

MID-WILLAMETTE VALLEY  
COMMUNITY DEVELOPMENT PARTNERSHIP BOARD

---

**Regional Comprehensive Economic  
Development Strategy (CEDS)**

---

November 2012

Annual Update 6/30/16

Prepared by:  
Mid-Willamette Valley Council of Governments



# **MID-WILLAMETTE VALLEY**

## **Comprehensive Economic Development Strategy (CEDS)**

Prepared For:

**Mid-Willamette Community Development Partnership Board**

(Mid-Willamette Economic Development District)

Covering the Marion, Polk and Yamhill County region.

Prepared By:

**Mid-Willamette Valley Council of Governments**

100 High St SE, Suite 200

Salem, OR 97301-3667

(503) 588-6177

Contact: Renata Wakeley, Community Development Director,

[renatac@mwvcog.org](mailto:renatac@mwvcog.org)

**November 2012**

Updated 6/30/16

# Acknowledgements

## **Mid-Willamette Community Partnership Board Members:**

Jerry Mullen, Mullen Farms (Agriculture)  
Councilor Jim Fairchild (City of Dallas)  
Mayor Lore Christopher (City of Keizer)  
Councilor Kevin Jeffries (City of McMinnville)  
Mayor John Oberst (City of Monmouth)  
Councilor Denise Bacon (City of Newberg)  
Mayor Anna Peterson (City of Salem)  
Councilor Laurie Armstrong Carter (City of Silverton)  
Mayor Kathryn Figley (City of Woodburn)  
Chris Mercier (Confederated Tribes of Grand Ronde)  
Bob Hill, LCG Pence Co. (Construction)  
Steve Nass, Pioneer Trust Bank (Financial Institutions)  
Bryan Brown, Oregon Fruit Products (Food Processing)  
Dennis Creel, Hampton Resources (Forestry & Wood Products)  
Jeff Anderson, UFCW Local (Labor)  
Commissioner Patti Milne (Marion County)  
Shelley Sneed (Minority Entrepreneurs)  
Commissioner Craig Pope (Polk County)  
Gerald Watson (Professions)  
Rollin Soles, Argyle Winery (Small Business)  
Mayor Shanti Platt (Small Cities of Marion County)  
Mayor John McArdle, Chair (Small Cities of Polk County)  
Mayor Kathie Oriet, City of Carlton (Small Cities of Yamhill County)  
Roberto Franco (Spanish Speaking Persons)  
Cathy Clark, MWACT (Transportation)  
Pat Grose, Job Growers (Unemployed/Underemployed)  
Alicia Bonesteele, Salem Electric (Utilities)  
Commissioner Mary Stern (Yamhill County)

## **MWVCOG Staff:**

Nancy Boyer, Executive Director  
Jennie Messmer, Deputy Director  
Renata Wakeley, Community Development Director  
Denise VanDyke, Administrative Specialist II

## **Additional Contributors:**

Allison Ford McKenzie, Executive Director, GROW EDC  
Barbara Young, Government Relations Manager, Marion County  
Brandon Reich, Senior Planner, Marion County  
David Porter, Economic Development Representative, U.S. Economic Development Administration (EDA)  
Don Russo, Economic Development Manager, Marion County  
Doug Rux, Assistant Director, Urban Development Department, City of Salem  
Jason Brandt, Chief Executive Officer, Salem Area Chamber of Commerce  
Jody Christensen, Director, McMinnville Economic Development Partnership  
Marcia Bagnall, Director, Small Business Development Center  
Mitchell Gee, Mid-Valley Business Development Specialist, Business OR  
Shawn Irvine, Economic Development Director, City of Independence  
Tom Hogue, Economic Development Specialist, Oregon Department of Land Conservation and Development (DLCD)

## Executive Summary

This strategy serves as the five-year strategic plan for the Mid-Willamette Valley Economic Development District (EDD), serving Marion, Polk and Yamhill counties in Oregon. The Mid-Willamette Valley EDD is a federally recognized organization funded in part by the U.S. Economic Development Administration (EDA). The Mid-Willamette Valley Comprehensive Economic Development Strategy (CEDS) was developed by the Mid-Willamette Valley Community Development Partnership Board, in consultation with area economic development stakeholders and interested parties.

The purpose of the CEDS is to improve regional economic conditions through job growth, fostering stable and diversified economies and improving community livability. It also provides a mechanism for coordinating the efforts of multiple individuals, organizations, governmental entities, and private industry efforts that promote economic development within the region.

The CEDS is organized into five (5) main sections:

- An overview of regional demographic and economic conditions (Chapter 2);
- An analysis of regional economic opportunities, including a description of regional industry clusters, a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, and a description of state and local economic development efforts (Chapter 3);
- A description of the region's economic goals and objectives (Chapter 4);
- An Action Plan for implementing the regional economic goals and objectives (Chapter 5); and
- A description of the regional planning process, in addition to performance measures that will be used to evaluate efforts to implement the CEDS (Chapter 6).

Key findings from the 2012 CEDS include:

- The Mid-Willamette Valley region continues to recover from the 2008 economic recession, which resulted in major structural changes to the economy. Economic recovery is slow and some industries are not projected to reach pre-recession employment levels. Lasting impacts of the recession include high levels of long term unemployed, delayed career advancement opportunities for youth, mismatch of employer needs/worker skills and persistent economic challenges in rural areas.
- The Mid-Willamette Valley enjoys a competitive advantage in the following industries: (1) Agriculture, Food & Beverage Products; (2) Metals, Machinery & Equipment; (3) Forest Products; (4) Specialty Materials Manufacturing (e.g. fertilizer mixing, plastic products, and fabric coating); and (5) Traded Sector Services (e.g. office administrative services, higher education and state and local non-education). One of the objectives of the CEDS is promote increased economic opportunities through strengthening and expanding these industry clusters in the future.
- The Mid-Willamette Valley region is fortunate to have a number of economic assets, including abundant natural resources, fertile agricultural soils, access to higher education institutions, and unique communities that enjoy a high quality of life. Better coordination between public and private organizations is needed to realize the full potential of these assets.
- Some of the economic challenges and weakness of the Mid-Willamette Valley economy include a lack of higher wage jobs, infrastructure deficiencies (transportation, rail, power, and water), an inadequate supply of capital to support business growth and development, and regulatory barriers to economic development.

- Regional economic goals are focused on objectives that support employment growth, particularly efforts that increase the number of living wage jobs, in addition to maintaining the region's livability and quality of life. Particular emphasis is placed on the objective of providing adequate infrastructure to support economic development.

More specific regional economic development efforts and actions are outlined in the CEDS 5-yr Action Plan. The Action Plan identifies the timeframe, partner agencies and potential resources available to complete actions intended to implement the CEDS goals and objectives.

The CEDS will continue to be monitored, evaluated and modified as needed on an annual basis to reflect the region's current economic issues and needs.

---

**Table of Contents**

	<b>Page</b>
<b>1. Introduction</b>	<b>5</b>
Purpose and Methods	5
Organization of the Strategy	6
<b>2. Regional Profile/Background</b>	<b>7</b>
Demographics	7
Regional Economy	12
<b>3. Analysis of Regional Economic Opportunities</b>	<b>17</b>
Industry Clusters	17
Strengths, Weaknesses, Opportunities and Threats Analysis	18
State and Local Economic Development Efforts	19
<b>4. Regional Goals and Objectives</b>	<b>25</b>
<b>5. Action Plan</b>	<b>27</b>
<b>6. Regional Planning Process</b>	<b>35</b>
Community and Private Sector Participation	36
Performance Measures	36
<b>7. References</b>	<b>37</b>

**Appendices**

A. Detailed Regional Profile	38
B. Regional Investment Priorities 2012	48
C. Additional Regional Community and Economic Development Needs	51
D. Economic Development Partners	57
E. Economic Development Resources	61
F. Mid-Willamette Valley Community Development Partnership Board Membership and By-laws	70

---

## Introduction

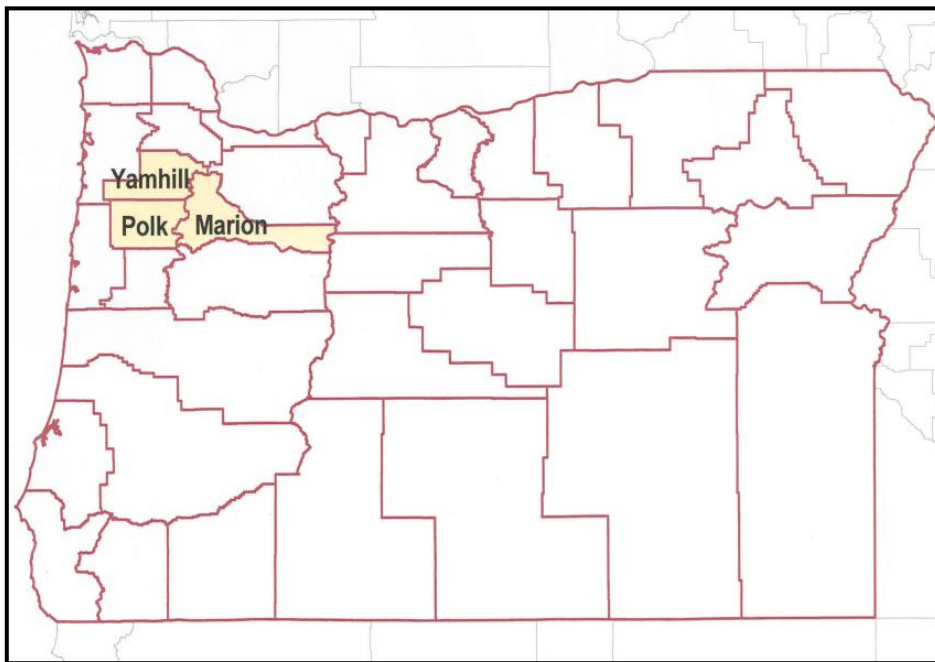
### Purpose and Methods

This strategy serves as the five-year strategic plan for the Mid-Willamette Valley Economic Development District (EDD) serving Marion, Polk and Yamhill counties (see Figure 1 below). It is intended to guide the policies and investments of the Mid-Willamette Valley Community Development Partnership's efforts to improve the regional economy in a sustainable manner.

The Mid-Willamette Valley EDD was formed in 1984 for the purpose of improving regional coordination on economic development issues, helping local governments identify needs and priorities, and to work more effectively with state and federal agencies and programs. The District is a federally recognized organization funded by an annual planning grant from the U.S. Economic Development Administration (EDA). The EDD is supported by a board made up of both private and public entities, known as the Mid-Willamette Valley Community Development Partnership Board.

The Mid-Willamette Valley Comprehensive Economic Strategy (CEDS) is required to qualify for EDA assistance under its public works, economic adjustment and most planning programs. The CEDS process is intended to, "...create jobs, foster more stable and diversified economies, and improve living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development." (U.S. EDA 2002).

**Figure 1      Location Map – Marion, Polk and Yamhill Counties, OR**



Source: E.D. Hovee & Company, LLC. 2007

The process of developing a Comprehensive Economic Development Strategy (CEDS) is a continuous planning process, which strives to incorporate input from a diverse array of community stakeholders. A CEDS is required to include the following information:

- An analysis of economic and community development problems and opportunities, and other economic development related plans;



- Background and history of the economic development situation of the area, including information on the economy, geography, population, labor force, resources and the environment;
- A description of community participation efforts;
- Identification of goals and objectives that are intended to take advantage of the region's economic opportunities and help solve regional economic development problems;
- An action plan that identifies specific actions to implement objectives and goals set forth in the CEDS; and
- Performance measures to help evaluate whether or not the goals and objectives are being met (U.S. EDA 2002).

### **Organization of the Strategy**

The Mid-Willamette Valley CEDS is organized into six (6) main sections:

- Section 1: provides an introduction to the CEDS, including a description of what it is, why it's needed and how it's created.
- Section 2: provides background information on the current, past and projected regional economy, in addition to other relevant information needed to understand conditions in the Mid-Willamette Valley region.
- Section 3: includes an analysis of the region's economic strengths, weaknesses, opportunities and threats, and findings from other relevant economic development studies.
- Section 4: identifies the region's economic goals and objectives.
- Section 5: contains an action plan that identifies the specific steps that will be taken to achieve the regional economic goals and objectives identified in Section 4.
- Section 6: describes in greater detail the CEDS planning process and how the strategy will be monitored in the future.

## Regional Profile / Background

The Mid-Willamette Valley region is situated in northwestern Oregon, near the center of the Willamette River Basin. The region includes three (3) counties – Marion, Polk and Yamhill counties with a total land area of 2,629 square miles, or nearly one-quarter of the total land area in the Willamette Valley. The Mid-Willamette Valley includes the state capitol, which is located in the region's largest city – Salem. The Salem metropolitan area is located approximately 50 miles from Portland and 60 miles from Eugene. There are a total of 34 cities in the Mid-Willamette Valley as shown in **Figure 2** below.

**Figure 2 Map of Mid-Willamette Valley Counties and Cities**



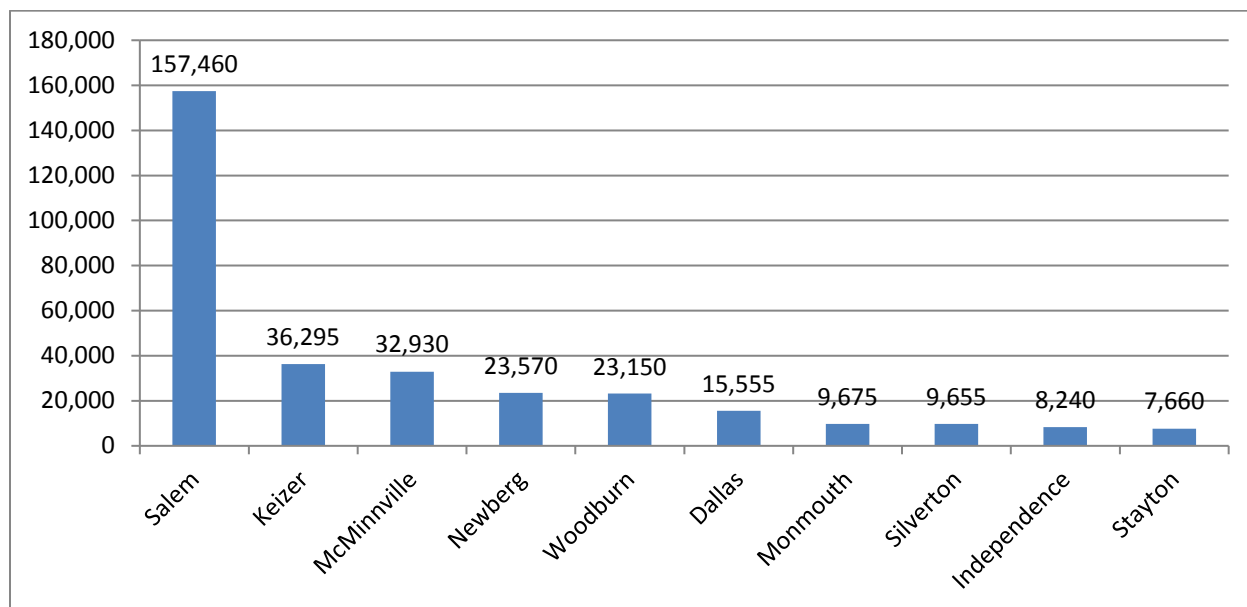
Source: E.D. Hovee & Company, LLC. 2007

## Demographics

According to the most recent U.S. Census data the total population of the Mid-Willamette Valley region was 489,931 in 2010. The region is largely rural in nature, with the exception of the Salem Keizer metropolitan area, and the City of McMinnville. Marion County is the largest and most populated county with a total population of 315,335 in 2010. Yamhill County is the second most populated county and had a total population of 99,193 in 2010, followed by Polk County at 75,403. Over the 2000 to 2010 time period, the Mid-Willamette Valley grew slightly faster than the statewide average annual growth rate and the U.S. average. The 34 incorporated cities in the region account for approximately 75 percent of the regional population.

The region's ten (10) largest incorporated cities are show in **Figure 3** below.

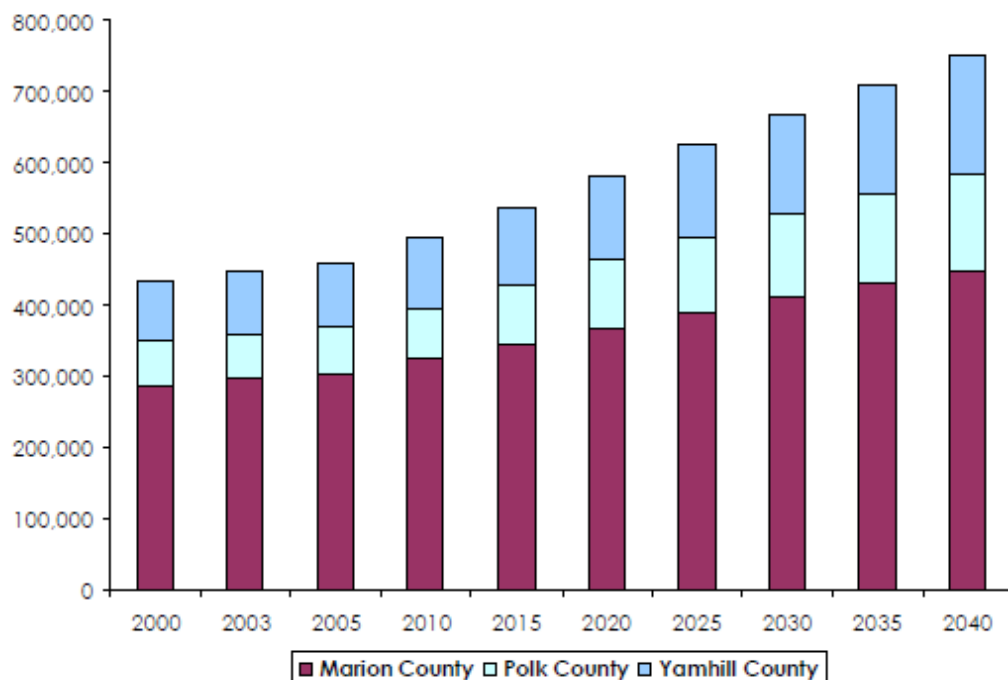
Figure 3 Ten largest cities in Marion, Polk and Yamhill County, 2010



Source: PSU Population Estimates, 2011

The Oregon Office of Economic Analysis (OEA)'s long term forecast for Marion, Polk and Yamhill counties for the 2000-2040 forecast period shows a total population of 751,384 by the year 2040 with an average annual growth rate of 1.8 percent as seen in **Figure 4** below.

Figure 4 Population Projections, Marion, Polk and Yamhill County, 2000-2040



Source: Office of Economic Analysis, State of Oregon and E.D. Hovee & Company, LLC 2007

Other significant demographic characteristics of the Mid-Willamette Valley include:

### **Households**

As of the 2000 Census, the Marion-Polk-Yamhill region had over 153,000 households – with an average size of 2.70 residents per household. This is above the statewide average of 2.51 residents per household. With the exception of Yamhill County, the average household size decreased from 2000 to 2010. In 2010, the average household size in Marion County was 2.65, 2.57 in Polk County and 2.71 in Yamhill County (ACS 2010, 5 yr estimate). The average household size in 2010 was higher in all three counties than the statewide average of 2.45. Declining household sizes in the region is consistent with state and national trends that show a decrease in household sizes due in part to aging baby boomers.

### **Race/Ethnicity**

According to the 2010 Census, 78.2 percent of Marion County was identified as “white alone,” 85.9 percent in Polk County and 85.4 in Yamhill County as compared to 83.6 percent of the population statewide. Persons of Hispanic origin (which can be any race) were 14.6 percent of the three-county population in 2000 as compared to 2010 Census data, which show 22.7 percent of the population in Marion County, 11.1 percent in Polk County and 13.8 percent in Yamhill County. Statewide, comparable figures were 8.0 percent in 2000 and an estimated 10.8 percent in 2010.

### **Age of Population**

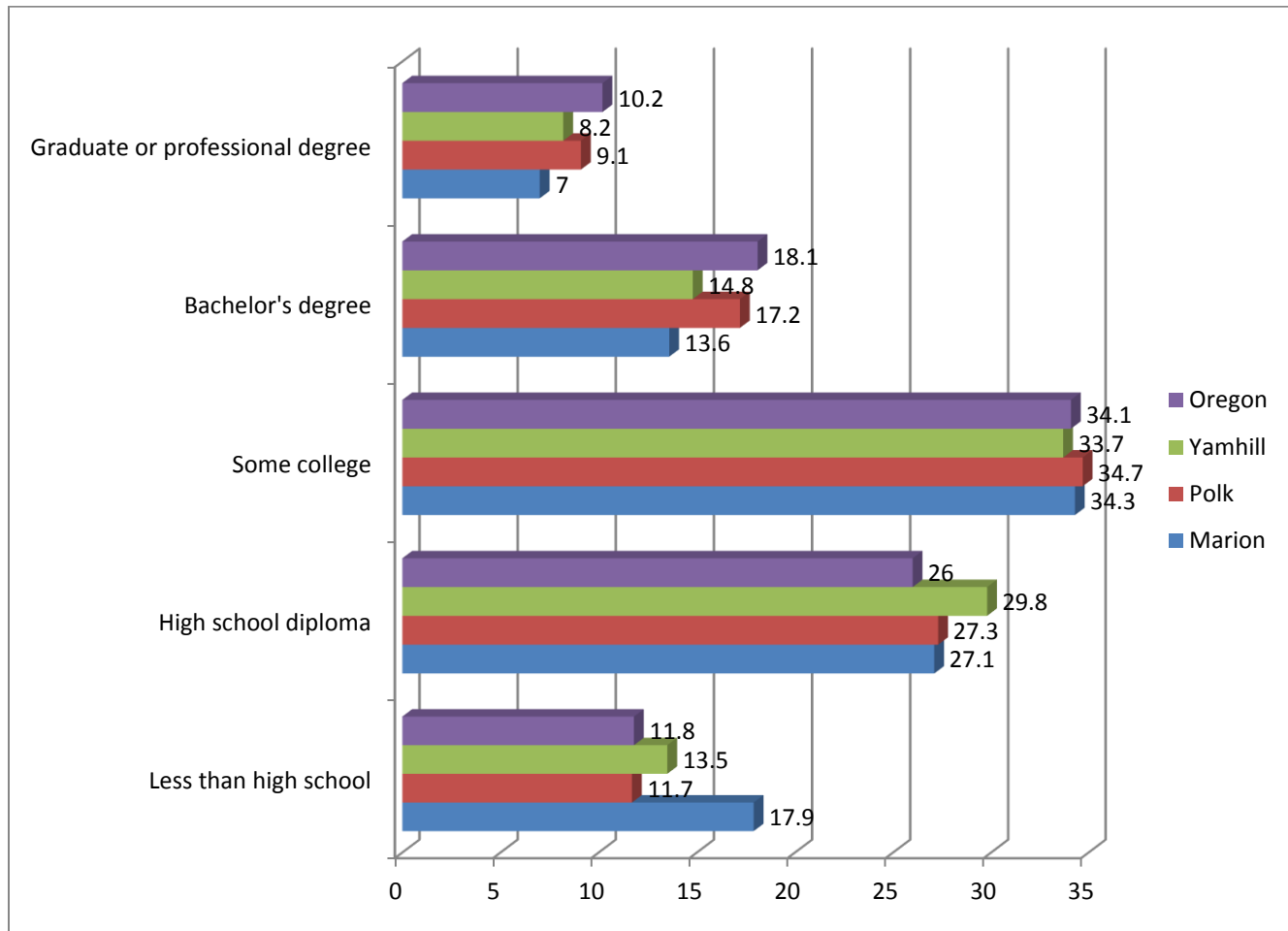
In 2000, both Marion and Yamhill counties had median ages (33.7 and 34.1 respectively) that were less than the statewide median age of 36.3. The median age in Polk County was similar to the state at 36.5. The median age increased in Marion and Yamhill counties in 2010, but decreased slightly in Polk County (Marion 35.4, Polk 36.3, Yamhill 37.3). The median age in all three (3) counties was younger than the state (38.5) in 2010. Some of the economic impacts resulting from this major demographic trend include a slower growing labor force, need for replacing experienced retired workers, and increased demand for healthcare services.

### **Poverty**

According to 2010 American Community Survey (ACS) five (5) year estimates, 16.0 percent of individuals in Marion County lived at or below the poverty level, followed by 12.9 percent in Polk County and 12.7 percent in Yamhill County. This compares to a statewide average of 14.0 percent and a national average of 13.8 percent. These results show an increase in the percent of individuals living at or below the poverty level in all three (3) counties as compared to 2000 Census data (Marion - 13.5%, Polk - 11.5%, Yamhill - 9.2%). The percent of individuals living at or below the poverty level was 11.6 percent for the State of Oregon and 12.4 percent for the U.S. in 2000.

### **Educational Attainment**

Educational attainment data is provided for adults age 25 and over. Overall, the available data in 2009 indicates that the Marion-Polk-Yamhill region is less than statewide averages as shown in **Figure 5** below. A well-educated workforce will continue to play an important role in the region’s ability to attract high wage companies.

**Figure 5 Educational Attainment, Oregon, Marion, Polk, and Yamhill Counties, 2009**

Source: American Community Survey data, 2009.

## Housing Prices

A recent Economic Profile completed for the region by E.D. Hovee and Company, LLC in 2007, included an analysis of comparative housing prices in the following metro areas: Portland-Vancouver-Beaverton, Corvallis, Eugene-Springfield, Bend, Medford-Ashland, Seattle-Bellevue-Everett and Tacoma. According to the analysis, Salem had by far, the most affordable housing of the eight (8) metro areas. Median home value (for all owner-occupied units) in 2006 was estimated at \$184,100, which was 13 percent below the next least expensive (Eugene-Springfield), approximately one-third below the Portland metro area, and 47 percent below the Seattle metro area. More affordable housing prices may help regional economic competitiveness for companies searching for viable alternatives for business investment.

While the Mid-Willamette Valley has traditionally had more affordable housing than the Portland Metropolitan Area and the City of Eugene, information provided in the 2011 Salem-Keizer Housing Needs Analysis indicated housing became less affordable over the last decade, housing prices increased faster than income, and many households paid more than 30 percent of their monthly income on housing costs.

## Livability

The overall livability or quality of life of a region is an important factor for attracting and retaining well-educated and highly skilled workers. The Mid-Willamette Valley's mild climate, access to plentiful outdoor recreation activities, numerous cultural events and festivals, relatively clean air and water, and open spaces all contribute to a high quality of life in the region.

One of the challenges facing many small towns in the region is how to accommodate population growth and development in a way that maintains their unique character and high quality of life.



**Mt. Angel Oktoberfest**



**The Oregon Garden**



**Independence Main Street**



**Erath Vineyards, Yamhill Co.**



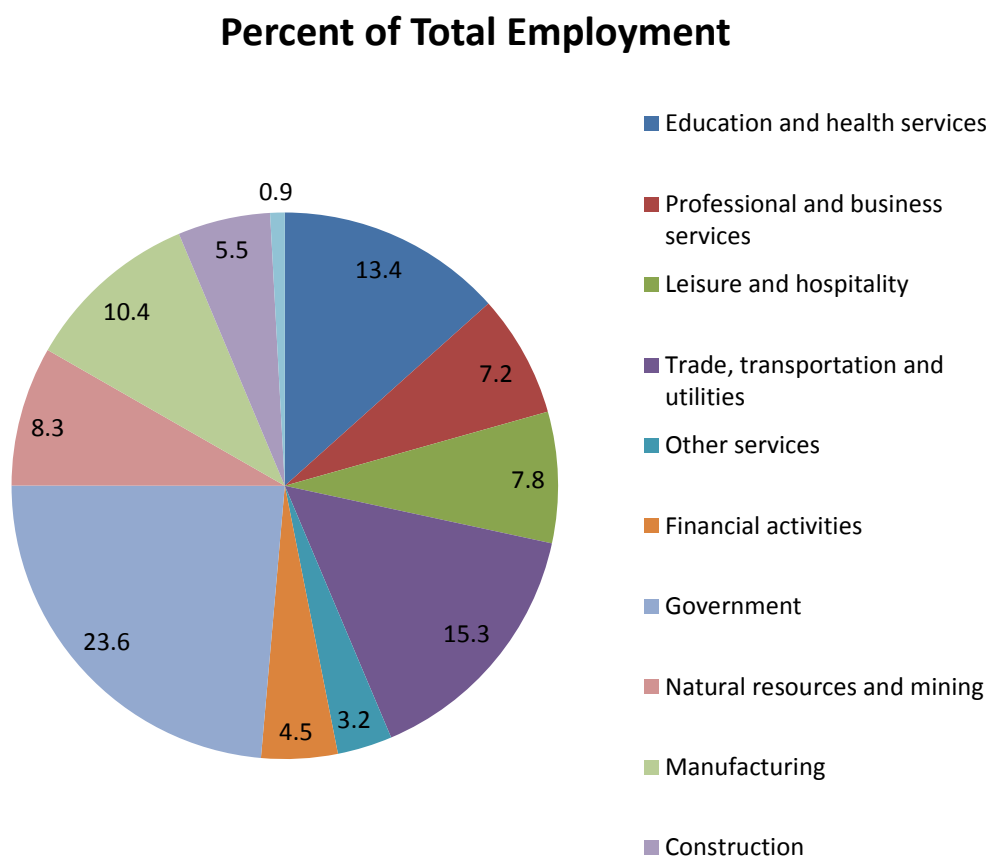
**Woodburn Tulip Festival**

## Regional Economy

### Major Employment Sectors

In 2008, the largest employment sectors included government at 23.6 percent of total jobs, followed by trade, transportation and utilities at 15.3 percent and education and health services at 13.4 percent. Manufacturing in the three-county region as a whole makes up 10.4 percent of total employment and is slightly lower than the statewide average of 11 percent of total employment. Natural resources and mining, while not as large of a portion of the region's economy as in the past, continues to play an important role in the overall diversity of the regional economy.

**Figure 6 Marion, Polk and Yamhill Counties Employment by Sector, 2008**



Source: Oregon Employment Department

### Major Employers

Major employers in the Mid-Willamette Valley that employ over 1,000 employees include:

- Chemeketa Community College
- May Trucking Company
- Oregon State Corrections Department



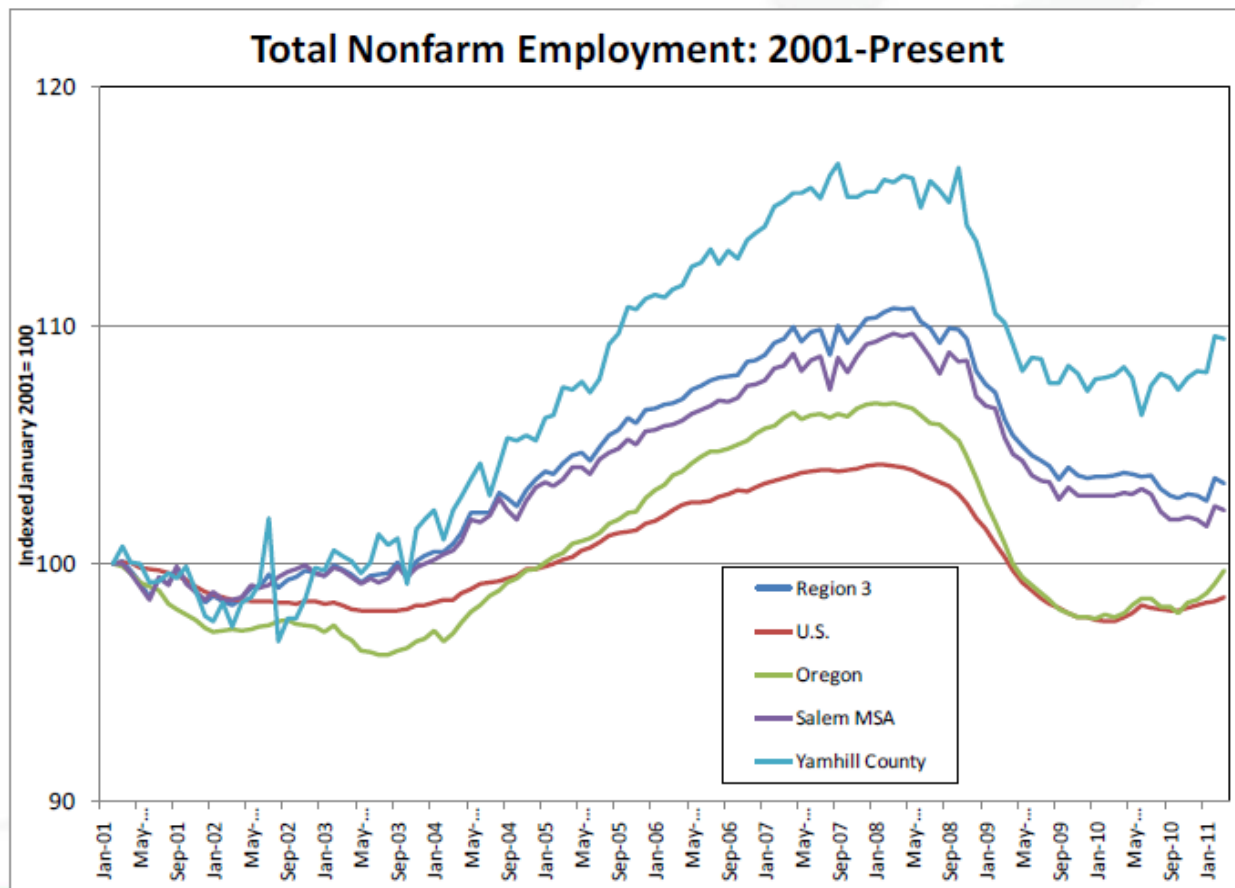
- Oregon State Hospital
- Salem Hospital
- Salem-Keizer School District
- Spirit Mountain Casino
- State of Oregon Human Services Department
- T-Mobile and
- Western Oregon University (E.D. Hovee, 2007).

Seven of the ten employers with over 1,000 employees in the Mid-Willamette Valley are public agencies. This is due in part to the presence of state government offices in Salem, the state capitol.

### Employment Trends

The Mid-Willamette Valley has outpaced economic growth for the State and U.S. over the last ten years as seen in **Figure 7** below.

**Figure 7 Total Employment, U.S., Oregon, Salem MSA, Yamhill County 2001-2011**



Source: Oregon Employment Department



The most recent employment forecast for Marion, Polk and Yamhill counties prepared by the Oregon Employment Department projects an employment growth rate of 16%, slightly slower than the statewide average of 18% for the 2010-2020 forecast period.

Private sector employment is forecasted to grow significantly faster than government. Education and health services and professional and business services are projected to be the fastest growing industries in the region. This trend is driven by an aging population which drives increases in health care employment. The increasing use of employment services, such as temporary help services, will fuel much of the growth in the professional and business services industry. The other industries anticipated to grow faster than the regional average are leisure and hospitality and the construction sector. Manufacturing forecasts for the region are projected to grow 15% over the forecast period; however, this will still be 500 jobs fewer than the manufacturing employment level in 2008.

**Table 1 Marion, Polk and Yamhill Counties Employment Forecast, 2010-2020**

Region 3: Industry Employment Forecast, 2010-2020 Marion, Polk, and Yamhill Counties				
	2010	2020	Change	% Change
Total payroll employment	185,100	215,300	30,200	16%
Total private	138,100	165,000	26,900	19%
Natural resources and mining	14,100	15,800	1,700	12%
Construction	7,700	9,300	1,600	21%
Manufacturing	17,400	20,000	2,600	15%
Trade, transportation, and utilities	27,500	31,600	4,100	15%
Information	1,400	1,400	0	0%
Financial activities	8,000	9,000	1,000	13%
Professional and business services	13,200	17,200	4,000	30%
Educational and health services	27,800	35,900	8,100	29%
Leisure and hospitality	14,600	17,500	2,900	20%
Other services	6,300	7,300	1,000	16%
Government	47,000	50,300	3,300	7%
Note: Industry and occupational employment totals are not equal due to rounding.				
Note: Farm employment is included in natural resources and mining.				

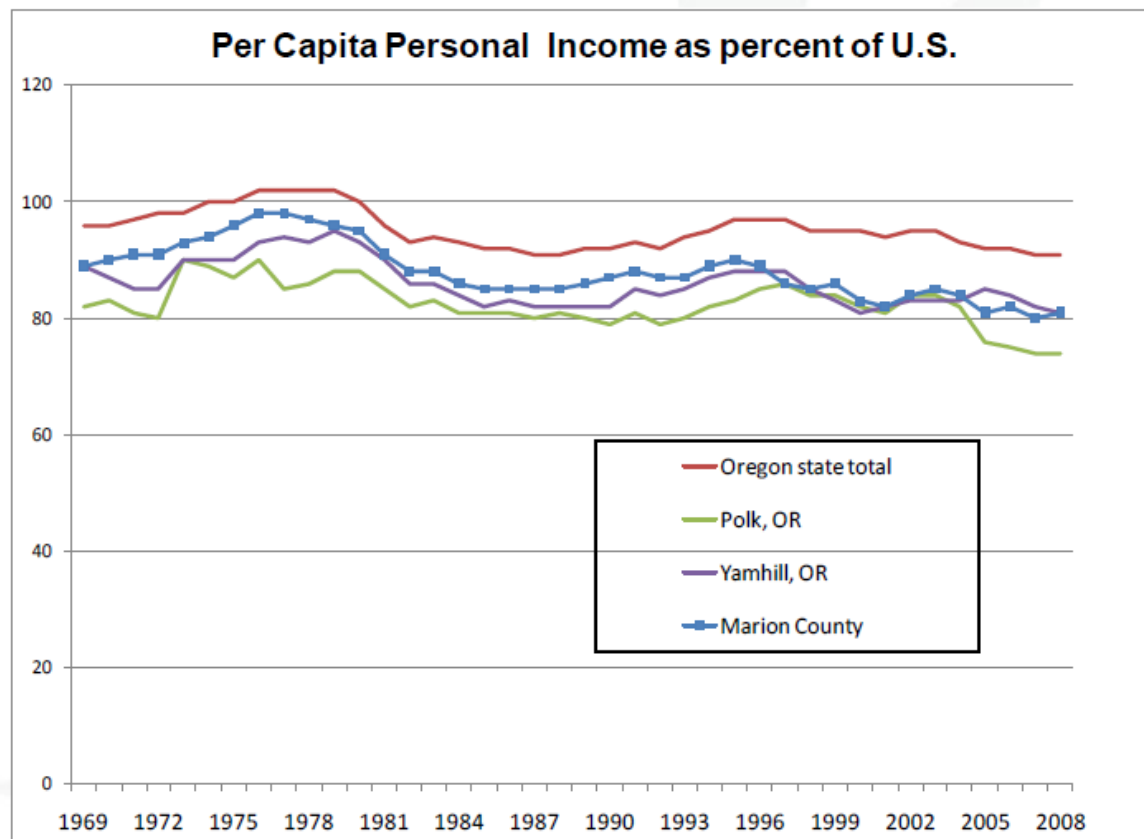
Source: Oregon Employment Department, 2012.

## Income

One of the chronic regional economic problems is a low per capita income as compared to the state and U.S. As seen in **Figure 8** below, per capita personal income in all three counties has been below the statewide average for over three decades.

According to the U.S. Bureau of Economic Analysis (BEA), the 2010 Per Capita Money Income was \$33,016 for the three-county region, which represented approximately 82.7 percent of the U.S. average. The 2010 Per Capita Money Income for Yamhill County was \$32,768, \$33,605 for Marion County, and \$30,877 for Polk County.

**Figure 8 Per Capita Income, Oregon, Polk, Yamhill and Marion Counties, 1969-2008**

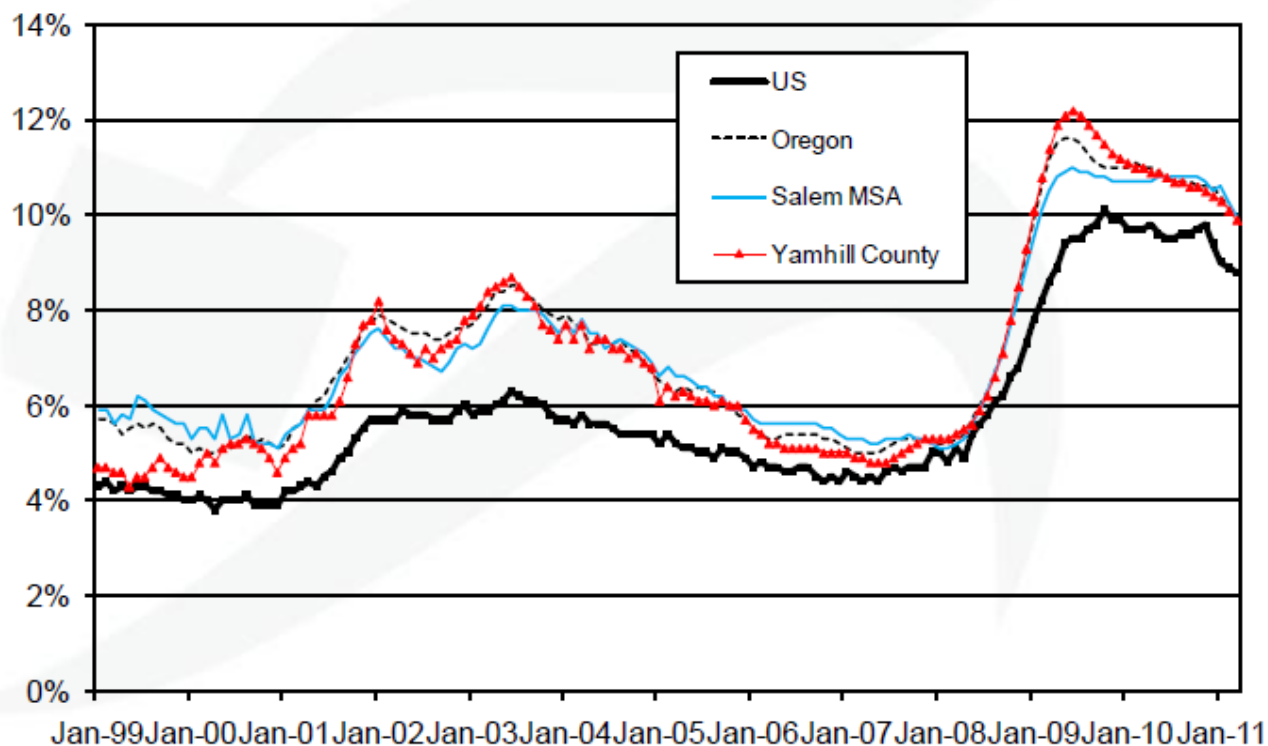


Source: Oregon Employment Department

## Unemployment

Unemployment in the three-county area has traditionally tracked closely with the state as a whole and has been higher than the national average for over ten years. Unemployment from the most recent recession peaked in 2009, and has been declining through the first half of 2011. Of the three counties, Yamhill County experienced the highest unemployment rate at 12.2 percent as a result of the recession.

**Figure 9 Unemployment Rate, U.S., Oregon, Salem MSA, Yamhill County**



Source: Oregon Employment Department

According to the U.S. Bureau of Labor Statistics (BLS), the average unemployment for the 24-month period ending in February 2012 was 10.04 percent for the three-county region as compared to 9.19 percent for the U.S. average. The unemployment rate for that same period was 8.8 percent for Polk County, 9.75 for Yamhill County and 10.45 for Marion County.

## Analysis of Regional Economic Opportunities

### Industry Clusters

One of the common strategies for economic development efforts is to focus on developing industries a region is particularly well-suited for because of one or more comparative advantages. Known as “cluster-based strategy,” this method is supported by numerous economic development efforts including the State of Oregon, private sector efforts through the *Oregon Business Plan* and national initiatives supported by the U.S. Economic Development Administration (EDA).

Current state-recognized clusters include:

- High technology/software
- Forest products/wood/paper
- Food processing and agriculture
- Apparel and sporting goods
- Transportation equipment
- Creative services
- Recreation-related
- Metals/machinery
- Nursery products
- Professional services and
- Biomedical.

### Mid-Willamette Valley Industry Clusters

In 2007, E.D. Hovee and Company, LLC completed a competitive advantage analysis that covered 506 sectors of the three-county regional economy. The analysis uses the IMPLAN input-output model to assess economic interrelationships between various sectors of the regional economy as compared to that of the state. The five business industry clusters identified as having a strong comparative advantage in the Mid-Willamette Valley region under this analysis include:

- **Agriculture, Food & Beverage Products** – This cluster includes a series of agri-business activities ranging from farming to manufacturing of both commodity and specialized food and beverage products. Specific niches with particularly high area concentration include tree nuts, fat/oil refining, dry/evaporated dairy products, ice cream/frozen desserts, dry pasta and tortilla manufacture, snack foods, spice/extract manufacture, and wineries. Of these specialty food industry niches, job growth was noted for ice cream and snack food manufacture and for area wineries. The highest employment segments were noted in agriculture and forestry support (at over 6,800), greenhouse/nursery production (5,600+) and frozen food manufacturing (over 2,100).
- **Metals, Machinery & Equipment (including Electrical)** – This cluster includes specialties with high regional concentrations noted for iron and steel mills, secondary nonferrous metals processing, ball and roller bearing manufacturing, enameled iron and metal sanitary ware, textile and packaging machinery, computer terminals, electric lamp bulbs and parts, and dental equipment. Job growth was noted for several of these specialties – including iron and steel mills, enameled iron and metal sanitary ware, packaging machinery, and computer terminals.
- **Forest Products (including Logging)** – This cluster includes industries with high concentrations in manufactured housing and prefabricated wood building manufacturing. Only prefabricated wood building manufacturing is experiencing both job growth. Total regional employment in this cluster is still relatively high at 5,300. However, compared to other parts of the state, regional specialties are relatively limited – to prefabricated end-use products.

- ***Specialty Materials Manufacturing*** – This cluster includes industries ranging from fabrics to aggregate materials to petro-chemical products. Particular specialties are noted for fabric coating mills, leathers and hides, fertilizer mixing, plastic pipes and fittings, and plastic bottles. Among these sectors, job growth was noted in fabric coating mills (a relatively small employment category) and fertilizer mixing. Despite significant specialties, overall employment in this grouping is lowest of all the clusters considered at 2,700.
- ***Traded Sector Services*** – Three sectors were identified within this cluster including: office administrative services (e.g. medical office management, billing/record keeping services, etc.), higher education (e.g. colleges, universities, and junior colleges) and state and local non-education (e.g. state administrative offices, hospitals, judicial/legal offices, corrections facilities, etc.). The only one of these sectors these sectors that was experiencing job growth at the time of the study was state and local non-education. Combined employment of these three traded sector services was estimated at just under 25,700 (with state and local non-education accounting for 82% of this activity). Total cluster employment is estimated at nearly 93,400 jobs.

### **Regional Strengths, Weaknesses, Threats and Opportunities (SWOT)**

As part of the strategic planning process, a SWOT analysis was completed by the Regional Economic Development Planning Committee to better understand the factors and influences that impact the region's economic development efforts in the future. Factors considered as part of the SWOT analysis for the Mid-Willamette Valley, are described in **Table 2** below.

**Table 2 Mid-Willamette Valley Strengths, Weaknesses, Opportunities and Threats Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Land availability (shovel ready industrial in Mill Creek Corporate Center)</li> <li>• Water availability (ability to provide service to a large water user in Salem)</li> <li>• Climate (year-round activity possible)</li> <li>• Hydroelectric power (Salem Electric 90%)</li> <li>• Best soils around that can grow anything</li> <li>• Abundant natural resources</li> <li>• Existing industry clusters (ag/food processing, forestry, metal manufacturing)</li> <li>• High quality mid-level employee base (e.g. Home Depot distribution center)</li> <li>• Location along I-5 corridor</li> <li>• Abundance of cultural events and local activities</li> <li>• Proximity to colleges, universities</li> <li>• The region is “clean” (e.g. green space, clean water &amp; air, well organized, little/no sprawl)</li> <li>• Proximity to the Oregon State Capitol &amp; legislative issues</li> </ul>	<ul style="list-style-type: none"> <li>• Employment base of higher skilled and jobs lacking</li> <li>• Lack of higher wage jobs</li> <li>• Transportation issues: <ul style="list-style-type: none"> <li>- Roads/railroads/bridges</li> <li>- (e.g. Newberg/Dundee, 3<sup>rd</sup> bridge in Salem)</li> <li>- connection to the I-5 corridor</li> <li>- limited air service</li> </ul> </li> <li>• Sell ourselves short (“step-child” to Portland), need to be proud of and market region better</li> <li>• Not as vibrant downtown atmosphere needed to attract/retain youth</li> <li>• Reliance on personal vehicles and limited public transit availability</li> <li>• Shifts in local government policy (e.g. no growth policies make it difficult to plan for regional impacts of growth).</li> <li>• Lack of adequate power supply in rural areas</li> <li>• Industrial land availability/readiness regionwide</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Tremendous amount of raw materials that can be converted to value added manufacturing</li> <li>• Access to Pacific Rim trade, markets</li> <li>• Health care/professional services are growing industries</li> <li>• Need to harness willing and able work force</li> <li>• Increasingly diverse population provides new ideas and creativity</li> </ul>	<ul style="list-style-type: none"> <li>• Politics surrounding federal resources (economic and natural resources)</li> <li>• Oregon/region’s population relative to other more populated areas (federal investment goes to population centers)</li> <li>• Oregon’s land use laws: <ul style="list-style-type: none"> <li>- not as friendly to business siting</li> <li>- harder to be shovel ready due to increased uncertainty (lengthy/costly approvals)</li> <li>- wetland issues and inconsistent environmental regulations</li> </ul> </li> <li>• Funding of education system (K-12 public education system is broken)</li> <li>• Access to affordable housing</li> </ul>

## State and Local Economic Development Efforts

The following section provides a synopsis of major economic development initiatives at the state and local levels. Additional information on economic development partners in the Mid-Willamette Valley region may be found in Appendix D.

**10-Year Plan for Oregon.** In 2011, Governor Kitzhaber created the 10-Year Plan for Oregon initiative. The 10-Year Plan is a strategic planning process for Oregon state government "...to make state spending decisions more transparent and results-focused" (Oregon Chief Operating Office, 2012). The Plan identifies six (6) key policy outcome areas intended to make Oregon a better place to live, work and play:

- (1) Education - Oregonians are prepared for lifelong learning, rewarding work and engaged citizenship.
- (2) Healthy People - Oregonians are healthy and have the best possible quality of life at all ages.
- (3) Economy and Jobs - Oregon has a diverse and dynamic economy that provides jobs and prosperity for all Oregonians.
- (4) Healthy Environment - Manage Oregon's air, water, land and wildlife resources to support a health environment that sustains Oregon communities, Oregon's economy and the places Oregonians treasure.
- (5) Safety - Oregonians will be safe where they live, work and play.
- (6) Improved Government - Government will be trustworthy, responsive and solve problems in a financially sustainable way.

*Relationship with the Mid-Willamette Valley CEDS:* Consistent with the State 10-Year Plan policy outcome area (3), the Mid-Willamette Valley CEDS is also focused on implementing projects and activities that create living wage jobs and livable communities. Through the implementation of this Strategy, the Partnership Board and the MWVCOG will coordinate with state agency partners and the Mid-Willamette Regional Solutions Team to complete projects that will result in the outcomes described in the State 10-Year Plan.



**The Oregon Business Plan.** In 2002, the Oregon Business Council launched the Oregon Business Plan (OBP), a strategic framework for public and private officials to work together to create the environment that helps Oregon traded-sector clusters succeed.

The state's traded-sector industries are made up of clusters of businesses that sell their goods and services in competition with firms both nationally and internationally. These clusters – groups of similar firms, their suppliers, and employees – are key sources of Oregon's economic prosperity and are represented by the following broad categories: **(1) High Technology, (2) Forest Products, (3) Metals, Machinery, and Transportation Equipment, (4) Agriculture and Food Products, and (5) Clean Technology.**

The Oregon Business Plan framework is built around the goals of "Oregon Shines II" – (1) Jobs for Oregonians, (2) Safe, Caring, Engaged Communities, and (3) Healthy, Sustainable Surroundings. To achieve these goals, the Oregon Business Plan focuses on four elements central to producing economic prosperity (1) education and workforce capabilities, (2) quality of life, (3) productivity, and (4) pioneering innovation. Together these elements – along with the recognition that funding public services is vital if Oregon's industries are to thrive – were determined to be critical in order to understand Oregon's economic assets and liabilities. In 2007, the Council added sustainability – long-term economic, social, and environmental health - to the OBP as an asset to be leveraged by Oregon's trade-sector industry clusters.

The development of the OBP is guided by a Steering Committee, which includes members from businesses, business associations, and public agencies with responsibility for Oregon's economic progress. Additionally, a bipartisan Oregon Business Plan Leadership Committee – comprised of Oregon's two U.S. Senators, the Governor, the Oregon Senate President and the Speaker of the Oregon House, hosts Leadership Summits and serves to "close the loop" between business, state and federal issues and initiatives. The Oregon Business Development Commission's strategy is carried out through the work of Business Oregon, in conjunction with private sector and governmental partners.

*Relationship with the Mid-Willamette Valley CEDS:* The Mid-Willamette Valley is fortunate to have strong representation in three (3) of the industry clusters identified in the Oregon Business Plan. These industries include, Forest Products; Metals, Machinery, and Transportation Equipment; and Agriculture and Food Products. The MWVCOG and its economic development partners will continue to support efforts that strengthen these industry clusters and search for other ways to collaborate and interact with Oregon Business Plan partners in the future.



**Local Workforce Investment Strategy (Job Growers).** The local workforce investment board serving Marion, Polk and Yamhill counties, known as Job Growers Incorporated, provides a number of workforce development services to businesses and communities. Examples of these services include business consortia support services for four (4) industry groups: Mid-Valley Food Processors Consortium, High Performance (lean manufacturing) Consortium, Metals Consortium, and Secondary Woods Consortium. These consortia provide opportunities for member businesses to collaborate, leverage scarce resources and create coordinated solutions to workforce problems.

Additional services provided by Job Growers include youth employment programs targeting youth ages 16-22, assistance to job seekers through local workforce centers, on-the-job-training opportunities working with willing businesses, rapid response services for plant closures, and the Workforce Integrated Team (WIN) to recruit and retain businesses.

In 2012, Job Growers developed a Strategic Plan to comply with federal Workforce Investment Act rules and regulations and respond to strategies put forth in "Oregon's Workforce Development Strategy." The vision put forth in the local implementation plan is to provide "...the skilled workforce necessary for businesses to locate, stay and thrive here" (Job Growers, Inc. 2012). This will be accomplished through three (3) key strategies:

**Strategy 1: Targeted Sectors** – Job Growers, Inc. will target two broad sectors for which skills training packages will be developed. The two sectors include Office, Administrative, Computer Software; and Manufacturing/Science, Technology, Engineering and Math (STEM)/Green and Clean Related.

**Strategy 2: Work Ready Community** – The goal of the Work Ready Community Initiative is to encourage economic development by creating regional talent pools to attract new businesses to the area. A work ready community is a community, county or regional partnership certified by a third party as having a skilled and talented workforce (Oregon Workforce Investment Board 2012). This strategy is supported by efforts to increase the number of individuals with National Career Readiness Certificates (NCRC).

**Strategy 3: System Innovation** – The intent of this strategy is to continuously improve and rethink how workforce development services are provided with the intent of increasing alignment, integration and effectiveness without significant additional resources.



*Relationship with the Mid-Willamette Valley CEDS:* The availability of a skilled labor force to serve the needs of existing and potential businesses interested in locating in the region, is recognized as a critical element necessary to improve economic conditions within the region. Many companies within the region, especially manufacturers, have indicated difficulties in finding qualified employees needed to fill vacant positions. This trend is likely to continue with an aging workforce and many experienced, senior level employee positions retiring within the next five (5) years.

MWVCOG, and the Mid-Willamette Partnership Board will continue to support efforts of Job Growers, Inc. and others to develop a skilled workforce. Examples of ways economic development organizations can assist Job Growers, Inc. efforts as described in the Region 3 Local Workforce Implementation Plan include: (1) Getting businesses to the table for discussion and decision making; (2) Identifying business workforce needs and solutions; (3) Promoting the NCRC to new businesses and communities; (4) Utilizing the data from the NCRC to ensure a ready workforce in the community; (5) Staying informed of the ready and available workforce; and (6) Searching for opportunities to partner with local educational and vocational schools.



**Marion County Economic Development Strategic Plan.** In 2011, the Marion County Economic Development Advisory Board (EDAB) developed an economic strategic plan to examine current economic pressures, define the Board's goals and objectives and strengthen Marion County's role in improving the local economic climate (Marion County, 2011).

The Plan identifies seven (7) goals: (1) Increase communication and collaboration among employers in Marion County in the private sector as well as in the public sector to support economic development; (2) Help the private sector understand better how the public sector works and help the public sector understand better how the private sector works; (3) Join with others to stimulate job creation broadly, as well as in the five business and industry clusters identified as economic strengths in Marion County; (4) Improve communication, relationships, understanding and synergy between Marion County and its departments that support and protect business; (5) Improve communication, relationships, understanding and synergy between Marion County and its community partners that support business; (6) Understanding of the Board of Commissioners annual allocation of State Lottery funding to support economic development activities; and (7) Restart the County economic development grant program subject to the availability of State Lottery funding.

The Plan also outlines a work plan for 2011-2013, which includes 13 action items. Examples of these action items include: working to align the two industry clusters of food processing and processing of agricultural residuals to support efforts aimed at creating new jobs that help stimulate and advance new markets for agricultural-related products, increase communication between private and public stakeholders to further economic development opportunities, holding an "Economic Summit", and streamlining development application procedures.

*Relationship with the Mid-Willamette Valley CEDS:* The CEDS consistent with the Marion County Economic Development Strategic Plan, recognizes the importance of supporting economic development through the five (5) regional industry clusters in an effort to stimulate job creation within the region. The Mid-Willamette Valley CEDS also identifies the need for better communication and coordination among private and public stakeholders and streamlined development review procedures.



**Grow EDC.** Grow EDC a local non-profit organization committed to leveraging grassroots resources and helping businesses grow in the string of small towns east of Salem, from Aumsville to Idanha. Formerly known as the North Santiam Canyon Economic Development Corporation, GROW offers free, confidential, one-on-one business coaching to any entrepreneur

in the area who wants to open, expand or improve a business. GROW EDC also provides opportunities for peer to peer learning/group learning events and opportunities for entrepreneurs, organizations and communities to collaborate effectively with one another, in addition to facilitating economic development projects.

Through recent visioning sessions, the GROW EDC Board of Directors determined their goal is to be recognized as a national leader in grassroots business development. In the future, the organization will continue to focus their efforts on helping entrepreneurs be more effective including opportunities related to customer service and workforce development. Grow EDC is also looking to expand their services to other Oregon communities to help more entrepreneurs have access to this process that has worked so well in small towns.

*Relationship with the Mid-Willamette Valley CEDS:* Objectives of the CEDS that are consistent with Grow EDC's mission include: ensuring an adequate supply of capital is available to support business development (Goal 1, Objective 1.2), supporting opportunities for business growth and development (Goal 1, Objective 1.7) and increasing economic opportunities for disadvantaged and disenfranchised populations and individuals (Goal 2, Objective 2.6). One of the most recent issues identified in the region is access to microloan resources for start-up companies that may not have access to capital through traditional means. Evaluating what resources are currently available and identifying ways to fill gaps in microenterprise resources is identified as an action item in the CEDS Action Plan.

**Polk County Economic Development.** The Polk County Comprehensive Plan identifies five (5) economic development goals:

1. To achieve a rate or pattern of economic activity which; will relieve chronically high levels of unemployment and underemployment.
2. To provide an atmosphere conducive to economic activity with an emphasis on private sector activity.
3. To provide access to current social and economic trend information as it pertains to economic development in the region.
4. To avoid over-reliance on one industry.
5. To provide for and maintain a viable economy while preserving the present sense of community and high level of environmental quality.

These five goals are in turn supported by more specific economic development policies, which further describe how the goals will be implemented and achieved.

*Relationship with the Mid-Willamette Valley CEDS:* Polk County has experienced a severe decline in manufacturing jobs within the past 10 to 15 years, due in part to changes in the forest products industry. The County however, remains one of the largest agricultural producing counties in the state and has experienced a large increase in the number of wineries within the past ten (10) years. One of the economic strategies identified in the CEDS that Polk County and the Mid-Willamette Valley region is well suited to is the acceleration of value-added food and beverage products. MWVCOG and the Partnership Board will continue to work with Polk County and regional economic development partners to develop the infrastructure and business resources needed to

support these types of operations, consistent with CEDS Goal 1, Objective 1.5 Promote regional competitive advantage and 1.7 support opportunities for business growth and development.



**SED COR.** The Strategic Economic Development Corporation (SED COR) is a private, non-profit membership organization that serves as the lead business recruitment agency in Marion and Polk counties. The mission and vision of SED COR is to “leverage

the strength of our Public/Private partnerships, aggressively retaining and attracting high value jobs and capital investment, while providing member services that support business success in Marion and Polk Counties.” SED COR has the following objectives to help implement this vision:

- Retention and expansion of existing manufacturing, distribution and information processing businesses,
- Attraction of foreign and domestic companies to locate in the Marion/Polk County area,
- Promotion of international trade and export,
- Advocacy for manufacturers on critical issues,
- Ensuring an adequate supply of available serviced industrial land,
- Support of the Enterprise Zone Program and other reasonable incentives,
- Maintenance of information databases, including detailed economic, statistical and demographic information,
- Support of employee training and workforce development activities, and
- Sponsorship of events and publications to advance SED COR’s mission.

*Relationship with the Mid-Willamette Valley CEDS:* The CEDS shares many of the same goals and objectives with SED COR to promote regional economic development. The CEDS also focuses on economic development through maintaining and promoting livable, vibrant communities needed to attract and retain skilled employees and attract new businesses interested in moving their company to a region with a high quality of life. MWVCOG through the action items identified in the CEDS will continue to support the efforts of SED COR to help recruit new businesses, and retain and expand existing businesses in the future.



**Yamhill County Agri-Business Community and Economic Development Plan.**

In 2009, Yamhill County completed a study that looked at the future of two key industries in Yamhill County - agriculture and tourism (Barney & Worth, 2009). Currently Yamhill County has a very successful and diverse agricultural base that results in \$300 million dollars in sales annually. Yamhill County is also recognized as one of the nation’s premier wine producing regions. Alongside this trend is an increase in visitors to the region, which are estimated at 1.5 million visitors per year. Despite this increase in visitors, the County struggles to fully capitalize on

this opportunity as witnessed by a low visitor spending per capita, which is below statewide averages and less than comparable visitor destinations. The Plan identifies the development of new lodging facilities and other visitor attractions to help lengthen visitor stays, and attract repeat visits to the region. Some of the challenges identified to achieving the development of tourism facilities include infrastructure constraints such as water, sewer and transportation access, in addition to land use barriers such as local zoning ordinances and potential conflicts with state agricultural zoning requirements.

*Relationship with the Mid-Willamette Valley CEDS:* The CEDS objectives consistent with the Yamhill County Agri-Business Community and Economic Development Plan include: Goal 1, Objective 1.1 – Providing adequate infrastructure to support economic development opportunities, Goal 2,

Objective 2.1 – Help communities build on their existing strengths and unique assets to develop their own niche economic opportunities, and Goal 2, Objective 2.5 – Improve access to recreation opportunities. MWVCOG and the Partnership Board will continue to work with Yamhill County to help overcome the barriers to economic development identified in the 2009 Agri-Business Plan that would allow the County to take advantage of economic opportunities associated with the County’s rich agricultural and tourism related assets.

---

## Regional Goals and Objectives

The Mid-Willamette Valley Economic Development Strategy is organized around the following regional economic development goals and objectives.

**GOAL:**      **To improve the regional economy in a manner that maintains and enhances the overall livability of the region.**

**Goal 1:**      ***Support opportunities for employment growth with a focus on increasing the number of living wage jobs in the region.***

**Objectives:**

- 1.1 Provide adequate **infrastructure** to support economic development.
- 1.2 Ensure an adequate supply of **capital** to support business development.
- 1.3 Reduce **barriers** and obstacles to economic development and employment growth.
- 1.4 Support opportunities for **workforce** development.
- 1.5 Promote regional **competitive advantage** for traded sector development.
- 1.6 Ensure an adequate supply of developable **land** is available for new and expanding businesses throughout the region.
- 1.7 Support opportunities for **business growth** and development.

**Goal 2:**      ***Maintain and promote vibrant, livable communities.***

**Objectives:**

- 2.1 Help communities build on their existing **strengths** & unique assets to develop their own niche economic opportunities.
- 2.2 Encourage **downtown** revitalization.
- 2.3 Provide technical support for adequate **planning** and managed growth.
- 2.4 Promote community festivals, events and **cultural** activities.
- 2.5 Improve access to **recreation** opportunities.

- 2.6 Increase economic opportunities for **disadvantaged** and disenfranchised populations and individuals.

**Goal 3: *Support efforts to improve the regional economy through partnerships and regional collaboration.***

**Objectives:**

- 3.1 **Coordinate** regional economic development efforts with other agencies.
- 3.2 Promote **collaborative** projects that maximize and **leverage** economic development programs and efforts to avoid duplication of services.

The most important goal and objective identified by the Regional Economic Development Planning Committee was Goal 1, Objective 1 – **Provide adequate infrastructure to support economic development**, because of the fundamental need for infrastructure and utilities associated with attracting and expanding new businesses within the region. A critical component of this objective identified by the committee with the availability of a sufficient power supply, especially in rural areas and the ability to attract higher wage employment opportunities with quality broadband telecommunication services.

## **Action Plan**

This section identifies the region's Action Plan that is intended to implement the goals and objectives identified in the previous section. The Action Plan, "...is a multi-year strategy that includes activities and programs to take advantage of opportunities for the economic development of the area" (U.S. EDA 2002). While the primary focus of the Action Plan is long range in nature, the Plan also includes some actions to achieve in the short or immediate future. The following Action Plan identifies the specific actions intended to implement each goal and objectives, including the timeframe, partner agencies and resources for completing each action.

The CEDS Action Plan will be reviewed on an annual basis to identify more specific tasks and potential resources available for each action item.

**Goal #1: Support opportunities for employment growth with a focus on increasing the number of living wage jobs in the region.**

Objective	Description	Actions	Timeframe	Partner Agencies	Resources
1.1 Provide adequate infrastructure.	Infrastructure plays a critical role in the ability of local communities to respond to economic development opportunities. Examples of infrastructure needed to support economic development includes transportation networks (roads, rail, airports), and utilities (water, sewer, stormwater, power, etc.).	a. Identify rail system improvements needed to support business opportunities and partner with public and private entities to complete needed improvements.	Mid-term	MWVCOG, Business OR/IFA, ODOT	ODOT Connect IV Grant Program, USDA, MWVCOG Small Business Loan Program
		b. Identify deficiencies in power infrastructure system and ways to improve existing power infrastructure.	Mid-term	Power companies	USDA
		c. Explore and support regional water projects (e.g. Sheridan/Willamina; ValSetz Reservoir; and East Valley Water District).	Long term	Oregon Water Resource Dept., COG, Local gov'ts	IFA Special Public Works Fund, CDBG,
		d. Help communities apply for funding and manage infrastructure improvement projects to support economic development ( <u>see Appendix B and C</u> ).	On-going	COG, Local gov'ts, Business OR	IFA Special Public Works Fund, CDBG, USDA Water/Waste Loans & Grants, Comm. Facility Grants
		e. Coordinate with MWACT regarding transportation improvements needed to support economic development.	On-going	MWACT, Partnership Board, COG, ODOT	ODOT



1.2 Ensure an adequate supply of capital.	Businesses need access to capital resources to grow and expand. The recent recession has made it challenging for many businesses to access capital through traditional financial institutions, especially microenterprise businesses in distressed rural regions.	a. Support state efforts to expand capital resources, invest in OR businesses and make more efficient use of existing resources (OR Investment Act).	Short term	Partnership Board, MWVCOG, Business OR	USDA, EDA, SBA, Business OR, Local Financial Institutions
		b. Search for opportunities to expand existing small business finance programs.	On-going	MWVCOG, CWFSI, VDI MWVCOG, OEDD	
		c. Promote existing loan programs (e.g. brochures, website, outreach).	On-going	MWVCOG, Grow EDC, Chemeketa	
		d. Evaluate existing microenterprise resources, <u>barriers to access them (e.g. standard underwriting practices)/gaps in service</u> and identify ways to overcome these barriers.	Mid-term	MWVCOG, Partnership Board, Utility Companies, Confederated Tribes of Grande Ronde	OMEN, Private foundations, EDA, USDA, SBA, Chemeketa Small Business Development Center MERIT Program
		e. Investigate becoming a Community Development Financial Institution (CDFI) and other forms of financing (e.g. agreements with utility co-ops).	Short term	MWVCOG, Chemeketa SBDC, City of Independence	
		f. Explore hosting a venture capital conference in the Mid-Willamette Valley.	Mid-term		Willamette Angel Conference

1.3 Reduce barriers and obstacles to economic development.	Federal, state and local regulatory requirements can slow and stifle economic development opportunities. Reliable, predictable, and fair permitting procedures are needed to support development opportunities.	a. Work with all levels of government (local, state and federal) to <u>identify creative solutions to streamline and reduce timelines for development permitting procedures (e.g. reg'l wetland permitting process).</u>	Mid-term	COG, Marion County EDAB, Local govt's, DLCD, other local, state and federal agencies	OR Reg'l Solutions Center, DLCD TA Grant Program, ODOT/DLCD TGM Program, <u>Linn County Reg'l Wetland Permit Project</u>
		b. Improve business climate, attitudes and perceptions by recognizing the benefits development and businesses provide.	Long term		
		c. Support efforts to streamline UGB expansions procedures for immediate industrial development.	Short term	Local gov'ts, DLCD, MWVCOG	Legislative UGB Workgroup, LOC, OEDA
1.4 Support opportunities for workforce development.	An adequate supply of well trained and skilled workforce is critical for attracting new businesses and retaining existing ones.	a. Identify what critical skill sets employers require and develop training and education programs to match (e.g. mechanical skills, welding, machinists).	Short term	Job Growers, Chambers, Chemeketa, Local School Districts, SEDCOR, other local educational institutions, MWVCOG	Salem Chamber of Commerce Ready to Work/Ready to Learn Program, SEDCOR IMOM Program, <u>Job Growers Sector Strategy &amp; NRDC Program</u>
		b. Increase training opportunities through partnerships with local schools.	Mid-term		
		c. Develop "Work ready communities" and support other efforts to implement the region's Workforce Development Strategic Plan.	On-going		

1.5 Promote regional competitive advantage.	The Mid-Willamette region shares a competitive advantage in a number of established industry clusters including: agricultural food & beverage products; metals, machinery & equip; forest products; specialty materials manufacturing; and traded sector services).	a. Promote and market local and regional assets (e.g. Minet, Salem Airport, etc.).	Long term	Local gov'ts, MWVCOG, SEDCOR, Business OR, Travel Salem, Chambers	TBD
		b. Support efforts that strengthen regional industry clusters ( <u>See also Obj.1.7 below.</u> ).	On-going	SEDCOR, Job Growers, MWVCOG,	Job Growers Consortia Industry Groups, OR Clusters Network
		c. Explore opportunities to develop shared commercial kitchen and regional food hub facilities.	Short term	Local gov'ts, Farm bureaus, MWVCOG, Grow EDC	USDA Community Food Projects Program, EDA
1.6 Ensure an adequate supply of developable land <u>throughout the region.</u>	Sufficient amounts of vacant and redevelopable land sites are needed to support a variety of economic development opportunities.	a. Increase the amount of shovel ready land sites within the region.	Long-term	Business Oregon, DLCD, Local gov'ts, <u>EDA</u>	Industrial Site Certification, SB 766, Central OR Reg'l Industrial Lands Project
		b. Study success stories and figure out how to replicate them (e.g. T-Mobile, Wachovia, Home Depot).	Mid-term		
		c. Assist communities with maintaining up-to-date plans and adequate supplies of buildable employment land.	On-going		

1.7 Support opportunities for business growth and entrepreneurial development.	Small businesses help improve regional economic conditions through innovation and job creation. Regional economic development efforts should support and help foster small businesses growth and development by being responsive to local business needs and issues.	a. Increase utilization of the Chemeketa Small Business Incubator Program through better communication and awareness, increased responsiveness to business needs, and connections with regional industry cluster needs.	Mid-term	Chemeketa, SEDCOR, Marion County, MWVCOG, Job Growers, Business Oregon	Chemeketa Small Business Development Center (SBDC) Programs and Services
		b. Identify business needs and potential ways to meet these needs through public/private partnerships.	On-going	Partnership Board, Local Chambers, Grow EDC	
		c. Explore opportunities to partner with colleges and universities to increase commercialization of new technology.	Long-term	Local universities, colleges, MWVCOG, Business OR	EDA i6 Challenge, OR Inc.

**Goal #2: Maintain and promote vibrant, livable communities.**

Objective	Description	Actions	Timeframe	Partner Agencies	Resources
2.1 Help communities build on their existing strengths & unique assets to develop their own niche economic opportunities.	Each community within the region has its own set of unique assets that make it desirable for certain types of economic development. By having a better understanding of these advantages, communities can better promote themselves and expand economic opportunities related to these assets.	a. Help communities identify their individual strengths and assets <u>through the development of local economic opportunity analyses (EOAs)</u> .	On-going	MWVCOG, Local gov'ts, DLCD, SEDCOR, Business OR	DLCD TA Grant Program, EDA, USDA
		b. Help communities market their economic opportunities and assets.	On-going	Travel Salem, Travel Yamhill, Chambers	
		c. Help communities gain a better understanding of what resources are available to promote economic development <u>(e.g. urban renewal)</u> .	Mid-term	MWVCOG, Business OR, USDA, EDA	
2.2 Encourage downtown revitalization.	Vibrant downtowns that promote a sense of place are important for attracting and retaining an educated workforce and living wage employment opportunities.	a. Help communities improve and invest in their downtowns.  b. Encourage communities to more fully utilize their downtowns (e.g. hosting events/activities, encouraging employers to locate downtown).	On-going  Long term	MWVCOG, Local gov'ts, SHPO, Downtown Business Assoc., Chambers	OR Main Street Program, TGM Code Assistance, urban renewal, business/economic improvement districts, Rural Development Initiatives (RDI)

2.3 Provide technical support for adequate planning and managed growth.	Thoughtful planning is needed to ensure community assets and resources are preserved and enhanced through future growth and development. Well-planned communities are needed to provide efficient transportation networks and affordable housing opportunities. Plans are also needed to promote disaster preparedness and resilient communities.	<p>a. Work with universities and higher education institutions to provide technical support and assistance for needed planning projects.</p> <p>b. Help facilitate regional planning projects.</p> <p>c. Investigate whether the sustainable cities initiative can be done on a regional basis.</p> <p>d. Help communities maintain updated plans.</p>	<p>Mid-term</p> <p>On-going</p> <p>Short term</p> <p>On-going</p>	Universities, community colleges, Local gov'ts, MWVCOG	<p>HUD Sustainable Communities Program, DLCD Grant Program, HUD Choice Neighborhood Program</p> <p>Univ. of OR Sustainable Communities Program</p>
2.4 Promote community festivals, events and cultural activities.	One of the assets of the Mid- Valley region is the number of community festivals, events and cultural activities that occur year-round. These events also serve as opportunities to promote economic development through tourism.	<p>a. Coordinate and cross-promote events throughout the region.</p> <p>b. Support the development of regional tourism initiatives and efforts.</p>	Long term	Travel Salem, Travel Yamhill Chambers, Local communities, <u>Confederated Tribes of Grande Ronde,</u> <u>Grow EDC</u>	TBD

2.5 Improve access to recreation opportunities.	Recreation opportunities promote healthy, livable communities that are desirable for attracting and retaining a skilled workforce. Recreation opportunities can also serve to promote economic development opportunities through tourism.	<p>a. Help communities search for resources and apply for funding needed to provide more recreation opportunities.</p> <p>b. Support regional recreation projects (e.g. Yamhill Hwy 47 rail corridor, North Santiam Canyon).</p>	<p>On-going</p> <p>On-going</p>	MWVCOG, MWACT Local gov'ts, <u>Local school districts</u>	Connect OR, OR Bike/Ped Program, ODOT TEM Program, OR Parks Dept., Private foundations, Bikes Belong, KaBOOM!, Carol White Physical Education Program,
2.6 Increase economic opportunities for disadvantaged and disenfranchised populations and individuals.	There are many areas within the region with substandard economic conditions. Economic development efforts should target economically distressed communities and individuals to improve conditions in these areas.	a. Support economic development efforts that assist economically distressed individuals and communities.	On-going	MWVCOG, Job Growers, OR Employment Department, Chemeketa	Local, state and federal workforce investment assistance, EDA, University of OR Latino Business Development Study, 21 <sup>st</sup> Century Comm. Learning Ctr Program

**Goal #3: Support efforts to improve the regional economy through partnerships and regional collaboration.**

<b>Objective</b>	<b>Description</b>	<b>Action</b>	<b>Timeframe</b>	<b>Partner Agencies</b>	<b>Resources</b>
3.1 Coordinate reg'l economic development efforts with other agencies.	The Mid-Valley is fortunate to have many talented economic development professionals serving the region. With this strength comes the need for strong coordination between agencies in order to ensure scarce resources are utilized to their fullest potential.	<p>a. Participate in economic development councils and boards to stay apprised of community needs and explore opportunities to work together on projects.</p> <p>b. Support and promote the efforts of local agencies providing business recruitment/expansion services, workforce training, small business assistance.</p> <p>c. Maintain an up-to-date Regional Comprehensive Economic Development Strategy (CEDS).</p>	On-going	MWVCOG, Partnership Board, Local gov'ts, OEDDs, Business OR, SEDCOR, Job Growers, Chemeketa, GROW EDC, <u>McMinnville Economic Development Partnership (MEDP)</u> , <u>Grow Yamhill County (GYC)</u>	EDA, Chemeketa Small Business Center
3.2 Promote collaborative projects that maximize and leverage economic development programs and efforts.	Greater collaboration is needed between various levels of government and with private and non-profit partners in order to create more effective economic development efforts that have a greater impact on the region.	<p>a. Work collaboratively with federal, state, regional and local development agencies and programs.</p> <p>b. Provide support for regional economic development initiatives.</p>	<p>On-going</p> <p>As needed</p>	MWVCOG, EDA, Business OR, Job Growers, SEDCOR, Chemeketa, Local gov'ts, GROW EDC, <u>MEDP, GYC</u>	EDA, USDA, OR Regional Solutions Teams, <u>Governor's 10-yr Plan</u>

**Additional information on regional economic development partners and resources may be found in Appendix D and E.**



## Regional Planning Process

A description of the planning process used to create the Regional Economic Development Strategy is provided as follows:

**Step 1: Data gathering** – This step involved obtaining up to date demographic and economic data needed to better understand current regional conditions. Data was gathered from a variety of sources including the Oregon Employment Department (OED), U.S. Bureau of Economic Analysis (BEA), American Community Survey, the U.S. Census, interviews with local businesses and economic development professionals. Information was also gathered from recent economic development related planning documents. This information was used to create the Regional Profile found in Chapter 1.

**Step 2: Data analysis and synthesis** – This step included an analysis of the planning implications associated with the data collected as part of Step 1 above. The outcome of this analysis was the identification of regional economic opportunities and a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis found in Chapter 2.

**Step 3: Identify regional needs and investment priorities** – Step 3 involved contacting local governments regarding regional economic development needs and investment priorities. Projects included major infrastructure needed to serve key industrial and commercial employment opportunity sites, as well as non-construction related activities such as completing feasibility and economic development planning studies. Project needs were compiled into two lists: 1. Regional EDA Investment Priorities (most competitive projects based on project readiness, match availability and regional significance), See Appendix B; and 2. Other Community and Economic Development Investment Needs, See Appendix C. The projects were reviewed and prioritized by the Local Government Economic Development Committee.

**Step 4: Identify regional goals and objectives, evaluate alternative economic development strategies** – This step includes an update of the regional goals and objectives as needed to address key economic deficiencies and issues, and take advantage of economic opportunities identified as part of Step 3.

**Step 5: Develop action plan** – Next an action plan was developed to implement the regional economic development goals, objectives and strategies identified as part of Step 4 above. The action plan identifies the specific actions that will be undertaken to achieve the regional goals and objectives. The action plan identifies timelines, resources and economic development partners needed to completed each action item.

**Step 6: Provide public notice, review/comment period** – This step includes providing public notice to interested agencies and organizations, which includes a 30-day review period for providing comments on the draft regional strategy. Notice is also posted on the MWVCOG website.

**Step 7: Plan approval** - Upon incorporating any written comments and revisions to the regional economic development strategy received during the public comment review period, the final draft is submitted to the Regional Economic Development Planning Committee for final review and approval. The Regional Economic Development Planning Committee is made up of at least 51 percent of individuals that represent the private sector.

**Step 8: Monitor and evaluate plan** – Step 8 involves the continual monitoring and evaluation of the Regional Economic Development Strategy on an on-going basis. The regional needs and investment priorities are reviewed and updated annually, as well as the performance measures used to evaluate the overall success of the strategy. The Regional Economic

Development Strategy will be updated as needed to reflect current economic conditions, or at least every five (5) years.

### **Community and Private Sector Participation**

Collaboration between public and private sector entities is critical to the overall development and successful implementation of this strategy. Private sector involvement in the development and implementation of the CEDS is described as follows.

The CEDS was developed by a steering committee, known as the Regional Economic Development Planning Committee that consists of a majority private sector representation. Private sector representatives on the Regional Economic Development Planning Committee are appointed to represent key regional economic interests and sectors including, agriculture, construction industry, financial institutions, food processing industry, forest products industry, organized labor, manufacturing, professions, small businesses, utilities, and minority entrepreneurs.

The Regional Economic Development Planning Committee established the regional economic development goals and objectives that guide the overall purpose and intent of the CEDS. Additionally, the Regional Economic Development Planning Committee developed the CEDS Action Plan, which contains the specific action items for implementing the CEDS. Action items identified in the CEDS identify the ways public and private sector entities can better work together to grow the regional economy in a sustainable manner.

---

### **Performance Measures**

The most effective program evaluation and performance measures are often those that most directly address program goals and are easy to understand and track over time.

As part of efforts to continually monitor and evaluate the effectiveness of this regional economic development strategy, two (2) types of performance measures will be tracked on an annual basis: 1. Regional economic conditions, and 2. Programmatic measures.

The following performance measures will be monitored under **Regional Economic Conditions**:

- A. The number of **new jobs** created in Marion, Polk and Yamhill County. Data from the Oregon Employment Department (OED) will be used to track this performance measure.
- B. The **unemployment rate** in Marion, Polk and Yamhill County. Data from OED and Stats America will be used to track this performance measure.
- C. The **per capita income** for each county as reported by the most recent U.S. Census or America Community Survey (ACS) data.

The following performance measures will be monitored under **Programmatic Measures**. These measures include activities the MWVCOG is directly or indirectly involved with:

- A. Amount of **small business loans** approved, including the amount of private funding leveraged and number of jobs created.
- B. Amount of **public infrastructure** and **community development** projected funded, including the amount of other funds leveraged.
- C. Amount of **technical assistance** and **planning projects** funded, including the amount of other funds leveraged.

## References

- Barney & Worth, et. all. 2009. *Yamhill County Agri-Business Economic and Community Development Plan Summary Report*.**  
[http://www.co.yamhill.or.us/commissioners/documents/Summary\\_Report\\_-\\_Yamhill\\_County\\_Agri-Business.pdf](http://www.co.yamhill.or.us/commissioners/documents/Summary_Report_-_Yamhill_County_Agri-Business.pdf)
- ECONorthwest. 2011. *Salem Keizer Regional Economic Opportunities Analysis*.**  
<http://www.mwvcog.org:8080/2/economic-opportunities-analysis-eoa-final-report>
- Hovee, E.D., et al. 2007. Marion-Polk-Yamhill Regional Economic Profile & Strategic Assessment.**
- Job Growers, Inc. 2012. Region 3 Local Implementation Plan (January 1, 2013 to June 20, 2014).**
- Marion County. 2011. Marion County Economic Development Advisory Board 2011 Strategic Plan.**
- North Santiam Canyon Economic Development Corporation. Strategic Plan 2010-2011.**  
<http://www.growsantiam.org/strategicplan.php>
- Oregon Chief Operating Office. 2012. 10-Year Plan for Oregon.**  
<http://www.oregon.gov/COO/Ten/Pages/index.aspx>
- Oregon Employment Department. 2012. Oregon Labor Market Information. Region 3 2010-2020 Industry Employment Projections.** <http://www.qualityinfo.org/olmisj/OlmisZine>
- Oregon Employment Department. 2011. Oregon Labor Market Information.**  
<http://www.qualityinfo.org/olmisj/OlmisZine>
- Oregon Integrated Water Resources. 2010. Overview of State-Level Plans and Strategies in**
- Oregon: How Is Water Addressed (or Not)? How Does the Integrated Water Resources Strategy Fit In?** [http://www1.wrd.state.or.us/pdfs/7\\_13\\_Presentation\\_Materials.pdf](http://www1.wrd.state.or.us/pdfs/7_13_Presentation_Materials.pdf)
- Oregon Office of Economic Analysis (OEA). Long Term County Demographic Forecast for 2000-2040.** [http://www.oregon.gov/DAS/OEA/demographic.shtml#Long\\_Term\\_County\\_Forecast](http://www.oregon.gov/DAS/OEA/demographic.shtml#Long_Term_County_Forecast)
- Oregon Workforce Investment Board. 2012. Oregon's Workforce Development Strategic Plan 2012-2022.**
- Polk County. 2009. Polk County Comprehensive Plan.**  
<http://www.co.polk.or.us/cd/planning/planning-division>
- Portland State University (PSU), Population Research Center. 2011. Population Estimates.** <http://www.pdx.edu/prc/>
- SEDCOR. 2011. Two Year Strategic Plan 2011-2013. Strategic Economic Development Corporation, 626 High St NE, Suite 200, Salem, OR 97301; [www.sedcor.com](http://www.sedcor.com)**
- U.S. Census. 2010. American Community Survey Data.** <http://www.census.gov/acs/www/>

**U.S. Economic Development Administration (EDA). 2002. Comprehensive Economic Development Strategy (CEDS) Guidelines.**

---

## **APPENDIX A: Detailed Regional Profile**

### Geography

The Mid-Willamette Valley region includes Polk, Marion and Yamhill counties in northwestern Oregon, situated near the center of the Willamette River Basin. The total three-county land area is 2,629 square miles, nearly one-quarter of the total land area in the Willamette Valley. The Mid-Willamette Valley includes the state capitol, which is located in the region's largest city – Salem. The Salem metropolitan area is located approximately 50 miles from Portland and 60 miles from Eugene.

The major physical features that dominate the three-county area are Chehalem Mountain and the Coastal Range in the north, the Willamette Valley Basin and foothills through the center, the Cascade Mountains to the east and the Coast Range and valleys to the west. The average elevation of the Valley floor is about 250 feet. The Coastal Range mountains are low, rounded and heavily eroded, generally 2,500 to 3,000 feet in elevation. The Western Cascades are mostly forested with steep gorges and elevations in the vicinity of 5,000 feet are common for their highest peaks. There is a small strip of High Cascades in eastern Marion County with Mt. Jefferson rising to a peak of about 8,500 feet in the extreme southeastern corner of the county.

### Climate

The three-county area enjoys a mild "modified marine" climate. Annual rainfall averages from 45 inches on the Valley floor to more than 100 inches in the Coast Range. An outstanding characteristic is the seasonal distribution of precipitation. Approximately 75 percent of the Valley's rainfall occurs from November through March with the months of July and August often having less than two percent of the year's rain. Temperatures are usually mild with mean daily temperatures in January in the 30 to 40 degrees Fahrenheit range and 65 to 70 degrees Fahrenheit in July.

### Water Resources

Oregon will be a water deficient state by the year 2070, according to a State Water Resources Board study of long range water requirements. The most serious problems, however, lie east of the Cascade Mountains where vast areas are arid. The portion of the state situated west of the Cascades has a projected surplus of 14,210,000 acre feet of water in the year 2070. The Mid-Willamette Valley has abundant rainfall, numerous rivers and streams that are also fed by melting mountain snow and adequate ground water. The major rivers such as the Willamette, North Yamhill, South Yamhill and North Santiam play an extremely important role in handling seasonal runoffs and providing water for irrigation, municipal and industrial uses. Heavy winter precipitation upon relatively impermeable soils and rock formations leads to very heavy run-off during winter month and accounts for periodic flooding. There is a need in many areas of the Valley for better storm drainage and water storage. Population growth and development is also putting severe pressure on groundwater resources. A number of areas have been identified as "groundwater limited" by the Department of Water Resources. Municipalities such as Dayton, Newberg, Lafayette, Mt. Angel, Sublimity and Hubbard are experiencing groundwater supply problems.

### Energy Resources

The major energy resource in the three-county area and in Oregon is hydroelectric power. The Bonneville Power Administration and a number of utility companies have large hydroelectric generating plants on the Columbia River that produce significant amounts of very inexpensive electricity for Oregon, Washington, Idaho and portions of California. There are additional, smaller

generating plants on the Willamette River and its tributaries and on some of the coastal streams such as the Umpqua and Klamath Rivers, as well as several smaller gas and oil fired facilities. Oregon does not produce any significant amounts of oil or gas and must import these sources of energy from outside the state. A great deal of undeveloped potential exists in the state for geothermal energy and additional hydroelectric power produced by pumped-storage installations which use surplus runoff water to generate power to pump water into upstream storage basins for use during low flow periods. The Coastal Range area has enormous potential for pumped storage installations.

Efforts to become less reliant on foreign oil have led to greater development of alternative energy resources such as solar power and biomass facilities.

## Land Use

The three-counties occupy 2,629 square miles. Forest and farm woodlots comprise just over 50 percent of the region, making it the largest single usage category. Farmlands occupy approximately 42 percent of the three counties land area, far greater than the state's average of 30 percent. **Table 3** below shows the amount of land in farms in Marion, Polk and Yamhill counties in 2002 and 2007. All three counties experienced a decline in the amount of farmland over the 2002-2007 period, with Marion County experiencing the largest loss (10 percent), followed by Yamhill County (8 percent) and Polk County (1 percent).

Table 3 Land in Farms, Marion, Polk and Yamhill Counties, 2002-2007

	2002 Land in Farms (ac)	2007 Land in Farms (ac)	Percent Change
Marion	341,051	307,647	-10
Polk	168,881	166,663	-1
Yamhill	196,298	180,846	-8

Source: U.S. Agricultural Census 2002, 2007.

The State of Oregon has a statewide land use planning system that requires all units of local government to prepare comprehensive plans consistent with local and state goals and policies that govern the use of all lands. In general, these policies preserve prime farmland, timberland, scenic areas, streamsides and wildlife habitats. The comprehensive plans establish urban growth boundaries for each community and identify and zone industrial, commercial and residential areas within these boundaries, promoting contiguous compact urban growth. Lands outside these established boundaries are generally not available for commercial or industrial development. Statewide land use laws have had a positive impact on preserving farm and forest resources; however, many urban growth boundaries that were created over 30 years ago are now beginning to build out. Some communities that lack a sufficient supply of vacant land within their urban growth boundaries (UGBs) are finding it to be very challenging to expand their UGBs due to the need for extensive and costly planning studies and appeals.

## Agriculture, Forest and Fisheries Resources

The Mid-Willamette Valley region is the most productive agricultural region in the state in terms of the total value of crops produced. All three counties have consistently led the state in agricultural sales. In 2010, Marion County led the state in the highest gross farm and ranch sales of \$511 million, according to agricultural data provided by Oregon State University. Yamhill County had the ninth highest gross farm and ranch sales at \$216 million, followed by Polk County, which had the tenth highest sales at \$140 million. An important feature of the region's agriculture is its diversity. Rich soils, favorable climate conditions, abundant rainfall and significant levels of agribusiness investment and expertise have all contributed to the high productivity of farming in the region. For example, there are nearly 200 crops grown commercially in Marion County alone. According to the 2007 U.S. Agricultural Census, Marion County leads the state in the production of nursery, greenhouse, floriculture, and sod, and is the second largest producer in the state in many other categories, such as vegetables harvested for sale, Christmas trees, and field and grass seed. Yamhill County leads the state in wine grapes and hazelnut production, while Polk County is the second largest producer in the state of wine grapes.

Another important feature of Mid-Valley agriculture is the relatively small size of most farm operations. The region's agricultural industry is not dominated by a small number of huge corporate farms, as is increasingly the case in some parts of the U.S.

The region's significant forestlands continue to be an important natural resource. Forest products employment, though still significant, makes up a smaller percentage of the region's total economy than in the past, however. Among the issues facing this resource base are changing management policies on federal forest lands that have resulted in a reduction in levels of timber harvest, increasing mechanization and other technological innovations that have resulted in greater production in forest products mills with fewer employees and continuing conflicts over the management of forest lands with respect to endangered species and other environmental issues.

**Table 4** below shows the total timber acres harvested in the State of Oregon, Marion, Polk, and Yamhill counties in 2010. Timber acres harvested in the Mid-Willamette Valley were approximately eight (8) percent of the total timber acres harvested in Oregon.

Table 4 Timber Acres Harvested, Oregon, Marion, Polk and Yamhill Counties, 2010

	2010 Timber Acres Harvested in 1,000 Board Feet	Percent of OR Total
Marion	52,376	2
Polk	95,649	3
Yamhill	98,232	3
Oregon	3,226,550	100

Source: Oregon Timber Harvest Data, 2010.

## Additional Demographic Data

Table 5 Population Growth for the U.S., Oregon, Mid-Willamette Valley, Marion, Polk and Yamhill counties, 2000-2010

Geography	2000	2010	Change 2000-2010 (Number)	Average Annual Growth Rate (AAGR) 2000-2010
U.S.	281,421,906	308,745,538	27,323,632	1.0
Oregon	3,421,399	3,831,074	409,675	1.2
Mid-Willamette Valley	432,206	489,931	57,725	1.3
Marion	284,834	315,335	30,501	1.1
Polk	62,380	75,403	13,023	2.1
Yamhill	84,992	99,193	14,201	1.7

Source: Portland State University Population Research Center, U.S. Census, MWCOG 2011.

Table 6 Mid-Willamette Valley Population Forecast 2000 to 2040

County	2000 Population	2040 Forecast	Average Annual Growth Rate 2000-2040
Marion	286,300	448,671	1.4
Polk	62,700	135,937	2.9
Yamhill	85,500	166,776	2.4
Mid-Willamette Valley	434,500	751,384	1.8

Source: Oregon Office of Economic Analysis (OEA), MWVCOG 2011.

Table 7 Change in age distribution, Salem MSA, 2000-2008

Age Group	2000		2008		Change 2000-2008		
	Number	Percent	Number	Percent	Number	Percent	Share
Under 5	25,796	7%	28,411	7%	2,615	10%	0%
5-17	67,982	20%	70,913	18%	2,931	4%	-1%
18-24	36,629	11%	38,023	10%	1,394	4%	-1%
25-44	97,237	28%	105,931	28%	8,694	9%	0%
45-64	75,121	22%	92,684	24%	17,563	23%	2%
65 and over	44,449	13%	49,167	13%	4,718	11%	0%
<b>Total</b>	<b>347,214</b>	<b>100%</b>	<b>385,129</b>	<b>100%</b>	<b>37,915</b>	<b>11%</b>	<b>0%</b>

Source: ECONorthwest, *Salem Keizer Metropolitan EOA*. 2011 (2000 U.S. Census SF1 P12, 2008 American Community Survey B01001.)



Table 8 Population by Race, Marion, Polk, and Yamhill Counties, 2009

Race	2009 Population	Percent of Total Population
White	405,516	87
Black or African American	4,397	1
American Indian and Alaska Native	10,695	2
Asian	8,012	2
Native Hawaiian and Other Pacific Islander	1,557	0
Some other race	34,015	7
Total	464,192	100

Source: American Community Survey Data 2005-2009, sorted and summarized by MWVCOG 2011.

Table 9 Marion, Polk and Yamhill Hispanic or Latino Population 2000 and 2009

	Hispanic Population 2000	Total Population 2000	Percent of Total Pop 2000	Hispanic Population 2009	Total Population 2009	Percent of Total Pop 2009
Marion	48,714	284,834	17.1	67,827	309,829	21.9
Polk	5,480	62,380	8.8	8364	74,550	11.2
Yamhill	9,017	84,992	10.6	12,982	95494	13.6
Mid-Valley						
Total	63,211	432,206	14.6	89,173	479,873	18.6

Source: U.S. Census 2000, American Community Survey Data 2005-2009, sorted and summarized by MWVCOG 2011.

## Health Services

The Mid-Willamette Valley is served by a number of quality hospitals and medical service centers. Currently there are hospitals and large medical centers are located in the cities of Salem, Silverton, Stayton, McMinnville, Newberg and Dallas. Providing quality medical services to rural regions continues to be a challenge, in addition to the need for smaller hospitals to update and modernize their facilities to remain competitive with larger medical centers. With an aging population, demand for quality medical facilities and services will continue to grow in the future.

## Education

The Mid-Willamette Valley is home to a number of colleges, universities and training centers. Area universities and colleges include, Willamette University (Salem), Western Oregon University (Monmouth), Linfield College (McMinnville), George Fox (various locations) and Corban College (Turner). The area also has a number of community colleges with branches located in communities throughout the region. Local community colleges in the Mid-Willamette Valley include, Chemeketa Community College, and a branch campus of Portland Community College is scheduled to open in Newberg in Fall 2011.

## Cultural and Recreational Facilities

A plethora of cultural and recreational facilities provides Mid-Willamette Valley residents and tourists with activities to enjoy throughout the year. Community festivals scheduled throughout the year, such as Mt. Angel's Oktoberfest and the Woodburn Tulip Festival, provide an opportunity to experience the charm of small town hospitality and the bounty of the region's rich agricultural resources. Wine tasting tours are also popular activities as the area is home to a growing number of wineries, with Yamhill and Polk counties leading the state in acres of wine grapes harvested. Additional activities include the Spirit Mountain Casino and annual powwows hosted by the Confederated Grande Ronde Tribe.

Salem offers a number of cultural opportunities including the historic Elsinore Theater, Hallie Ford Museum, Mission Mill, A.C. Gilbert Discovery Village Children's Museum, and the World Beat Festival held every June. Recreation opportunities are available at the recently completed Kroc Center in Salem, the Dallas Aquatic Center, the McMinnville Aquatic Center, Willamette Mission State Park, Detroit Lake, and numerous parks available throughout the region. Additional attractions include the Oregon Garden near Silverton and the Evergreen Museum and Waterpark.

### Environmental Quality

*Air Quality:* The Mid-Willamette area can be challenged by poor air quality in late summer and early fall when polluted air gets trapped inside the valley.

According to the 2010 Oregon Air Quality Data Summaries report by DEQ, information from air quality monitoring stations in the region show the McMinnville area had three (3) days rated moderate on the Air Quality Index and no unhealthy air quality days. The air quality data for the Salem area show 18 days rated as moderate on the Air Quality Index and one (1) day that was rated as Unhealthy for Sensitive Groups.

*Water Quality:* The region is located within the Willamette River Basin. The Oregon Department of Environment Quality (DEQ) in response to the federal Clean Water Act identifies a list of surface water bodies that fail to meet water quality standards. This list is called the 303(d) list and is published by the DEQ every three (3) years. Plans to improve water quality must be developed when a water body is placed on the 303(d) list. Within the Mid-Willamette region, the Willamette River and several rivers and streams that fed into the Willamette have been identified as 303d rivers and streams. In 2006, DEQ established TMDLs for temperature, mercury and bacteria to further efforts to improve water quality in these rivers and streams.

*Land Quality:* The Mid-Willamette region is served by a number of solid waste disposal services, many of which offer curbside recycling programs in an effort to reduce the amount of solid waste disposed of in local landfills. The Oregon DEQ also maintains searchable databases with information on contaminated land sites throughout the state. There are a number of brownfield sites within the City of Salem and throughout the Mid-Willamette Valley region. Additional assessment information is needed to identify the severity of these sites and the appropriate reclamation actions needed to redevelop these sites.

Population growth and the increased demand for natural resources will continue to put pressure on efforts to maintain the region's environmental quality in the future.

### Natural Disasters

The major natural hazard the region is susceptible to is flooding. The danger of riverine flooding occurs mainly during the winter months, with the onset of persistent, heavy rainfall and during the spring with the melting of snow in the Cascade and Coast Ranges. In 1996, a major flood event was experienced in the region which caused many businesses and structures to experience substantial damages. Cities and counties within the region participate in the National Flood

Insurance Program (NFIP) in an effort to reduce future effects of flooding and provide insurance to property owners that suffer damage caused by flooding.

Many areas within the region, particularly in hilly or mountainous areas, are susceptible to landslide hazards. In general, areas with steep slopes, high groundwater tables, and highly weathered rock are prone to sliding. Human activity can increase natural slide hazards. The State of Oregon Department of Geology and Mineral Industries (DOGAMI) prepared inventories of areas throughout the state that are prone to landslide hazards. In response to these inventories, many cities have established local landslide hazard protection ordinances to reduce loss of life and property as a result of landslide hazards. Additional natural hazards the region may be exposed to include, wildfires, ice & wind storms, and earthquakes. All three counties and some cities in the region have developed plans on ways to minimize damages caused by natural hazards and disaster preparedness.

## Infrastructure

### Transportation

The Mid-Willamette area is well served by major highway and rail links and large international port facilities in Portland 50 miles to the north. There is also a good system of farm-to-market roads in the most intensive agricultural areas of Marion County.

In the past, commercial passenger air service was available from Salem to Seattle and Portland. Currently commercial air service is not available at the Salem Municipal Airport. Frequent bus shuttle service is also available to the Portland International Airport from Salem and communities on the I-5 corridor such as Woodburn. The region is also served by the Aurora Airport and other smaller public airports located in Independence, McMinnville and private airports in Dallas, Sheridan, Woodburn, rural Yamhill County and Newberg which serve business or recreational users.

Amtrak provides passenger rail and bus service in Salem with service running regularly to points both north and south. Regular public transit service is provided in the Salem Keizer area, Woodburn and most recently in Yamhill County. Transit connections are available both inter and intra regionally to transit services located in Wilsonville, Canby, Oregon City and Forest Grove. The list of transportation improvements needed in the region far exceed the availability of funding revenues. The Mid-Willamette Area Commission on Transportation, formed in 1998, reviews regional transportation issues and provides policy guidance on these issues. This body has adopted a set of strategies and proposed actions for addressing transportation needs that are available for additional reference at the Mid-Willamette Valley Council of Governments.

The most recent set of high priority transportation investment priorities identified by MWACT in 2011 include (not ranked in priority order):

**Unfunded MWACT Projects and Estimated Costs**

<b>Jobs and Transportation Act (JTA) HB2001 Projects</b>		
Newberg-Dundee Bypass - Phase 1	Total Cost	\$263 million
	JTA Contribution	\$192 million
	Expected Local Contributions	\$30 million
	<b>Unfunded Need</b>	<b><u>\$41 million</u></b>
Woodburn Interchange	Total Cost	\$80 million
	JTA Contribution	\$43 million
	Other Funds	\$6.4 million
	<b>Unfunded Need</b>	<b><u>\$30.6 million</u></b>
Kuebler Interchange	Total Cost	\$18.6 million
	JTA Contribution	\$15 million
	<b>Unfunded Need</b>	<b><u>\$3.6 million</u></b>

**Subtotal: JTA Projects                      \$75.2 Million**

<b>Development STIP Projects</b>	
Newberg-Dundee (remaining after Phase 1)	\$237 million
Salem River Crossing	<i>\$400-\$700 million</i>
OR 22 @ Cordon Interchange	\$21.6 million
I-5 (Kuebler-Illahe)	\$130 million
OR 18 (Valley Junction-Fort Hill)	\$43.3 million
OR 18 @ Lafayette Interchange	\$8.7 million
I-5 (Santiam River-Illahe)	\$75.7 million
OR 99E (Woodburn-Wilsonville/Hubbard Hwy.)	No Estimate Available
OR 22 @ 51 Interchange	\$35.7 million

**Subtotal: DSTIP Projects                      \$1.25 Billion**

Construction STIP Projects	
OR 214 (Oregon Way - Park St.) Woodburn	\$30 million
OR 22 @ Greenwood Rd.	\$7.6 million
OR 99E (Lincoln St. - Woodburn SCL)	\$14.1 million
OR 18: Passing Lane Oldsville Rd.	\$5.4 million
OR 22 @ Kissing Rock	\$13 million
OR 47: Carlton Truck Bypass	\$2.2 million

**Subtotal: CSTIP Projects \$72.3 Million**

**Grand Total of Unfunded MWACT Projects: \$1.4 Billion**

#### Other Infrastructure Systems

Aging water and sewer systems and the demands placed on public services by rapid population growth have resulted in a significant need for re-investment in most cities in the region. A partial list of local infrastructure needs is included in **Appendix C**.

Currently, the only incorporated cities in the region who do not have municipal sewer systems are Detroit, Idanha, Gates and Scotts Mills.

The need for more infrastructure investment presents many rural communities with serious financial challenges. Among the complicating factors are:

- declining forest products and agricultural employment and lower per capita incomes in some rural cities have eroded the local tax and rate base needed to service debt;
- in other cities, such as Dundee, Lafayette, Dayton and Dallas, rapid population growth has forced sooner-than-anticipated capital spending to keep up with surging demand;
- new, more stringent health and environmental standards from state and federal regulatory agencies are requiring major new investments in facilities and equipment and, in some cases, resulting in higher operating costs.

Another infrastructure issue is the provision of telecommunications and access to broadband services. Many networks have been put in place recently but there are still service gaps in rural areas. Larger population centers such as Salem and Keizer appear to offer enough short-term profit potential to attract adequate private investment in fiber optic lines and other necessary infrastructure improvements. Smaller, more rural communities are often not served with this new infrastructure however. The relatively large investments of capital needed (and the slower return on investment in rural areas) may put many communities at risk of falling behind in access to information services that will be critical in the emerging information economy.

## Major Employers

The Oregon Employment Department (OED) maintains data on employers by size class of employer. Major employers for the Mid-Willamette Valley region as presented in the Regional Economic Profile & Strategic Assessment completed by E.D. Hovee and Company, LLC in 2007 include:

- More than 1,000 employees: Ten employers in the region have more than 1,000 employees. Eight of these are located in Marion County and two in Polk. Seven of the largest employers represent public sector employers. The three largest private employers include May Trucking, Spirit Mountain Casino, and T-Mobile.
- Between 500 and 999 employees: There are 14 firms or organizations that have between 500 and 999 employees – twelve are private sector firms, including four manufacturers, two wholesale firms, two service businesses, and one in each of the following: agriculture, transportation/public utilities, finance/insurance/real estate and retail.
- Between 250 and 499 employees: There are 48 firms and organizations identified as having 250-499 employees.
- Between 100 and 249 employees: There are 131 firms and organizations that have 100-249 employees each.

## Employee Wages

In total, there are 203 firms and organizations with 100 or more employees. Marion County has the highest number of firms and organizations with 100 or more employees at 147. Of the total firms with 100 or more employees, 52 are retailers, 44 are service companies and 42 are manufacturers.

An analysis on the disparity in average pay rates between comparable positions in the Mid-Willamette Valley as compared to the Portland metro area was completed by E.D. Hovee and Company in 2007. The findings show while wage disparities are not universal across all positions, they found across all employment sectors, total average payroll per worker was 25 percent less in the Mid-Willamette Valley region than for the Portland metro area. The analysis also found the average manufacturing wage in the Mid-Willamette Valley was only 64% of the average manufacturing wage in the Portland area. The study noted that part of this difference was due to a greater concentration of Mid-Valley manufacturing in some lower wage industries such as food manufacturing. Not including manufacturing, regional average wages were 90 percent of the Portland metro areas for natural resources and mining, retail, transportation/warehousing/utilities and government.

## APPENDIX B EDA INVESTMENT PRIORITIES

### Public Infrastructure Projects

ID #	Description	1-Cost Estimate	2-Job Creation Potential	3-Private Investment	4-Local Match	5-Project Readiness	6-2012 EDA Investment Priorities <sup>1</sup>	Priority
1.	City of Carlton – Replace water transmission main line.	\$1,300,000	Unknown	Unknown	Available	120 days+	#2 – Public/Private Partnerships; #4 – Global Competitiveness (Needed to support growing wine industry.)	2
2.	City of Dallas – Japanese Garden restoration.	\$106,750	Unknown	Unknown	Partially available	90 days	#2 – Public/Private Partnerships; (Project would create a regional tourism destination.)	3
3.	City of Independence – Infrastructure and wetland work needed to serve Hoffman Rd industrial area.	\$1,000,000	Unknown	Unknown	Partially available	120 days+	#2 – Public/Private Partnerships (Needed to serve 43.5 ac industrial park and 41 ac airport expansion.)	2
4.	Marion County – Signalize Lancaster Dr/Winema Place Intersection (Chemeketa Comm College).	\$500,000	Est. 150 construction jobs	Unknown	Partially available	90 days	#2 – Public/Private Partnerships (Needed for private and public development near CCC campus.)	2
5.	Marion County – Signalize Cascade Hwy/OR 22 westbound ramp/Sublimity Blvd Intersection.	\$500,000	Est. 150 construction jobs	Unknown	Partially available	90 days	#2 – Public/Private Partnerships (Needed for vacant commercial/industrial land development and to address safety concerns.)	2
6.	Marion County – Upgrade industrial streets in S. Salem (Langley St, Kashmir Way, Eastland Ave).	\$1,500,000	Est. 20 construction jobs.	Unknown	Partially available	90 days	#2 – Public/Private Partnerships (Needed to encourage and facilitate development in an underutilized industrial area.)	2
7.	City of Monmouth – Water & sewer service extensions to Hoffman Rd industrial parcel.	\$750,000	Unknown	Unknown	Partially available	120 days	#2 – Public/Private Partnerships (Needed to encourage and facilitate development in an industrial area.)	3
8.	City of Mt. Angel – Replace water line on Hwy 214.	\$381,100	Est. 20 construction jobs.	Unknown	Available	90 days	#2 – Public/Private Partnerships (Needed for future industrial expansion & new businesses.)	3

9.	City of Mt. Angel – Install new water line along Industrial Way.	\$242,350	Est. 20 construction jobs.	Unknown	Available	90 days	#2 – Public/Private Partnerships (Needed for future industrial expansion & new businesses.)	3
10.	City of Mt. Angel – Replace water line on Railroad Avenue.	\$162,500	Est. 20 construction jobs.	Unknown	Available	90 days	#2 – Public/Private Partnerships (Needed to facilitate future commercial expansion and/or relocation.)	3
11.	City of Newberg – Construct Crestview Drive to connect with Hwy 99W.	\$5,000,000	Est. 300+ permanent; 100+ construction	~\$30,000,000	Available Jan. 2013	120 days	#2 – Public/Private Partnerships (Opens up 28 acres of commercial land for development.)	1
12.	City of Salem – Renewable Energy & Technology Park (Gaffin Rd) infrastructure improvements.	\$7,800,000	High potential	Unknown	Available	90 days	#2 - Public/Private Partnerships; #3 – National Strategic Priorities (initiatives that encourage job growth and business expansion in clean energy; green technologies)	1
13.	City of Salem – McGilchrist Industrial Area streets, water, sewer, & storm improvements.	\$15,906,000	Unknown	Unknown	Available	90 days	#2 – Public/Private Partnerships (Needed to bridge gap and leverage available tax increment for industrial infill area.)	2
14.	City of Salem – Mill Creek Corporate Center (MCCC) Kuebler Rd Improvement Project.	\$4,000,000	High potential	Unknown	Available May 2012	2013	#1 – Collaborative Regional Information; #2 – Public/Private Partnerships (Infrastructure needed to open MCCC for additional future development.)	1
15.	City of Woodburn – Design and construct pedestrian/bike path in downtown.	\$1,900,000	Unknown	Unknown	Available	60 days	#2 – Public/Private Partnerships (Within downtown URA area); #5 – Environmentally Sustainable Development	3



<sup>1</sup> **2012 EDA INVESTMENT PRIORITIES:**

1. **Collaborative Regional Information:** Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths.
2. **Public/Private Partnerships:** Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.
3. **National Strategic Priorities:** Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology infrastructure; communities severely impacted by automotive industry; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.
4. **Global Competitiveness:** Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.
5. **Environmentally-Sustainable Development:** Investments that encompass best practices in “environmentally sustainable development,” broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places and buildings as part of the green economy.
6. **Economically Distressed and Underserved Communities:** Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or rebuilding to become more competitive in the global economy.

## APPENDIX C      ADDITIONAL COMMUNITY DEVELOPMENT NEEDS Updated June 30, 2016

### Marion County (alphabetical order)

<b>Economic Opportunities Analysis, Aurora Airport</b> - EOA will provide a comparative analysis of the airport's potential and loss opportunities. It will also provide an analysis of employment land and whether a UGB expansion is a critical step to achieve development potential of the airport.	City of Aurora	#1	\$ 50,000	\$ 50,000
	Marion County	#9	\$ 120,000	\$ 120,000
<b>Water System Improvements</b> - the City plans the following improvements: (1) replace interior coating in the 1 MG water reservoir, (2) install emergency backup generator for the sole water pump station, (3) install 10" water line loop, and (4) repaint the elevated water tank	City of Aumsville	#1	\$ 639,000	\$ 850,000
<b>Wastewater Master Plan and Expansion Study</b> - the plan will identify strategies to accommodate future population growth over the next 20 year planning period.	City of Donald	#1	\$ 75,000	\$ 75,000
<b>Main Street Sidewalk Improvements</b> - the City plans to improve on and expand sidewalk system that is safe, pedestrian friendly, accessible and attractive.	City of Donald	#2	\$ 200,000	\$ 200,000
<b>Donald Community Center Supplies and Materials</b> - supplies and materials include: security system, tables and chairs, TV/DVD player, refrigerator, dishwasher, microwave, dinnerware, glassware, hot trays, etc.	City of Donald	#3	\$ 2,000	\$ 2,000
<b>Water Tank Improvements</b> - the City plans to refurbish a 350,000-gallon water tank. Improvements include repainting, reconditioning and minor structural repairs to the facility in order to meet current State regulatory standards.	City of Gervais	#1	\$ 200,000	\$ 200,000
<b>Douglas Avenue Street Improvement Projects</b> - project includes: (1) construction of new sidewalks, curbs and gutters and (2) construction of new storm drains, catch basins and manholes.	City of Gervais	#2	\$ 1,241,000	\$ 1,241,000
<b>Wastewater Master Plan Update</b> - the City will analyze and evaluate existing facilities, develop a 20-year Capital Improvement Plan and complete a wastewater financial analysis.	City of Gervais	#3	\$ 72,000	\$ 72,000
<b>Water Master Plan Update</b> - the City will analyze and evaluate existing facilities, develop a 20-year Capital Improvement Plan and complete a water financial analysis.	City of Gervais	#4	\$ 54,000	\$ 54,000
<b>Storm Drainage Master Plan Update</b> - the City will analyze and evaluate existing facilities, develop a 20-year Capital Improvement Plan and complete a storm drainage financial analysis.	City of Gervais	#5	\$ 28,000	\$ 28,000
<b>Static Water Pressure Upgrade and Seismic Retrofit</b> - retrofit the distribution reservoir and raise it to a height that will achieve a higher static water pressure of 55 psi. The project also includes seismic upgrades to the elevated tank.	City of Hubbard		\$ 1,000,000	\$ 1,000,000
<b>New Administration, Police and Public Works Consolidated Facility</b> - the City seeks to build a new consolidated facility for administration, police and public works.	City of Hubbard		\$ 5,576,000	\$ 5,576,000

<b>Water System Improvements</b> - the repairs will help alleviate the failing treatment facility, mitigate leaking distribution lines and enhance the water tower.	City of Idanha	#1	\$ 2,392,000	\$ 2,392,000
<b>Water Treatment Plant</b> - construct a new 2 MGD water treatment plant to serve its residents. The project will replace the existing aging facility and improve the reliability of the City's water supply.	City of Jefferson	#1	\$ 4,000,000 to \$ 5,000,000	\$ 7,454,000
<b>Water System Improvements</b> - the repairs include the following: (1) a new 8" water line (1,890 linear feet) and (2) a new 12" water line (2,760 linear feet). These lines are either non-existent, in disrepair, are underutilized and/or made from older material.	City of Mt. Angel	#1	\$ 1,056,000	\$ 1,056,000
<b>Industrial Zone Street Improvement Projects</b> - the City identified the two following improvements projects in the industrial zone: (1) street improvements (1,420 linear feet) and (2) construction of left turn pocket	City of Mt. Angel	#2	\$ 209,000	\$ 209,000
<b>Mt. Angel Heritage Trail</b> - trail will loop around the city and provides access throughout, including the Abbey, downtown or a city neighborhood. Trail markers and kiosks along the trail will provide historical and directional information about various community institutions and landmarks located along the trail.	City of Mt. Angel	#3	\$ 50,000	\$ 50,000
<b>Mill Creek Corporate Center Water Main</b> - construct a secondary loop to satisfy water demand and fire flow for large development within the Corporate Center.	City of Salem	#1	\$ 420,000	\$ 420,000
<b>Mill Creek Corporate Center, North-South Street Development</b> - develop a new internal street as different sections of the Corporate Center develop, specifically Phases 1C and 2A.	City of Salem	#2	\$ 985,000	\$ 985,000
<b>Pettit Property Pathway</b> - support the development of a 5,000 foot tram, walking and biking trail loop around Pettit Lake that will connect the Oregon Garden to the proposed Pettit Inn & Pub and nature conservancy.	City of Silverton	#1	\$ 250,000	\$ 550,000
<b>Wilco Road Infrastructure Improvements</b> - main priorities of this project include: (1) install traffic signals at the Wilco Road and Shaff Road intersection, (2) extend sewer mains to serve vacant properties, and (3) extend water mains to serve vacant property.	City of Stayton	#1	\$ 5,500,000	\$ 5,800,000
<b>Mill Creek Basin Flood Water Detention</b> - develop one or more major detention and release facilities in the upper reaches of the Will Creek watershed in order to reduce the impacts of flood hazards in the basin.	City of Turner	#1	\$ 1,000,000	\$ 1,000,000
<b>Ball Brothers Redevelopment</b> - a redevelopment project will modernize the facility and create retail space to house four to five businesses. City of Turner has also pledged \$50,000 to support and incorporate the development of a community historic museum within the site.	City of Turner	#2	\$ 100,000	\$ 150,000
<b>Wayfinding Signage and Public Restroom Facility Project</b> - the City plans to build a public restroom facility in the commercial district and install wayfinding and gateway signage.	City of Woodburn	#1	\$ 154,000	\$ 308,000
<b>Broadband Feasibility Study (Phase 1)</b> - identify and assess the extent of broadband in rural Marion County.	Marion County	#3	\$ 100,000	\$ 100,000
<b>Brooklake Interchange Area Improvements (Brooks Interchange)</b> -	Marion County	#10	\$ 5,000,000	\$ 5,000,000

<b>Business HAZMAT Mitigation and Response Planning</b> - Assess and develop mitigation and response plans with 78 known businesses that contain onsite hazardous materials	Marion County	#15	\$ 50,000	\$ 60,000
<b>Cordon Road/Kuebler Blvd Corridor Management Plan</b> -	Marion County	#1	\$ 250,000	\$ 300,000
<b>Dredge Detroit Area Marinas</b> -	Marion County	#7	TBD	TBD
<b>Ehlen Road I-5 Interchange Area Improvements (Donald Interchange)</b> -	Marion County	#4	\$ 2,800,000	\$ 4,000,000
<b>Infrastructure Investment and Opportunities Study: East Salem (Phase I)</b> - identify infrastructure needs, identify current barriers to livability and economic development and identify partners necessary to facilitate future infrastructure planning.	Marion County	#13	\$ 50,000	\$ 50,000
<b>Lancaster Drive Reconstruction</b> -	Marion County	#8	\$ 5,500,000	\$ 7,000,000
<b>Mid-Valley Lifeline and Business Resiliency Planning</b> - Lifelines mapping and planning; communications, water, transportation, energy, broadband. Goal to assist businesses to produce contingency plans that are vital to regional employment sustainability.	Marion County	#17	\$ 250,000	\$ 250,000
<b>Needs Assessment Survey and Market Enhancement Strategy Study to Support Marion County Agriculture</b> - Identify gaps and opportunities to maximize profitability among small and large agricultural producers. Develop differentiation, marketing and economic value strategies to promote the agricultural economy of Marion County in coordination with regional Willamette Valley partners.	Marion County	#11	\$ 60,000	\$ 60,000
<b>North Santiam River Regional Water/Sewer Infrastructure Project: Engineering Design Plan (Phase II)</b> -	Marion County	#2	\$ 150,000	\$ 150,000
<b>North Santiam River Regional Water/Sewer Infrastructure: Pursue Development of a Service District (Phase III)</b> -	Marion County	#5	TBD	TBD
<b>North Santiam River Regional Water/Sewer Infrastructure Project: Infrastructure Implementation (Phase IV)</b> -	Marion County	#6	TBD	TBD
<b>Signalize Cascade Hwy (OR 22) Westbound Ramp/Sublimity Blvd Intersection</b> -	Marion County	#14	\$ 500,000	\$ 500,000
<b>Signalize Lancaster Drive/Winema Place at Chemeketa Community College</b> -	Marion County	#16	\$ 1,200,000	\$ 1,200,000
<b>Study of Interrelated Industry Clusters and Workforce Needs Assessment</b> - identify opportunities for Marion County and regional partners to attract industries that enhance supply chain and produce distribution through existing clusters of interrelated industries. Also provide brownfields remediation and infrastructure to ensure land is accessible.	Marion County	#18	\$ 80,000	\$ 80,000
<b>Upgrade Industrial Streets in South Salem (Langley Street, Kashmir Way, Eastland Ave)</b> -	Marion County	#12	\$ 1,500,000	\$ 1,500,000

**Polk County (alphabetical order)**

<b>Dallas Industrial Area Rail Improvements Project</b> - upgrade 4.1 miles of shortline railroad and bring existing rail line back into service from Rickreall to the mill site in Dallas.	City of Dallas	#1	\$ 749,000	\$ 1,070,000
<b>Independence Landing</b> - the City plans to redevelop the former Valley Concrete site. Redevelopment includes (1) housing, mix apartments and town homes, (2) boutique, independent hotel, (3) commercial and retail uses and (4) open space that connects downtown to waterfront.	City of Independence	#1	\$ 3,000,000	\$ 3,500,000
<b>Smart Agriculture Innovation Center</b> - develop a incubator and marketspace focused on smart agriculture and smart cities applications. The innovation center will create a physical hub for Independence's ongoing efforts involving smart agriculture.	City of Independence	#2	\$ 400,000	\$ 775,000
<b>Independence Food Hub</b> - the City plans to develop a regional food hub as a center for the aggregation and distribution of locally-grown agricultural products to retail and food service outlets throughout the region.	City of Independence	#3	\$ 200,000	\$ 575,000
<b>Hoffman Road Water and Sewer Services</b> - the City plans to extend water and sewer services to a 90-acre industrial property on the north side of the city.	City of Monmouth	#1	\$ 800,000	\$ 800,000

**Yamhill County (alphabetical order)**

<b>Buildable Lands Inventory, Economic Opportunities Analysis</b> - the City plans to conduct a buildable lands inventory (BLI) and economic opportunities analysis (EOA) to review urban growth boundary (UGB) land needs and a potential land swap.	City of Dayton	#1	\$ 35,000	\$ 35,000
<b>Water Main Extension to Industrial Site</b> - the City plans to extend water services to serve a 48-acre industrial site that is currently underdeveloped.	City of Lafayette	#2	\$ 60,000	\$ 60,000
<b>Water System Improvements</b> - the City plans to upgrade a 4,000 ft section of water transmission line from the water reservoir to the distribution system. The project will replace the antiquated and undersized 10-inch asbestos cement line and will upgrade to a 16-inch line for system equalization and emergency fire flow.	City of Lafayette	#1	\$ 1,560,000	\$ 1,560,000
<b>Construct Crestview Drive to Connect to Hwy 99W</b> - provide an east-west minor arterial connection to commercial and industrial land within Newberg	City of Newberg	#1	\$ 5,000,000	\$ 5,000,000
<b>City of Yamhill Water Supply Improvements</b> - infrastructure improvements related to water supply. Water rights issues constrain the City in terms of water availability.	City of Yamhill		TBD	TBD
<b>Downtown Yamhill Redevelopment Program, Design and Economic Strategies</b> - develop a master plan and economic strategy for redevelopment of the downtown district to attract major new investment in retail and service businesses.	City of Yamhill		\$ 40,000	\$ 40,000
<b>City of Yamhill Comprehensive Plan and Development Code Update, Work Force Housing Development</b> - update the Comprehensive Plan and analyze the Urban Growth Boundary in order to provide a 20 year supply of buildable land. The City also plan to amend the Development Code to allow more opportunities for development of affordable housing.	City of Yamhill		\$ 96,000	\$ 100,000

**Mid-Willamette Valley Council of Governments**

<b>Mid-Willamette Valley Infrastructure Needs Assessment</b> - create an interactive mapping database using Geographic Information Systems mapping and map layers to identify property information and existing infrastructure conditions (water, sewer and storm water, transportation access/connectivity, power, telecommunications, etc.) for commercial and industrial zoned properties in the region.	MWVCOG	#1	\$ 25,000	\$ 50,000
---	--------	----	-----------	-----------

## **APPENDIX D      ECONOMIC DEVELOPMENT PARTNERS**

**A list of organizations and agencies that provide economic development services in the Mid-Willamette Valley are described as follows.**

### **Business Oregon**

Business Oregon works to create, retain, expand and attract businesses that provide sustainable, living-wage jobs for Oregonians through public-private partnerships, leveraged funding and support of economic opportunities for Oregon companies and entrepreneurs.

Contact: Mitchell Gee, Business Development Specialist, 503.837.1808,  
[mitchell.gee@biz.state.or.us](mailto:mitchell.gee@biz.state.or.us)

Website: <http://www.oregon4biz.com>

### **Chemeketa Small Business Development Center**

The Small Business Development Center (SBDC) offers a wide range of programs designed to help small businesses improve their management skills and profitability. Examples of small business assistance services provided by SBDC include: training workshops, resource center, online resources, and international trade assistance. SBDC also provides business assistance to start up companies in Marion, Polk and Yamhill counties through the MERIT program. MERIT supports the “underserved”-low-income, minorities, immigrants, women, the disabled, welfare recipients, the unemployed, and anyone else who has difficulty getting small business training or credit through traditional means.

Contact: Marcia Bagnall, Director, 503.399.5088, [Marcia.bagnall@chemeketa.edu](mailto:Marcia.bagnall@chemeketa.edu)

Website: [sbdc.chemeketa.edu](http://sbdc.chemeketa.edu)

### **Job Growers**

The core mission of Job Growers Incorporated is to grow economic vitality in Marion, Polk and Yamhill counties by helping job seekers, both adults and youth, learn new job skills for better careers so that families can prosper. Job Growers also helps area businesses find workforce solutions so that they thrive in these challenging economic times. Job Growers is also part of a publicly-funded workforce system present in all 50 states.

Contact: Pat Grose, Director, 503.581.1002, [pgrose@jobgrowers.com](mailto:pgrose@jobgrowers.com)

Website: <http://www.workforce-solutions.net/>

### **Local Chambers of Commerce**

The general mission of local chambers of commerce is to promote local businesses and provide information to visitors, and prospective residents and businesses. Chambers of commerce organizations are located in the Mid-Willamette Valley communities: Dallas, McMinnville, Mill City, Monmouth-Independence, Mt. Angel, Newberg, Salem, Sheridan, Silverton, Stayton-Sublimity, Willamina and Woodburn.

Website: <http://www.chamberofcommerce.com/chambers/>

### **McMinnville Economic Development Partnership**

The McMinnville Economic Development Partnership is a cooperative effort of the business community, city government and community leaders to help grow new business and retain existing business. The McMinnville Economic Development Partnership was created in 2006 as a

public/private c6 non-profit funded by the City of McMinnville, McMinnville Water & Light, McMinnville Industrial Promotions Corporations, McMinnville Area Chamber of Commerce and area businesses.

Contact: Jody Christensen, Executive Director, 503.474.0544, [info@McMinnville.EDP.com](mailto:info@McMinnville.EDP.com)

Website: [www.McMinnvilleEDP.com](http://www.McMinnvilleEDP.com)

**Grow EDC/North Santiam Canyon Economic Development Corporation (NSCEDC)**

Grow Economic Development Corporation (EDC) is a 501c3 organized to promote the economic, social, educational environment of the North Santiam Canyon region and surrounding communities. One of the services provided by Grow EDC is a locally-driven program that offers free, confidential, one-on-one business coaching to entrepreneurs that wants to open, expand or improve a business. Grow EDC also provides opportunities for group/peer to peer learning and helps facilitate economic development projects.

Contact: Dr. Mike Medley, Board Chair, 503.897.2295, [mike@growsantiam.org](mailto:mike@growsantiam.org)

Website: <http://growsantiam.org>

**Oregon Department of Land Conservation and Development (DLCD)**

DLCD offers a variety of resources to assist local governments in achieving their economic development planning goals; including local training events, best-practice guidebooks and monographs, Web access to data and resources, and technical assistance grants.

Contact: Tom Hogue, Goal 9 Specialist, 503.373.0050 x 323, [thomas.hogue@state.or.us](mailto:thomas.hogue@state.or.us)

Website: <http://www.oregon.gov/LCD/ECODEV/index.shtml>

**Oregon Regional Solutions Team**

Regional Solutions is an innovative, collaborative approach to community and economic development in Oregon. The state, in partnership with Oregon colleges and universities, is creating Regional Solutions Centers throughout Oregon. Each will take a bottom-up approach to development projects -- working at the local level to identify priorities, solve problems, and seize opportunities to complete projects. These centers will integrate state agency work and funding to ensure that these projects are completed in the most economical and streamlined process possible.

Contact: James LaBar Lee, Mid-Willamette Valley/South Valley Regional Coordinator, (541) 346-8626; [James.Labar@oregon.gov](mailto:James.Labar@oregon.gov)

Website: <http://governor.oregon.gov/Gov/ERT/index.shtml>

**SEDCOR (Strategic Economic Development Corporation)**

SEDCOR is a private, non-profit membership organization composed of over 500 business and community leaders. Their mission is to enhance and diversify the economy of the Mid-Willamette Valley. SEDCOR serves as the lead business recruitment contact in Marion and Polk counties.

Contact: Chad Freeman, President, 503.584.7300, [cfreeman@sedcor.com](mailto:cfreeman@sedcor.com)

Website: [www.sedcor.com](http://www.sedcor.com)



### **Travel Salem**

The mission of Travel Salem is to attract meeting, convention and tourism business to the community, and to enhance and contribute to the overall identity and economic well being of the city.

Contact: Angie Morris, Director, 503-581-4325, [amorris@travelsalem.com](mailto:amorris@travelsalem.com)

Website: <http://www.travelsalem.com/>

### **Local Governments:**

#### **City of Dallas Economic Development Commission**

Working with the Economic Development Commission, the Department monitors the City's economic development activities. The City works closely with the Dallas Area Chamber of Commerce, utility companies and community leaders to attract and retain businesses that provide quality jobs and improve the tax base.

The Department administers the Enterprise Zone with tax credits and property tax incentives available for new investments that create new jobs in the zone. Staff members also serve as project facilitators for major economic development projects to ensure timely approval of plans and permits.

Contact: Jason Locke, Community Development Director, 503.831.3565,  
[jason.locke@ci.dallas.or.us](mailto:jason.locke@ci.dallas.or.us)

Website: <http://www.ci.dallas.or.us/index.aspx?NID=63>

#### **City of Independence Economic Work Group**

Contact: Shawn Irvine, Economic Development Director, 503.838-1212,  
[sirvine@ci.independence.or.us](mailto:sirvine@ci.independence.or.us)

Website: <http://www.ci.independence.or.us/>

#### **City of Newberg**

Contact: Doug Rux, Economic Development Planner, 503.537.1213,  
[doug.rux@newbergoregon.gov](mailto:doug.rux@newbergoregon.gov)

Website: <http://www.newbergoregon.gov/economicdevelopment>

**City of Salem Urban Development Department, Economic Development Division**

Facilitating economic opportunities and private investment in Salem - attracting high quality, high growth, and high wage employment opportunities in six of the City's Urban Renewal Areas, as well as at the Salem Airport. The Economic Development Division provides staff support to the Urban Renewal Agency (Agency). The division promotes awareness of economic and community development programs, services, and economic incentives offered by the City of Salem to promote investment in the community.

Contact: Kristin Retherford Rux, Urban Development Director, 503.588.6178,  
[kretherford@cityofsalem.net](mailto:kretherford@cityofsalem.net)

Website: <http://www.cityofsalem.net/Departments/UrbanDevelopment/UrbanRenewal/>

**Marion County Economic Development Advisory Board (EDAB)**

The mission of the Marion County Economic Development Advisory Board is to serve the interests of the citizens of Marion County by providing advice and recommendations to the Board of Commissioners regarding economic development and those issues that impact economic growth within Marion County and the region. The advisory board meets the second Wednesday of every month.

Contact: Tamra Goettsch, Community Services Director, 503.373.4368,  
[tgoettsch@co.marion.or.us](mailto:tgoettsch@co.marion.or.us)

Website: <http://www.co.marion.or.us/BOC/EDAB.htm>

## APPENDIX E ECONOMIC DEVELOPMENT RESOURCES

### TRANSPORTATION AND LAND USE PLANNING GRANTS

GRANT NAME	AGENCY INVOLVED	APPLICATION SCHEDULE	TYPES OF PROJECTS FUNDED	AWARD CRITERIA	AWARD AMOUNT
Special City Allotment (SCA)	Oregon Department of Transportation (ODOT)	-Annually -Applications due in July.	Street repair or reconstruction	City population less than 5,000 -existing street surface condition, traffic volume, 5-yr population growth, potential safety improvements, # of yrs since last project.	up to \$25,000
Transportation Enhancement Program	ODOT	-Annually. Pre-applications encouraged.	<u>Category 1:</u> Transportation System Planning, including TSP updates, to give Oregonians a range of transportation choices and meet requirements of the Oregon Transportation Planning Rule  <u>Category 2:</u> Integrated Land Use & Transportation Planning, to promote compact, mixed-use development supported by improved pedestrian, bicycle, transit, and multi-modal street facilities	-enhances quality of transportation experience; -feasible and appropriate solution for the need; -financial commitment and ability to leverage other funds; -benefit to a large segment of population; -priority project; -meets one of other identified special emphasis criteria.	- Participation requires a minimum match of 10.27%
Bicycle Pedestrian Grants	ODOT	-Biannually -Next application cycle for '10-11 is Spring 2008.	Design and construction of bicycle and pedestrian facilities located in public right-of-way	-important part of a bikeway or walkway system -serves multiple land uses; -very high or high potential use; -provides for both bicyclists & pedestrians; -reduces out-of-direction travel -provides a connection to another mode -provides a match over and above the minimum 10%.	-Requires a minimum match of 10%

Scenic Byways	ODOT	Variable (May in 2011)	-Reimbursable program with a minimum funding application of \$200,000	-20% match required	
Transportation and Growth Management Program	Department of Land Conservation and Development (DLCD)/ODOT	-Preapplication due December 15, 2006 -Application due in April 2006	-Grants for transportation and land use planning projects; -Code Assistance for zoning ordinance updates; -Outreach Workshops for assistance with planning and design projects; -Transportation System Assessments to evaluate and update Transportation System Plans.	-local support -planning work (work should result in an adoption-ready plan or land use regulation amendment). -clear transportation relationship; -meets state mandates -match requirement	-Requires a local match of approx. 11%
Main Street	ODOT (in partnership with Business Oregon and OPRD)	-Applications held as resources permit. Contact Business Oregon with letter of intent	-encourage economic development for viable downtowns		- grants up to \$50,000
Technical Assistance Grant	DLCD	-Biannually.	-Update and modernize comprehensive land use plans and regulations.	-Plan updates that promote economic development and streamlining of development code permit processes. -Compliance with federal mandates.	
Planning Assistance Grant	ODOT	-First come, first serve until funds are allocated		-Economic development, Streamlining planning processes, Intergovernmental agreements, Updates to coordinated county-wide population projections, and Infrastructure finance planning.	
Small Cities Planning Assistance Grant			-Land use planning for cities of less than 5,000		\$1,000

**PARKS AND RECREATION GRANTS**

<b>GRANT NAME</b>	<b>AGENCY INVOLVED</b>	<b>APPLICATION SCHEDULE</b>	<b>TYPES OF PROJECTS FUNDED</b>	<b>AWARD CRITERIA</b>	<b>AWARD AMOUNT</b>
Land and Water Conservation Fund Grants	Oregon Parks and Recreation Department	Annually	Acquisition, development, and major rehabilitation of park and recreation areas and facilities.	-compliance based on past performance and accessibility; -readiness to proceed; -partnerships; -Statewide Comp Outdoor Rec Plan; -local needs and benefits; -site suitability; -fiscal considerations; -public involvement	-up to \$250,000? -up to 50% funding assistance
Local Government Grants	Oregon Parks and Recreation Department	-Biennial basis	Public outdoor park and recreation areas and facilities. Land acquisition, development, and major rehabilitation projects.		-Small Funds = 10 percent of available funds (max \$50,000 request) -Large Funds = maximum \$500,000 request. -50% match for cities with pop greater than 5,000
Preserving Oregon Grants	Oregon Parks and Recreation Department: Heritage Programs	-Biennial	Historic preservation and heritage-related projects	-Priority given to properties owned by public entities or non-profit organizations. -Priority is also given to structural work that preserves the building's functionality and historic appearance.	-50/50 match
Certified Local Government (CLG) Grants	Oregon Parks and Recreation Department: Heritage Programs		Wide range of historic preservation activities, including National Register nominations, historic property surveys, preservation education projects, preservation code development, building restoration, and preservation planning.	Available to cities and counties that have been "certified" as historic preservation partners with both the state and the federal governments.	-50/50 match

Historic Cemetery Grants	Oregon Commission on Historic Cemeteries		For protection, rehabilitation, planning and education related to historic cemeteries.		-50/50 match
Heritage Grants	Oregon Heritage Commission	-Biennial	Wide range of heritage-related projects by local, regional, or statewide groups.		-50/50 match
Museum Grants	Oregon Heritage Commission	-Biennial		Grants to public and non-profit heritage museums statewide.	-50/50 match
Recreation Trails Grants	Oregon Parks and Recreation Department	-Annually	-Maintenance and restoration of existing trails; development and rehabilitation of trailhead facilities; construction of new recreation trails; and acquisition of easements and fee simple titles to property.		-minimum 20% match
Technical Assistance Planning	DLCD		-planning grant update plans		
Rails to Trails Conservancy	ODOT				
Scenic Byways	ODOT				
Transportation Enhancement funds					
Bikes Belong Grant	Private		-paths, trails, routes, lanes		Up to \$10,000

**COMMUNITY DEVELOPMENT GRANTS**

<b>GRANT NAME</b>	<b>AGENCY INVOLVED</b>	<b>APPLICATION SCHEDULE</b>	<b>TYPES OF PROJECTS FUNDED</b>	<b>AWARD CRITERIA</b>	<b>AWARD AMOUNT</b>
CDBG	Infrastructure Finance Authority (IFA)	Quarterly	-Downtown Revitalization -Brownfield Redevelopment -Community Centers, Fire Halls and Libraries -Shelters or treatment facilities -Water and Wastewater Improvements/Plans	-Over 50% of served population must be low/mod income (see CDBG guidebook) -Area-wide or Direct benefit to low mod populations	Varies by project
Regional/Rural Investment Fund (RIF)	MWVCOG	Program halted as of 2010. May be reinstated in the future.	-Job creation (focus of applications changes yearly)	\$5,000 per job created (immediately or within 5 years)	Must leverage \$10 per \$1 granted
Small Community Incentive Fund	OHCS	Deadline: Varies every year depending on availability of funds	-Downtown revitalization -Promote affordable housing -Bring industry/business to downtown (near jobs and transportation)	-Completion within 12 months of award	-Less than \$80,000 (may offer % in loans)
Federal Enhancement Program	ODOT		-Main Street improvements		
Cultural Trust	Oregon Cultural Trust	Varies every year, usually very early in year			
Sustainable Communities Initiative	U.S. HUD/EPA/DOT	Annual award cycle; apps due ~July.	-Comprehensive regional planning; sustainable development projects that implement regional plans.	-Projects must be consistent with 6 livability principals and grant objectives; -Must provide at least 20% of project funds must be provided by leverage resources (includes in-kind)	Minimum award amt: \$200,000; Maximum award amt: \$2 million

**ECONOMIC DEVELOPMENT GRANTS**

<b>GRANT NAME</b>	<b>AGENCY INVOLVED</b>	<b>APPLICATION SCHEDULE</b>	<b>TYPES OF PROJECTS FUNDED</b>	<b>AWARD CRITERIA</b>	<b>AWARD AMOUNT</b>
Economic Development Assistance Programs (Public Works, Economic Adjust. Assist., Global Climate Change Mitigation Fund)	EDA	Quarterly ( <a href="http://www.eda.gov/InvestmentsGrants/FFON.xml">http://www.eda.gov/InvestmentsGrants/FFON.xml</a> )	Construction and non-construction projects. See specific program for more detail.	5 core evaluation criteria: 1. address national strategic priorities; 2. Assist economically distressed and underserved communities; 3. Demonstrate a good return on investment; 4. Demonstrate or support regional collaboration; and 5. Employ public private partnerships.	\$500,000 to \$2 million; Avg. PW award size in 2010 = \$1.7 million
Planning and local Technical Assistance	EDA	Apps accepted on a continual basis.	These programs will help communities develop the planning and technical expertise to support communities and regions in their comprehensive, entrepreneurial, and innovation-based economic development efforts.	-Projects resulting in increased private investment and higher-skill, higher-wage jobs in areas experiencing substantial and persistent economic distress, which enhance the competitiveness of regions. -Minimum 50% match required.	Median TA grant award in 2010 = \$50,000
Rural Business Enterprise Grant (RBEG)	USDA	Annual	-Support economic development projects that will assist specific small and emerging private businesses -E.g. feasibility study, provide technical assistance to businesses, provide job training, set up RLF, or develop infrastructure.	-Areas outside the urbanized edge of cities of >50,000 population. -"Neediest" areas	<\$25,000



Rural Business Opportunity Grant (RBOG)	USDA	Annual, App deadline Aug.1st	<ul style="list-style-type: none"> <li>-Strategic economic development planning and capacity building activities.</li> <li>-Area economic development strategy development, technical assistance for businesses and local leadership development</li> </ul>	<ul style="list-style-type: none"> <li>-Unincorporated areas and cities with &lt;50,000 population</li> <li>-Projects with a regional approach</li> <li>-Strong match (50% or less, ideally &lt;20%)</li> <li>-Projects that meet 1 of 5 USDA key rural development strategies (local/regional food systems; renewable energy, broadband, access to capital, innovative utilization of natural resources.</li> <li>-Projects that will not need ongoing subsidies,</li> <li>-Projects that are very likely to result in improvements in economic activity.</li> </ul>	<ul style="list-style-type: none"> <li>-Very Competitive (6% funding rate)</li> <li>\$50,000 for single state projects;</li> <li>\$150,000 for multi-state projects</li> </ul>
Trade Adjustment Assistance Program	EDA, NW Trade Adjustment Assistance Center	On-going	<ul style="list-style-type: none"> <li>-E.g. Marketing, lean manufacturing, quality control certification, product or facility design, export assistance.</li> <li>-Funding cannot be used by an eligible company to purchase assets, such as equipment.</li> </ul>	<ul style="list-style-type: none"> <li>-Pvt manufacturing company must demonstrate they have been negatively impacted by foreign competition.</li> <li>50% match required</li> </ul>	<ul style="list-style-type: none"> <li>-Up to \$75,000</li> </ul>

**MISCELLANEOUS GRANTS**

<b>GRANT NAME</b>	<b>AGENCY INVOLVED</b>	<b>APPLICATION SCHEDULE</b>	<b>TYPES OF PROJECTS FUNDED</b>	<b>AWARD CRITERIA</b>	<b>AWARD AMOUNT</b>
Small Grant Program	Oregon Watershed Enhancement Board (OWEB)	<a href="http://www.oregon.gov/OWEB/GRANTS/index.shtml">http://www.oregon.gov/OWEB/GRANTS/index.shtml</a>	-On-the-ground watershed restoration projects		-up to \$10,000
	Oregon Watershed Enhancement Board (OWEB)		There are four general categories of projects eligible for OWEB funding: 1. On-the-ground watershed management (restoration and acquisition). 2. Assessment and/or monitoring of natural resource conditions. 3. Opportunities for learning about watershed concepts (education/outreach). 4. Watershed council support		
Grant/Loan	USDA-Rural Development		-Water and Wastewater Improvements -City Halls	Loan/grant ratio depends upon Median Household Income and population served.	N/a
Arts Build Communities Grant	Oregon Arts Commission	October	-Theatre, classes, displays, exhibits, etc		\$3-7,000
Water/Wastewater	IFA	Applications are accepted year round	-Engineering and construction for water, sewer and storm drainage systems -\$20,000 TA grants available for jurisdiction with pop. of less than 15,000	-Notices of noncompliance from regulatory agency make for more competitive grants	Predominately a loan program, up to \$750,000 in grants may be awarded per project
Safe Drinking Water Revolving Loan (with up to \$250,000 forgiveness)	IFA	SDWRLF is ranked on an annual cycle with Letters of Interest accepted annually. Check with IFA for deadlines.	-Engineering, acquisition of property, planning, construction and equipment	-Broad rating and ranking criteria based upon need and compliance issues	SDWRLF: Low interest loans
Drinking Water Protection Loan Fund		DWPLF Letters of Interest are accepted year round.			DWRLF: maximum loan of \$100,000 per project

Special Public Works	IFA	Year round	-Planning, purchase, construction for airports, ports, public facilities, railroads, water, sewer and storm drain systems	-Publicly owned facilities that support economic development	Predominately loan funds, grants are available for projects that create or retain traded sector jobs.
----------------------	-----	------------	---	--	---

### PRIVATE FOUNDATION RESOURCES

Ford Family Foundation	<a href="http://www.tfff.org">www.tfff.org</a>	Rural Civil and Community Enhancement grants are made for capital projects to construct community, youth and/or family resource centers. Community libraries, parks, playgrounds, recreation facilities and fire safety and life-saving equipment will also be considered.
Collins Foundation	<a href="http://www.collinsfoundation.org">www.collinsfoundation.org</a>	Arts, Children, Community-Welfare, Education, Environment, Health and Science, Humanities, Religion
Spirit Mountain Community Fund	<a href="http://www.thecommunityfund.com">www.thecommunityfund.com</a>	Health, Education, Arts and Culture, Environmental Preservation, Other
Weyerhaeuser	<a href="http://www.weyerhaeuser.com/sustainability/foundation">www.weyerhaeuser.com/sustainability/foundation</a>	Must be within 50 miles of a Weyerhaeuser community.
Meyer Memorial Trust	<a href="http://www.mmt.org">www.mmt.org</a>	Emergency grant or capacity building grants
M.J. Murdoch Charitable Trust	<a href="http://www.murdock-trust.org">www.murdock-trust.org</a>	General- Education, Arts & Culture, Health and Human Services; Scientific Research
Siletz Tribe	<a href="http://www.ctsi.nsn.us/charitable-contribution-fund">www.ctsi.nsn.us/charitable-contribution-fund</a>	Marion, Polk and Yamhill are included for Arts, Housing, Health, Historic Preservation, Public Safety, Cultural Activities
Oregon Community Foundation	<a href="http://www.oregoncf.org/">http://www.oregoncf.org/</a>	Usually food banks, head starts, etc.

---

## **APPENDIX F MID-WILLAMETTE VALLEY COMMUNITY DEVELOPMENT PARTNERSHIP BOARD MEMBERSHIP AND BY-LAWS**

### **Mid-Willamette Valley Community Development Partnership Board of Directors**

**Chair:** Mayor John McArdle, City of Independence  
Representing Small Cities of Polk County

**Vice Chair:** Bryan Brown, Oregon Fruit Products  
Representing Food Processing

#### **Public Sector Representatives**

<b>Marion County</b>	Commissioner Kevin Cameron
<b>Polk County</b>	Commissioner Craig Pope
<b>Yamhill County</b>	Commissioner Allen Springer
<b>City of Dallas</b>	Councilor Jim Fairchild
<b>City of Keizer</b>	Mayor Lore Christopher
<b>City of McMinnville</b>	Councilor Kevin Jeffries
<b>City of Monmouth</b>	Mayor John Oberst
<b>City of Newberg</b>	Councilor Denise Bacon
<b>City of Salem</b>	Mayor Anna Peterson
<b>City of Silverton</b>	Councilor Laurie Armstrong Carter
<b>City of Woodburn</b>	Mayor Kathryn Figley
<b>Small Cities of Marion County</b>	Mayor Shanti Platt, Gervais
<b>Small Cities of Polk County</b>	Mayor John McArdle, Independence
<b>Small Cities of Yamhill County</b>	Mayor Kathie Oriet, Carlton
<b>Confederated Tribes of Grand Ronde</b>	John George

#### **Private Sector Representatives**

<b>Financial Institutions</b>	Steve Nass, Pioneer Trust Bank
<b>Labor</b>	Jeff Anderson, UFCW Local
<b>Un/Underemployed</b>	Pat Grose, Chemeketa Community College, Mid-Willamette Jobs Council (Job Growers Incorporated)
<b>Agriculture</b>	Jerry Mullen, Mullen Farms
<b>Food Processing</b>	Bryan Brown, Oregon Fruit Products
<b>Construction</b>	Bob Hill, LCG Pence Co.
<b>Professions</b>	Vacant
<b>Forestry &amp; Wood Products</b>	Dennis Creel, Hampton Resources
<b>Spanish Speaking Persons</b>	Roberto Franco
<b>Transportation</b>	Cathy Clark, MWACT Chair
<b>Manufacturing</b>	Vacant
<b>Minority Entrepreneurs</b>	Shelley Sneed
<b>Utilities</b>	Alicia Bonesteele, Salem Electric
<b>Small Business</b>	Rollin Soles, Argyle Winery

### Regional Economic Development Planning (CEDS) Committee

Name	Representing
Mayor Anna Peterson	City of Salem
Councilor Jim Fairchild	City of Dallas
Councilor Kevin Jeffries (Chair)	City of McMinnville
Steve Nass	Pioneer Trust Bank Financial Institutions
Bryan Brown	Oregon Fruit Products Food Processing
Richard Walsh	Professions
Dennis Creel	Hampton Wood Products Forestry/Wood Products
Alicia Bonesteele	Salem Electric Utilities
Tony Fraiser	Chemeketa Community College, Mid- Willamette Jobs Council (Job Growers, Inc.) Unemployed
Bob Hill	LCG Pence Construction Construction
Councilor Laurie Armstrong Carter	City of Silverton
Vacant	Manufacturing
Comm. Alan Springer	Yamhill Co.
Shelley Sneed	Minority Entrepreneurs
John McArdle (Alternate)	Small Cities of Polk County

### Local Government Development Committee

<b>Name</b>	<b>Representing</b>
Councilor Denise Bacon	City of Newberg
Mayor Kathie Oriet (Chair)	Small Cities of Yamhill Co.
Mayor Shanti Platt	Small Cities of Marion Co.
Mayor John Oberst	Monmouth
Jeff Anderson	Labor
Jerry Mullen	Agriculture
Rollin Soles	Argyle Winery Small Business
Cathy Clark, MWACT Chair	Representative from the Mid-Willamette Area Commission on Transportation (MWACT)
John George	Confederated Tribes of Grand Ronde
John McArdle	Small Cities of Polk Co.
Mayor Cathy Clark	City of Keizer
Commissioner Kevin Cameron	Marion County
Roberto Franco	Spanish Speaking Persons
Mayor Kathryn Figley	City of Woodburn
Commissioner Craig Pope	Polk County

*Adopted February 15, 2000; Amended November, 2010*

**Mid-Willamette Valley  
Community Development Partnership**

**Bylaws**

**Article I**

Name

This Board, established by Marion, Polk and Yamhill Counties and the Mid-Willamette Valley Council of Governments and formalized by an intergovernmental agreement with the State of Oregon entered into on April 25, 2000, shall be called the Mid-Willamette Valley Community Development Partnership.

**Article II**

Purpose

The general purpose of this board is to identify regional community development priorities and facilitate regional, intergovernmental coordination of development initiatives. In the pursuit of this general purpose, the board may undertake activities such as the following: develop and approve regional development plans; oversee the implementation of development grant programs such as those funded by the US Economic Development Administration; advocate for regional development priorities; and provide formal, public forums for communicating regional concerns and priorities to state and federal agencies.

**Article III**

Composition of the Board

- A. The Partnership shall be comprised of a Board made up of both elected officials and non-elected appointees.
- B. A minimum of 51% of the members of the Board shall always be elected officials from general purpose local governments such as cities, counties and tribes.
- C. The appointed member composition of the Board shall be as follows:

Economic or Policy Interest  
(one from each category below)

Appointing Authority

agriculture	Marion County
construction industry	City of Salem
financial institutions	Marion County
food processing industry	Polk County
forest products industry	Yamhill County
organized labor	City of Salem
manufacturing	Polk County

minority groups	Marion County
professions	City of Keizer
small businesses	Yamhill County
unemployed (Chemeketa Community College, Jobs Council or The Enterprise)	Marion County
utilities industry	City of Salem
minority entrepreneurs	At-large Board appointment
a representative from the Mid-Willamette Area Commission on Transportation of from a natural resources management board.	At-large Board appointment

- D. One elected official representative (an elected mayor, city councilor, tribal council member or county commissioner) shall be selected to serve on the Board by each of the following general purpose local governments:

City of Salem

City of Keizer

City of Silverton

City of Woodburn

a representative from the small cities of Marion County (selected by annual caucus of small city mayors)

City of Dallas

City of Monmouth

a representative from the small cities of Polk County (selected by annual caucus of small city mayors)

City of McMinnville

City of Newberg

a representative from the small cities of Yamhill County (selected by a caucus of Yamhill County small city mayors)

Marion County Board of Commissioners

Polk County Board of Commissioners

Yamhill County Board of Commissioners

a representative from the Tribal Council of the Confederated Tribes of Grand Ronde

- E. Non-elected Board members shall be appointed for four year terms that are renewable by their appointing authorities every four years. The policy areas to be represented on the Board by appointed members may be changed by a majority vote of the Board of Directors and approval by a majority vote of the Mid-Willamette Valley Council of Governments.
- F. Elected Board members serve at the pleasure of the local government that selects them for as long as they hold elected office.



## **Article IV**

### **Organization of the Board**

- A. From the membership of the Partnership Board, a Chair and a Vice Chair shall be elected by a majority vote.
- B. The Partnership shall be organized into three standing committees: 1) Executive Committee which is made up of all officers of the Board, the immediate past chair or the most recent past chair still serving on the Board, and the Chair of each of the other two standing committees; 2) the Local Government Development Committee composed of 14 members to be appointed by the Chair ; and 3) the Regional Economic Development Planning Committee composed of 14 members to be appointed by the Chair. Local Government Development and Regional Economic Development Planning Committee terms shall be for up to two years with no more than half expiring in the same year.
- C. In making committee assignments, the Chair shall strive for equitable balance among various interests on the Board such as different geographic areas, different political subdivisions and economic interests. Prior to making committee assignments, the Chair shall poll all members of the Partnership and ask for each member's committee preference in writing. The slate of Committee assignments made by the Chair must be ratified by a majority vote of the Partnership before it is final. The Chair may re-appoint members for additional terms on the same committee through the same process. A majority of the Regional Economic Development Planning Committee shall be composed of appointed members from various private sector interests.
- D. The Partnership as a whole shall meet to host an annual regional development forum, to review and approve policies and plans that are developed by one of the two standing policy committees, to annually approve a regional development plan and to address other issues that may be proposed by the Chair, the Executive Committee or by the Mid-Willamette Valley Council of Governments.
- E. The Executive Committee shall be responsible for providing financial oversight, reviewing or developing agendas for meetings of the Partnership and approving contracts and agreements.
- F. The Local Government Development Committee shall identify economic development and public infrastructure needs and issues of local governments, provide policy advice and program feedback to the Mid-Willamette Valley Council of Governments on its economic and community development services to local governments, and serve as a regional forum on development topics of importance to local governments such as the regulations and resources of federal and state regulatory and development programs.
- G. The Regional Economic Development Planning Committee shall identify regional development issues strategies; prioritize regional planning projects for potential funding; identify and, when appropriate, prioritize potential development needs, barriers and opportunities in the region; develop and propose policies for approval by the Partnership for the distribution of project funds that may be made available to the Partnership in these areas; and annually update a Comprehensive Economic Development Strategy (CEDS) for submittal to the Economic Development Administration.
- H. The Local Government Development Committee and the Regional Economic Development Planning Committee shall each elect a Chair to preside at meetings. The Chair shall appoint a replacement to preside at meetings in his/her absence. The current elected Chair of the Partnership will preside over meetings of the Executive Committee.

## **Article V**

### **Meetings**

- A. The Partnership shall meet a minimum of one time per year. All of its committees shall meet on an “as needed” basis as their work assignments may require. Each Committee may establish its own meeting schedule. Meetings may be called by the Chair, the Committee Chairs, or the Executive Committee with a minimum of five (5) days written notice to each member.
- B. All meetings shall be conducted according to the procedures described in Robert’s Rules of Order Newly Revised and held in compliance with the Oregon Open Meetings Law (ORS 192.610 to 192.690).
- C. A quorum for the Partnership shall consist of 12 of the voting membership with a minimum of at least six (6) elected officials. A quorum for the Local Government Development and Regional Economic Development Planning Committees shall consist of 50% of the presently filled voting membership provided that at least two (2) elected officials are present. A quorum must be present before a decision or recommendation can be finalized or a vote conducted. Decisions and recommendations of the Partnership and its committees shall be made by a simple majority vote of the members present.

## **Article VI**

### **Fiscal Administration and Staff Support**

- A. The Mid-Willamette Valley Council of Governments shall serve as the fiscal agent and provide staff support to the Partnership.
- B. All funds received or disbursed on behalf of the Partnership shall be included in the budget of the Mid-Willamette Valley Council of Governments in conformance with Oregon local government budgeting standards and regulations and any funds received or disbursed on behalf of the Partnership shall be included in the annual audit of the Mid-Willamette Valley Council of Governments.

## **Article VII**

### **Amendments to the Bylaws**

- A. The Bylaws may be amended by 1) a vote of a two thirds majority of the voting membership at any meeting of the Partnership after provision of written notice of the proposed amendment to each member at least five (5) days in advance of the meeting and 2) ratification by a majority of the Board of Directors of the Mid-Willamette Valley Council of Governments at a regular meeting of the Council.
- B. In the event that a proposed bylaw amendment poses a conflict with agreements between the Partnership and the State of Oregon, such amendment shall also be reviewed and approved by the State of Oregon prior to its execution.