

**REGIONAL PARTNERS
SIX-MONTH WORK PLAN
TOWARD CREATING A
VITAL AND SUSTAINABLE REGIONAL ECONOMY**

Presented to:

The Metropolitan Economic Policy Task Force

Presented by:

The Regional Economic Development Partners

June 10, 2003

REGIONAL PARTNERS SIX-MONTH WORK PLAN TOWARD CREATING A VITAL AND SUSTAINABLE REGIONAL ECONOMY

THE REGION

A first step in achieving shared priorities for the region's economic future is to define the region. Economically, this region is a six-county area including Clackamas, Columbia, Multnomah, Washington and Yamhill counties within the state of Oregon, and Clark County within the state of Washington — the Portland–Vancouver PMSA (Primary Metropolitan Statistical Area). This geographic area functions as one economy, at least in terms of jobs – 97% of those who work in this region live here and 98% of those who live in this region work here.

THE REGION'S ECONOMIC GOAL – DESIRED OUTCOME

To create and maintain a diverse, stable and resilient economy that:

- is knowledge-based
- is business supportive
- has strong international ties
- creates and retains jobs
- maximizes existing resources
- balances growth and livability
- is built through regional collaboration
- provides a continuum of opportunities for business and people
- funds infrastructure necessary to support business growth
- capitalizes on existing and emerging industry strengths

REGIONAL ECONOMIC DEVELOPMENT PARTNERS SIX-MONTH WORK PLAN

This six-month work plan addresses the initial actions that will be undertaken in order to begin addressing the six focus areas outlined in this framework: Innovation and Industry Clusters; Physical Infrastructure; Talent; Livability; Marketing; and Regional Collaboration. The following initiatives address those actions where the Regional Partners are primarily responsible for implementation:

- INDUSTRY CLUSTER DEVELOPMENT – growing key industries
- REGIONAL MARKETING – driving job creation and investment
- INDUSTRIAL AREAS DEVELOPMENT – insuring an adequate supply of industrial & employment land
- COMMITMENT TO REGIONALISM – achieving shared priorities

In January 2004, the Regional Partners will report back to the Metropolitan Economic Policy Task Force. In addition to providing an update on progress, the January 2004 report will outline the success in enlisting organizations and individuals to champion the implementation of the remaining regional priorities.

I. INDUSTRY CLUSTER DEVELOPMENT

The Regional Partners will outline and initiate actions to grow key industry clusters. Within the next six months, four clusters will be the primary focus: silicon (semiconductors & photovoltaic); micro to nano technologies; cyber-security; and metals & transportation equipment. Specific work plans will be completed with the active engagement of industry. Work plans will address:

- a. The steps necessary to develop a good understanding of how the cluster functions, including the identification of existing strengths, addressing gaps or weaknesses and developing a longer term strategy for continued growth of the cluster.

- b. Cluster specific business retention, expansion and recruitment actions.
- c. Identification and communication of forecasted land and infrastructure needs for industry within the region for two and five year time horizons.
- d. Identification and communication of forecasted workforce needs.

Outcomes/Deliverables/Products:

- Produce industry data outlining needs and opportunities for each of the four clusters.
- Deliver findings and issues for each cluster to education, workforce, and land use and transportation planning organizations.
- Present four industry cluster strategies detailing the roles and responsibilities of involved organizations, including specific actions, steps, timelines and initial lists of targeted firms.
- Make 2 to 3 private-sector led recruitment calls on targeted firms or site selectors within each of the four clusters.

II. REGIONAL MARKETING

Create, fund and implement a collaborative and focused private sector-led marketing campaign to strategically promote the Portland region as a desirable location for business and investment. In coordination with efforts outlined in *I. INDUSTRY CLUSTER INITIATIVE*, above, the promotional and marketing efforts will assist in gaining visibility and differentiation from other competing regions. The approach utilized will be to focus on identified industry clusters as well as overall regional competitive strengths. The region's marketing efforts will coordinate with and leverage the parallel statewide marketing efforts being lead through the Oregon Economic Development Association as well as the developing *Brand Oregon* messaging.

Outcomes/Deliverables/Products:

- Commitments in place to develop and implement a five-year regional marketing campaign.
- Regional marketing campaign under contract with timeline for campaign implementation in place.

III. INDUSTRIAL AREAS DEVELOPMENT

The goal is to identify land in the Portland–Vancouver region that is suitable for future industrial development, and recommend policy and investment priorities that support and enhance land development opportunities to meet business and industry needs.

a. Task 3 Completion:

- Work with Metro to complete Task 3, which requires addition of 2000 acres of industrial land to the Portland Area Urban Growth Boundary (UGB) by June 2004.
- Specifically develop siting criteria for identified industries in order to ensure an appropriate supply of land.
- Focus on including land identified by Regional Partners as part of 2002 Periodic Review process.

b. Regionally Significant Industrial Areas:

- Work with Metro to finalize language in Title 4 related to Regionally Significant Industrial Areas. (Title 4 includes limitations or restrictions on commercial and institutional uses within industrial areas)
- Work with individual jurisdictions to identify appropriate areas within the current UGB that should be subject to this designation.

c. Clark County/Vancouver:

- Work with Clark County and the Port of Vancouver to advance planning and development of the Columbia Gateway properties.

d. Regional Employment Lands Study:

- Participate in planning for this private sector led effort that will analyze land needs for businesses that do not meet the traditional definition of “industrial”.

- e. Oregon Industrial Land Initiative:
 - Work with state agencies and the Oregon Governor’s office to inventory 25+ acre industrial sites.
 - Identify those sites that are “shovel ready”, as well as analyzing those with development constraints, identifying those development constraints, and quantifying the costs or other actions necessary to remove those constraints.
- f. Industrial Land Supply Assessment:
 - Work with Metro, the public jurisdictions and the private development community in the region to develop and agree upon definitions and protocols for updating and maintaining a parcel-specific industrial land supply database. Agreed upon definitions and protocols will include how to determine/define sites as “shovel ready”, the types of development constraints that will be inventoried and categorized, as well as protocols and common formats for data collection.
- g. Industrial Land Supply Target:
 - Work with Metro, the public jurisdictions and the private development community in the region to identify or create the necessary financial tools, technical assistance and policy mechanisms to insure a rolling 5-year supply of shovel ready industrial sites with characteristics appropriate to the industry needs identified in *I. INDUSTRY CLUSTER INITIATIVE, Item c.*, above.

Outcomes/Deliverables/Products:

- 2,000 acres of industrial land, which meets forecasted industry needs, added to the UGB.
- Title 4 language amended and specific industrial sites/areas included as Regionally Significant Industrial Areas.
- Adoption of specific development strategies for the Vancouver Gateway area.
- Regional Employment Lands Study underway and initial data.
- Complete regional contribution to the State inventory of “shovel ready” industrial sites (and assessment of development constraints and costs necessary to make the remaining industrial sites in the region “shovel ready”).
- Identification/creation of 2-3 new financial, technical assistance and/or policy mechanisms to support the maintenance of an ongoing 5-year industrial land supply.

IV. COMMITMENT TO REGIONALISM

The goal is to allow the Regional Partners to remain light, fast, agile and responsive to the market while building a sustained level of cooperation to achieving shared priorities for the region’s economic future. The Regional Partners will:

- a. Advocate and promote the economic priorities, included in *Attachment A, A Framework for Creating Shared Economic Priorities for the Portland—Vancouver Metropolitan Area*, by involving key public and private sector organizations to agree to implement specific strategies. In particular, clearly address ways in which this region will distinguish itself from its competitors, the metrics that the Regional Partners will need over time to understand regional economic performance, and sources to fund and expedite the vision.
- b. As a part of promoting the economic framework and getting other organizations to ratify it, identify and solicit organizations to act as “champions”, that will commit to leading the implementation of strategies and actions where the Regional Partners are not the lead organization (i.e. ODOT and/or local transportation agencies responsible for leading the implementation of the transportation infrastructure priorities). Wherever possible, both private and public organizations/individuals will be solicited as “co-leads” for each strategy or action.
- c. In the areas where they are not the lead organization, the Regional Partners’ role is to keep the other lead organizations informed about general business and individual industry cluster needs and advocate for specific actions to meet these needs.
- d. Reach out to other organizations within the metropolitan area and solicit their involvement in the Regional Partners.
- e. Apply to the U.S. Economic Development Administration (EDA) for funding to develop a regional Overall Economic Development Plan. As part of this effort, consider the formation of a regional

- economic development district. Forward the completed plan to EDA for their approval – which would allow the region access to federal funding for projects delineated in the plan.
- f. Create and adhere to a schedule and forum for monitoring and reporting on progress in implementing the strategies recommended in this report.

Outcomes/Deliverables/Products:

- Commitments by organizations to serve as the “Champion” for 8 of the specific strategies/actions contained in the Framework report.
- Twenty members in good standing of the Regional Partners organization.
- Adoption of the Regional Partners Six-Month Work Plan and the Framework report by the councils, commissions or boards of each of the Regional Partners organizations.
- Completion of and acceptance by EDA of Comprehensive Economic Development Strategy grant for the Region.
- Status report provided to the MEPTF in January 2004 on implementation of the elements of this work plan and strategies and actions recommended in the economic framework report.

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*)