

Attachment A

to:

Regional Partners Six-Month Work Plan Toward Creating a Vital and Sustainable Regional Economy

**A Framework
for
Creating Shared Economic Priorities
for the
Portland –Vancouver Metropolitan Area**

Presented to:

The Metropolitan Economic Policy Task Force

Presented by:

The Regional Economic Development Partners

June 10, 2003

Attachment A

A Framework for Creating Shared Economic Priorities for the Portland –Vancouver Metropolitan Area

This report identifies six areas of focus for a long term economic strategy. These focus areas represent the findings and conclusions of the Metropolitan Economic Policy Task Force and Regional Economic Development Partners on common themes (those areas where the jurisdictions throughout the region, through prior public processes and formal adoption, have identified and committed to economic strategies that are consistent, similar or supportive of one another); as well as conflicts or gaps (where there is a lack of agreement on solutions, or lack of existing collaborative effort). This framework provides a mechanism to better coordinate the region's economic development objectives with its land use and transportation planning and implementing actions and investments.

This framework identifies and recommends six areas of economic focus:

- | | | |
|-------------------------------------|---------------|---------------------------|
| 1) Innovation and Industry Clusters | 3) Talent | 5) Marketing |
| 2) Physical Infrastructure | 4) Livability | 6) Regional Collaboration |

The first four of these are foundation issues of importance to the effective functioning of the region's economy. The importance of these four issues is interrelated and interdependent. Their ordering in this report is not meant to imply any priorities among or between them. The fifth is important in order to position this region within a competitive global environment, and the sixth is important as a mechanism for those of us in this region to more efficiently address the first five issues – and thereby more effectively compete nationally and internationally as an economic region.

The discussion below identifies policies, strategies or actions within each of these six areas and discusses why and how each is important to the area's economy. Economic strategy is about 1) making sure that we provide essential resources and services that enable businesses to succeed, and 2) focusing on those things that differentiate this region from other, competing regions – where we have strengths or relationships that provide economic advantages. The first four areas of focus discussed below are important elements in differentiating the Portland–Vancouver region's economic advantages from those of other regions – how this region decides to address each of these elements, where priorities are placed, and what implementation decisions are made is critical to this differentiation.

The six focus areas provide the framework for **WHAT** should be addressed within a regional economic strategy for this metropolitan area – most of which are presented in broad terms. Some areas include a specific approach, or suggested actions, on **HOW** these strategies should be implemented or carried out. The intent of this document is to provide a foundation for ongoing collaboration among the institutions and organizations throughout the metropolitan area to support the continual refinement of both **WHAT** this region's economic strategies should be and **HOW** to approach their implementation.

Background

The Portland–Vancouver region faces a number of economic forces that will shape its future.

- The evolution of a knowledge-based economy in which intellectual assets, rather than physical ones, are key to long term economic success.
- An increasing use of technology throughout both traditional and new economy industries.
- A shift overseas of many traditional as well as new economy jobs, facilitated by improved global transportation and communications and by lower wages overseas.
- A shift from a local economic base, measured by political boundaries, to a highly integrated regional economy.
- The development and emergence of industry clusters – concentrations of interrelated, globally competitive firms within related industries–unique to specific metropolitan areas.
- Increasing competition from other regions within the United States, because of reduced transportation and communication costs, and economic inducements provided by local, regional and state governments.
- Shorter product and service life cycles, requiring much greater agility and speed by businesses in retooling to stay competitive.
- The evolution of transportation and distribution systems to more efficiently move products and information.
- Across the world, business and governments are mobilizing to reduce the effects of the recession and position themselves to take advantage of the economic restructuring that is underway.

Due to an unprecedented period of economic growth in the 1990s, some people assumed that this region’s positive economic future was a given. We know that this is not true—we must be proactive to be competitive.

The challenge before us is how does this region position itself to effectively compete for the economic opportunities that will be presented in the global marketplace during the coming decade—by taking into account and balancing both what we desire as a community and what employers desire as a business location.

Framework Elements – Lead/Involved Organizations

The recommendations outlined below are presented as the starting point for a regional action plan that will require focused, intense, commitment from both the business community and local/regional governments to be successfully completed and implemented. A critical element of that commitment includes organizations taking responsibility for leading the implementation of each of these recommended actions – a “champion” for that item.

For each strategy or action item below, the set of organizations that should be involved in further discussion and/or implementation are shown. As with the recommended actions themselves, this list of involved organizations is presented as a starting point for discussion and further refinement.

For those items where the Regional Partners are committed to be the organization responsible for implementation they are shown as the Lead. For those items where the Regional Partners are NOT the organization responsible to lead implementation they are shown as the Advocate for this item – unless an appropriate organization has already committed to serve as the Lead organization for implementation. The Regional Partners role as advocate is to recruit a champion to lead.

I. Innovation and industry Clusters

A. Build on the region's existing and emerging industry sector strengths through cluster-focused public policy and program support and through resource allocation.

All types of business activity and industries contribute to the region's economy. However, in the world's more successful metropolitan areas, a small number of industry clusters serve as the primary drivers of the regional economy.

A cluster is a group of firms that, through their interactions with each other and with their customers and suppliers, develop innovative, cutting-edge products and processes that distinguish them in the market place from firms in the same industry found elsewhere. The competitiveness of an industry cluster is determined by the presence of highly specialized pools of skills, technology and infrastructure tailored to the needs of the cluster firms. The presence of sophisticated and demanding customers in a cluster pressures firms to innovate on a continuous basis.

A cluster is not simply the result of the presence of a large firm, or of a concentration of firms in the same industry. Identifying the presence of a cluster in a community refers specifically to the ability of the firms in an industry to interact in ways that create competitive advantages through the creation and incorporation of new knowledge into products and the processes that produce them.

Therefore, cluster strategies focus on the relationships between firms, not on individual firms. A cluster strategy is based on the assumption that creating new knowledge in a place confers advantages on all firms in that industry in that place, even if those firms are, in fact, competitors within their industries.

Those industry clusters that compete nationally and internationally are the core of this region's economy and what distinguishes it from other regions. The industry clusters that exist and that are emerging in the metropolitan area are built on the distinctive knowledge competencies of the region, and the strengths that currently enable the region to compete globally for economic activity and investment. Additionally, industries that sell their products and services nationally and internationally have greater long-term growth potential since their opportunities for growth are not constrained by the size of this region's market. For these reasons, focusing on industry clusters is both a more efficient and effective use of this region's efforts and resources.

Established regional industry clusters include:

- High Tech (*Semiconductors/Silicon, Imaging & Display Technology*)
- Metals, Machinery, Transportation Equipment
- Nursery Products
- Specialty Foods and Food Processing
- Lumber and Wood Products

Emerging regional Industry clusters include:

- High Tech (*Nano & Micro Technology, Cyber-Security, Health/Medical Information Technology*)
- Creative Services (*Advertising, Public Relations, Film & Video, Web/Internet Content & Design*)
- Sports Apparel/Recreation-Related Products

There are also industry clusters that this region aspires to create and establish. Given the definition and discussion of industry clusters, above, these would more appropriately be called targeted industries. In addition, there are industries that, while neither industry clusters nor targeted industries, are essential support industries within the region. Targeted and Support industries include:

- Biotech/Bioscience
(*Medical Devices, Bioinformatics, Pharmaceuticals, Genomics, Anti-Virals*)
- Sustainable Industries
(*Renewable Energy, Resource Efficiency Technologies, Sustainable Building Materials, Green Chemistry*)
- Professional Services
(*Architecture, Engineering, Legal and Financial Services, etc.*)
- Distribution & Logistics

The components of a cluster-based strategy should include:

A1. Increase support and commitment to the retention and expansion of existing business and attraction of new businesses.

Lead/Involved Organizations: Regional Partners: Portland State University, Oregon University System, Oregon Health and Science University, area Community Colleges, Industry Associations.

Economic development needs to be an ongoing priority of the region, not a goal that applies only during economic downturns. Through the Regional Partners, the region will expand the community's awareness of and support for business retention, expansion and recruitment efforts as ongoing elements of the region's economic development efforts. The strategies and programs established to execute expanded business retention, expansion and recruitment efforts will be developed through the involvement of industry associations and firms in the cluster, education institutions and workforce training organizations, and other the organizations in the region that are responsible for the delivery of infrastructure and services necessary to support the continuing growth and development of the cluster.

While supporting and growing industry clusters will be the focus of the region's strategic economic development efforts, these strategies should remain flexible and adaptable to changing conditions and opportunities. Companies and industries are continually adjusting to shifts in market forces and circumstances. The region will approach its economic development focus and plans with the same agility.

A2. Proactively and cooperatively market and promote the metropolitan area as a positive business location for specific industry clusters.

Advocate /Involved Organizations: Regional Partners: Portland Business Alliance, Portland Oregon Visitors Association, Oregon Economic Development Association, Port of Portland, Port of Vancouver, Industry Associations.

In addition to "branding" and marketing the region broadly as a business location, the region will also develop marketing messages and methods targeted at the specific industry clusters it is pursuing.

A3. Track, monitor and communicate information on cluster trends and needs with organizations that play a role in providing necessary business "infrastructure" and services.

Lead/Involved Organizations: Regional Partners: Industry Associations.

The Regional Partners, through ongoing research as well as their direct interactions with industry groups and individual firms, develop information and insight on the needs of industry clusters. This knowledge will be communicated and shared with the organizations in the region that are responsible for the delivery of physical infrastructure, workforce training, capital and a variety of services necessary to support the continuing growth and development of the cluster.

B. The region needs to identify and create additional capital resource tools to support business creation and expansion.

Advocate /Involved Organizations: Regional Partners: Commercial Banking Community.

The Portland–Vancouver region must enhance its support for a highly entrepreneurial environment, so a larger number of locally grown ideas grow and prosper here:

- The growth of the regional venture capital community needs be better supported, as it is small relative to other metropolitan areas.
- There are limited resources for non-standard debt financing; area financial institutions will be encouraged to examine and develop new and alternative mechanisms.
- The region needs to provide additional, more coordinated organizational and information support for entrepreneurs.

C. The region must invest in area educational institutions with a focus on commercialization.

Advocate /Involved Organizations: Regional Partners: Portland State University, Oregon Health and Science University, Industry Associations

The region must assist in the development and financing of incubator, accelerator, laboratory or other space needs to support commercialization of technology and the growth of emerging industries.

II. Physical Infrastructure

Businesses require a number of services and resources in order to successfully operate and compete in both today's and tomorrow's economy. Those services and resources comprise the region's physical infrastructure. The infrastructure elements that this region can proactively provide are identified and discussed below. How this region chooses to provide this infrastructure will determine how successfully it will compete as a location for new and expanding business. In all areas discussed below, additional financial resources need to be found or created in order to fund the infrastructure improvements essential to a strong regional economy.

A. Insure an Adequate and Available Supply of Land and Buildings that Meet Industry Needs.

To be economically competitive, communities must have an available supply of development-ready land and existing buildings to accommodate the needs of business and industry. Available land must be appropriately zoned, have adequate utilities and services and meet the location, size and other characteristics required by industry. The land resources in the region need to be competitive with other western US metropolitan areas.

In addition to available land, the regulatory climate needs to be timely and provide certainty of development.

Land requirements depend on industry and firm type. Research and development firms often want suburban campus locations where their development and production functions can take place interactively. Manufacturing and distribution firms need to be close to major interstate highways. High-tech manufacturing firms are more likely to be found in suburban industrial parks than in the central city. Firms involved in heavier manufacturing industries tend to be located in the older, established industrial areas of the central portions of the region rather than in the suburban industrial parks developed over the last three decades.

The elements of insuring an adequate and appropriate supply of land and buildings should include:

A1. Preserve, protect and redevelop existing industrial areas within the metropolitan area, while recognizing the changing form, functions and site needs of "industry".

Advocate /Involved Organizations: Regional Partners: Local Jurisdictions, Metro, Industry Associations, Commercial Development Community.

With changes in how businesses are organizing their operations and functions to effectively compete in a dynamic global economy, the region must re-examine, update and redefine the concept of "industrial" to recognize and include "industrial office" – non-manufacturing uses that are integral parts of industrial sectors (such as software development, R&D and fab-less semiconductor operations within the high tech sector) – but which would limit "commercial office" uses (such as professional services firms, call centers, insurance, medical or other personal services uses).

As part of the identification and regulation of regionally significantly industrial land, the region needs take into account and address the changing form, functions and site needs of industry and particular industry clusters. Definitions and regulations should be adjusted to respond to these new realities.

A2. The region needs to develop tools, processes and public incentives to encourage the redevelopment of industrial sites and buildings in established industrial areas to maximize past public investment in infrastructure and to create and maintain jobs in established communities.

Advocate/Involved Organizations: **Regional Partners:** Local Jurisdictions, Metro, OECDD, Commercial Development Community, State Senators and Representatives from the Metro area.

Throughout the region there are significant numbers of previously developed industrial sites that have antiquated facilities or contamination problems. The cost of redevelopment can be high: brownfield sites may require environmental remediation; historic buildings require seismic upgrades. In order to preserve and maintain the land resources in existing industrial areas, the region needs to create and employ public financial incentives and other mechanisms necessary to encourage and make financially feasible the redevelopment of existing industrial sites and buildings. Without the commitment and investment necessary to redevelop and reutilize older industrial sites for new industrial uses, the need to expand the urban growth boundary and urban development into greenfields will be even greater.

A3. Through periodic additions to Urban Growth Boundaries, maintain an adequate supply of developable vacant industrial land, appropriately sized and located throughout the region, to meet the needs of industry growth forecasted by Metro, other jurisdictions and clusters identified in this report.

Advocate /Involved Organizations: **Regional Partners:** Metro, Local Jurisdictions, Commercial Development Community.

The Metro Council, in collaboration with the cities and counties throughout the region – including those located outside of Metro’s regulatory authority – must take a strong leadership role in actively supporting the periodic expansion of their urban growth boundaries (UGB) to address the current industrial land shortage and future industrial land needs. Land must be added in appropriate parcel sizes and locations that are responsive to the needs of industry clusters throughout the Region. Industrial land added to UGBs needs to be protected through appropriate mechanisms to ensure its use for industrial purposes, taking into account the changing form, functions and site needs of industry.

A4. Create and maintain a business-supportive regulatory and development permit climate.

Advocate/Involved Organizations: **Regional Partners:** Local Jurisdictions; Regulatory Streamlining Manager, Oregon Department of Consumer and Business Services; Commercial Development Community.

Regulations exist to maintain the health, welfare, and safety of a community. They are designed to make buildings safer, the air cleaner, and provide a variety of other protections. However, firms must work with local bureaucracies to meet regulatory requirements, and some regulations and processes can be quite onerous.

Shorter product life cycles have put pressure on companies to bring new products to market quickly. Simplified bureaucracies and a short and predictable permitting process can help firms react quickly in a competitive marketplace—a factor of particular significance between municipalities within a metropolitan area.

The attitude behind the implementation of the local regulatory and permit system is equally important. Locations that work to assist development within the context of meeting the community’s regulatory mandates fare better than locations that use their regulatory and permit system to “keep undesired things from happening” – the difference between viewing businesses as part of the community or an adversary to protect the community from.

Regulatory and permit systems have traditionally been wholly local in nature and scope – leading to significant differences among and across the jurisdictions in the region. While acknowledging the need to preserve local preferences and control, it is recommended that the jurisdictions in the metropolitan area move towards the development and implementation of a “smart permit system” – see recommendation “B”, under section VI. Regional Collaboration, below.

B. Maintain and strengthen the transportation and other infrastructure systems serving the Metropolitan area.

To stay competitive, cities must have modern and efficient physical infrastructure, including roads, bridges, water and sewer systems, airport and cargo facilities, energy systems, and telecommunications. The availability of fiber optic and other high capacity telecommunications systems are growing in importance.

An important role of government is to increase economic capacity by improving quality and efficiency of public infrastructure and utilities necessary to business operation. While businesses prefer localities that offer low tax rates, they will be less likely to choose an area if low taxes are reflected in poorly-maintained infrastructure, low-quality schools, and a substandard communications network. Locations with relatively higher taxes but with infrastructure and public services levels comparable to low tax locations are even less attractive to businesses.

In order to remain competitive, the Portland–Vancouver region should maintain and strengthen the following transportation systems:

B1. Air Service: Strengthen Portland International Airport’s national and international role.

Lead/Involved Organizations: Port of Portland: Regional Partners, Local Jurisdictions.

The region must actively support the Port of Portland’s efforts to expand the airport and develop increased domestic and international passenger and cargo service, including connections to Asia, Europe and Mexico.

B2. Roads & Highways: Maintain and strengthen connections from key commercial and industrial areas to necessary transportation systems (highway, train, airport, marine terminals).

Advocate/Involved Organizations: Regional Partners: Oregon Department of Transportation, Washington Department of Transportation, Port of Portland, Port of Vancouver, Metro, Local Transportation Offices and Departments.

The region needs to address the relationship, conflicts, and needs for freight movement in and between industrial areas, inter-modal and terminal facilities, and for local delivery of goods to 2040 regional centers, main streets, and at the interface of residential neighborhoods and freight districts and corridors.

B3. Transit: Maintain and expand the region’s transit system in order to provide transportation choices and increased mobility and access.

Advocate /Involved Organizations: Regional Partners: TriMet, Ctrans, Metro, Local Transportation Offices and Departments.

This region’s system of light rail, bus and streetcar provide transportation mode and cost choices necessary to meet the needs of residents and employees. In addition to helping the community to meet its energy and environmental objectives, the transit system also increases the region’s overall transportation capacity, providing increased mobility and access important to residents and businesses. The region must support expansions of the system to Milwaukie and along I-205 to the Clackamas Town Center area in the short term and to Wilsonville and Vancouver in the longer term.

B4. Rail: Promote the upgrade and maintenance of rail infrastructure.

Advocate /Involved Organizations: Regional Partners: Oregon Department of Transportation, Washington Department of Transportation, Port of Portland, Port of Vancouver, Union Pacific Rail Road, Burlington Northern Santa Fe Rail Road, Metro, Local Transportation Offices and Departments.

Many important rail lines are in need of upgrade, repair and possible reconfiguration or re-alignment. Current facilities will not be adequate to meet the needs of the future. To reduce congestion and expedite access, the region should support additional rail access points to the system such as the new Amtrak station being developed in Oregon City and improved facilities such as a new rail bridge across the Columbia River.

B5. Marine: Support deepening of the Columbia River Navigation Channel (subject to environmental approvals).

Advocate /Involved Organizations: Regional Partners: Port of Portland, Port of Vancouver, Army Corp of Engineers: US Department of Fish and Wildlife, Oregon Department of Transportation, Washington Department of Transportation.

The region must strongly support deepening and maintaining the Columbia River navigation channel to 43 feet – necessary to maintain the region’s role in meeting the marine freight needs of Oregon and portions of the Mid and Western US.

B6. Telecommunications: Support and promote the continued expansion of state-of-the-art communications technology necessary for area businesses to effectively compete.

Advocate /Involved Organizations: Regional Partners: Portland Office of Cable Communications and Franchise Management: area Cable and Communications Commissions, area Telecommunications Utilities and Companies.

The region needs to work with companies providing communications services to enhance the connectivity and bandwidth for businesses and residents within the metropolitan area.

III. Talent

A. Build stronger education and training programs and their linkage to workforce requirements.

Advocate /Involved Organizations: Regional Partners: Portland State University, Oregon Health and Science University, area Community Colleges, local School Districts, Private Foundations, Oregon and Washington Employment Departments, Oregon and Washington Governor’s Education Offices, Worksystems, Inc., area One Stops, Industry Associations.

The single most important factor for most companies is labor—its cost and its quality. For most firms, labor is the largest operating cost, and access to a talented, well-trained work force will be a deciding factor in the company’s competitiveness. Computers and other high-tech equipment have brought about a shift in occupations across the country and a change in the workforce skill requirements of all industries, including heavy manufacturing.

As the U.S. evolves into a more knowledge-based economy, virtually every company requires technical literacy at all skill levels. An educated workforce has become the primary factor for growing companies. New plants are more likely to select from sites where a skilled workforce exists, and then compare wage rates among those locations. As more routine production functions are shifted to lower cost locations (increasingly offshore), continual increases in the skill and education levels of their labor force will allow regions to remain a competitive location for growing firms.

A1. Ensure coordination between the region's workforce delivery system (Oregon Employment Department; Worksystems, Inc.; and area "One Stops") and the region's economic development efforts.

Advocate/Involved Organizations: Regional Partners: Oregon and Washington Employment Departments, Oregon and Washington Governor's Education Offices, Worksystems, Inc., area One Stops, Industry Associations.

Businesses that are locating or expanding in the region need a coordinated workforce delivery system to recruit, screen and hire local workers. The region must support expanded funding for the workforce delivery system and insure that its focus and services are coordinated with the region's business retention, expansion and recruitment efforts.

A2. Make a strong commitment to the workforce training and development system.

Advocate /Involved Organizations: Regional Partners: Worksystems, Inc., Oregon and Washington Employment Departments: Portland State University, Oregon Health and Science University, area Community Colleges, local School Districts, Private Foundations, Oregon and Washington Governor's Education Offices, area One Stops, Industry Associations.

In order to insure the long-term competitiveness of the workforce, the region must actively support efforts to establish a statewide Workforce Training Fund, as most states do, using a portion of Unemployment Insurance or other resources and expand trades training and vocational education for high-demand occupations.

A3. Support the development of a stable funding source for Oregon's K-12 education system.

Advocate /Involved Organizations: Regional Partners: Oregon Governor's Education Office, local School Districts, Local Jurisdictions.

The region needs to take a leadership role in supporting the creation of a stable funding basis for Oregon's education system. If the education system on the Oregon side of the metropolitan area erodes, it will place the entire region at a significant disadvantage as a business location. Governments and businesses throughout the region, those in Washington as well as Oregon, have a vested interest in insuring the long-term stability and competitiveness of the education system.

B. Investigate and identify the region's strengths in attracting high-skilled or "knowledge" workers as well as strategies and systems to augment their skills on an ongoing basis.

Advocate /Involved Organizations: Regional Partners: Portland State University, Worksystems, Inc., area Community Colleges, Oregon Health and Science University, local School Districts, Oregon and Washington Governor's Education Offices, Industry Associations.

In addition to maintaining its ability to attract new, high-skilled or "knowledge" workers, the region needs to develop and support educational and workforce training strategies and systems to enhance and augment people's skills on an ongoing, continuous basis. If we do not provide mechanisms to allow people, once they join our community, to maintain their skills at a competitive level, we will not be able to retain them.

IV. Livability

- A. The region's livability is one of its strategic economic advantages. The region should maintain a strong commitment to the elements of the region's livability that are essential to its economic competitiveness.

Advocate /Involved Organizations: Regional Partners: Local Jurisdictions, Metro: 1000 Friends of Oregon, Regional Arts and Culture Commission, Industry Associations.

The Portland–Vancouver region's livability provides it a competitive economic advantage, particularly for high-skilled or “knowledge” workers. Households are attracted to regions by amenities that wages alone cannot provide. Many high-skilled or knowledge workers can choose where they want to live and they can apply their skills to a variety of industries. Because they can pick and choose their locations, they choose locations with the combination of amenities they value.

Unfortunately, in many public discussions there is the implication that the region must make choices between a positive business climate and healthy economy on one hand, and quality of life and livability issues on the other – an all or nothing choice. The region's economy and livability are not independent, but are interdependent. While not involving all or nothing choices, interdependent relationships still involve interactions among and between the interdependent elements – both positive and negative tradeoffs.

The region's livability is made up of a variety of separate elements – some of which many people cannot articulate or describe. The importance of those separate elements varies from person to person, based on the person's beliefs, values and current economic situation. Without a clearer articulation of which livability issues provide strategic economic advantages, everything is equally important – and we are back to all or nothing choices. Therefore, a critical first step in retaining and promoting the region's quality of life while spurring economic success is to define the elements of livability that strategically support its economic health and competitiveness.

V. Marketing

- A. Proactively and cooperatively market and promote the metropolitan area as a positive business location.

Advocate /Involved Organizations: Regional Partners: Portland Business Alliance, Portland Oregon Visitors Association, Oregon Economic Development Association, Port of Portland, Port of Vancouver, Industry Associations.

The Portland Region lacks an identifiable, dynamic and consistent marketing message for national and international business attraction. To effectively market the region a clear articulation of its “brand” and a “brand manager” are necessary – an entity that consistently shapes, refines and stewards the brand for this region. The focus of the brand manager and the marketing efforts should be on developing consistency in the message, as well as marketing sites, industrial sector strengths, quality of workforce, and exceptional livability factors. The region's marketing efforts and messages must be coordinated with and leverage the parallel statewide marketing efforts.

VI. Regional Collaboration

A. Encourage collaborative problem-solving and implementation of economic policy and strategy.

Lead/Involved Organizations: Regional Partners: Governor's Community Solutions Team, Local Jurisdictions, Metro.

The Portland–Vancouver region has a long and established reputation for regional collaboration. The region is frequently held up as a model of regionalism – particularly for land use and transportation planning. The region's collaboration on economic development issues and efforts is less well known. The general awareness of the existing level of economic development coordination throughout the region needs to be raised, along with ongoing increases in that level of coordination and collaboration.

As noted earlier, metropolitan regions are the building blocks of economic activities and functions. In order for this region to be economically competitive, a more collaborative culture as well as the systems and mechanisms to support it need to be expanded and developed.

B. The jurisdictions in the metropolitan area needs to move towards the development and implementation of a "smart permit and fee system" throughout the region.

Advocate/Involved Organizations: Regional Partners: Local Jurisdictions, Commercial Development Community, Metro.

A "smart permit and fee system" is one that would utilize similar application forms and user interface across all of the jurisdictions in the region. It would also insure consistent (e.g. 90 day) timeframe for permit review and approval. Building a single, regional permit system is a long-term goal, one with both technical and political difficulties. However, as an initiative to build this region's economic competitiveness, this region needs to find ways to make the regulatory, permit and fee system across jurisdictions more consistent to the "customer". This would also be a powerful, positive way of distinguishing the region.

C. The jurisdictions across the metropolitan area should investigate the development and implementation of a tax system that is supportive of regional cooperation.

Advocate /Involved Organizations: Regional Partners: Local Jurisdictions, Commercial Development Community, Metro.

Oregon's land use planning system is based on the presumption that each city and county must plan for the complete spectrum of commercial, industrial and residential development opportunities and provide the public facilities and services necessary to support them – as if each jurisdiction existed independently, both geographically and economically. However, not every jurisdiction has the physical size, breadth of existing development or development opportunities necessary to create the tax base sufficient to support the necessary public services. Oregon's tax structure serves as a disincentive to regional economic cooperation and coordination. The jurisdictions across the region should explore the issue of how to effectively address the long-term resource needs and capacity of this metropolitan area, as well as the individual jurisdictions that are part of it.

D. The metropolitan area needs to investigate the development and implementation of a regional economic database and forecasting system that allows it to benchmark and track its progress on economic strategies and initiatives, as well as identifying economic and business trends.

Advocate /Involved Organizations: Regional Partners: Portland State University, Metro, Local Jurisdictions, Commercial Development Community, Industry Associations.

The metropolitan area needs to identify indicators of successful regional economic development, tracking mechanisms to inform us if we are successful in implementing agreed upon strategies and initiatives, and information on changes in the make-up of our regional economic drivers.

Members of the Metropolitan Economic Policy Task Force

- Rob Drake (Chair), Mayor, City of Beaverton
 - David Bragdon, President, Metro
 - Jess Carreon, President, Portland Community College
 - John Castles, Trustee, Murdock Charitable Trust
 - Steve Clark, Publisher, Beaverton Valley Times
 - Eric Hovee, Principle, ED Hovee Company
 - Ron Johnson, VP Resource Development, Portland General Electric
 - Michael Jordan, Commissioner, Clackamas County
 - Vera Katz, Mayor, City of Portland
 - Kim Kimbrough, President/CEO, Portland Business Alliance
 - Kathy Long Holland, Long/Sherpa Eco-D
 - Donald Mazziotti, Executive Director, Portland Development Commission
 - Craig Pridemore, Commissioner, Clark County
 - Carl Talton, VP Community and Business Development, Portland General Electric
 - Bob Terry, Owner, Fisher Farms
 - Jose Ternero, Oregon Assoc. of Minority Entrepreneurs
 - Diane Vines, Vice Chancellor, Oregon University System
 - Rick Williams, Project Consultant, Melvin Mark Dev. Co.
 - William Wyatt, Executive Director, Port of Portland
- Staff: Ethan Seltzer, Director, Institute of Portland Metropolitan Studies, Portland State University
Heike Mayer, Research Assistant
John Provo, Graduate Research Assistant
Joe Cortright, Impresa Inc.

Regional Economic Development Partners

The Regional Partners are a private non-profit organization. An association of public and private sector economic development professionals, representing agencies and organizations throughout the Portland–Vancouver region. The member organizations are listed below, including, the Regional Partners contact person(s):

- The City of Beaverton (*Janet Young*)
- The City of Gresham (*Max Talbot, Shelly Parini*)
- The City of Hillsboro (*David Lawrence, Larry Pederson*)
- The City of Tualatin (*Doug Rux*)
- The City of Vancouver (*Gerald Baugh*)
- Clackamas County (*Greg Jenks, Renate Mengelberg*)
- Multnomah County (*Duke Shepard*)
- Washington County (*Dennis Mulvihill*)
- Metro (*Andy Cotugno, Lydia Neill*)
- Port of Portland (*Bill Wyatt, Lise Glancy*)
- Portland Development Commission (*Don Mazziotti, Marty Harris, Michael Ogan*)
- Columbia River Economic Development Council (*Bart Phillips, Pam Neal*)
- Oregon Economic and Community Development Department (*Ron Fox, Joan Rutledge, Marcy Jacobs, Carolyn Sanco*)
- Portland Ambassadors (*Randy Miller*)
- Portland Business Alliance (*Kim Kimbrough, Scenna Shipley, John Rakowitz*)
- Westside Economic Alliance (*Betty Atteberry*)
- Pacific Power & Light (*Tim McCabe*)
- Portland General Electric (*Charlie Allcock*)