail Strategy, Regional Support for city cultural institutions, and increasing the supply of housing for all income levels.</p> <p><i>Strategic geographies: North Macadam, Downtown</i></p>
Performance Measures	Implementation strategies focus on public awareness, unified city government support, regional coordination and ongoing monitoring. Performance measures to follow with implementation.

City of Gresham and East Multnomah County Economic Development Action Plan (January 2001)	
Vision	Creating community wealth through smart growth, smart kids and smart industries.
Scale	Local to Gresham and the East County sub-region
Conceptual Framework	To establish a coordinated economic development effort that will generate community wealth, foster regional links, support quality educational options, and create a balanced and diverse industry base that provides livable wage jobs and a full range of community services.
Industries	High skilled/value added/traded sector industries generally
Integration	Tasks a variety of partners with specific implementation responsibilities. Among these are: <ul style="list-style-type: none"> - Mt. Hood Community College - Boeing of Portland - Gresham Area Chamber of Commerce - East County One Stop - El Programa Hispano
Goals	<p><u>Quality employment</u>: business retention, expansion and recruitment of living wage jobs</p> <p><u>Quality workforce and education</u>: capture the opportunities of the new economy and expand current industries by building a skilled workforce with stable home environments that supports changing diversity</p> <p><u>Quality infrastructure</u>: support business development through and effective transportation system, targeted land (re) development, and adequate infrastructure.</p> <p><u>Quality of life</u>: To create a well-defined image for the sub-region promoting its assets and unique characteristics.</p> <p><i>Strategic geographies: Rockwood, Light rail corridor, Columbia Corridor</i></p>
Performance Measures	Goals tied to specific action steps and partner responsibilities which staff describes as 80% complete, outside committee monitors implementation, ongoing performance measures less clear

City of Hillsboro: Hillsboro 2020. Vision and Action Plan (May 2000)	
Vision	“In the year 2020, Hillsboro is our home town. Within a rapidly changing metropolitan region and global economy, we live in a dynamic community that sustains our quality of life. Here, neighbors, generations and cultures connect. We live and work in balance with nature. Hillsboro is a safe and affordable community, a place our children and their children will be proud to call home.” (p.5)
Scale	Vision acknowledges region Strategies and tactics focus on city
Conceptual framework	Vision 2020 addressed a wider set of public policy areas such as community and neighborhoods, environment, economic development, education and culture, health and safety. Plan focuses on economic diversification, job creation, business environment, infrastructure improvements (water, transportation, telecommunication), and workforce issues.
Integration	Mentions several partners for strategy implementation: <ul style="list-style-type: none"> - Westside Economic Alliance - Hillsboro Economic Development Partnership - Hillsboro chamber of Commerce - Worksystems Inc.
Industries	No particular industries identified.
Goals / Strategies	Vision 2020 proposes six strategy areas for economic development: <ul style="list-style-type: none"> - Foster Hillsboro’s diverse base of businesses and industries - Promote the creation of family-wage jobs - Ensure zoning, development codes and land supply match the needs of all business types - Assure a long0term water supply for local business through sound water management practices. - Support transportation and communication system improvements to move goods, services, and information, and allow residents to reach destinations efficiently throughout the community. - Team educational institutions and business to better match education and training with jobs.
	Plan also focused on education (K-12)
Tactics	Economic Development <ul style="list-style-type: none"> - Creation of profile of family wage jobs - Conduct economic and demographic assessment - Establish an updated database of land leased space - Investigate best means to support and encourage development of emerging and multi-cultural

City of Hillsboro: Hillsboro 2020. Vision and Action Plan (May 2000)

businesses

- Efforts to enhance local infrastructure, assure business resource sustainability and strengthen employment education and training
- Actions designed to assure long-term water supply
- City will pursue leadership role in planning and financing of regional transportation improvements
- Keep business community as active participants in the implementation of Hillsboro's Airport Master Plan
- Initiation of an on-going forum to synchronize business employment needs and trends with education curriculum planning
- Prepare and begin implementation of a Hillsboro-area economic development strategy (proposed objectives include: maintaining and adequate and diverse supply of industrial parcels, developing strong business recruitment and retention programs, and identifying and attracting businesses that offer both high wage employment and entry level jobs that provide a pathway to family wages)
- Ensure diverse housing styles and costs
- Expand multi-cultural training and hiring assistance (Chamber of Commerce)
- Ensure zoning and development codes and permitting processes meet the land and space needs of all business types
- Frame a community-wide high-speed data network strategy

Education

- Formation of a consortium of area high technology companies to help local schools
- Create a Hillsboro Education Action Council (business and civic leaders)
- Strive to match best business and education resources to prepare students for higher education and the workplace
- Make Chamber of Commerce a clearinghouse for education and training opportunities
- Internships, mentoring and training programs

Performance Measures

No specific performance measures are mentioned in plan.
Plan states that annual progress reports to the Hillsboro City Council are part of the implementation process.
Potential partners are also identified.

City of Beaverton: Economic Development Strategic Plan (July 2000)	
Vision	“Beaverton is a vibrant city that is a great place to run a business <u>and</u> raise a family. It is a community that will foster an array of economic opportunities for the workforce of today and tomorrow. Beaverton will provide the infrastructure and leadership needed to compete in our current knowledge-based economy.” (p.1)
Scale	Local (City of Beaverton) No reference to region
Conceptual framework	Emphasis on fostering knowledge-based industries Recognized importance of public-private partnerships (City is catalyst for communication, events, etc.) Focus on basic infrastructure (transportation, land) Focus on business climate issues (regulations, code, etc.)
Industries	Plan focuses on target industries (livable wages, medium to high job density per acre, create additional community wealth by exporting goods and services, provide benefits and education incentives to workers) Examples: <ul style="list-style-type: none"> - Professional services - High technology - Creative services - Bioscience & technology - Engineering and environmental technology - Selected manufacturing
Goals	<ul style="list-style-type: none"> - Promoting an entrepreneurial climate for existing and new businesses - Foster entrepreneurial networks - Have a skilled workforce and strong connections between business and education - Providing a strong public partnership for economic development - Provide effective transportation system, targeted land (re)development, and adequate infrastructure - Enable businesses to easily start or expand - Ensure a high quality of life - Support high quality of life and diversity of citizens - Promote active partnerships between businesses and the community

City of Beaverton: Economic Development Strategic Plan (July 2000)

Performance Measures

Promoting an entrepreneurial climate for new & existing businesses

- Number of region wide business events held in Beaverton
- City support of at least four business events each year
- Number of agencies or contracts a business must interface with to obtain information on operating a business in Beaverton
- Active involvement of city staff in key business associations
- Number of start-ups or spin-offs of “targeted” industries encouraged by city-supported incubators or innovation centers
- Definition of measurable results which are appropriate for the City in workforce development

Providing a strong public partnership for economic development

- Number of sites (identified by the City as sites with strong opportunities) that are developed in a manner consistent with the economic vision and goals
- Choice of telecommunication providers that offer timely and cost effective service to businesses
- Average time to complete all local permit processes required to start a business
- Average time to complete all local permit processes to expand or modify business operations

Ensuring a high quality of life

- The percentage of Beaverton’s minority business groups engaged with City economic development activities
 - Short-term: Complete a feasibility study to identify options for a private or public multipurpose center
 - Long-term: build or renovate a space that can provide space for business and community
 - The number of business groups who rate the City’s ability to identify and work on business issues as good to very good
-

City of Tualatin: Economic Development Action Plan (June 2001)	
Vision	Overall goal: “To become one of the premier economic activity centers of the metropolitan area, achieving commercial and industrial growth within the framework of high environmental standards and excellence in urban design.”
Scale	Mostly local, but some strategies actively address opportunities for partnership with other regional ED agencies.
Conceptual Framework	Plan focuses mostly on place-based strategies.
Industries	No specific industries are identified
Goals	Goals build upon objectives outlined in City’s 1984 (updated 1989) Economic Development Action Plan: <ul style="list-style-type: none"> - Maintain an inventory of development-related information with selected information published in an attractive manner - Actively market Tualatin as a business location to target groups such as commercial and industrial brokers, regional development agencies, and the Oregon Economic and Community Development. - Continue working with State, County, and Regional agencies to guarantee that the I-5/99 W Connector becomes a reality - Periodically evaluate Tualatin’s permit process to ensure that it operates efficiently - Maintain and enhance standards for environmental protection and excellence in urban design. - Maintain a healthy business climate to benefit new and existing businesses in the City. - Plan for commercial development and public buildings for Tualatin to meet needs of present and future residents of the region. - Be prepared to address urbanization of areas adjacent to the City of Tualatin (i.e. Study Area 12B [Stafford Basin], 14A [south of Tualatin] and 14G [southwest of Tualatin]).
Strategies	2001 Plan states various updated strategies for each goal.
Performance Measures	No specific performance measures are identified. Plan acknowledges that progress has to be monitored and measured.

City of Sandy: Draft Economic Development Strategy (September 2002)	
Vision	A balanced approach towards growth, receptive to new development that helps to meet specific community goals, or strengthens the local economy (Council policy described as “jobs for Sandy residents, not more jobs for job’s sake.”)
Scale	Local
Conceptual Framework	Work with, not against market forces, don’t equate industrial development with economic development, recognize that having a livable community is key and thus concentrate on core services
Industries	Professional services, arts and recreation, and home occupations
Goals	<ul style="list-style-type: none"> - Maintain a supply of industrial, office and retail land - Facilitate home based businesses through regulatory relief and improved telecommunications services - Support arts and recreation events and facilities - Improve the appearance and effectiveness of Downtown
	<i>Strategic geographies: Downtown</i>
Performance Measures	None

City of Vernonia Strategic Plan for Economic Development (August 1997)	
Vision	A strong community of rural character with safety and security
Scale	Local
Conceptual Framework	Business development, human resources and quality of life as key building blocks to community economic development
Industries	N/A
Goals	<p>Business Development</p> <ul style="list-style-type: none"> - Revitalize Downtown - Expand local economic base <p>Workforce</p> <ul style="list-style-type: none"> - Increase local opportunities for training - Increase level of adult literacy <p>Quality of Life</p> <ul style="list-style-type: none"> - Visibly improve the appearance of residential and commercial neighborhoods <p>Infrastructure</p> <ul style="list-style-type: none"> - Develop basic improvements to the Airport to allow for future expansion - Replace old and undersized water lines to residences - Improve telecommunications services
Performance Measures	<ul style="list-style-type: none"> - Six new commercial/retail businesses and 50 new fte by the year 2003 - Three new service/production businesses that together gross \$10 million in annual revenue by 2003

Clackamas County Economic Development Plan (October 1997)

Vision	“Clackamas County’s vision for the future is grounded in a belief that it is a great place to raise a family and do business. It is a vision of diversity in housing types, cultures, incomes, and beliefs; of pristine wilderness; of high quality public education, social services, and utilities; of extensive and convenient urban amenities; and of well-paying and productive jobs. It is a vision in which local entrepreneurs can create new goods and services, and be proud of the way in which they create jobs, profits, and prosperity. It is a vision that balances and unifies what can otherwise be a competition between jobs, environmental quality, and quality of life.” (p.ii)
Scale	Clackamas County
Conceptual framework	<p>Plan actions focus on</p> <ul style="list-style-type: none">- Coordination agencies with other ED actors- Factors of Production (transportation, utilities, workforce/labor)- Business Attraction and Retention <p>2002-03 Action/Work Plan focuses more on business development activities</p> <p>EDC’s high priority items are:</p> <ul style="list-style-type: none">- Increase Metro UGB to provide land for industry and business- Get strategic or key transportation projects funded and constructed- Promote and coordinate workforce education and training for employers to fill currently open full-time jobs- Provide a pro-active coordination role between County government and private industry- Business outreach: Provide on-going business outreach program to facilitate a pro-active role in assessing the needs of business and industry- Business employment lands workplan
Integration	<p>Plan recognizes importance of partnerships between Economic Development Commission, other County agencies, cities, special districts, public and private sector.</p> <p>States that partnership with cities is especially important since economic development is done within city limits.</p>
Industries	Plan explicitly states that ED efforts should focus on business environment, not on specific industries
Principles	<p>Plan outlines guiding principles:</p> <ul style="list-style-type: none">- Need for more job opportunities for residents- Workforce education and training are critical to all aspects of quality of life

Clackamas County Economic Development Plan (October 1997)

- Economic Development Strategies should focus on improving business environment, not on industries
- Recognize quality of life as fundamental building block of community health and vitality
- Public sector should focus on what it does well
- EDC should coordinate and help facilitate public and private sector efforts
- Transportation infrastructure faces the greatest challenges
- Reasonable planning and regulation to preserve environmental quality and livability are important
- Plan for urban reserves
- Preserve agricultural and forested lands for its use and exchange value
- ED efforts will vary from place to place in the County
- Outreach to citizens and public and private groups is required

Goals / Strategies	See Actions below
Tactics / Actions	<p>Coordination</p> <ul style="list-style-type: none"> - Identify existing gaps in coordination of public facilities and services - Restructure the organization of the EDC to facilitate a pro-active role in facilitating coordination - Implement a program for coordination and leadership - Improve the availability and dissemination of land-use and infrastructure data - Review and refine County and city comprehensive land-use plans <p>Factors of Production</p> <p>Transportation</p> <ul style="list-style-type: none"> - Improve funding for transportation - Get key transportation improvements adopted as part of the County’s transportation system plan <p>Utilities</p> <ul style="list-style-type: none"> - Create a utility forum - Develop plans to serve urban growth <p>Workforce and education</p> <ul style="list-style-type: none"> - Adopt labor force plan - Promote and coordinate workforce education and training - Prepare a needs assessment plan for college and graduate programs - Prepare a County plan for “Telecommunity” centers

Clackamas County Economic Development Plan (October 1997)

Business Development

- Develop and implement a proactive business expansion and retention policy for urban areas
- Develop and implement a business development strategy in rural communities
- Maintain the local quality-of-life
- Zone jobs-producing land to stimulate business growth

Rural Actions:

- Coordination
 - Transportation
 - Utilities
 - Workforce
 - Business Attraction and Retention
-

Performance Measures

Overall economic growth indicators:

- County-wide per capita income and its comparison with regional and state measures
- County's unemployment rate
- County's poverty rate to address equity concerns
- Total job creation in the County
- Ratio of job growth to population growth
- Developers' assessment of County's land-use and building process compared to others in the region
- Air quality within the County
- Percentage of County's agricultural and forest lands in 1970 still preserved
- Acres of community parks, designated recreation areas, and designated open spaces per 1,000 County residents living in incorporated cities

Each Action item has identified benchmarks.

Plan is also followed up with a Progress Report (January, 2001)

The Economic Development Strategic Plan for Clark County (2002)	
Vision	“[...] The future economy of Clark County will be characterized by the ever-increasing percentage of individuals who both live and work in Clark County. Expanded educational opportunities and partnerships between education and business will provide an engaged citizenry and an educated workforce for existing and start-up companies. Our community will continue to recognize the ever-expanding importance of our region and the significant economic benefit to be gained through regional cooperation. [...]” (Excerpt)
Scale	Focus on Vancouver and on communities throughout Clark County, but acknowledges regional cooperation in vision statement.
Conceptual framework	Plan focuses on fostering primary and knowledge-based industry clusters by refocusing public sector actions necessary to support sector growth. Increased emphasis on land supply, strategic geographies, public infrastructure, business climate, development process, and transportation. Plan is focused primarily on place-based economic development strategies.
Industries	Cluster-based approach; Focus on primary productive industries and knowledge-based industries. Representative examples include: Semiconductor and electronics manufacturing, telecommunications, life sciences, health care, distribution, software, engineering, architectural, professional services, corporate offices and corporate support infrastructure.
Goals	<p><u>Targeted industries:</u> Continue to identify and refine targeted industries to guide public policy, infrastructure development, workforce training and other economic development initiatives.</p> <p><u>Business growth:</u> Create an environment conducive for the startup, growth and expansion of high-technology industries.</p> <p><u>Industrial land:</u> Develop an industrial land base conducive to the recruitment of targeted industries and the expansion of existing businesses.</p> <p><u>Public infrastructure:</u> Expand public infrastructure to allow for the timely development of industry clusters.</p> <p><u>Development process:</u> Increase the competitiveness of Clark County for business locations and expansion of existing business by increasing the efficiency and timeliness of the development process to match market demands.</p> <p><u>Zoning:</u> Remove the constraints for the development of existing industrially zoned properties to allow for efficient development patterns.</p> <p><u>Metropolitan Cooperation:</u> Integrated Clark County into the broader metropolitan economy by reducing barriers to regional growth and increasing metropolitan cooperation.</p>

The Economic Development Strategic Plan for Clark County (2002)	
	<u>Urban centers:</u> Increase the economic vitality of the downtown commercial core of Vancouver and communities throughout the county.
Strategies	<p>Plan identifies specific strategies under each goal.</p> <p><i>Strategic geographies: Downtown Vancouver, Port of Vancouver Gateway, Columbia Tech Center, Columbia Business Park, Salmon Creek/WSU Vancouver, Ridgefield Junction, La Center Junction, Battle Ground, Cascade Business Park/Camas Meadows, and Port of Camas/Washougal Industrial Park.</i></p>
Principles	<ul style="list-style-type: none"> - Public sector leadership - Opportunistic and flexible - Creative / innovative ED efforts - Intentional - Confident - Partnership with private sector and other communities in the region - Regionalism - Competition and the need for speed - Attention to local business <p>Plan also identifies strengths, weaknesses, opportunities and threats of Clark County.</p>
Performance Measures	No particular performance measures are identified.

3.4 Survey Instrument

Who is responsible for economic development

Nobody -> end

Yes -> Who:

Is there an adopted eco devo strategy or policy?

No -> end

Yes -> Ask about

Date of adoption?

ongoing or scheduled updates?

Got copy?

Is there a workplan for economic development?

No -> end

Yes -> obtain workplan

What are the major economic development accomplishments in the last 5 years?

What is your current economic development budget and FTE?

Budget:

FTE:

Who are the economic development leaders inside your jurisdiction and in the region?

Your jurisdiction?

Region?

Who are the key public and private partners for economic development activities?

Public:

Private:

What are the obstacles to economic development?

Indicators for economic development success?

3.5 List of Interviewees

Jurisdiction	Interviewee
Portland Development Commission	Michael Ogan, Senior Manager Business Development
City of Gresham	Shelly Parini, Economic Development Manager
City of Troutdale	Erik Kvarsten, City Administrator
City of Fairview	John Anderson, City Manager
City of Wood Village	Clayton Morgan, Assistant to the City Manager
City of Beaverton	Janet Young, Economic Development Program Manager
City of Forest Grove	Jon Holan, Community Development Director
	Anne Mulrone, Economic Development Consultant
City of Hillsboro	Larry Pederson, Economic Development Director
City of Tualatin	Doug Rux, Economic Development Director
City of Tigard	James Hendryx, Community Development Director
City of Wilsonville	N/a
City of Canby	John Williams, Community Development Director
City of Estacada	Beverly Anderson, Community Development Specialist
City of Happy Valley	Jim Crumley, Community Development Director
City of Lake Oswego	Robert Galante, Redevelopment Agency Director
City of Milwaukie	Mike Swanson, City Manager
Oregon City	N/a
City of Sandy	Scott Lazenby, City Manager
City of West Linn	Gordon Howard, Planning Director
City of Vancouver	Gerald Baugh, Manager of Business Development
City of Battleground	N/a
City of Camas	City of Camas, Doug Quinn, Director of Public Works
City of Ridgefield	City of Ridgefield, Randy Bombardier, City Manager
City of Washougal	Monte Anderson, Director, Planning and Development
City of St. Helens	Skip Baker, Planner
City of Scappoose	John Hanken, Director of Community Development
City of Vernonia	Mike Sykes, City Manager
City of Newberg	David Beam, Community Development Department
City of Dundee	Eve Foote, City Administrator
City of McMinnville	Doug Montgomery, City Manager and Planning Director
Port of Portland	David Lohman, Director, Public Policy/Planning
Port of Vancouver	David Blum, Director of Property and Development
Port of St. Helens	Paul Langner, Executive Director
Multnomah County	Duke Shepard, County Chair Office
Clark County	Kelly Sills, Policy Assistant
Clackamas County	Renate Mengelberg, Business & Economic Development Services
Columbia County	Janet Right, Office of the County Administrator
Washington County	Gerald Kubiak, Office of the County Administrator
Yamhill County	John Krawczyk, Office of the County Administrator
Metro	Lydia Neill, Transportation and Planning

3.6 Reference List of Economic Development Documents

Jurisdiction	Economic Development Plan / Strategy
Portland	Portland Development Commission. (2002). <i>Economic Development Strategy for the City of Portland. Summary Report of the Blue Ribbon Committee</i> . Portland, OR. Portland Development Commission. (2000). <i>PDC Economic Development Department Strategic Plan (Working Draft)</i> . Portland, OR.
Gresham	City of Gresham and East Multnomah County. (2000). <i>Mayor's Economic Development Forum: "A Community Action Plan."</i> Gresham, OR. City of Gresham. (1998). <i>Rockwood Action Plan</i> . Gresham, OR. City of Gresham. (2000). <i>Rockwood Action Plan. Annual report and update</i> . Gresham, OR. City of Gresham. (2001). <i>Gresham industrial employment & economic study</i> . City of Gresham.
Troutdale	City of Troutdale. (2002). <i>City Council Work Plan 2002</i> . Troutdale, OR.
Fairview	City of Fairview (2002) <i>Visioning Document 2022</i> . Fairview, OR.
Wood Village	Comprehensive Plan (Economic development language non-operative)
Beaverton	City of Beaverton. (2000). <i>Economic Development Strategic Plan</i> . Beaverton, OR.
Forest Grove	City of Forest Grove. (2000). <i>Forest Grove Economic Development Survey Action Plan</i> . Forest Grove, OR. City of Forest Grove. (2000). <i>Economic Development Survey Project - Year 2000</i> . Forest Grove, OR.
Hillsboro	City of Hillsboro. (2000). <i>Hillsboro 2020 Vision: Final Report</i> . Hillsboro, OR.
Tualatin	City of Tualatin. (2000). <i>City of Tualatin Economic Development Action Plan</i> . Tualatin, OR. City of Tualatin. (1984). <i>Economic Development Action Plan</i> . Tualatin, OR.
Tigard	Comprehensive Plan City of Tigard (1999) <i>Washington Square Center Regional Center Plan</i> . Tigard, OR.
Wilsonville	N/A
Canby	Comprehensive Plan (Economic development language under review) City of Canby. (1998). <i>Industrial Area Master Plan</i> . Canby, OR.
Estacada	Comprehensive Plan (Economic development language non-operative) City of Estacada. (1999). <i>Promotion & Economic Restructuring Report</i> . Estacada, OR: Oregon Downtown Development Association.
Happy Valley	Comprehensive plan (economic development language non-operative)
Lake Oswego	Comprehensive Plan Language Lake Oswego Redevelopment Agency (1986) <i>East End Redevelopment Plan</i> . Lake Oswego, OR. (Update in progress)

Jurisdiction	Economic Development Plan / Strategy
Milwaukie	Comprehensive Plan
Oregon City	Comprehensive Plan (Economic development language update in progress)
Sandy	City of Sandy. (2002). <i>Economic Development Strategy (Draft)</i> . Sandy, OR.
West Linn	Comprehensive Plan (Economic development language under review)
Vancouver	City of Vancouver. (1999). <i>Downtown Investment Guidelines</i> . Vancouver, WA. City of Vancouver. (2000). <i>Strategic Plan</i> . Vancouver, WA: Updated and adopted by City Council October 2000.
Battleground	N/a
Camas	Comprehensive Plan
Ridgefield	No specific economic development plan in place.
Washougal	City of Washougal. (1994). <i>Comprehensive Plan for Growth Management Act Compliance</i> . Washougal, WA. City of Washougal. (2000). <i>City of Washougal Housing Study</i> . Washougal, WA. City of Washougal. (2002). <i>Downtown Revitalization Master Plan</i> . Washougal, WA.
St. Helens	Are checking whether there is a strategy.
Scappoose	No specific economic development strategy. Work with City Council goals.
Vernonia	City of Vernonia. (1997). <i>From Vision to Action: Strategic Plan for Economic Development</i> . Venonia, OR: Vernonia Community Response Team.
Newberg	No specific economic development plan in place. Referred to various planning documents (urban renewal, etc.) City of Newberg. (1999). <i>Springbrook Plan</i> . Newberg, OR. City of Newberg. (2002). <i>Ordinance No. 2002-2561</i> . Newberg, OR. City of Newberg. (2002). <i>Riverfront Master Plan</i> . Newberg, OR. Newberg Urban Renewal Agency. (2001). <i>City of Newberg urban renewal plan</i> . Newberg, OR. Newberg Urban Renewal Agency. (2001). <i>City of Newberg urban renewal plan. Report on plan</i> . Newberg, OR.
Dundee	No specific economic development plan. Referred to facilities plan.
McMinnville	Comprehensive Plan
Port of Portland	No specific economic development plan.
Port of Vancouver	Referred to vision statement on Port's website.
Port of St. Helens	No specific economic development plan. Work is guided by Port Commission's goals (create jobs & diversify economy)
Multnomah County	No specific economic development plan.
Washington County	No general plan. Economic issues mission driven related to specific issues.
Clark County	Clark County. (2002). <i>Draft Report from 22 May 2002 Clark County Economic Development Conference</i> .

Jurisdiction	Economic Development Plan / Strategy
	Clark County, WA. Clark County. (2002). <i>The Economic Development Strategic Plan for Clark County</i> . Clark County, WA: Columbia River Economic Development Council.
Clackamas County	Clackamas County. (1997). <i>Clackamas County Economic Development Plan</i> . Clackamas County, OR: County Economic Development Commission. Clackamas County. (2001). <i>Economic Development Plan Progress Report (January 2001)</i> . Clackamas County. Clackamas County. (2002). <i>Economic Development Commission Work Plan</i> . Clackamas County: Economic Development Commission. Clackamas County Development Agency. (1980). <i>Clackamas Town Center Area Development Plan</i> . Clackamas County, OR: Department of Transportation and Development, Planning and Economic Development Division. Clackamas County Development Agency. (1984). <i>Clackamas Industrial Area Development Plan</i> . Clackamas County, OR: Department of Transportation and Development. Clackamas County Development Agency. (1989). <i>Government Camp Village Revitalization Plan</i> . Clackamas County, OR: Department of Transportation and Development.
Columbia County	Are not aware of plan (Col Pac might have such documents)
Yamhill County	Regional policy administered by Mid-Willamette Valley COG
Metro	No plan in place. Economic issues considered within other planning documents.

Survey of Economic Development Organizations

4. Survey of Economic Development Organizations Strategies and Activities

4.1 Summary of Findings

- 1) The survey was sent to 66 organizations in the 6-county metropolitan area. Organizations were called twice to follow-up on the original mailing, and 24 surveys were returned, resulting in a 36% return rate.
- 2) Few organizations explicitly serve the metropolitan region. Of the respondents to the survey, 13 served single communities or portions of the metropolitan area, 6 worked statewide, 3 viewed the metropolitan area as their territory of interest, and one reported no particular geographic base.
- 3) When asked to report the top 3 economic development issues of concern to their organization, the most frequent response was business (and hence, employment) retention, expansion, and relocation. Coming in with only slightly more than half as many responses was infrastructure development.

a. Retention, expansion, relocation	14
b. Infrastructure	8
c. Business climate (permitting)	6
d. Land	5
e. Education	5
f. Workforce Development	2
g. Technology Transfer	2
- 4) When asked what the greatest economic development challenge in the region was today, respondents grouped their answers under three themes: jobs, lack of a pro-business attitude, and leadership. When asked what they thought would be the greatest challenges in five years, both education and attitude were mentioned multiple times, but other responses spanned a wide range of concerns indicating little consensus.
- 5) Respondents reported that the top economic development assets of their community were quality of life, talented people, and infrastructure. Note, however, that quality of life was by far the most important themes. When asked what they thought were the top assets regionally, they largely stuck with the same three themes.
- 6) Almost every organization has a mission statement. Key mission statement themes are promoting economic growth, supporting existing businesses, and advocating for policies and projects that will enhance economic opportunities.
- 7) Most frequently reported economic development initiatives include advocacy for infrastructure projects (especially transportation), business retention, expansion, and relocation assistance, advocacy for changes in the business climate (largely changes in regulatory provisions and processes), and organizational development (development of strategy and vision statements, and seeking new members).

- 8) When asked what their most important economic development achievements were, most organizations reported the development of strategy and accompanying research, development of infrastructure and buildings, and organizational development.
- 9) Primary partners locally included other economic development groups, cities and counties, and industry associations. Regionally, other economic development groups, cities/counties/the state, and regional agencies were identified as key partners.
- 10) When asked what indicators are used to judge area economic health and vitality, organizations reported the unemployment rate and building activity as key measures. Many organizations reported either no indicators or no specific indicators. When asked how they assess their own economic development success, organizations reported that job growth, calls to them for service, and attendance at organization-sponsored events were important measures.
- 11) Finally, when organizations were asked what it currently takes to compete with other regions for talented, creative people, quality of life and the environment were the primary factors mentioned. When asked what it would take in five years, quality of life was again identified as the primary resource, though employment opportunities in clusters and resolution of Oregon's tax structure were also mentioned.

Observations:

- Quality of life is widely recognized as an asset and as a competitive advantage.
- Economic development activity is focused on issues, not strategies.
- Economic development concerns are primarily local in scope.

4.2 Mail Survey Data

Respondents:

- A. Katy Coba, Sherry Sheng, Oregon Economic & Community Development Dept.
- B. Diane Vines, Oregon University System
- C. Samuel Brooks, Oregon Association of Minority Entrepreneurs
- D. Fred Miller, Portland General Electric
- E. Betty Atteberry, Westside Economic Alliance
- F. Jeanette Pilak, Oregon Creative Services Alliance
- G. Sam Chase, Community Development Network
- H. Forest Grove Chamber of Commerce
- I. Holli Robinsin, Sherwood Chamber of Commerce
- J. Wilda Parks, North Clackamas County Chamber of Commerce
- K. Tom Massie, Battle Ground Chamber of Commerce
- L. Patti McCoy, Columbia Corridor Association
- M. Dick Petrone, Molalla Area Chamber of Commerce
- N. Jill Thorn, West Linn Chamber of Commerce
- O. Bart Phillips, Columbia River Economic Development Council
- P. Carol Nielson-Hood, Gresham Area Chamber of Commerce
- Q. Gale Castillo, Hispanic Metropolitan Chamber
- R. Larry Wade, Software Association of Oregon
- S. Celia Williams, McMinnville Area Chamber of Commerce
- T. Jamie L. Johnk, Canby Business Revitalization
- U. Hiroshi Morihara, Oregon Science and Technology Park
- V. Jill Fuglister, Coalition for a Livable Future
- W. Jim Coonan, Oregon University System

1) Please describe the geographic area of interest for your organization:

- A.** Statewide service delivery for business recruitment/expansion/retention, and marketing to industries that are statewide, national and international in scope.
- B.** Whole state
- C.** The Oregon Association of Minority Entrepreneurs, OAME, is a statewide organization
- D.** PGE serves the northern Willamette Valley, from Salem to Portland, west to Hillsboro, and east to the base of the Cascade Range. The primary economic development efforts are concentrated in the described area. However, because of the company hydro and thermal generating plants outside the allocated retail service territory, PGE has an active and significant role in rural economic development in Morrow County, Columbia County, and along the Deschutes River system.
- E.** The Westside of the Portland Metropolitan region—urban Washington County, part of Clackamas County (Kruse Way area and I-5 south to and including Wilsonville).
- F.** Oregon and SW Washington
- G.** Portland area inside the UGB
- H.**
- I.** Sherwood—Washington County—99W & Tualatin Sherwood Road vicinity
- J.** North Clackamas County, for the Multnomah County line south to the Clackamas River and from the Willamette River east from Sandy to Mt. Hood.
- K.** Basically the Battle Ground School District boundaries are what we consider our market area.
- L.** The Columbia Corridor is bordered by the Willamette, Columbia & Sandy Rivers, & runs south to Columbia Blvd./Sandy Blvd.
- M.** We are interested in the area surrounding Molalla—zip code 97038
- N.** The city limits of West Linn and surrounding area to the extent we can interest Lake Oswego, Oregon City and Tualatin
- O.** Clark County; SW Washington; PMSA
- P.** Mainly Gresham area but also the region of East Multnomah County.
- Q.** Tri-County area
- R.** State-wide
- S.** McMinnville area
- T.** Canby Business Revitalization serves the Canby, Oregon area.
- U.** Presently, East-Metro cities of Gresham, Troutdale, Fairview and Wood Village.
- V.** Portland-Vancouver, four-county metropolitan area
- W.** State of Oregon and collaborative initiatives with other Northwest states.

2) What are the top 3 economic development issues of concern to your organization?

- A. Business retention, expansion, recruitment—we are actively engaged in all these efforts through visiting 1000+ Oregon companies each biennium to identify needs and opportunities and through an aggressive marketing campaign to target industries.
Regulatory environment—we already help businesses resolve regulatory problems by working with other state and federal agencies; we plan to expand that effort.
Lack of a statewide economic development vision and strategy—we will actively engage in efforts to lead/coordinate the development of a statewide vision and strategy.
- B. Linking higher education to economic development
Commercializing university research ideas
Increasing sponsored research
- C. 1. creation of ownership and wealth
2. creation of access to capital
3. utilization of technology in business growth & development
- D. a. **Safe, reliable and economically competitive power delivery**—As the largest supplier of electric energy in Oregon, with responsibility for service to the most technologically sensitive industry in Oregon, PGE’s primary focus is ensuring that power delivery system is a competitive advantage in Oregon.
b. **Targeted industry support**—collaborate with industry groups and identified key industry sectors to design customized energy, distribution and modernization of all types of utility to attract and retain companies.
c. **Business climate**—PGE has a long tradition of convening partners to understand issues, address problems and create solutions that benefit all sectors of the Oregon economy, with particular sensitivity to bedrock small and medium size business customers.
- E. Transportation—timely access for both freight and employees to the worksite
Workforce Development—access to good higher education programs and continuing workforce skill development programs. A quality K-12 system also provides ability to attract a workforce that would be moving their family to the area.
An adequate supply of industrial/employment land.
- F. 1. Growth of creative services firms in Oregon
2. Buy Oregon Campaign:
i. Local, regional and national leadership from business/public sector to buy from Oregon firms rather than going out of state
3. Workforce Development
i. Educating workforce to industry’s needs
ii. Retention of talent already here
iii. Attracting qualified workers
- G. Affordable housing—that provides a stable work force, allows families stable homes as they get education, and provides jobs close to work, thereby reducing travel time.
- H. —Sustaining the health of our existing economic base.
—Sustaining effective partnerships among education, industry and government leaders to build and maintain the infrastructure (including education) for economic growth.
—Maintaining the character and identity of our community as we grow.
- I. Attracting and keeping business—growth management
Revitalization of Historic Old Town

- Urban Renewal District
- J.** Transportation—safe, stable road system transportation options, freight mobility
Increase industrial land supply
Increase family wage jobs
 - K.** 1) Family wage jobs for our residents so they don't have to commute to Portland, etc.
2) Tax base for infrastructure to maintain quality of life
3) Diversity of retail, wholesale and industrial businesses
 - L.** 1. Lost job restoration (12,300 jobs lost in corridor in last year).
2. New job creation (attract new companies).
3. Reform permitting and land use regulation to incentivise growth/expansion
 - M.** 1. Developing and sustaining an economic development program for our Community
2. Increasing the employment base of our Community by adding family wage jobs.
3. Improving transportation access to/from our community
 - N.** The current City Council is extremely “no-growth”. This has an effect on business and discourages new business from wanting to locate in the community. The City Council is considering changes to the Comprehensive Plan that would remove the words “growth” and “new business” from the document.
 - O.** 1. Business recruitment, expansion and retention
2. Improving the efficiency of development permitting/economic competitiveness of the region
3. Maintaining and expanding the inventory/readiness of the industrial land inventory
 - P.** 1. More family wage jobs
2. More developable land
3. Executive housing
 - Q.** 1. Advocacy for the advancement of Hispanic businesses
2. Direct assistance to Hispanic businesses—technical assistance
3. Coordination of resources in order to increase access to those resources by Hispanic businesses
 - R.** It's a trade association: our issues are not primarily economically-development related. Indirectly our top issues is higher ed, related to increased funding for technical professionals (engineers and computer scientists) and developing more of it in the Portland metro area.
 - S.** 1. Transportation: access to Portland & I-5, Newberg-Dundee Bypass
2. Coordinating an economic resource team for our community to better respond to state leads
3. Attract industry that provides living wage jobs
 - T.** Job Creation
Downtown Business Retention, Development and Revitalization
Industrial Recruitment, Retention and Development
 - U.** Lack of large industrial land; lack of divergent knowledge-based businesses; lack of four-year university
 - V.** —creating more family wage jobs
—small business vitality
—supporting community-based and sustainable economic development throughout the region
 - W.** —Increasing the amount of research and development at Oregon universities

—Increasing the amount of commercialization activity at Oregon universities leading to the creation of companies and jobs in the state.

3) What, in your estimation, is the greatest economic development challenge in the region today?

- A. The dichotomy between need for continuous business growth and communities' desire for growth management.
- B. Diversifying the economy
- C. A combination of lack of leadership and education
- D. The very immediate issue is the persistent unemployment throughout the region. However, the greatest challenge is stabilizing the state budget, especially as it concerns K-12 education and higher education in the metro area. Finding new revenues through economic growth has political consensus; the challenge is finding agreement to support an implementation strategy.
- E. The current economy. With the highest unemployment rate in the nation, the region (and the state) face a huge challenge. How we assist in developing jobs for the region is the question that we must address if we are to have a healthy community.
- F. **1. Keeping jobs (and therefore, talent) in Oregon**

In 2000, Multnomah County's indigenous film and video industry created direct economic output of \$318 million. In the past two years, and estimated 20% of the film and video workforce have had to leave Oregon to go where the jobs are (Hollywood, California, New York, Chicago).

Anecdotally, yesterday (9-10-02) I was told by a New York producer looking to open a small multimedia firm in either Portland or Chicago or New York, that he wanted to do his preliminary creative work in Oregon because he had heard that everyone here was out of work, and, therefore, he could get it done for a fraction of the cost of having it done in Chicago or New York.

Availability of qualified workforce: this is a critical issue in the downturn as well as when the economy was booming.

—Currently, firms who are hiring are being overwhelmed with unqualified applicants.

—Firms recruiting at the executive level are finding it hard to attract executives to the Portland Market both because of the downturn and because of the lack of clients (Fortune 2000) purchasing "cutting-edge" work

—Talent who are locating in Portland from major markets clearly bring with them credentials which are winning employment within a week of arriving. While this is exceptional, it hints to the ability of our local creative community to keep up with trends and technology in a small market. For example, two creatives wandered into our office the first day they arrived in Portland after moving from Cincinnati. They came to Portland because friends live here and "Cincinnati isn't a creative mecca." They found the OCSA web site, came to the office. I interviewed them, gave them three contact names and they called back the next week to say they had year-long contract jobs with creative firms in Portland because their national and international client work made them experts.

2. A strong business development infrastructure sincerely providing business friendly foundation of physical space, telecom systems, policies and funding mechanisms. This will take a complete and thorough attitude change: customer service to professional businesses must come from the leadership and be delivered through the staff who are committed to serving, willingly.

- G. Creating a sustainable livable region where children stay in school, traffic commutes are lower, workers have stable homes. That takes an affordable housing infrastructure.
- H. —Sustaining commitment to education, developing our workforce.
—Understanding of common ground by government, industry and education and acting on those understandings.
- I. Traffic impact from 99W and Tualatin Sherwood Roads and charter residents
- J. Managing all aspects of growth effectively—a total strategy with all partners noted for results
- K. Startup costs of new and existing companies, especially from government—permitting, impact fees, time delays, etc.
- L. Current jurisdictional regulation discourages and slows business creation, expansion and growth.
- M. The local, state and national economy.
- N. Having enough large parcels of land for development by large companies who want to locate or re-locate in the Metro area.
- O. Increasing our regional and global competitiveness for the location and retention of businesses.
- P. Not enough family wage jobs in Gresham or region.
- Q. 1. Support of our educational system (K-16) for workforce development
2. Recruitment & retention of large employers
- R. See #2.
- S. Replacing lost jobs, especially in high tech industry.
- T. Canby’s ability to effectively compete for business and industrial development and job creation opportunities due to a lack of available incentives on a local, county and state level.
- U. High SDC charges; high state income tax; inadequate funding for education
- V. Thinking and acting regionally with respect to the economy and not to be too reactive in the current economic climate, and figuring out how to fund education!
- W. Lack of Economic Development Leadership

What, in your estimation, will be the greatest economic development challenge for this region in five years?

- A. 1) the ability to deliver the physical and educational infrastructures to meet the needs of economic growth.
2) the ability to balance economic growth opportunities between urban centers and other areas.
3) overcome the reputation of Oregon is not “business friendly”.
- B. Meeting the increased demand for education to produce highly skilled workforce
- C. Education to provide human infrastructure and competitive workforce
- D. A K-12 education system that attracts companies will remain a fundamental challenge, along with a higher education system that meets the research and training needs of a high

wage knowledge economy. The challenge will be to reform the tax system in the state and region to meet the needs, without undermining a competitive business climate with a disproportionate burden. But, recognition that revenues to support programs are derived from income taxes is at the crux of any solution.

- E.** An awareness of the trends in the global movement of the economy. What may be a strong part of our current economy could be produced offshore more competitively in the future.
- F.** Keeping the 20-40 year graduates from our public and private colleges and universities in Oregon by providing living-wage jobs.
- G.** Building that affordable housing infrastructure.
- H.** —Sustaining commitment to education, developing our workforce.
—Understanding of common ground by government, industry and education and acting on those understandings.
- I.** Growth management of new business (an eternal optimist)
- J.** Managing all aspects of growth effectively—a total strategy with all partners noted for results
- K.** Discovering and opening global markets
- L.** —Diversification of industries to reduce economic downturn impacts, and
—Providing the right educational training to feed those job sectors
- M.** The infrastructure requirements of a growing community.
- N.** The same as above [Having enough large parcels of land for development by large companies who want to locate or re-locate in the Metro area.] except it will be an even bigger issue.

To create adaptive regulatory and economic development systems that can respond to economic trends and cycles.

Land

- Q.** Education funding
- R.** See #2.
- S.**
- T.** Same.
- U.** Higher SDC charges; higher state income tax; lack of a premier research university
- V.** The long-term challenge is to figure out how to better control our economic resources and our economic fate to create prosperity in the region for everyone, rather than being at the mercy and whimsy of distant corporate bureaucracies whose sole purpose is to enrich shareholders.
- W.** Building strategies around key competencies of state

4) What, from your organization's perspective, are the top economic development assets in the communities you serve?

- A.** Improved infrastructure after a decade of state-financed projects to improve drinking water and wastewater treatment, industrial park, etc.
Improved local and regional capacity for economic development.
However, there remain great needs in both areas.
Available, trained workforce in much of the state.
Rural communities are more able to pursue opportunities beyond the natural resource economy.
- B.** Higher education intellectual resources
- C.** The diversity of population and other demographic points (age, etc., , ,)
- D.** The Portland metropolitan area has a cutting edge electrical system, due in large part to the investments by the semiconductor industry in the last 10 years, and the high tech semiconductor industry itself. That being said, the quality of life in Portland and surrounding areas, remains a fundamental asset, an intangible measure, but supported by a continuing inflow of people despite mediocre job prospects. Portland's position at the hub of intercontinental east/west and north/south rail, highway, and river transportation system is a singular physical infrastructure advantage, possible the single most important asset for the entire state. Finally, OHSU is an untapped asset vital to research development and a hope for economic transition. These assets have regional significance, with added inclusion of tourism and certain value-added natural resource products.
- E.** Strong collaboration
Livability
High-wage jobs
Skilled workforce
Foresight and leadership by public sector decision makers
Relatively good education system
- F.** No one comes to mind: when I think of innovation, it's coming from a few firms, not our R&D institutions; venture funding? All the drivers of creating new wealth. . . ????
It is significant to note that Oregon is greatly lacking in Fortune 500 firms. The creative firms which produce nationally and internationally recognized work for Fortune 500 clients are unknown here at home. These firms are bringing new wealth into the regional economy. However, the value they contribute to the regional economy is often unrecognized and under-valued.
OCSA is expected to market our creative firms outside the region, yet other industries in Oregon don't value or purchase creative services from these firms. Somehow the connotation is that if they are in Oregon, they can't be doing work for an national/international firm.
- G.** Community Development Corporations and other nonprofits serve those most in need.
They provide housing and services to keep low-income families employed.
- H.** A diverse economic base
Strong partnerships among government, industry and education.
Good industrial sites.
Great physical infrastructure. City-owned electric utility. City-owned watershed.
Very attractive small-town environment.
Active, community-oriented citizens

- I. Ample space to build—both commercial and industrial
Location, location, location—we’ve got it!
Sustainability, livability and community spirit
- J. Qualified and interested workforce
- K. Available land, quality of life, climate, proximity to transportation, available work force.
- L. —Diversity of corridor businesses (both type and size) is better than other areas.
—We are the transportation hub of the state (2 airports, marine terminals and river access, 3 freeways, 2 railroads).
- M. The top economic development assets are the livability of the community with a state of the art Public Library, parks and recreational activities including a public swimming pool which will be completed by 2003, and of few areas in the region which has a 100 acre industrial site ready for development.
- N. West Linn has over 700 in-home businesses. This seems to be growing as the technology grows.
- O. 1) Type, quality and availability of labor force
2) Well-established technology clusters
3) Inventory of industrial lands in Clark County
4) Local government with unified high priority placed on economic development
- P. Progressive Mt. Hood Community College
New city manager who believes in economic development
- Q. —Portland Development Commission
—Oregon Economic Development Dept.
—Regional Investment Board
- R. A fairly robust and diverse technology sector consisting of software, electronics, and semiconductors.
- S. —McMinnville is government & employment center for Yamhill Co.
—Heart of Oregon Wine Country
—Low utility fees in McMinnville
—Viable historic downtown
- T. Prime available industrial land as well as trained, available workforce
- U. East-Metro has the economic development vision shared by the leaders of all four cities, business and civic leaders, and the president and board of Mt. Hood Community College. The Oregon Science and Technology Park (OSTP) is the central piece of this economic development vision. Presidents of University of Oregon, Oregon Sate University, Portland State University and Oregon Health Science University stated that they want to be OSTP’s partners.
- V. The region’s quality of life, our growth management approach, vibrant downtown.
- W. Intellectual property potential and knowledge creation capacity of Oregon’s universities.

In the region (if different from the territory you serve)?

- A. Same as above
- B.
- C. Developable land and water resource
- D.
- E. Livability
Skilled workforce

- Diversity of employment
- Relatively good education system
- F. Same as above
- G.
- H. Physical location, especially availability of water transport through the Port.
Natural resources to support economic development, especially water.
Tradition of partnership, but fragmenting.
Existing industry, an excellent opportunity base.
Our agricultural capacity.
- I.
- J.
- K.
- L. See above
- M.
- N.
- O. 1) Type, quality and availability of labor force
2) Well-established technology clusters
3) PMSA's reputation outside the region
- P.
- Q. same
- R.
- S.
- T. Same.
- U.
- V. The region's quality of life, our growth management approach, vibrant downtown.
- W. same

5) Does your organization have an adopted economic development objective or mission statement? If so, what is it?

- A. Yes. Mission: Assist Oregon businesses and governments to create economic opportunities and build quality communities throughout Oregon.
- B. Not yet but we are proposing that the universities should be given an explicit mission to serve the economy
- C. The mission of the Oregon Association of Minority Entrepreneurs, OAME, is to promote and develop entrepreneurship and economic development for ethnic minorities in Oregon and SW Washington
- D. (Proposed) "We will capitalize on what we know we do well, and where our customers believe we have expertise. Our goal is to grow our distribution system a the same time we modernize our orientation and attitude to industries, to customers, and to communities."
- E. The Leader in Advocating for a Healthy Business Environment within the Sunset Corridor and the Tualatin Valley by Promoting a Community of Excellence.
- F. OCSA MISSION: A unifying voice for Oregon's creative services organizations, the OCSA promotes business development for creative services in Oregon and SW Washington and fosters education, training and growth of our creative services workforce.

- G. CDN’s mission is to strengthen the nonprofit CDCs to provide a healthy, diverse community. That includes economically diverse and therefore sustainable communities.
- H. Yes. [Did not say what it was]
- I. The Sherwood Chamber of Commerce is to promote and support the business community in Sherwood and the surrounding areas.
- J. Improve the transportation system in the North Clackamas area; work to ensure an adequate supply of industrial land; provide family wage jobs for the North Clackamas County Workforce.
- K. Mission: To build strong economic development through business retention and recruitment. Purpose: To build a strong economic base within the community, through the enhancement of existing business and the identification and recruitment of new business which meets the needs of the community. To encourage the development of infrastructure necessary for business expansion.
- L. To support a successful Business Community in the Columbia Corridor.
- M. It is the purpose of this organization to support/promote economic growth and development of the business community while nurturing and enhancing the quality of life for Molalla Area residents.
- N. No.
- O. The CREDC’s mission is to stimulate investment and job creation for the benefit of Clark County residents.
- P. Today—We are a growing association of businesses committed to fostering a positive quality of life and a healthy business community.
Tomorrow—We will be the organization of choice to represent businesses in the East Metropolitan area.
- Q. To work with all members of the community for the economic advancement of Hispanic businesses.
- R. No.
- S. See #6.
- T. Canby business Revitalization’s mission statement is to facilitate revitalization and development and support the Canby business districts as thriving, self-sustaining commercial and industrial centers.
- U. Vision: Our vision for the Oregon Science and Technology Park (OSTP) is to create a premier research center for biotechnology, semiconductor, information technology and other knowledge-based disciplines and a central facility to educate and train engineers, scientists, and technicians and to promote collaboration between colleges and universities and these knowledge-based industries.
Mission: OSTP will be a “meeting place” of the best science and technology minds from academe and industry, leveraging one another’s talents, while retaining their own identities, cultures, and governance. Working together, they will create knowledge in world-class research facilities and transfer that knowledge from the research labs to the marketplace through on-site business incubators and manufacturing facilities to meet the world’s needs. Initial candidate site for OSTP campuses are the Reynolds Metals site, LSI Logic site and the Center for Advanced Learning (under construction).
- V. “Protecting, maintaining and encouraging the development of living wage jobs, small businesses, and community-based and sustainable economic development throughout the region.”

- W. OUS is currently re-evaluating its mission statement to reflect the importance of research and commercialization.

6) What are the current economic development initiatives of your organization?

- A. Retain, expand, and recruit businesses—we are actively engaged in all these efforts through visiting 1000+ Oregon companies each biennium to identify needs and opportunities and through an aggressive marketing campaign to target industries. We also have services targeting small businesses and women- or minority-owned businesses. Troubleshoot regulatory environment—we already help businesses solve regulatory problems by working with other state and federal agencies; we plan to expand that effort. Develop a statewide economic development vision and strategy—we will actively engage in efforts to lead/coordinate the development of a statewide vision and strategy.
- B. The Oregon Science and Technology Park
The Oregon Council for Knowledge and Economic Development
The Higher Education Technology Transfer Fund/Initiative
The Oregon Technology Transfer Committee
The Knowledge Exchange
- C. —Business incubator development (with & without walls)
—Access to capital for minority, women and emerging small businesses (MWESB)
—Developing marketing and sales capabilities of MWESB
—Providing assistance in Technology Education and Creative Services (TECS)
—Youth Entrepreneurship
- D. a.) Traditional and renewable power resource development.
b.) Customized industry solutions—working with target industries and specific customers to offer products and service tailored to the unique characteristics of each industry, and for the recruitment of new companies (in development)
c.) Renewed collaboration with regional partners in support of regional and sub-regional economic development strategies.
- E. Develop an economic development strategy for the area.
Urge and assist in development of a regional economic development plan.
Improve state highway system to meet the needs of business and residents.
Ensure availability of infra-structure ready employment land.
- F. Marketing Oregon’s creative firms to regional audiences
Workforce development
—Education and training to industry needs
—Ability to keep current in technology and innovation
Strengthening networks and alliances among and between the creative services segments
- G. Create a stable foundation for a productive workforce. CDC initiatives include: affordable housing, home ownership, childcare, and creating and finding jobs low-income populations.
- H. See attached Report to Forest Grove City Council, July 2002. [Report on the Forest Grove Economic Development Partnership, with the City of Forest Grove, Pacific University, and the Chamber of Commerce.]
- I. Year one (2001) was primarily focused on membership development. This fiscal year is geared towards membership retention. Plans will include “Shop Sherwood” (support your local Chamber Members) and basically defining the overall value of Chamber

- Membership. How can you not afford to be a Sherwood Chamber Member? Besides, we're cheap!
- J.** Working with the county and state education development council to achieve goals
Managing the Clackamas Regional Center Transportation Manager Association
Implementing Workforce Learning Academies as part of The WF 2020
 - K.** Currently creating a public relations brochure that brings together what we have to offer and how to access information from, school district, port district, CREDC, Chamber, City of Battle Ground, etc.
 - L.** —Support channel deepening
—improve freight mobility
—advocate for regulatory reform and streamlining to stimulate growth/expansion
—play active role in shaping business-palatable new regulation
 - M.** —Coordinating with the City of Molalla to bring online an Economic Development Coordinator for the Community through the use of a Grant from the Mt. Hood Economic Alliance.
—Actively seeking firms to locate in our Community.
 - N.** Encouraging businesses to become involved in the Chamber because this will cause more interest in attracting new business to West Linn.
 - O.** 1) Business recruitment (Team Clark County)
2) Business expansion and retention
3) 60-day permitting initiative
4) Small Business Innovative Research funding expansion for SW Washington businesses
 - P.**
 - Q.** —Technical assistance to Hispanic businesses
—Coordination to refer Hispanic businesses to available business resources, i.e., training, financing, etc.
—Linking businesses with corporations
 - R.** None.
 - S.** On April 8, we presented our city council with a vision paper and proposed economic development strategies to be incorporated in the economic element (goal 9) of their comprehensive land use plan.
 - T.** Canby Business Revitalization serves as a clearinghouse for information and is a point of contact for business and industrial recruitment, retention and revitalization efforts. We also develop and distribute quality data regarding area demographics, available space, financial resources, as well as local activities and events.
 - U.** OSTP will sponsor graduate level computer forensic classes soon with New Technologies Inc. and Oregon State University as partners. There are several initiatives OSTP is engaged in, but they are highly confidential at this time.
 - V.** The only initiative at this time is a research effort to develop an equity and economy atlas for the region.
 - W.** See attached. [“Office of Business Alliances: An Overview”]

7) What has been the most important economic development accomplishment of your organization in the last few years?

- A.** Job creation/retention—we helped with the creation or retention of 15,209 jobs since July 1999.
Business assistance—we provided assistance to 5,214 small businesses, with emphasis on businesses owned by women or minorities since July 1999.
Export sales—we assisted Oregon companies with \$33.8 million of export sales since July 2000.
Industry capacity—we funded 112 initiatives in worker training, marketing initiatives, and product research since July 1999.
Community infrastructure—we financed, via loans, bonds, and grants, 445 projects that brought infrastructure needed for communities’ economic growth.
Leverage state funds—we convene one-stop meetings for community projects and coordinate with other federal and state agencies in financing community needs.
- B.** Passage of Measure 10 and the establishment of the Oregon Council for Knowledge and Economic Development; sponsoring the national conference for the National Association for Seed and Venture Funds; refunding of the ORTDA fund
- C.** Developing the fully functional 40,000 sq. ft. business incubation and associated support services
- D.** a) Leadership and facilitation of sustainable development practices, including building design, construction, and energy technology, along with investment in alternative energy resources.
b.) Special tariff program which boosted development in the River District.
c.) Enhancement of high technology sites by developing and marketing “high reliability” area for companies with complex power requirements.
d.) Support for development of the central eastside river frontage through LID for Water Avenue.
e.) Preparation for development of the Port Westward site in Clatskanie, OR for energy and manufacturing facilities.
- E.** Forming a consortium of business and public sector leaders to undertake a study of the Westside’s economy and to engage in the development of an economic development strategy plan for the Westside.
- F.** —Creating a unified voice to educate and inform private and public sector leadership about the economic contributions of the creative services cluster
—Producing the industry report, “Cultivating Portland’s Creative Services Talent” to identify world-class skills and characteristics of the labor force.
—Achieving support from the City of Portland and Multnomah County for the growth and development of the Film & Video segment of Creative Services in the region.
—Raising national level of awareness of the identity of the Portland region as a creative mecca
- G.** Finding resources to allow CDCs to continue their programs
- H.** Connecting government, industry and education in effective collaborative programming.
- I.** Chamber membership grew by 268% FY 2001/2002 and currently boast 362 Chamber Members. Our major community event, Cruisin’ Sherwood, grew 370% in net income compared to last year. See www.sherwoodchamber.org for more bragging.

- J. Development and administrator of the Clackamas Regional Center Transportation Manager Association.
- K. Formalizing an economic development committee and getting our resources identified.
- L. —CCA generated over \$47 million in transportation project funding
—CCA instigated corridor resource mapping corrections which will protect industrial land inventory
- M. In conjunction with the City of Molalla and community financial support in the development of a demographic information for our Community.
- N. Making the vendors aware that West Linn needs to have the latest technology for in-home businesses to operate via the internet.
- O. 1) Recruitment and retention results
2) Creation and adoption of Clark County Economic Development Strategic Plan
- P. To participate with the city in encouraging Microchip to locate in Gresham
- Q. Increasing the awareness of the contributions that Hispanic businesses and workers make to this economy
- R. Focus on higher ed, along with OBC and AEA and New Economy Coalition.
- S. See #6.
- T. Canby Business Revitalization has remained strong with their position on the City of Canby's need to develop the infrastructure in the industrial park all or in part with Urban Renewal funds. Further it has been our position that the construction of the parkway infrastructure would serve as a catalyst for industrial development.
- U. OSTP was established in July 2001. However, OSTP's vision is already a good marketing tool to bring in new knowledge-based businesses. Microchip Technology buying Fujitsu facility in Gresham is a good example.
- V. A new model of partnership between city agencies and community groups to help ensure that creation of an urban renewal area in the N. Interstate area would be a catalyst for revitalization, including improved access to jobs and economic development for all community members in the district (2000-2001). While the Shilo court case decision has created uncertainty for funding in urban renewal districts and we have yet to see significant results in achieving this goal, the unprecedented partnership we were able to forge in Interstate is a significant first step in achieving community-based economic development in N/NE area.
- W. Creation of the Oregon Council for Knowledge and Economic Development and passage of ballot measure 10 (see attached descriptions) [attached article: Oregon Council on Knowledge and Economic Development, "Economic Development Metrics".]

8) Who are your key partners locally for carrying out economic development initiatives?

- A. Local and regional economic development entities, such as the Portland Development Commission, Clackamas County economic development office, Mt. Hood Economic Alliance.
Business/industry entities such as the Oregon Business Council, Software Association of Oregon
Local governments such as Port of Portland, cities, counties.
- B. PDC, OHSU, OSTP, Cities of Gresham, Wood Village, Troutdale
- C. See attached partial list of OAME's advisory board

- D.** PGE’s core strategy is predicated on augmenting and enhancing the strategic economic development plans from OECD to PDC to the Westside Economic Alliance and the East Metro collaborative of cities, including county and city economic development specialists. These groups are themselves aligned in the belief that the entire Portland metro area is the local economic development unit in which planned growth and development benefit in any one area advances the strategic economic and environmental objectives of the metro region. PGE also has an active role in the policy initiatives— transportation, education, environmental, tax, etc.—that are discussed at chambers of commerce. The refocused Portland Business Alliance will have a heightened role as a partner with PGE in regional economic development. PGE maintains active involvement with similar business related associations throughout the area who also contribute to a sound economic future. PGE involvement in the mid-Willamette mirrors the effort in the Portland Metro area.
- E.** The Cities, county and large to medium sized business in the Area—the Membership of the Organization. We work directly with the public sector leaders on a regular basis to develop strategies and informational material.
- F.** [OCSA appends chart showing member associations (16, with a total membership of 4153) and support organizations (10, with a total membership of 2262)]
- G.** City of Portland, Metro, county & government bodies, banks, developers, and other private sector leaders.
- H.**
- I.** Our beloved friends, the City of Sherwood staff, Mayor, City Council, Police Chief and various community leaders. We seem to work well together as a team.
- J.** Workforce Investment Clackamas County Operation (WICCO), Employment, Training, Business Services (ETBS), Oregon Employment Department (OED), County Economic Development Council (EDC), State C&ED, Small Business Development Center (SBDC), Tourism Development Council (TDC), Clackamas Community College (CCC)
- K.** Chamber of Commerce, Economic Development Committee, City of Battle Ground, CREDC.
- L.** Portland Development Commission, Gresham Community & Economic Development Dept., and the developer community
- M.** The key partners locally are the City of Molalla and local businesses.
- N.** It used to be the City of West Linn, however with the current Council there are no such opportunities.
- O.** CREDC and its public and private membership.
- P.** Gresham city economic development dept.
- Q.** PDC
OECD
Regional Investment Board
- R.** See #7.
- S.** McMinnville Industrial Promotions
City of McMinnville & numerous partners (i.e., Linfield, Chemeketa, etc.)
- T.** Canby Business Revitalization
City of Canby
Canby Area Chamber of Commerce

- U. Four East-Metro cities, Mt. Hood Community College, the Center for Advanced Learning, LSI Logic, New Technologies Inc., and East-Metro Economic Alliance.
- V. CLF members [list attached], PSU, local and regional decisionmakers, Oregon Center for Public Policy
- W. Oregon Economic and Community Development Department
Oregon Resource and Technology Development Account (NTV)
Portland Development Commission
New Economy Coalition
Board of Education
Public Universities
Oregon Entrepreneurs Forum
Oregon Independent Colleges Association
Oregon Health & Science University

Regionally?

- A.
- B. Oregon Economic & Community Development Dept.; community colleges
- C. same
- D. Business/industry entities such as the Oregon Business Council, Software Association of Oregon
- E. The Alliance is a member of the Regional Partners and works with them to develop strategies and a marketing program.
- F. OECD, Regional Investment Board, and our state-wide trade associations above [OCSA]
- G.
- H.
- I. n/a
- J. Metro, Tri-Met, Transportation Management Association, Mt. Hood Business Alliance
- K. CREDC, State Dept. of Economic Development.
- L. The Oregon Economic and Community Development Dept.
- M. The key partners regionally are the Mt. Hood Economic Alliance and Clackamas County Economic Development.
- N.
- O. CREDC and its public and private membership and the State of Washington
- P.
- Q. same
- R.
- S.
- T. Clackamas County
State of Oregon—Oregon Economic Community Development Department
Mt. Hood Economic Development
- U. Alcoa Aluminum, University of Oregon, Oregon State University, Portland State University, Oregon Health Science University, and the Port of Portland.
- V. CLF members [list attached], PSU, local and regional decisionmakers, Oregon Center for Public Policy

- W. Pacific Northwest National Labs
World Trade Center

9) What indicators, if any, do you routinely use to assess area economic health and vitality?

- A. 1) The Distressed Area Index—the department is required by Oregon Statute to develop and maintain this index. The index is constructed using a mathematical model that incorporates eight factors. The index is updated annually. The department uses the index to ensure that targeted level of grant funding and business assistance reach distressed areas of the state.
2) County average wage, per capita income, and other Oregon benchmarks.
- B. Growth of jobs
Unemployment rate
Headquartered companies
Company growth, especially productivity growth
- C. Creation of wealth, ownership & jobs
- D. Many of the indicators of economic health and vitality are reflected in PGE routinely gathered data. Customer growth both in numbers of customers (new connects) and, with some exceptions, electric load growth are accurate measures of the overall health of the economy. Load growth in the commercial/industrial sector is frequently related to production capacity, e.g. double shifts, full utilization of plant/equipment.
- E. No formalized assessment in place. However, job growth and wage-level are critical factors. Leasing of available space is also something we watch.
- F. Number of firms, employees in each sector. Revenues from in-state clients; from out-of-state clients.
- G. Information that shows shifts geographically for low-income populations—i.e., census, school free lunch data.
- H. Business visits.
- I. Number of cars in the parking lots seems to speak for itself.
- J. Portland Metro labor trends, new business start ups, housing market information.
- K. We don't do this as yet. Have no access for the information needed.
- L. 1. Quarterly custom reports by Oregon Employment Dept. on # of companies, jobs, \$ in wages
2. Port of Portland airline and passenger data
3. ODOT freeway volume data
4. City permits issued
- M. The number of vacant business rental units within our Community
- N.
- O. Currently being revised. [CREDC]
- P. Number of new members joining
Loss of members
Membership surveys
- Q. Increased contracting/procurement opportunities for Hispanic businesses
- R. Unemployment
- S. N/A
- T. Local unemployment rates and changes in local business revenues.
- U. We use various sources.

- V. We are working with PSU IMS to develop indicators for equity and economy that will assess some aspects of regional economic health and vitality, focusing on access to regional assets, resources, investments, etc.
- W. See attached OCKED metrics

Your own economic development success?

- A. Numerous business recruitment and expansion in rural and distressed areas of Oregon.
Job creation/retention—we helped with the creation or retention of 15,209 jobs since July 1999.
Business assistance—we provided assistance to 5,214 small businesses, with emphasis on businesses owned by women or minorities since July 1999.
Export sales—we assisted Oregon companies with \$33.8 million of export sales since July 2000.
Industry capacity—we funded 112 initiatives in worker training, marketing initiatives, and product research since July 1999.
Community infrastructure—we financed, via loans, bonds, and grants, 445 projects that brought infrastructure needed for communities’ economic growth.
Leverage state funds—we convene one-stop meetings for community projects and coordinate with other federal and state agencies in financing community needs.
- B. # of companies/jobs that spin out of universities
Amount of technology transfer revenue
of patents
- C. OAME received the 2000 award for excellence from the US Small Business Administration and the Governor of Oregon
- D. PGE economic development success is strongly linked to the “spin-off” of commercial, housing, and retail customers from new or growing industries and companies. Additionally, PGE tracks costs of providing new services, and plans capital investments in substations and other infrastructure to maximize capacity of existing infrastructure, and keep underutilized capacity to a minimum.
- E. Employment growth has been steady since 1982. From 100,000 employees in 1982 to more than 225,000 on 1999. The Westside has outperformed the regional economy every year for the last three decades. Westside is not just a bedroom suburb but a net provider of jobs and income to the region. Historically, Washington County, like other suburban counties, has been a net importer of wage income from the rest of the region. Over the past decade, the county has become a net exporter, meaning more wages are earned by Washington County workers than are received by residents of the county.
- F. Number of assistance calls to creative firms(retention, recruitment of creative firms)
Number of sales calls made with creative firms (retention, recruitment of clients)
Value to membership: unifying efforts of member associations (evaluated by members)
- G.
- H.
- I. Attendance at monthly Chamber breakfast (50+)
- J. Number of Chamber members, interest in Chamber functions that deal with economic development, interest and participation in Clackamas Regional Center Transportation Manager Association
- K. Talking to players

- L. Actual dollar savings attributable to proposed versus adopted regulatory financial impact; Fee increase reductions gained through public involvement and testimony
- M. Achievement of the Goals the Chamber has established during its annual planning meeting retreat.
- N.
- O. Jobs and investment retained, expanded and recruited.
- P. Joint projects with the city.
- Q. Increased communication/partnership to private and public sector resources.
- R. N/A
- S. N/A
- T. Increase in new business and industrial opportunities in Canby. Increase in employment opportunities. Decrease in vacant commercial and industrial buildings.
- U. Number of educational and business alliances we have been forming.
- V.
- W. See attached as above

10) Currently, what aspects of this metropolitan area, in your estimation, best enables it to compete with other metropolitan areas for creative, skilled people needed to support innovation and industry competitiveness?

- A. Quality of life, a fairly strong cluster in high technology R&D, housing price (at least compared with Seattle, San Francisco, San Diego), quality K-12 education (evidenced by student test scores, not education funding).
- B. OHSU
Quality of life
ETIC
PSU's urban commitment
Public and private sector research
- C. —The Portland Metro Area is the most diverse demographically in the State of Oregon
—The potential education support system
- D. A national reputation—a cachet of sorts—connected to natural beauty, good neighborhoods, a thriving cultural and entertainment sector is priceless marketing advantage to the greater Portland. Much of it a product of careful growth management and judicious investments in transportation and urban redevelopment. Young, educated people throughout the country are coming to Portland to take a shot at making a life here. It is a vital source of creative and entrepreneurial potential matched by few other places.
- E. For one the cluster of high tech industry provides a highly skilled workforce that has been very innovative in starting new firms in the area—from hardware to software, and can be very competitive with other regions.
- F. The level of national and international work currently being produced by creatives in Oregon. The work itself sells the industry.
- G. Quality of life and economic diversity
- H. Existing economic base.
Transportation infrastructure (especially Port).
Physical and natural resources.

Worth noting that workforce and education used to be on this list—no longer comfortable including them.

- I. This region is one of the best kept secrets in the world! Overall aesthetically pleasing to the senses with good air, water, visual beauty, common bond of community and healthy lifestyles. (might be a good time to mention I grew up in Houston.)
- J. Quality of life overall—cultural, geographic access to shopping and services, educational opportunities
- K. Area’s natural beauty
Access to good schools
Quality of life for their families, cultural, climate, etc.
- L. West Coast location
Existing image as cutting edge in identified areas
Pacific Rim access and global access
- M. Quality of Life and availability of a well trained work force.
- N. Our environment and the desire to maintain the quality of life.
- O. Employment opportunities created by cutting edge firms.
- P. Mt Hood Community College
- Q. Quality of life issues (less traffic, pollution, etc.)
- R. A thriving metro (downtown) Portland city.
- S.
- T. Canby has some of the only remaining prime industrial land in Clackamas County.
- U. Quality of life and the excellent transportation network.
- V. Quality of life, vital urban core
- W. —Quality of life
—OHSU/PSU/Legacy/Providence research capability or potential

In five years, what should be recognized as this metropolitan area’s competitive edge for attracting creative, skilled people more effectively than its competitor metropolitan areas?

- A. Thriving clusters in high technology, biomedical instrument, software, creative services and professional services—opportunities for cross-fertilization of ideas, collaboration and professional development.
A good place to live—transportation infrastructure affords a reasonable commute, housing prices compare favorably against other big cities that thrive on the knowledge economy, quality education at the K-12 and higher education levels.
A commitment to knowledge creation businesses and success of all businesses—clear articulation by political, business and civic leaderships that Oregon is open for business and wants to facilitate business growth and success.
- B. Quality of life
Business-friendly governments
Access to capital
Quality facilities
Support for research and technology transfer
- C. —Quality of life
—Diversity
—Education if we get it together

- Natural resources
- Environment
- D.**
- E.** A good public-private sector relationship
Quality higher education system
Continuing workforce training programs
Adequate transportation system
A tax system that considers business interest—doesn't drive business away
- F.** 1. understanding and meeting the needs of the 30-40 yr. Old knowledge-based worker
2. understanding and meeting the needs of professional businesses (under 50 employees)
- G.** Quality of life and economic diversity will need to be more clearly articulated and the economic populations will be more evenly spread out.
- H.** Opportunity.
- I.** Healthy lifestyles, an understated value and the up and coming major livability factor. With our climate, relatively low crime rate, no billboards, no sales tax and being illegal to pump your own gas (stop, you're breaking my heart!)—Oregonians simply do not realize how good they have it. Only in Oregon is cigarette smoking not only unaffordable but basically equivalent to spitting on the sidewalk in public. Other states just don't know what we have to offer.
- J.** Quality and effective transportation system, educational opportunities, competitive wages, jobs-housing balance, quality shopping and services
- K.** Area's natural beauty
Access to good schools
Quality of life for their families, cultural, climate, etc.
- L.** —Regulatory-friendly (this doesn't mean eliminating all regulations, but using the best ones correctly)
—sustainable development reputation among top in nation
—Bio-tech component, if feasible
- M.** Quality of life attributes and assuming the State will find solutions to its budgetary problems the availability of educational opportunities.
- N.** Our environment and the desire to maintain the quality of life.
- O.** Employment opportunities
- P.** East Multnomah County—especially Gresham
- Q.** —More research facilities like OHSU
—More new industries—sustainable industries
—More investors
- R.** A synergistic complex of technoids and creatives.
- S.**
- T.** Same.
- U.** Quality of life, stable funding for higher education, and the excellent transportation network.
- V.** Quality of life, vital downtown, exceptional public education institutions that foster innovation, and build a knowledgeable, vital workforce from within the region and by attracting talent from outside the region.
- W.** —Quality of Life
—Identified research core competencies connected to emerging growth industry clusters.

Any other comments?

- A.** The need for a shared vision is crucial. The metropolitan region has always suffered from schizophrenia about economic growth—we want the benefits but don't want to deal with the costs.
Until that is addressed among the political, business, and civic leadership of the region, practitioners will continue to work in an environment full of ambiguity and will achieve limited success.
- I.** Yep. In my opinion only, the potential future economic vitality could be such an easy fix. We just need to come together on attractive financial incentives to bait business relocation. Think about it....Phoenix, AZ or Portland, OR? Austin TX or Portland, OR? Been there, done that—its Portland all the way. At both places, temperature averages 90 to 100 if it's a "mild summer" and summer lasts 9 months. Plus the normal work commute averages 1 hour, one way. Check out their road rage incidents—it's suicidal to even attempt a lane change in Austin's 5 pm commute.
- Q.** I am pleased to see that every region has developed or is developing an economic development plan and that there is a concerted effort underway to coordinate the regional visions into a state-wide vision. Oregon is still far from a business friendly state. Our legislature is a laughing stock, our tax system is inadequate, PERS is running wild, and the immediate future looks bleak to have a stable funding for education.
- V.** We need to focus a regional workforce devo. strategy on building creative, skilled people from within Portland, as well as attracting these people from elsewhere. If we only do one, we will continue to be overly dependent on people who live elsewhere or who may just be here for the short-term. To the greatest extent possible, we need to put resources into people/industries that are invested in the region for the long-haul.

4.3 Mail Survey Cover Letter and Instrument

Dear NAME:

At the request of the Regional Economic Development Partners, a coalition of the public sector economic development staffs in the region, the Institute of Portland Metropolitan Studies at Portland State University will be convening a Metropolitan Economic Policy Task Force this fall. The mission for the Task Force is to review adopted and emerging local, regional, and state economic development strategies to identify:

- 1) common themes;
- 2) possible conflicts and gaps; and
- 3) opportunities and best practices for linking economic development objectives to land use and transportation planning and implementing actions and investments in the Portland-Vancouver metropolitan area.

The Task Force will have equal membership from the private and public sectors, and will issue its fact-finding report to the Partners, the economic development community, and the public in 2003. We expect the report to be the basis for continuing discussion of the value for creating a regional economic development strategy.

To begin its work, the Task Force is developing an inventory of current economic development strategies, policies, and activities in the 6-county metropolitan area. The inventory is divided into two main tasks. The first involves interviews of all lead economic development practitioners within local government. The second is a survey of economic development organizations.

We are very interested in understanding more about what you and your organization are engaged in with respect to economic development. Enclosed with this letter is an activity survey that we'd like you to fill out and return by September third. All respondents will receive a copy of the results of the survey, the rest of the inventory, and all products of the Task Force.

It's important for us to understand your approach to and objectives for economic development. I hope that you'll respond to the survey and become a part of this process. If you have any questions, please call Ethan Seltzer or Heike Mayer at the Institute (503-725-5170).

Thank you for your time and consideration.

Sincerely,



Rob Drake
Task Force Chair
Mayor, City of Beaverton

Enclosure

Metropolitan Economic Policy Task Force Economic Development Activity Survey

August 6, 2002

The Metropolitan Economic Policy Task Force needs your help to develop an assessment of economic development activities in the Portland-Vancouver metropolitan area. The information you provide will be used to make the Task Force aware of the activities and concerns of your organization, and to help depict the range of economic development activities and commitments already in place in the region.

Please return your responses to the Institute of Portland Metropolitan Studies at Portland State University by September 3, 2002 by one either fax (503-725-5199) or mail (IMS URBN 780; PSU; P.O. Box 751; Portland, OR 97207). To receive and return this survey by e-mail, please request the e-mail version of the survey from IMS@pdx.edu. Please call us at 503-725-5170 should you have any questions.

Thanks for your time and consideration! We will provide every respondent with a copy of our findings from this survey, and other products of the Task Force as the project unfolds.

- 2) Please describe the geographic area of interest for your organization:

- 3) What are the top 3 economic development issues of concern to your organization?

- 4) What, in your estimation, is the greatest economic development challenge in the region **today**?

What, in your estimation, will be the greatest economic development challenge for this region in **five years**?

- 5) What, from your organization's perspective, are the top economic development assets **in the communities you serve**?

In the region (if different than the territory your serve)?

5) Does your organization have an adopted economic development objective or mission statement? If so, what is it?

6) What are the current economic development initiatives of your organization?

7) What has been the most important economic development accomplishment of your organization in the last few years?

8) Who are your key partners **locally** for carrying out economic development initiatives?

Regionally?

9) What indicators, if any, do you routinely use to assess area **economic health and vitality?**

Your own **economic development success?**

10) **Currently**, what aspects of this metropolitan area, in your estimation, best enables it to compete with other metropolitan areas for creative, skilled people needed to support innovation and industry competitiveness?

In five years, what should be recognized as this metropolitan area's competitive edge for attracting creative, skilled people more effectively than its competitor metropolitan areas?

Any other comments?

Thanks!

Name of Organization: _____

Name of Person filling out this survey: _____

Telephone: _____

E-mail: _____

4.4 Contact List for Mail Survey

Last Name	First Name	Title	Name of Organization
Atteberry	Betty	Executive Director	Westside Economic Alliance
Phillips	Bart	President	Columbia River Economic Development Council
Kimbrough	Kim	President & CEO	Portland Business Alliance
McCoy	Patti		Columbia Corridor Association
Morihara	Hiroshi		Oregon Science & Technology Park
Snyder	Carol	Interim President	worksystems, inc.
Nisenfeld	Lisa	Executive Director	SW Washington Workforce Development Council
Patterson	Scott	Director of Public Affairs	Greater Vancouver Chamber of Commerce
Jenks	Greg	Business & Economic Development Coordinator	Clackamas County
Randall	Judson	County Planning Commission Chair	Washington County
Parini	Shelly	Business Assistance Program Manager	City of Gresham
Marks	David	President	Marks Metal Technology
Mengelberg	Renate	Senior Planner	Clackamas County Development Agency
Krahmer	Don	Attorney at Law	Schwabe, Williamson & Wyatt
Miller	Fred	Senior Vice President, Public Affairs	Portland General Electric
Kantor	Gregg	Vice President, Public Affairs & Communication	Northwest Natural
Brooks	Samuel	Executive Director	Oregon Association of Minority Entrepreneurs
Chase	Sam	Executive Director	Community Development Network
Fuglister	Jill		Coalition for a Livable Future
Castillo	Gail		Hispanic Metropolitan Chamber of Commerce
Stewart	Mary	Executive Director	Agri-Business Council of Oregon
Holden	Sheila	Community Service Manager	PacifiCorp
Pilak	Jeanette	Executive Director	Oregon Creative Services Alliance
Craven	Jim	Government Affairs Manager	American Electronics Association
Bosze	Jennifer		American Electronics Association
Aguirre	John	Executive Director	Oregon Association of Nurserymen

Last Name	First Name	Title	Name of Organization
Dotten	Kathleen	Executive Director	Oregon Metals Industry Council
Wade	Larry	Executive Director	Software Association of Oregon
Weston	Linda	Director & President	Oregon Entrepreneurs Forum
Scruggs	Pat		Scruggs & Associates
Coonan	James	Director of Business Alliances	Office of the Chancellor
Sheng	Sherry		OECCD
McMillin	Peter	Managing Director, Business Development	Washington Office of Trade and Development
D'Alessandro	Joe	Executive Director	Portland Oregon Visitors Association
Wyse	Duncan	Executive Director	Oregon Business Council
Vines	Diane	Vice Chancellor, Corporate & Public Affairs	Oregon University System
Curtis	Lee		Columbia Gorge Economic Development Association
Sykes	Shawna	Executive Director	St. Helens-Scappoose Chamber of Commerce
Clarno	Lorraine	President	Beaverton Area Chamber of Commerce
Doolittle	Bev	Executive Director	Canby Area Chamber of Commerce
Giansante	Ray	Executive Director	Forest Grove Chamber of Commerce
Ingebo	Marlena	Executive Director	McMinnville Chamber of Commerce
Huffman	Shirley	Economic Development Coordinator	Hillsboro Chamber of Commerce
Hoffmann	Christine	Executive Director	Lake Oswego Chamber of Commerce
Sawyer	Sheri	Executive Director	Molalla Area Chamber of Commerce
Parks	Wilda	Executive Director	North Clackamas County Chamber of Commerce
Sanchez	Wendy	Executive Director	Oregon City Chamber of Commerce
Lanter	Shirleen	Executive Director	Sandy Area Chamber of Commerce
Robinson	Holli	Executive Director	Sherwood Chamber of Commerce
Long	S. Carolyn	Executive Director	Tigard Area Chamber of Commerce
Howard	Hope	Executive Director	Tualatin Chamber of Commerce
Pesola	Ann	Executive Director	Newberg Area Chamber of Commerce
Sorensen	Julie	Manager	Troutdale Area Chamber of Commerce

Last Name	First Name	Title	Name of Organization
Peloquin	Sandy	Director	Estacada Area Chamber of Commerce
Nielson-Hood	Carol	Executive Director	Gresham Area Chamber of Commerce
Tweedell	Terri	Executive Director	Battle Ground Chamber of Commerce
Cleland	Ira	President	Cornelius Chamber of Commerce
Nash	Darrin	President	Mt. Hood Area Chamber of Commerce
Wilson	Karen	Director	Ridgefield Regional Chamber of Commerce
Troupe	Debbie		Clatskanie Chamber of Commerce
Leggett	Earl		Aurora Chamber of Commerce
Wardle	Chuck		Rainier Chamber of Commerce
Bateman	Ken		Vernonia Chamber of Commerce
Erickson	Brent	Executive Director	Camas-Washougal Chamber of Commerce
Mountain	Betty		West Linn Chamber of Commerce
Marciano	Bob	President	Greater Vancouver Chamber of Commerce
Blum	David		Port of Vancouver
Catto	Cindy		Associated General Contractors
Gardner	Ann	Development Project Manager	The Schnitzer Group
Leo	Jane	Governmental Affairs Director	Portland Metropolitan Assn. of Realtors
Stone	Jeff		Metro
Cotugno	Andy	Transportation Director	Metro
Miller	Randy	President	The Moore Company
White	Robin	Executive Vice President	Portland Assn. of Building Owners & Managers
Fox	Ron	Manager, Business & Industry Team	OECD
Hoglund	Mike	Transportation Planning Director	Metro
Jacobs	Marcy	Regional Development Officer	OECD
Jenks	Greg	Business & Economic Development Coordinator	Clackamas County
Lawrence	David	Deputy City Manager	City of Hillsboro

Last Name	First Name	Title	Name of Organization
Lohman	Dave	Director, Policy and Planning	Port of Portland
McCabe	Tim	Director, Economic Development	PacifiCorp
Mulvihill	Dennis	Government Affairs Officer	Washington County
Nagore	Juan	Director, Economic Development	Portland General Electric
Rutledge	Joan	Manager, NW Team	OECD
Rux	Doug	Economic Development Director	City of Tualatin
Sanco	Carolyn	Regional Development Officer	OECD
Roberts	Robin	Governor's Northwest Regional Coordinator	c/o Commissioner Linn's Office
Shipley	Scenna	Vice President	Portland Business Alliance
Shepard	Duke	Office of the Chair	Multnomah County Commission
Talbot	Max	Director, Economic Development	City of Gresham
Neill	Lydia	Principal Planner	Metro
Alexander	Bob	Senior Manager, Economic Development	Portland Development Commission
Harris	Martha	Director, Economic Development	Portland Development Commission
Swartwood	Juanita	Project Specialist, Economic Development	Portland Development Commission

Regional Economic Strategies

5. Examples of Regional Economic Development Strategies

5.1 Summary of Findings

- 1) An analysis of regional economic development strategies was conducted over the Internet. Eight strategy documents from regions in the U.S., United Kingdom, and New Zealand were incorporated in the analysis. In addition, we examined the institutional set up for regional economic development in the German region of Stuttgart. It is unlikely that one effort includes best practices and further research is necessary to identify best practice approaches (especially with regards to institutions for implementation).

United States

- a. San Diego
- b. Southern California Association of Governments
- c. State of Illinois
- d. 5th Planning District, Virginia

New Zealand

- e. Canterbury
- f. Auckland
- g. Nelson Tasman

United Kingdom

- h. One NorthEast

Germany

- i. Stuttgart

- 2) We created summary matrices for each strategy document. Two examples of these documents can be found in the appendices. Each summary matrix addressed the following key points: reason for doing the strategy, reasons for doing it at a regional scale, vision/mission/goals, major strategies and tactics, implementation responsibilities, and distinguishing features.

Observations:

- Most strategies were developed on the regional scale because of recognition of changing context for economic development, emergence of new industries, or economic crisis.
- Each strategy explicitly acknowledges the regional scale.
- Some strategies identified one organization / agency to take the lead for implementation, others provide a structure that assigns implementation activities to different organizations and agencies in collaboration.
- Strategies involve strong collaboration between various regional actors
- Some plans are successful in developing a clear structure and hierarchy of plan elements. They also link policy areas and incorporate social and community development aspects (i.e. Canterbury, San Diego).
- Some plans lack future orientation and remain status quo oriented.
- Most plans lack particular implementation mechanisms (i.e. institutional setup).

5.2 Summary of Regional Strategy Plans

San Diego: Creating Prosperity for the San Diego Region	
Motivation	Economic recession of 1990 (job decline, out-migration, income decline, shrinking middle class) economic restructuring
Why regional?	No explicit explanation for why regional
Vision/Mission/Goals	No explicit vision/mission/goal identified. In text: Improved economic performance, measured by a rising standard of living. Livability and quality of life are identified as the bottom line. Industry clusters identified as economic drivers.
Major Strategies & Tactics	<p>Leadership: Reaching our common goals</p> <ul style="list-style-type: none"> - Encourage collaborative problem-solving - Provide sufficient urban land for housing needs - Attract venture capital resources - Reduce the cost of doing business - Continue progress measurement <p>People: Investing in our futures</p> <ul style="list-style-type: none"> - Develop workforce and educational linkages - Make housing affordable <p>Infrastructure: Building what we need</p> <ul style="list-style-type: none"> - Solve hazardous waste storage problems - Assure adequate water supply - Expand international trade capabilities
Implementation responsibilities	Reliance on existing organizations and agencies for implementation of strategy (are mentioned in each strategy & tactic) Evaluation & monitoring: SANDAG
Distinguishing features	No specific distinguishing features

Economic Chapter/Regional Comprehensive Economic Plan and Guide: Southern California Association of Governments, 1998

Motivation	Non-mandated element of the Regional Comprehensive Plan and Guide
Why regional?	"A healthy regional economy is a prerequisite for successful implementation of policy in these other areas (mandated SCAG planning areas like transportation) "
Vision/Mission/Goals	Mission: assess the regional economy (Identify strengths, weaknesses, opportunities, to enhance regional competitiveness)
Major Strategies & Tactics	<ul style="list-style-type: none"> - Bring a regional focus to clusters, business formation and workforce - Target competitive advantages in diversified manufacturing, entertainment and multimedia, high technology, and advanced transportation systems - Key competitiveness issues: workforce skills, housing affordability, infrastructure, state and local government fiscal reform, local buy-in to regional economic strategy, regional business leadership - Strategies for communities in need strategic locations, local market demand, integration with regional clusters, human resource, access to capital (largely the Porter formulation from Competitive Advantage for the Inner City)
Implementation responsibilities	Not addressed
Distinguishing features	Discusses extreme decentralization of the region and strength of peripheral economic centers.

The Five Year Regional Development Strategy: A Strategic Plan for Economic Development in Illinois (2000)

Motivation	Legislative mandate
Why regional?	Legislative mandate
Vision/Mission/Goals	“Establish a consensus on a long-term economic development strategy that recognizes both the competitive position of the state’s regions and the needs of commerce and industry.”
Major Strategies & Tactics	Regions will plan from a state provided menu of: <ul style="list-style-type: none"> - community improvement characteristics (public capacity, community stability, enterprise vitality, competitive advantage) and - programmatic approaches (economic foundations, development agency function, workforce preparation).
Implementation responsibilities	Integration of state and regional strategies with implementation plans to be established later.
Distinguishing features	State mandated regions based on quantifiable economic characteristics.

Regional Economic Strategy: 5th District Regional Alliance (Virginia) 2002	
Motivation	<ul style="list-style-type: none"> - Gradual decline in the region's manufacturing economy and logistics role - Adapting to the New Economy
Why regional?	<ul style="list-style-type: none"> - Because that's how the New Economy works - A desire to coordinate existing fragmented and overlapping initiatives
Vision/Mission/Goals	"We will elevate regional prosperity by creating new patterns of growth through a strategic transformation that cultivates: global visibility, new and maturing knowledge -based enterprises, competitive industry clusters, higher skilled people, quality of life and the environment."
Major Strategies & Tactics	Interrelated Strategic Themes: Visibility, Connectivity, Quality of Life Amenities, Knowledge Workforce, Innovation and Entrepreneurship, Economic Transformation... Tactics frequently involve networking (e.g. education resources into consortium, firms into cluster associations)...ideas generally broad (e.g. develop an image for the region...consider the lifestyle and amenity needs of young knowledge workers in community planning and development) and rarely proscriptive (one exception attracting a low-fare carrier)
Implementation responsibilities	Assigns responsibilities for implementation individual tactics to a variety of public, private and non-profit actors
Distinguishing features	Identifying and branding the region is a major concern

Canterbury, New Zealand: Creating Tomorrow's Canterbury (2000)	
Motivation	Need for greater focus on knowledge-based activities across all aspects of the economy.
Why regional?	Recognition that the regional scale is best for competing globally Clear signal from federal government of its willingness to partner with regions that demonstrate a broad based strategic approach to their regional future.
Vision/Mission/Goals	<p>"Canterbury is a world leading regional economy founded on innovation, diversity and sustainability in which all citizens have the opportunity to benefit"</p> <p>Goals:</p> <ul style="list-style-type: none"> - Sustainable regional economic and employment growth - High level international competitiveness - Balanced regional development - World class infrastructure - Social inclusion and opportunity
Major Strategies & Tactics	<p>Strategy identifies major priority areas for each goal. Specific action steps are assigned for each priority area. Lead agencies and partner agencies, as well as timescales and performance measures are identified. To view strategy framework: http://www.creds.org.nz/strategy.cfm</p>
Implementation responsibilities	<p>Canterbury Forum, a regular but informal forum of region's mayors and CEOs, developed strategy. Implementation responsibilities are assigned to one or more lead agencies. Supporting partner agencies are identified.</p>
Distinguishing features	Strategy balances economic growth objectives with regional development, sustainability, and social objectives.

Auckland, NZ: Auckland Regional Economic Development Strategy (founding document & draft strategy)

Motivation	Poor economic performance of Auckland compared to other cities and regions (internationally) Leaders accept a more proactive and cooperative approach. Need to build on and link individual strategies
Why regional?	To join many different, unconnected efforts
Vision/Mission/Goals	The vision is “an internationally competitive, inclusive and dynamic economy”
Major Strategies & Tactics	Promoting the Auckland region (marketing, etc.) Encourage innovation and excellence (ICT strategies, industry networks, etc.) Developing overseas markets (attracting FDI, etc.) Supporting exports (industry cluster program, SME policies, etc.) People, cultures, environment and infrastructure - Providing a high quality living environment (land supply, cultural atmosphere, etc.) - Building an entrepreneurial culture (promote awareness, nurture community-based enterprises, etc.) - Producing a skilled and responsive labor force (establish a forum, utilize migrant skills, etc.) - Delivering a high quality and responsive government (regulations, relationship building, etc.)
Implementation responsibilities	Will be defined in action plans.
Distinguishing features	Strategy is focused on process. Created a memorandum of cooperation for regional economic development. Conducted forums for partners to arrive at consensus.

Nelson Tasman, NZ: A Smart, Sustainable Region: Nelson Tasman’s Regional Economic Development Strategy	
Motivation	Significant population growth and accompanying signs of stress (resource limits, infrastructure, land availability, urban growth, etc.). Also, existing significant income disparities between households in the region.
Why regional?	Geographic, economic, cultural and social homogeneity are cited as motivation for regional strategy.
Vision/Mission/Goals	“Any vision for the future shape of the region must sustain the ecological systems, and thus the productive environment, the lifestyle and community, as well as improving the incomes generated by the economy.”
Major Strategies & Tactics	<p>Theme 1: Managing the shape of the region to maintain the quality of life of its citizens</p> <ul style="list-style-type: none"> - Establish a 20 year pattern and footprint - Formulate an optimal trunk infrastructure - Explicitly establish the region as a fresh, clean sustainable region <p>Theme 2: Managing the shape of the economy to grow smart, value added industries & enhance the skill base (smart & sustainable)</p> <ul style="list-style-type: none"> - Create Center for Sustainable Development - Create a Seafood Center of Excellence - Support cross-cluster collaboration - Developing ICT and marine engineering clusters - Establish Work force Development Bureau <p>Theme 3: Building effective regional economic development governance in the region</p> <ul style="list-style-type: none"> - Ensure greater local autonomy at the right levels - Provide regional economic development leadership
Implementation responsibilities	<p>Recognize need for one regional entity to implement regional economic development strategy.</p> <p>Recommendation that either an already existing organization (Nelson Tasman Business Trust or Latitude Nelson) be restructured and mandated to fulfill key economic development role.</p> <p>Plan spells out key tasks. Agency would function as “Nelson Tasman Economic Development Agency.”</p>
Distinguishing features	<p>Explicitly mentions that economic development is not just about growth, but also about development, i.e. income distribution, environment sustainability and quality of life.</p> <p>Builds on regional specializations by providing very concrete examples, i.e. Seafood Center</p>

Regional Economic Strategy: One NorthEast (UK) 1999	
Motivation	Mandated agency activity
Why regional?	Mandated agency activity
Vision/Mission/Goals	By 2010, the North East of England will be a vibrant, self-reliant and outward-looking Region with the aspiration, ambition and confidence to unlock the potential of all of its people”
Major Strategies & Tactics	<p>Key priorities:</p> <ul style="list-style-type: none"> - Creating wealth by building a diversified, knowledge-driven economy - Establishing and entrepreneurial society - Building an adaptable and highly skilled workforce - Placing universities and colleges and the heart of the region’s economy - Meeting 21st Century transport and property, accelerating the renaissance of the North East
Implementation responsibilities	Initiated by government at the regional level but involving public/private and nonprofit sectors
Distinguishing features	Clusters conceptualized without reference to product, High/low volume manufacturing, Process industries, Transactional services, Bespoke services

Wirtschaftsförderung Region Stuttgart (2002)http://www.wrs-gmbh.de/sixcms/detail.php?template_id=745

Motivation	Democratically elected regional government (Verband Region Stuttgart) took over responsibility for regional planning, landscape planning, traffic and transportation planning, business promotion and tourism marketing, local public transport, and waste disposal in 1994. Regional government established a privately held regional economic development corporation.
Why regional?	To be competitive in Europe and in the world.
Vision/Mission/Goals	N/a
Major Strategies & Tactics	<ul style="list-style-type: none">- Economic development corporation functions as central point of contact for region's businesses- Provides investor support services- Business retention- Facilitation of industry networking- Management of industrial land / real estate services- Developing partnership and cooperation between local jurisdictions- Regional marketing
Implementation responsibilities	Implementation responsibilities are with economic development corporation
Distinguishing features	Regional government established a private company to deal with regional economic development issues. Local jurisdictions contribute to financing regional government and economic development corporation through tax base sharing. The amount a local jurisdiction pays depends on its economic capacity.

5.3 Examples: Regional Economic Development Strategies

San Diego, California

Source: http://www.sandag.org/uploads/publicationid/publicationid_605_826.pdf

Cantebury, New Zealand

Source: <http://www.creds.org.nz/>

Appendices

Appendix A: Clusters of Innovation

Source: http://www.compete.org/pdf/national_execsummary.pdf

Appendix B: Blue Ribbon Committee – Portland Compared

Source: <http://www.pdc.us/programs/ed/strategy/PDFs/appendix-2-5.pdf>