

Mid-Willamette Valley Community Development Partnership Board

AGENDA

Mid-Willamette Valley Community Development Partnership
BOARD OF DIRECTORS
4:30 Wednesday, September 19, 2023
MWVCOG Conference Room and Zoom
100 High Street SE, Suite 200, Salem OR

ZOOM

Join Zoom Meeting

<https://us06web.zoom.us/j/84698648423?pwd=cXY3bkFnQUFleVVlb0g1V1hwZlI3Zz09>

Meeting ID: 846 9864 8423

Passcode: 402064

One tap mobile

+12532158782,,84698648423#,,,,*402064# US (Tacoma)

CONTACT: McRae, Carmichael, Community Development Director; 503-540-1625

CHAIR: John McCardle, City of Independence Mayor

-
1. Call to Order and Introductions
a. History and Purpose
John McCardle, Chair
McRae Carmichael, MWVCOG
 2. Minutes from September 21, 2022, CPB Meeting: pg. 7
John McCardle, Chair
Requested action: Approve Minutes.
 3. Action Items
 - a. DRAFT 2023-2028 CEDS Review: pg. 11
McRae Carmichael, MWVCOG
Requested action: Acceptance of Draft CEDS for Public Notice.
 - b. CEDS Advisory Committee Volunteers: pg. 140
Requested action: Fill vacancies on the CPB.
 4. Next Meeting date/agenda items
McRae Carmichael, MWVCOG
(COG Board Meeting will be December 19, 2023)

The Mid-Willamette Valley Council of Governments is pleased to comply with the Americans with Disabilities Act (ADA). If you need special accommodations to attend this meeting, please contact Linda Hansen at lhansen@mwvcog.org or (503) 588-6177 at least 48 hours prior to the meeting. Hearing impaired, please call Oregon Telecommunications Relay Service, 7-1-1. Thank you.

Mid-Willamette Valley Community Development Partnership

Bylaws

Amended December, 2017
Amended October, 2010
Adopted February, 2000

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)

agriculture

Appointing Authority

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 (Workforce Development Board, Jobs Council or The Enterprise) | Marion County |
| utilities industry | City of Salem |
| minority entrepreneurs | At-large Board appointment |
| institution of higher education | At-large Board appointment |
| a representative from the Mid-Willamette Area Commission on Transportation or 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 two 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 the other standing committee; 2) the Strategy Committee composed of 14 members to be appointed by the Chair.
- 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 of the Region. 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 through the same process.
- D. The Partnership as a whole shall meet to host an annual regional development forum and 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 Strategy 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 Strategy 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; and 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.
- H. The Strategy Committee shall 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 two times 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 Public Meetings Law (ORS 192.610 to 192.690).
- C. A quorum for the Partnership shall consist of a majority vote of Partnership membership with a minimum of at least six (6) elected officials. A quorum for the Strategy Committee 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 majority vote 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.

Minutes of September 21, 2022
Mid-Willamette Valley
Community Development Partnership
Board of Directors
MWVCOG Conference Room/Zoom
100 High Street SE, Suite 200, Salem OR

MEMBERS PRESENT:

Chair: Mayor John McArdle, Independence, representing Small Cities of Polk County
Commissioner Kevin Cameron, Marion County (Zoom)
Commissioner Craig Pope, Polk County (Zoom)
Mayor Brian Dalton, Dallas (Zoom)
Mayor Cecelia Koontz, Monmouth (Zoom)
Councilor Denise Bacon, Newberg (Zoom)
Tribal Councilor Michael Langley, Confederated Tribes of Grand Ronde (Zoom)
Kim Parker-Llerenas, Willamette Workforce Partnership, representing Un/Underemployed

MEMBERS ABSENT:

Commissioner Casey Kulla, Yamhill County
Mayor Cathy Clark, Keizer
Mayor Scott Hill, McMinnville
Mayor Chuck Bennett, Salem
Mayor Kyle Palmer, Silverton
Mayor Eric Swenson, Woodburn
Alicia Bonesteele, Salem Electric, representing Utilities
John Morgan, The Morgan CPS Group, representing Professions
Vacant, representing Small Cities of Marion County
Vacant, representing Small Cities of Yamhill County
Vacant, representing Financial Institutions
Vacant, representing Labor
Vacant, representing Agriculture
Vacant, representing Food Processing
Vacant, representing Construction
Vacant, representing Forestry & Wood Products
Vacant, representing Spanish Speaking Persons
Vacant, representing Manufacturing
Vacant, representing MWACT/Natural Resources
Vacant, representing Minority Entrepreneurs
Vacant, representing Small Business

STAFF/OTHERS PRESENT:

McRae Carmichael, Community Development Director
Scott Dadson, Executive Director
Denise VanDyke, Admin. Services Coord.
Aniko Drlik-Muehleck, U of O IPRE
Sadie Mae Palmatier, U of O IPRE
Kim Thompson, U of O

CALL TO ORDER

The meeting was called to order at 3:32 p.m. by Chair John McArdle and the presence of a quorum was noted. Introductions were made around the room.

HISTORY AND PURPOSE OF THE MWV COMMUNITY DEVELOPMENT PARTNERSHIP BOARD

Chair McArdle explained that the Mid-Willamette Valley Community Development Partnership Board, aka the Partnership Board, is a combination of public and private with a goal of accessing funds for the good of the community as a whole. This group has not met for about four years, but now there are more opportunities for us to explore. Ms. Carmichael introduced herself as the new MWVCOG Community Development Director. The CEDS (Comprehensive Economic Development Strategy) is our five-year economic development plan, and it is time to update it. Generally, the purpose of the Board is to identify regional community development priorities and facilitate regional, intergovernmental coordination of development initiatives. In the pursuit of this goal, the Board may undertake activities such as developing and approving regional development plans, overseeing the implementation of development grant programs (such as those funded by the US EDA), advocating for regional development priorities, and providing formal, public forums for communicating regional concerns and priorities to state and federal agencies. We need to bring in more members to fill vacant positions. We collaborate with the Regional Solutions Team and each other regarding assets and resources.

APPROVAL OF MINUTES

The minutes of the July 23, 2018 meeting were approved by consensus. The majority of Board members present were not seated on the Board at the time of that meeting.

EDA CARES ACT SCOPE OF WORK

Mr. Dadson, MWVCOG Executive Director, introduced himself. 2020 saw the Covid lockdown starting, with wildfires in addition. The COG was asked to assist with managing funds related to Covid and to fire recovery. He brought the Board up-to-date on how those funds have been used. Staff are asking for after the fact approval for the use of funds and entering into agreements related to those activities. Materials were provided in the agenda packet.

MOTION: By Ms. Parker-Llerenas, **SECONDED** by Mayor Koontz, to **APPROVE THE ACCEPTANCE OF EDA CARES ACT AWARD #ED20SEA3070047 AND THE RELATED SCOPE OF WORK, AS PRESENTED.**

Discussion. None.

Motion carried. **IN FAVOR:** McArdle, Cameron, Pope, Dalton, Koontz, Bacon, Langley, Parker-Llerenas. **OPPOSED:** None. **ABSTAINED:** None.

CEDS UPDATE

Ms. Carmichael introduced Sadie Mae Palmatier and Aniko Drlik-Muehleck from the University of Oregon (UO) Institute for Policy Research and Engagement (IPRE). The UO program develops dashboards and resiliency measures to use in state CEDS updates. Ms. Drlik-Muehleck and her students will be working on our CEDS update. Kim Thompson, UO,

was introduced. She will also be working on our update. Ms. Drlik-Muehleck shared a PowerPoint. Overall, the process is expected to take about one year. The IPRE works with the RARE program on projects like this. Ms. Thompson is also with the UO IPRE, and has about 20 years of economic development experience, and is a teacher as well as a colleague of Ms. Drlik-Muehleck. Ms. Palmatier is a graduate student working on this project, who has some experience as a transportation planner.

The CEDS is a regional plan intended to coordinate and align our efforts. It is required to access some federal funds. The required elements were reviewed, and include:

- Economic conditions
- A SWOT analysis
- Action plan
- Implementation framework
- Performance evaluation framework
- Economic resiliency element – a newer requirement from the EDA

The process was discussed. Once data is collected, a draft document will be prepared and sent out for comment, revised, sent for EDA review, revised once more, then finalized. It is important to have inclusive involvement in the process. The priorities currently in the CEDS were gone over, as well as the overall Goal and sub-goals, which each have objectives. We need to look at how we want to change our priorities and strategies.

A five-minute break out session occurred, with those on Zoom in one group and those in person in the other. Questions to be discussed include:

- What would success look like? What do we want from the process?
- How do we want the region to be stronger/better?
- What changes for the community do we want?

In room discussion included what has been done with the CARES Act funds and other funds received. The CES gives access to EDA funds, and funds from other agencies.

- We want to get funds/resources to communities for infrastructure, middle housing, etc.
- Those that are the most organized “get the most toys at Christmas”
- We want to have a living and useable plan
- We need to work with our region and our neighbors. It was noted that Chemeketa should be at the table.

The Board reunited.

It was agreed that we need a useable document. In the room, things identified to focus on include all types of infrastructure, broadband access, housing, childcare, small business lending, and workforce partnerships. The Zoom group identified focus areas of: infrastructure, competition versus collaboration, getting to know and trust each other, asset mapping, resiliency to environmental risks, and supporting rural communities.

Ms. Carmichael said that opportunities are available now. There are lots of federal funds available through various agencies. The CEDS document shows that the Economic

Development District (EDD) and members are ready and able to proceed. Ultimately, the funds are to get projects underway. Resources and services COG provides and our ability to access federal funds are also reflected.

Back to the PowerPoint, tasks were discussed. Tasks address what conditions are and the big picture – what we should do, how to do it, and how to know we are making progress. Economic Resiliency Metrics were looked at. The UO IPRE student team has been working on this over the summer. It gives a baseline snapshot of each specific area examined. A profile was made for each county. The approach being take is to create a CEDS advisory group that includes two to three Board members and some stakeholders from nonprofits, educational organizations, etc. Discussion ensued and it was determined that businesses and service providers should be included, as well as a voice of experience regarding underrepresented groups. The timeline will be:

- Fall – priorities, projects, initiatives
- Winter – implementation framework and evaluation framework
- Spring – finalize document, including posting for public comment (probably around June)
- Summer - adopt the document (probably around July)

Input gathering methods were discussed. The advisory group would be asked to identify key players and underrepresented groups, as well as who is working on priority topics.

Next steps would be to

- 1) form the CEDS Advisory Group with volunteers from the Board. This group would meet approximately monthly.
- 2) Students would begin working again in January.

Volunteers from the Board were Mayor McArdle and Ms. Parker-Llerenas.

Ms. Carmichael mentioned that vacant positions on the Board also need to be filled – see page 23 of the agenda packet. Alternates or delegates are allowed. We especially need to fill the positions on the private sector portion of the Board. All suggestions are welcome.

The next meeting for the Board is planned for January 11, 2023 at 3:30 p.m. The plan is for the Board to meet quarterly while we reestablish ourselves.

ADJOURNMENT

Hearing no other business, Chair McArdle adjourned the meeting at 4:44 p.m.

John McArdle, CPB Chair

Date

Mid-Willamette Valley Council of Governments

2023-2028 Comprehensive Economic Development Strategy

Acknowledgements

The Institute for Policy Research and Engagement wishes to thank the following individuals for their assistance with this project:

Mid-Willamette Valley Council of Governments Board of Directors

Lisa Leno, Chair; Confederated Tribes of the Grand Ronde Tribal Council, Executive Committee

Sal Peralta, McMinnville City Councilor, Past Chair, Executive Committee

Danielle Bethell, Marion County Commissioner

Jeremy Gordon, Polk County Commissioner

Cathy Clark, Keizer Mayor

Roxanne Beltz, Monmouth City Councilor, Executive Committee

Ken Woods, Dallas Mayor

James Kingsbury, Sublimity Mayor; Small Cities of Marion County

John McArdle, Independence Mayor; Small Cities of Polk County

Linda Watkins, Carlton Mayor; Small Cities of Yamhill County

Matthew Smith, Chehalem Parks & Recreation District Board President

Bill Rosacker, Newberg Mayor

Chris Hoy, Salem Mayor

Ian Davidson, Vice Chair: Salem Area Mass Transit (Cherriots) District Board, Executive Committee

Maria Hinojos-Pressey, Salem/Keizer School District Board

Frank W. Pender, Willamette ESD Board

Frank Lonergan, Woodburn Mayor

Kit Johnson, Yamhill County

Betsy Earls, Chemeketa Board Member

Darin Olson, Marion Soil & Water Conservation District Board Chair

Mid-Willamette Valley Council of Governments Staff

Holly Byram, Associate Planner
McRae Carmichael, Community Development Director
Laura Conroy, Associate Project Manager
Scott Dadson, Executive Director
Denise Dahlberg, Controller
Teresa Davis, Admin. Specialist I
Stephen Dobrinich, Senior Transportation Planner
Curt Fisher, Land Use Planner
Linda Hansen, Administrative Support Coordinator
Lesley Hegewald, GIS Analyst
Jeff Hilderbrand, Loan Program Manager
Jim Jacks, Senior Planner
Ray Jackson, Senior Planner – Transportation
Mike Jaffe, Transportation Director
Jenni Lipscomb, Contractor (Finance)
Kindra Martinenko, Associate Planner
Amber Mathiesen, Finance Director
Kim Sapunar, Senior Planner
Beth Schmidt, Safe Routes to School (SRTS) Coordinator
John Schmidt, Grant Administration Specialist
Juan-Carlos Torres, GIS Analyst
Theresa Whisenhunt, Admin. Specialist III
Scott Whyte, Land Use Planner

Institute for Policy Research and Engagement Research Team

Kim Thompson, Project Director
Aniko Drlik-Muehleck, Project Director
Sadie Mae Palmatier, Project Manager

Student Researchers

Cody Aucoin, Research Associate
Camelia Gunawan, Research Associate
Annie Price, Research Associate
Avi Shugar, Research Associate
Jacob Loomis, Research Associate
Jenna Bryant, Research Associate

About the Institute for Policy Research and Engagement

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.



**School of Planning, Public
Policy and Management
Institute for Policy
Research and Engagement**

Special Thanks

The Institute for Policy Research and Engagement wishes to thank the following individuals for their assistance with this project:

CEDS Advisory Group

Brian Gander, Gates Mayor
Doug Rux, Community Development Director, City of Newberg
John McArdle, Independence Mayor; Small Cities of Polk County
Kim Parker-Llerenas, Executive Director, Willamette Workforce Partnership
Arthur Chaput, Regional Development Officer, Business Oregon
Erik Andersson, President, SEDCOR
Kaley Fought, Studio Architecture
Patty Herzog, Executive Director, McMinnville Economic Development Partnership
Michael Langley, Secretary, Confederated Tribes Grand Ronde (CTGR)
Stacia Hernandez, CTGR
Kristen Svicarovich, Tribal Planner, CTGR
Marin Arreola, Owner & President, Advanced Economic Solutions Inc.
Jeff Hilderbrand, Loan Program Manager, MWVCOG
Scott Dadson, Executive Director, MWVCOG
Laura Conroy, Associate Project Manager, MWVCOG
Kelli Weese, Economic Development & Planning Professional
Renata Chmielowski, Special Projects Director City of Woodburn
McRae Carmichael, Community Development Director, MWVCOG
Heather Hadley Blank, Deputy Director, McMinnville Economic Development Partnership (MEDP)

Goal Workshop Attendees

Carr Biggerstaff, Chehelem Valley Innovator
Nick Harville, Retention & Expansion Manager, SEDCOR
Kelli Weese, Economic Development & Planning Professional
Patty Herzog, Executive Director, McMinnville Economic Development Partnership
Marin Arreola, Owner & President, Advanced Economic Solutions Inc.
Yunuen Tavares, Business Loan Officer, Community LendingWorks

Charlie Mitchell, Economic & Community Development Director, City of Dallas
Shawn Waite, City Administrator, City of Hubbard
Rick Guapo, President & CEO, Marion-Polk Food Share Inc.
Connie Lindsay, Marketing & Corporate Communications, GK Machine Inc.
Linda Flamenco, HR & Operations Director, Family Building Blocks
McRae Carmichael, Community Development Director, MWVCOG
Patty Herzog, McMinnville Economic Development Partnership
Karen Saxe, Director of Policy, Advocacy & Strategic Relationships, DevNW
Abisha Stone, Yamhill County Business Retention & Expansion Manager, Strategic
Economic Development Corporation (SEDCOR)
Patrick O'Connor, DLCD Regional Employment
Robin Taylor, Executive Director, CCBI,
Business Programming, and Early Childhood Education
Patrice Altenhofen, Executive Director, Family Building Blocks
Renata Wakeley, City of Woodburn Special Projects
Ken Woods, Dallas Mayor
Dan Fleishman, City of Stayton Planning Department
Shawn Irvine, Economic Development Director, City of Independence
Suzanne Dufner, Community Development, City of Monmouth
AJ Foscoli, City Manager, Falls City
Shane Witham, Planning Director, City of Keizer
Alex Paraskevas, Polk County Business Retention & Expansion Manager
Heather Richards, Planning Director, City of McMinnville
Jamie Johnk, Economic Development Director, City of Woodburn
Jason Gottgetreu, Community Development Director, City of Silverton
Leah Dellicarpini, Director of Economic Development, City of Salem
Scott Parker, Executive Director, Chehalem Valley Chamber of Commerce
Staci Coker, President, Sheridan Oregon Chamber of Commerce
Tyler Ferrari, Economic Development Specialist, City of Dallas

Interviewees

Evelyn McCoy-Harris, VP Operations, Seed of Faith
Carr Biggerstaff, Chehelem Valley Innovator
Patrice Altenhofen, Executive Director, Family Building Blocks
Abisha Stone, Yamhill County Business Retention & Expansion Manager, Strategic
Economic Development Corporation (SEDCOR)
Rick Rogers, Mayor Newberg
Connie Lindsay, Marketing & Corporate Communications, GK Machine Inc.
Nick Harville, Retention & Expansion Manager, SEDCOR
Shawn Irvine, Economic Development Director, City of Independence

Allie Camp, Economic Development Manager, City of Springfield
Vahana Horn, Economic Development Officer, City of Springfield
Sam Kelly-Quattrocchi, Legislative & Economic Development Analyst, City of Springfield
Becky Berger, Owner, and CEO, Berger International
Lynette Goodwin, Volunteer Receptionist, Love INC
Rick Guapo, President & CEO, Marion-Polk Food Share Inc.
Mary Camarata, Oregon Department of Environmental Quality
Holly Nelson, Executive Dean, Chemeketa Community College
Sarah King, Owner & Operator, Godspeed Hollow

Credit for the cover page photograph goes to the Mid-Willamette Council of Governments, Woodburn Tulips, Marion County, Oregon. Photo retrieved on September 08, 2023.

The Mid-Willamette Valley
Economic Development District
is designated by the U.S.
Department of Commerce
Economic Development
Administration (EDA) to work
on economic development
efforts in Marion, Polk, and
Yamhill Counties.



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Appendix C: Economic Resilience

Appendix D: Definitions

Appendix E: Regional Priority Project List

Appendix F: Additional Evaluation Metrics

Appendix G: MWWACT Project Recommendation

Executive Summary

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

The CEDS is organized into 5 main sections:

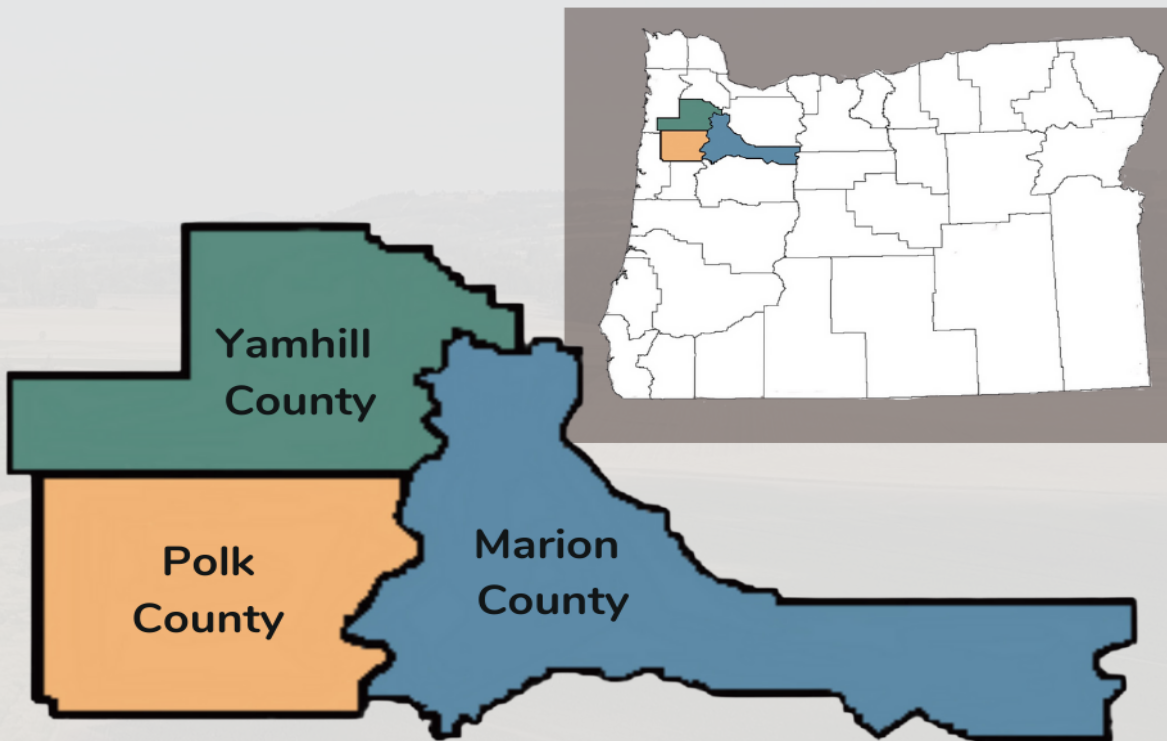
- Resiliency Metrics
- Summary background of the economic development conditions of the region
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Action Plan for implementation of regional goals and objectives
- Evaluation metrics of the implementation plan, to measure efficacy

Key findings from the 2023 CEDS:

- The Mid-Willamette Valley (MWV) continues to recover from the 2008 economic recession and the COVID-19 pandemic, which resulted in major structural changes to the economy.
- The Mid-Willamette Valley enjoys a competitive advantage in the following industries: Agriculture, Food & Beverage Products; Metals, Machinery & Equipment; Forest Products; Specialty Materials Manufacturing (e.g. fertilizer mixing, plastic products, and fabric coating); and Traded Sector Services.
- Some of the economic challenges and weaknesses of the Mid-Willamette Valley economy include regional coordination and cooperation, a loss of key age-groups due to out-migration, and a lack of high-wage jobs, leading to a struggle for residents to make ends meet.
- Regional economic goals are focused on objectives to support a dynamic and resilient economy that leverages our businesses, workforce, community infrastructure, and regional collaboration to enhance equity and prosperity for all residents that call this region home.

Where is the Mid-Willamette Valley?

Mid-Willamette Valley Council of Governments Region



The **Mid-Willamette Valley** region is located in the Northwestern part of Oregon and close to the middle of the Willamette River Basin. **Marion, Polk, and Yamhill counties** are located in the Mid-Willamette Valley, which represents about a quarter of the entire land area of the Willamette Valley. The Mid-Willamette Valley also hosts **Salem, the state's capital and the region's largest city.**

Resiliency Metrics



Does the economy have diverse and well-paid jobs?



What is the projected future of major employment sectors in the region and nationally?



What is the age breakdown of the residents?



Do people work and live in the community?



How has the population shifted in the last decade and what is predicted for the next 30 years?



Is the built infrastructure able to withstand natural hazards or weather incidents?



What level of education attainment and earnings are residents reaching?



Do residents have access to health and wellness facilities?

Regional Context based on Resiliency Metrics

Diverse and Well-Paid Jobs

- **Agriculture is a significant industry** in the region, with **an average wage of \$43,000** annually.
- **Natural resources** and **mining** are lucrative industries for the region.
- **Professional business services** have a low employment concentration in Yamhill and Polk Counties.
- All three counties have fewer workers employed in **information, wholesale trade, and professional and business services** (high wage jobs) compared to the rest of the state.

Future of Major Industries

- The **Mid-Willamette Valley** region is **the most productive agricultural region** in the state.
- **Polk County** has a specialization in **education and health services**.
- **Yamhill County** has a specialization in **manufacturing, mining, quarrying, and oil gas extraction**.
- The region has a number of **small farm operations, and high crop diversity**. There are over **200 crops** in **Marion County** alone.

Age of Residents

The **median age** in Mid-Willamette Valley is **between 37-39** years old.



of the population in the region is made up by **workers over 55** years old.

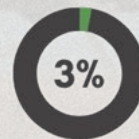
Commuting and Living Patterns



of employees in the region **live outside** of the county they work in.



of all residents in Mid-Willamette Valley are ***cost-burdened**.



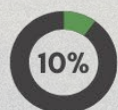
as little as **3%** of Mid-Willamette Valley residents **use public transit** to commute.

*cost burdened: spending 30% or more of their income on housing.

Regional Context based on Resiliency Metrics

Projected Population Growth

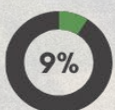
Population growth in the 3 counties **between 2010 - 2020:**



Marion



Polk



Yamhill

The population of the Mid-Willamette Valley is **expected to grow** in the next few decades as a result of **in-migration** from other states and Oregon counties.

Infrastructure Resiliency

- The predicted natural hazards for the region in the coming years are **wildfires, flooding, and earthquakes**.
- Rapid population growth requires cities in the region to **re-invest and update aging water and sewer systems**.
- All three counties and several cities in the region have developed **mitigation plans to minimize damage** caused by natural hazards.

Educational Attainment

Percentage of residents with a **bachelor's degree or higher:**



Marion



Polk



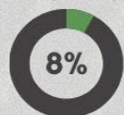
Yamhill

As a comparison, the percentage of residents with a bachelor's degree or higher **statewide** is:



Access to Healthcare

- Approximately **7%** of Oregon's residents **do not have health insurance**.
- The percentage of people **without insurance** in the 3 counties:



Marion



Polk



Yamhill

SWOT Analysis

Strengths

- Diverse Industry Base and Workforce
- Quality of Life
- Supportive Business Environment
- Connectivity
- Natural Resources



Weaknesses

- Affordable, Available Childcare & Housing
- Collaborative Workforce Training
- Poor Rural Connectivity & Infrastructure
- Institutional Barriers
- Regional Collaboration



Opportunities

- Community Economic Resilience
- Regional Industry Collaboration
- Increased Business Support
- Strengthen Connections to Existing Resources



Threats

- Demographic Shifts
- Connectivity & Workforce Shortage
- Natural Hazard Risk
- Business Development Challenges



Goal 1: Business

Streamline capital flow to businesses that promote innovation in economic resilience and sustainability.

OBJECTIVE 1

Mitigate barriers to accessing capital.

Support small business growth

Redevelopment & adaptive reuse stimulating urban renewal

Access to public & private funding

Advocate for transparent grant opportunities



OBJECTIVE 2

Prioritize support for business and innovation in regionally significant sectors.

Incentivize new business formation, incubators, and investments

Connect businesses with existing grant programs

Encourage collaborative community projects

Target key industries for capital and innovation investments.



Agriculture

Renewable Energy and Green Technology

Manufacturing

Food & Beverage (e.g., wine tourism)

Natural Resources
& Agriculture

Construction
Tourism

OBJECTIVE 3

Invest in business development that promotes resilience, inclusion, sustainability, and technology.

Stimulate business investments that promote resilience

Incentivize inclusive business development

Encourage environmentally sustainable business practices

Integrate technological improvements into existing sectors



Goal 2: Workforce

Increase awareness of workforce jobs and training and facilitate quality community-level support for regional prosperity.

OBJECTIVE 1

Facilitate educational opportunities to train youth and current workforce in key industries and future needs.

Key industry field trips

Minority access to education and targeted industries

Apprenticeships & internships



OBJECTIVE 2

Support holistic economic success of current and future workforce.



Employer-supported health care

Debt relief & financial literacy programs

Track demographic wage gaps

Universal Basic Income
research & pilots

OBJECTIVE 3

Address childcare needs and improve access to quality care.



Publicly-funded childcare spots

Childcare employee benefits & wages

Facilities & spatial data for childcare

Mixed-use urban renewal with childcare

OBJECTIVE 4

Improve community, home, and workplace resources to support workforce quality of life.



Local business & community relationships

Parks plans

Social service investment

Diverse cultural identity & events

Goal 3: Community Infrastructure

Create and enhance community infrastructure that promotes resilient growth and reduces disparity while driving economic development.

OBJECTIVE 1

Align all new and existing community infrastructure with Oregon's Natural Hazards Mitigation Planning (NHMP) Resilience Plan (9.2.3).



| | |
|------------------|------------------|
| Water/wastewater | Housing |
| Transportation | Industrial Lands |
| Energy | Resilience |
| Broadband | |

OBJECTIVE 2

Enhance access to critical services to rural areas in the region.

- Further deployment of broadband infrastructure
- Evaluate transit connectivity



OBJECTIVE 3

Adopt a shared action plan (implementation framework) that identifies regional infrastructure demand.



- Gather infrastructure & affordable housing experts
- Create consolidated infrastructure-needs lists
- Implement Oregon's NHMP Resilience Plan
- Determine matching funds
- Evaluate & share methods of grant & loan procurement efficiency
- Keep Regional Resilience Metrics updated
- Facilitate grant application trainings
- Form a committee to ensure regional interconnection of infrastructure

Goal 4: Regional Collaboration

Strengthen regional collaboration through coordinated action, efficient funding distribution, and standardized growth measurement to achieve regional prosperity.

OBJECTIVE 1

Implement strategies that promote equity in both public and private agencies.



Partnership and collaboration on project delivery

Lead meaningful community engagement

Develop and maintain progress-tracking metrics

OBJECTIVE 2

Facilitate information and resource sharing to advocate for community projects and policies.



Trial a shared data platform

Advocate for funds at the regional level

OBJECTIVE 3

Develop, identify, and improve existing collaborative efforts.



Strengthen targeted private and public partnerships

Reinforce connections between rural and urban areas

Increase capacity for coordination


Encourage diverse hiring strategies

Creative housing solutions

Holistic Needs Assessment

Circuit Rider Model approach to technical assistance

Introduction



The Mid-Willamette Valley (MWV) Economic Development District (EDD) and Council of Governments (COG) are leading economic development initiatives in Marion, Polk, and Yamhill Counties. The EDD and COG play a critical role in identifying and addressing community and economic development matters at the regional level, as well as outlining the vision, goals, and work programs to maximize opportunities in the area.

The region develops a comprehensive economic development strategy (CEDS) every five years. According to the Economic Development Administration's definition, the CEDS serves as a tool for: fostering collaboration between the public and private sectors; assessing, enhancing, and diversifying regional economies; establishing goals and objectives; formulating a regional action plan; and identifying funding sources and investment priorities. The most recent update of the CEDS in the MWV took place in 2018. The 2023 iteration of the CEDS places significant importance on exploring innovative methods for community engagement while placing a strong focus on economic resilience, climate resilience, workforce development, and equity. The aim is to ensure that the issues and strategies outlined in the CEDS are rooted in principles of fairness, equality, and the ability to withstand and recover from various economic challenges.

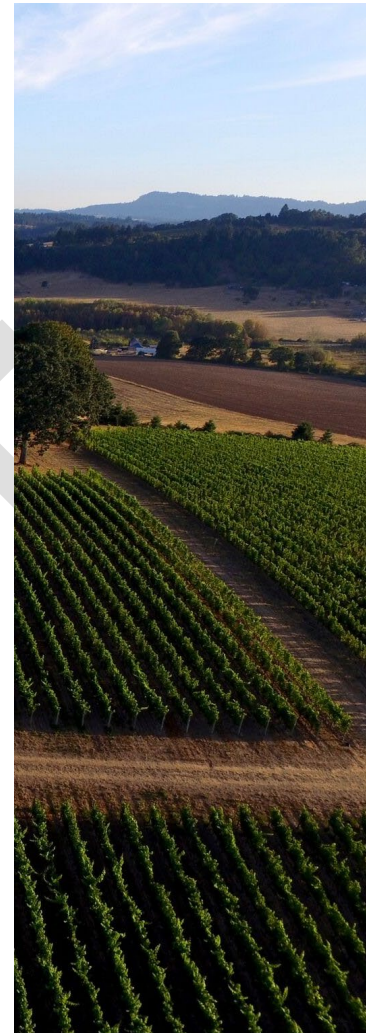
The MWV Economic Development District and COG, in collaboration with the University of Oregon Institute for Policy Research and Engagement (IPRE), are striving to gain insight into the potential impacts a project may have on vulnerable and marginalized populations and effectively

addresses community needs. The 2023 update took approximately fourteen months and consisted of various research methods, including online surveys, interviews, and workshops with participants from local governments, regional partners, state and federal partners, businesses, individuals, etc. Based on our findings, we emphasize three major conditions – particularly affecting marginalized populations – that need to be addressed at the regional level:

Race & Ethnicity: In Marion County, one-fifth of the population identifies as races other than white, and over one-quarter of the population identifies as Hispanic or Latino; Polk and Yamhill Counties have smaller proportions of non-white and Hispanic/Latino residents with less than one-fifth of the population identifying as races other than white or Hispanic/Latino.

Poverty: in all three counties, just over *one in ten* residents live in poverty.

Housing Affordability: in all three counties, just under one-third of homeowners and almost one-half of renters are “cost-burdened” (spending more than 30% of their income on housing).



Disclaimer:

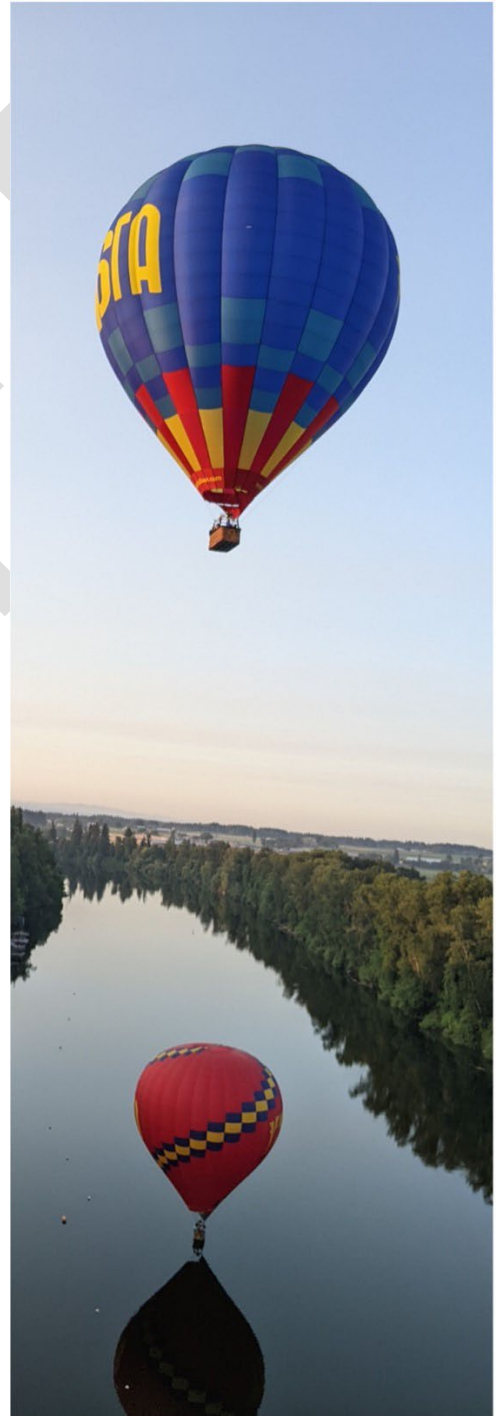
The American Community Survey (ACS) is an ongoing survey that provides year-over-year data on community demographical information. The 5-year estimates from the ACS are "period" estimates that represent data collected over a given period of time. The primary advantage of using multi-year estimates is the increased statistical reliability of the data for less populated areas and small population subgroups. Please note that, in 2020, the ACS faced numerous data collection challenges as a result of the COVID-19 pandemic. As a result of those challenges, the ACS collected only [two-thirds of the responses](#) it usually collects in a survey year. The ACS survey data included in this report, particularly in Chapter 2, may therefore have a larger margin of error and a lower degree of statistical accuracy than would be preferred.

Regional Context

Overview

The Mid-Willamette Valley (MWV) is located in the northwestern part of Oregon and close to the middle of the Willamette River Basin. Marion, Polk, and Yamhill counties make up the MWV, which represents about a quarter of the entire land area of the Willamette Valley. The MWV includes Salem, the state capital and the region's largest city. While the landscape offers strengths such as a diverse range of industries, a favorable quality of life, and strong connectivity, it also faces challenges such as inadequate childcare supply, a growing population, and a need for more affordable workforce housing ([Appendix A](#)).

For this report, the University of Oregon's Institute for Policy Research and Engagement (IPRE) composed eight holistic questions to measure resiliency, which covers various economic-related topics such as diversified economies, employment sectors, demographic makeup (age and education), commuting patterns, population growth, infrastructure, and access to healthcare ([Appendix C](#)) to describe current economic conditions found in the Mid-Willamette Valley. Data used to compile the resiliency metrics can be found in the American Community Survey (ACS) and the Oregon Employment Department, as well as the Comprehensive Economic Development Strategy (CEDS) guidance from the Economic Development Administration (EDA). This regional context chapter also includes an analysis of the region's strengths, weaknesses, opportunities, and threats (SWOT) in order to help form a comprehensive economic development strategy.





According to the Economic Development Administration, resilience refers to the capacity to anticipate, endure, and recover from various forms of challenges that may arise at any time.¹ These challenges may arise from natural disasters (floods, fire, earthquakes, etc.) and economic disruptions (major industries decline, population changes, etc.). The speed at which a community can recover from disruption and its preparedness to withstand or avoid potential economic threats is determined by its economic resilience. Through the evaluation of different factors contributing to economic resilience, we can gain a better understanding of how to effectively allocate resources to foster resilience in our communities.

Jobs: Mid-Willamette Valley Workforce Paid Less When Compared to State

Natural resources and mining are lucrative for the region. Agriculture is a significant portion of the wages earned in the region, making an average of \$43,000 per year. Information is the highest paying private industry in the region at \$75,000 per person per year, while leisure and hospitality are the lowest at \$22,700 per year. On average, most industries pay workers less in the Mid-Willamette Valley than the state (See Appendix A, [Table A-19](#)).

FIGURE 1: ANNUAL AVERAGE WAGES (2022)

TOTAL ALL OWNERSHIPS



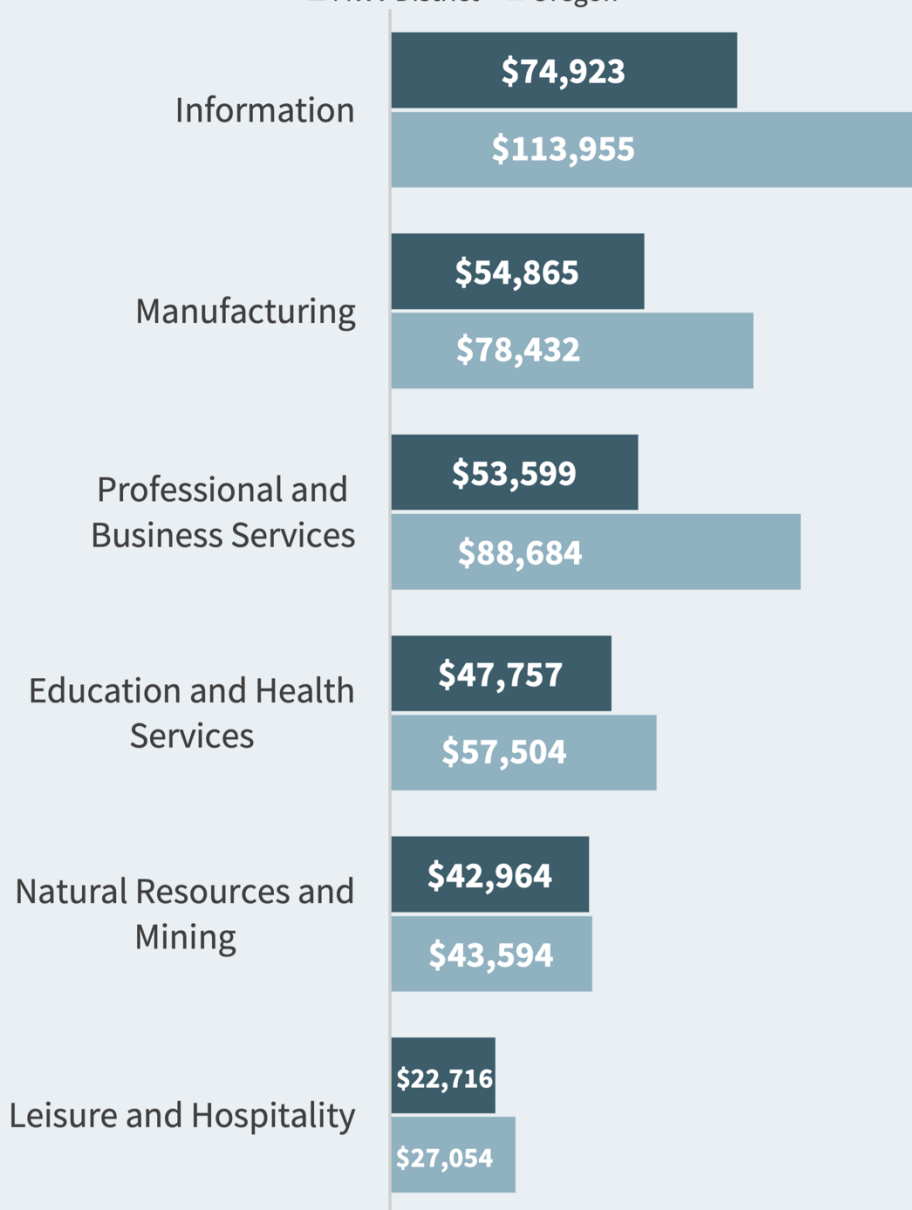
Source: Oregon Employment Department: QCEW 2022

¹ "Economic Resilience." *U.S. Economic Development Administration*, www.eda.gov/resources/comprehensive-economic-development-strategy/content/economic-resilience?q=/grant-resources/comprehensive-economic-development-strategy/content/economic-resilience#climate-resilience.



FIGURE 2: ANNUAL AVERAGE WAGES BY INDUSTRY (2021)

■ MWV District ■ Oregon



MWV wages paid in Information and Professional and Business Services jobs low much lower than the statewide average.

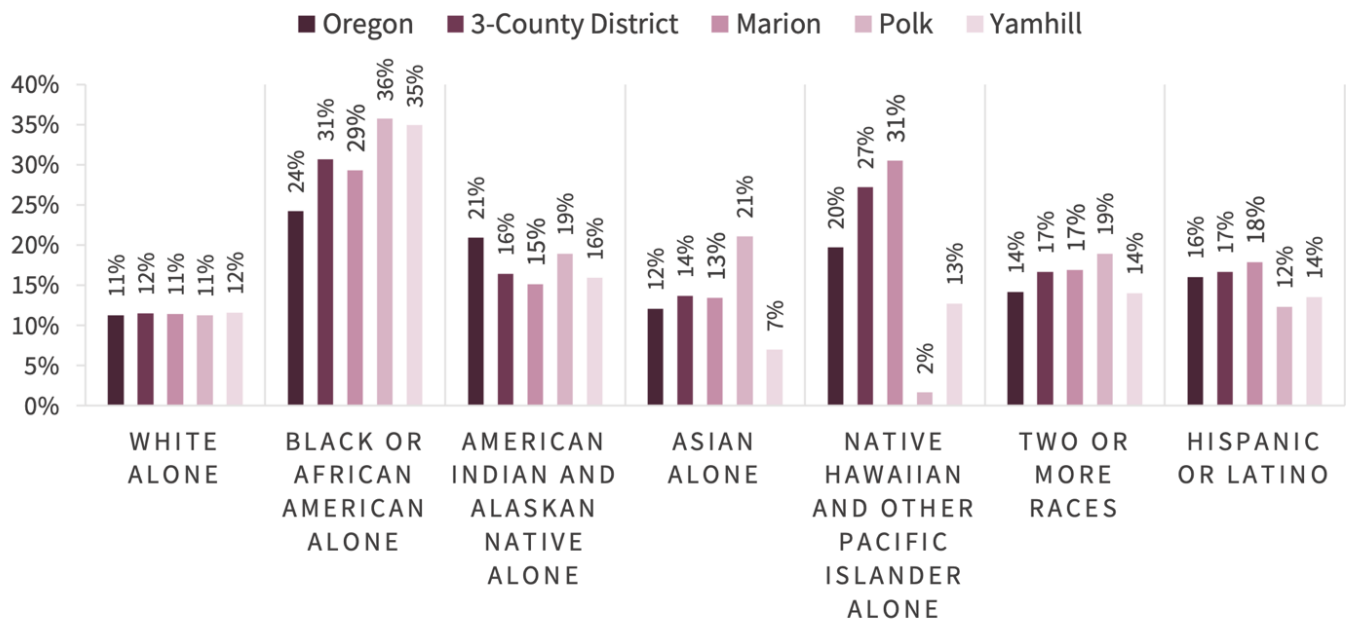
Source: Oregon Employment Department, WorkSource Oregon (2021)

Poverty: Affects Communities of Color Most Often

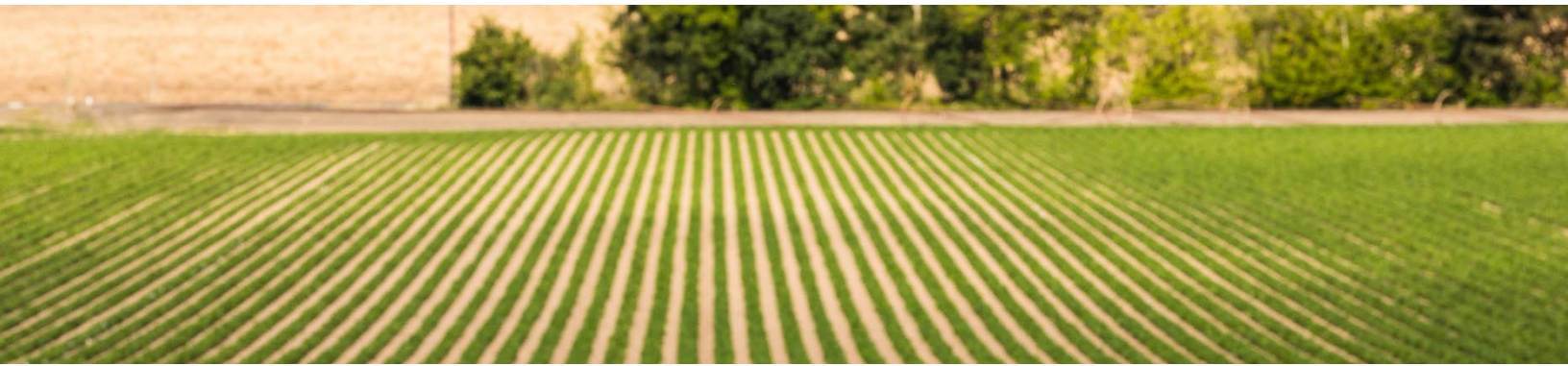
From 2016 to 2021, the share of families in poverty in Yamhill decreased by 4 percentage points, in Polk by 1.8 percentage points, and in Marion by 3.3 percentage points (see [Appendix A Table A-21](#)). Despite these decreases in overall poverty in the MWV, populations of color are disproportionately affected by poverty and face higher poverty rates than the region's white population. Black or African Americans are between 29 and 35 percent of the population in poverty in all three counties, a figure

that has grown on average by 4 percentage points in the three-county region, while those identifying as white are just over 11% in poverty (in all three counties). The share of Hispanic or Latino residents with an income below the poverty line declined by nearly 10 percentage points between 2016 and 2021, and between 12-18% remain in poverty. Please see [Appendix A](#) for a more detailed breakdown of poverty rate statistics in the Mid-Willamette Valley.

FIGURE 3: PERCENT OF RESIDENTS WITH INCOME BELOW POVERTY LINE (2021)

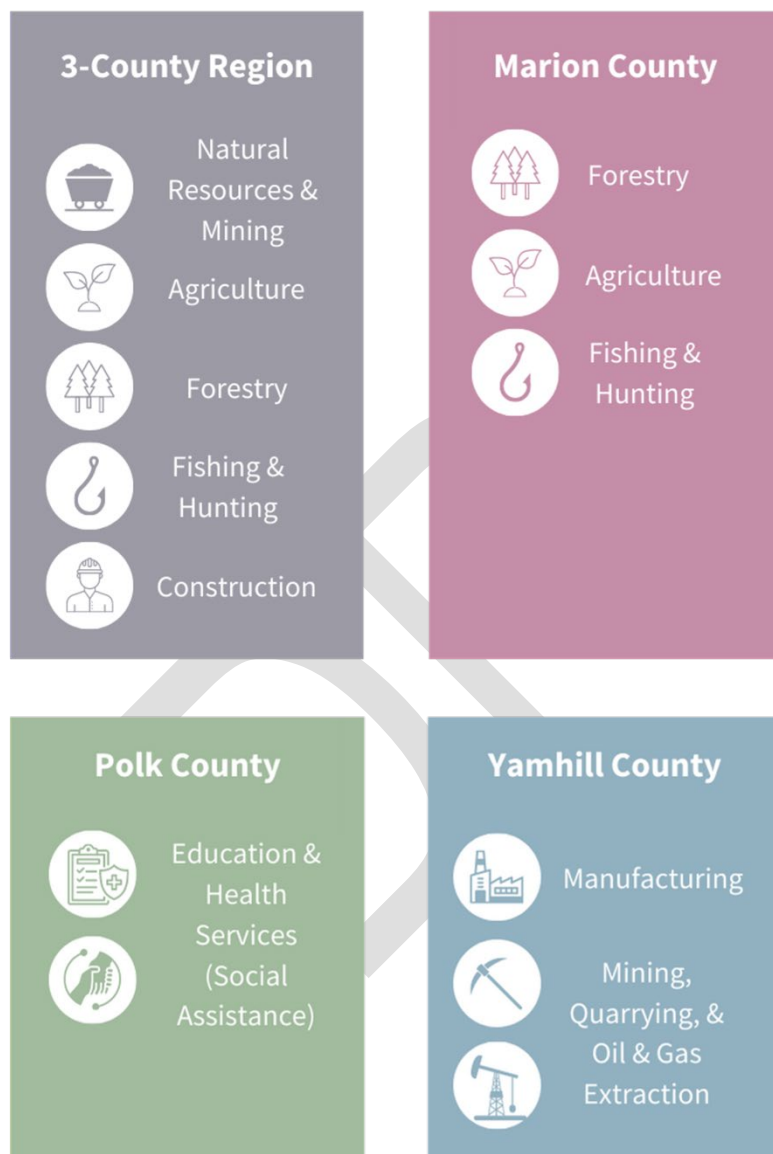


Source: Social Explorer ACS 5-Year Estimates (2016-2021) Tables SE:A13001A through SE:A1300H.



Industry: MWV Is Natural Resource Based

FIGURE 4: LARGEST INDUSTRIES BY REGIONAL EMPLOYMENT



All three counties in the Mid-Willamette Valley have significant employment in Natural Resources & Mining; Agriculture; Forestry; Fishing & Hunting; and Construction, making these the largest industries by employment. Marion County employs the most workers in Agriculture, Forestry, Fishing & Hunting. Polk County's largest industries (by covered employment) are Education & Health Services, specifically in Health Care and Social Assistance, while Yamhill County's major industries are Manufacturing, Mining, Quarrying, and Oil & Gas Extraction.

The region has many small businesses in crop farming. In Marion County alone there are over 200 crops including blackberries, raspberries, hazelnuts, hops, grass seed, and Christmas trees.

Source: Oregon Employment Department, QCEW (2021)

Age of Residents: Area Workforce Is Young and Needs More Childcare Options



The median age of Marion, Polk, and Yamhill Counties are 37, 37, and 38.6 years old respectively, slightly younger than the state median age of 39.5 years old ([Appendix C](#)). Of the working population, 15% are pregnant or parenting children under 18, yet all three counties are childcare deserts (three or more kids waiting for every childcare spot) for children under five. According to the 2022 Oregon's Child Care Deserts Report ("Oregon's Child Care Deserts 2022: Mapping Supply

by Age Group And"), every county in Oregon is experiencing an inadequate supply of regulated childcare, especially in infant and toddler care.

Commuting Patterns: Commuters Rely Heavily on Automobiles

Marion, Polk, and Yamhill Counties have large numbers of employees living outside of the counties they work in. Polk and Yamhill Counties have 57% and 55% of total employees, respectively, living outside the counties, while Marion County is slightly lower with 46% ([Appendix C](#)).

Commuters rely heavily on automobiles, with 87% (Marion), 86% (Polk), and 84% (Yamhill) residents using cars, trucks, or vans to commute. Less than 8% of commuters in all three counties use other modes of transport—such as walking, biking, or public transit—to commute ([Appendix C](#)).





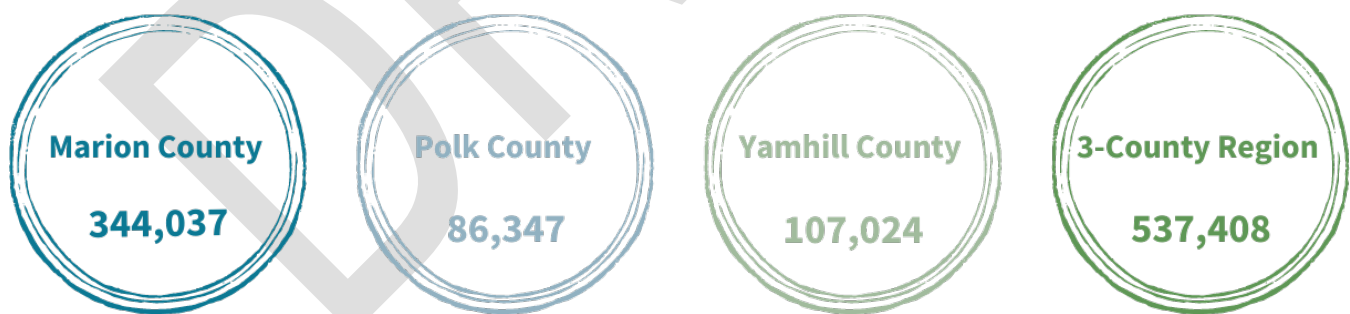
Housing: Costs Are High in the MWV

Housing cost in all three counties remain relatively high: 48% of renters and 34% of all residents in Marion County are cost-burdened (paying 30% or more of their income on housing). In Polk County, 45% of renters and 36% of all residents are cost-burdened. Yamhill County has the highest percentage of cost-burdened residents, with 47% of renters and 40% of all residents cost-burdened ([Appendix C](#)).

Population Shifts: Increase Due to In-Migration

From 2010-2020, Marion, Polk, and Yamhill counties experienced a population increase of 9.7%, 16%, and 8.6%, respectively (refer to [Appendix A, Table A-4](#)). Over the next few decades, the Mid-Willamette Valley is expected to continued growth due to in-migration from other states and Oregon counties, with Marion County experiencing the most growth. Forecasted growth in the region is expected to primarily concentrate inside the urban growth boundaries (UGBs).

FIGURE 5: TOTAL POPULATION (2021)



Source: Social Explorer ACS 5-Year Estimates (2017-2021), Table SE:A0001.



Infrastructure Resiliency: Hazard Risk Relatively High for Marion County and Moderate for Polk and Yamhill

Marion County

- Homes without complete plumbing (0.4%), kitchens (2.4%), telephone service (1.1%)
- Broadband access is provided by 14 corporations allowing for >80% to be served
- Hazard risk is “relatively high” based on the county’s FEMA National Risk Index (2022), which has a score of 96.75

Polk County

- Homes without complete plumbing (0.8%), kitchens (2.4%), telephone service (1.3%)
- Broadband access is provided by 17 corporations allowing for >80% to be served
- Hazard risk is “relatively moderate” based on the county’s FEMA National Risk Index (2022), which has a score of 86

Yamhill County

- Homes without complete plumbing (1.3%), kitchens (3.2%), telephone service (1.0%)
- Broadband access is provided by 12 corporations allowing for >80% to be served
- Hazard risk is “relatively moderate” based on the county’s FEMA National Risk Index (2022), which has a score of 89.82

Please see [Appendix C](#) for more details regarding resiliency metrics within the region.

Educational Attainment: Smaller Percentage of Population with Bachelor's Degrees Compared to the State

While all three counties have strong numbers of residents with high school degrees or GEDs (Polk County 92%, Yamhill County with 90%, and Marion County with 86%), Marion County has the highest percentage of residents with less than high school education (14%) in the Mid-Willamette Valley. Polk and Yamhill come in at 8% and 10%, respectively, while the statewide average is about 9%. Oregon's high school or GED attainment is 92% ([Appendix A, Tables A-26 and A-27](#)).

Bachelor's degree attainment in all three counties varies. Polk County has the highest percentage, with 31% of its residents having a bachelor's degree or higher, followed by Yamhill County with 28% and Marion County with 25%. Oregon's overall bachelor's degree attainment is 35%. There is a correlation between educational attainment and average wages.



Health and Wellness Access: Higher Percentage of Uninsured People in Marion County

The percentage of residents without insurance in Polk and Yamhill counties is 5.6% and 6%, respectively, while the percentage of residents without insurance in Marion County is just over 8% compared to the state average of 6.6%. All three counties are located in Region 2 of Oregon Health Authority's (OHA's) Hospital Preparedness program.

In Oregon, the average travel time to a Patient Centered Primary Care Home (PCPCH) is 13.6 minutes. Travel time is as low as 10 minutes in urban areas, 13 minutes in rural areas, and 19 minutes in frontier areas ([Appendix C](#)).

SWOT Analysis

We asked the MWV community to identify opportunities and challenges facing our region. Themes emerged within four categories of analysis: strengths, weaknesses, opportunities, and threats. The results shaped our identification of strategic priorities and actions for this CEDS. A summary of the Mid-Willamette Valley SWOT is detailed below, by element. Refer to [Appendix B](#) for further detail. This section, together with information contained elsewhere in this report, satisfies 3 C.F.R. § 303.7(b)(ii).

Strengths

Diverse Industry Base

- + Agricultural food production, wine, and manufacturing industries present in the region
- + Growth in key employment sectors
- + Easy access to outdoor recreation
- + Presence of high-wage industries

Supportive Business Environment

- + Workforce training programs, access to higher education opportunities, Chehalem Valley Innovation Hub, and grant assistance from MWVCOG

Connectivity

- + Access to Interstate-5
- + >80% regional broadband access
- + Proximity to employment and population centers: Salem and Portland

Public Infrastructure and Natural Resources

- + Water availability; hydroelectric power
- + Clean air and rich agricultural land

Weaknesses

Childcare and Housing Shortages

- Cost-burdened households
- Lack of affordable, available childcare
- High wage-dependency ratio

Low Workforce Development Collaboration

- Competition instead of coordination between workforce training programs
- Low diversity and high barriers to entry in apprenticeship and training programs

Rural Connectivity and Infrastructure

- Poor regional transportation options for smaller communities
- High rates of single-occupancy, high-emission gas vehicles

Regional Economic Development Strategies

- Limited regional collaboration partnership; lack of shared vision
- Low capacity within municipalities
- Lack of public/private collaboration
- Duplication of development efforts
- State regulations make responding to current needs time-intensive

Opportunities

Community Economic Resiliency

- + Marion County ratio of vulnerable housing
- + Marion County rates of health insurance
- + Increasingly diverse population

Regional Industry Collaboration

- + Potential for integration of agricultural production and processing
- + Increases in employment in several local industry sectors
- + Private initiative for community developers

Strengthen Economic Resources

- + Large reserves of natural resources and raw materials
- + Access to Pacific Rim trade markets
- + Access to the Interstate-5 corridor

Threats

Demographic Shifts

- Loss of 20- to 40-year-old age groups due to out-migration
- Ongoing urban-rural divide

Workforce Training and Provider Connectivity

- Lack of regional public transportation and commuting options for residents who live and work in the county
- Funding constraints of public education and the development of new curriculum

Natural Hazard Risk

- High FEMA hazard risk in Marion County
- Low hospital bed capacity per capita
- Risk of Cascadia subduction zone earthquake

Business Development Barriers

- Grant timelines/opportunities create competition
- Lack of available industrial land; lengthy and costly approval process
- Wetland mitigation bank is nearing capacity in some parts of the region
- Lack of institutional capacity to respond quickly to economic development needs



Goals and Objectives

The strategic direction and corresponding action plan contained within the CEDS are the heart and soul of the document. They should answer the questions “Where do we want to go?” and “How are we going to get there?” by leveraging the analysis undertaken in the SWOT. The goals and objectives are based on specific areas of economic development informed by the Mid-Willamette Valley context, strengths, and weaknesses and developed based on themes of challenges and priority projects from advisory group meetings and interviews with regional stakeholders in the winter and spring of 2023. This section aims to capture succinctly the aspirations in the face of realistic challenges of the region.



Vision Statement




The vision statement should answer the question “Where do we want to be in the next five years?” The 2023 Mid-Willamette Valley vision statement is:

The Mid-Willamette Valley is building a dynamic and resilient economy that leverages businesses, workforce, community infrastructure, *and* regional collaboration to enhance equity and prosperity for all residents who call this region home.

Defining Goals and Objectives

Goals and objectives provide the basis for formulating the action plan and serve as milestones to evaluate regional progress. Each goal should have a rationale that is clearly understood and publicly supported. Objectives are more specific, measurable, concrete, and support the attainment of the goals, as directed by the implementation framework.

Summary of Priority Areas

| | | | |
|---|--------|--------------------------|---|
|  | Goal 1 | Business | Streamline capital flow to businesses that promote innovation, economic resilience, and sustainability. |
|  | Goal 2 | Workforce | Increase awareness of regional workforce training opportunities. |
|  | Goal 3 | Community Infrastructure | Promote resiliency while driving economic development. |
|  | Goal 4 | Regional Collaboration | Strengthen regional collaboration through coordinated action, efficient funding distribution, and standardized growth measurement to achieve regional prosperity. |

Action Plan

The implementation framework for the Mid-Willamette Valley (MWV) Comprehensive Economic Development Strategy (CEDS) outlines the goals, objectives, action strategies, responsible parties, priority level and timeframe for achieving the collective vision of the region. The primary aspirations of the region are displayed in the CEDS' goals, through the development of business, workforce, community infrastructure, and regional collaboration. Each objective supports a specific goal and provides actionable strategies that encompass a diverse range of approaches to catalyze economic growth.

Engaging relevant stakeholders and responsible parties is crucial in applying and leveraging these action strategies for funding sources. Given various competing priorities and limited resources, priority levels help the MWVCOG identify which projects to address first. Thus, invoking a clear timeframe for



achieving the defined action strategies provides direction for the next five years of economic development in the region.

Ultimately, the action plan (implementation framework) serves as a guide for achieving economic growth and prosperity by aligning the CEDS goals, objectives, action strategies, stakeholders, and timeframe to build an inclusive economy that serves the needs of everyone in the Mid-Willamette Valley. The working group established four main goals to streamline capital flow to businesses, promote workforce training opportunities, promote resiliency while driving economic development, strengthen regional collaboration, and explore public private partnerships. Within the four goals,

several objectives were identified based on interviews, community engagement workshops, and the priority projects list from MWVCOG.

The Mid-Willamette Valley Council of Governments would like to achieve all goals heard in the engagement session with community members and practitioners in the next five years but recognizes that not all projects may be completed in the timeframe. For that reason, the following pages include the CEDS goals and objectives that can be reasonably achieved under 5 years (short term). For a comprehensive list of action plan (implementation framework) goals, short and long term, please see [Appendix F](#).

DRAFT



Goal 1 Business: Streamline capital flow to businesses that promote innovation, economic resilience, and sustainability.

Objective 1: Mitigate barriers to accessing capital.

| Action Strategy | Who |
|--|-------------------------------|
| Support small business growth. | ODOE, MWVCOG, Business Oregon |
| Advocate for increased capacity for grant writing. | MWVCOG |

Objective 2: Prioritize support for business and innovation in identified regionally significant sectors.

| Action Strategy | Who |
|--|--|
| Incentivize new business formation, incubators, and investments. | MWVCOG, Business Oregon, SEDCOR, MCDEP, Chehalem Valley Innovation Incubator, Latino Business Alliance |
| Connect businesses with existing grant programs. | MWVCOG, Business Oregon, SEDCOR |
| Encourage collaborative community projects. | Chemeketa Community College, Local Chambers of Commerce, MWVCOG, SEDCOR, Business Oregon |

Target key industries for capital and innovation investments.

MWVCOG, Business Oregon

Objective 3: Invest in business developments that promote resilience, inclusion, sustainability, and technology.

| Action Strategy | Who |
|--|--|
| Incentivize inclusive business development through certifications or employment opportunities for underrepresented groups. | MWVCOG, SEDCOR, Chemeketa Community College |
| Encourage businesses to implement automation and labor-saving practices that improve energy efficiency and environmental sustainability. | MWVCOG, Utility companies, City Government, Energy Trust of Oregon |



Goal 2 Workforce: Increase awareness of regional workforce training opportunities.

Objective 1: Facilitate educational opportunities to train youth and current workforce in regionally significant sectors with future needs.

| Action Strategy | Who |
|---|---|
| Market regionally significant high need industries and jobs to K-12 families through field trips and educational materials. | MVCOG, High School Career Technical Education Programs, Willamette Career Academy a, School Districts, GK Machine, Chambers of Commerce |
| Increase availability of hands-on work training: internships and apprenticeship programs for traditional and non-traditional workers. | MVCOG, WorkSource Oregon and Willamette Workforce Partnership, CTECs, BOLI, K-12 Education, Willamette Educational Service District |
| Fund training, marketing, and transition assistance for minority population to targeted sectors and jobs. | MVCOG, Willamette Educations Service District, K-12 schools, Pathways Program, DevNW, Chambers of Commerce |

Objective 2: Holistic family support for regional workforce.

| Action Strategy | Who |
|--|--|
| Promote employer supported information about Oregon Health Care Plan and ACA enrollment to increase access to health services and organize health resource provisions. | MWVCOG, OHA, DHS Insurance Brokerages |
| Increase awareness of existing debt relief and financial literacy programs for working families and households experiencing poverty. | MVCOG, DevNW, WorkSource Oregon and Willamette Workforce Partnership, Marion County CDBG |
| Seek public funding to address the region's <u>childcare deserts</u> and increase spots at regulated childcare and develop incentives for employment provided childcare. | MVCOG, WWP, Love Inc., Family Building Blocks, Boys and Girls Club, YMCA, Head Start Programs |
| Promote mixed use buildings with childcare facilities as part of Urban Renewal policies, community engagement, and workshops. | MVCOG, Oregon Economic Development Association (OEDA), Building Codes Divisions, Department of Education, Urban Renewal Districts, Grants, Local Jurisdictions |

Objective 3: Improve community, home, and workplace resources to support worker quality of life.

| Action Strategy | Who |
|---|---|
| Protect the natural environment and parks through technical assistance with local and regional park plans updates. | MVCOG, Soil and Water Conservation Districts; OR Parks and Rec; County Parks Departments |
| Promote a sense of community and belonging through diverse cultural festival, events, and community partnerships. | MVCOG, Oregon Economic Development Association (OEDA), Travel Salem, Travel Oregon, Chambers of Commerce |
| Incentivize symbiotic community and local business support with “shop local” days and local business representation in community organizations. | MVCOG, Chamber of Commerce, Main Street Organizations, Business Associations, Economic Development Departments/Directors for Cities |



Goal 3 Infrastructure: Promote resiliency while driving economic development.²

Objective 1: Align all new and existing community infrastructure with Oregon's Natural Hazards Mitigation Planning (NHMP) Resilience Plan (9.2.3).

| Action Strategy: <i>Water & Wastewater</i> | Who |
|--|--|
| Regularly assess the state of water allocation and storage. | DEQ (for water quality), Sewer Authority |
| Ensure adequate water/wastewater lines to new or existing businesses & commercial properties/lands (<u>LaCreole Node Sewer Extension Project</u> , <u>Old Mill Site Improvement Project</u>). | Chamber of Commerce, Main Street Orgs, Business Associations, the City and community property owners, Dallas Urban Renewal Agency, Ash Creek Water Control District, Business Oregon, and private property owners. |
| Prioritize replacement of outdated water meters (Water Meter Upgrades). | Local communities, county, State. |
| Develop and improve flood mitigation and stormwater systems (<u>Old Mill Site Improvement Project</u> , <u>Godsey Road Improvement Project</u> , <u>City of McMinnville Third Street Improvement Project</u>). | City, Dallas Urban Renewal Agency, Ash Creek Water Control District, Business Oregon, and private property owners. |

² Throughout Goal 3, [Priority Projects](#) that will further the MWV's objectives are included where applicable.

| | |
|---|---|
| <i>Transportation</i> | Who |
| Develop and improve infrastructure supporting multimodal transport and safety, such as roads/streets, intersections, sidewalks and curbs, bike lanes, etc. (<u>Old Mill Site Improvement Project</u> , <u>Godsey Road Improvement Project</u> , <u>City of McMinnville Third Street Improvement Project</u>). | OPRD; Travel Salem, Travel Oregon; local, state, and federal agencies; the state legislature, local federal delegation, McMinnville Urban Renewal Agency, McMinnville Downtown Association, area businesses and community members, Visit McMinnville, the McMinnville Economic Development Partnership, McMinnville Area Chamber of Commerce; ODOT, through Local Agency Agreement No. 31218 which allocates \$1,410,000 to the project (Godsey Road) |
| Replace and improve outdated bridge and rail systems (<u>Godsey Road Improvement Project</u>). | ODOT, through Local Agency Agreement No. 31218 which allocates \$1,410,000 to the project. |
| <i>Industrial Land Action</i> | Who |
| Develop a plan for a coordinated, regional approach to industrial lands. | MWVCOG, DLCD |
| <i>Broadband</i> | Who |
| “Create a plan or checklist which building owners and tenants can use to assess “the redundancy of critical business continuity elements, such as distribution of goods and data, remote accessibility and support, and availability of personnel.” | MWVCOG, Local Emergency Management Agencies, DLCD, developers, banks and credit union's commercial property owners, county housing departments. |

Objective 2: Enhance access to critical services to rural areas in the region.

| Action Strategy | Who |
|---|--|
| Further the deployment of broadband infrastructure (e.g., to schools and rural communities) through funding from NTIA administered, and other available, grant programs or funding opportunities. | MWVCOG, Business Oregon Office of Broadband, internet service providers (e.g., PEAK Internet), local agencies, utilities |
| Evaluate transit connectivity between major hubs and smaller cities. | MWVCOG; local, state, and federal agencies; ODOT |
| Resilience | Who |
| "Encourage building owners and tenants to properly brace and anchor deficient nonstructural elements within their buildings." ³ | MWVCOG, Local Emergency Management Agencies, DLCD, developers, banks and credit union's commercial property owners, county housing departments |

³ Madin, Ian, et al. "Oregon Resilience Plan." *Mitigation Strategy*. Feb. 2013, https://www.oregon.gov/lcd/NH/Documents/Apx_9.2.3_OR_Res_Plan_Final_OPT.pdf. *Oregon Natural Hazards Mitigation Plan*.

Objective 3: Regularly update CEDS regional metrics and framework.

| Action Strategy | Who |
|--|--|
| Add infrastructure & affordable housing experts to the Advisory Group. | MWVCOG, Business Oregon, city and county governments, Community Development Financial Institutions Fund (CDFI) |
| Consolidate the most current lists of regional infrastructure needs and prospective costs. | MWVCOG, Business Oregon, city, and county governments |
| Determine affordable ways to implement Oregon's NHMP Resilience Plan across all infrastructure projects. | MWVCOG, DLCD, local emergency managers |
| Facilitate matching fund opportunities for federal grants. | MWVCOG, MWACT, EDA |
| Evaluate and share methods of grant and loan procurement efficiency. | MWVCOG |
| Regularly update CEDS Regional Resilience Metrics. | MWVCOG (or contracted) |



Goal 4 Collaboration: Strengthen regional collaboration through coordinated action, efficient funding distribution, and standardized growth measurement to achieve regional prosperity.

Objective 1: Implement strategies that promote equity in both public and private agencies.

| Action Strategy | Who |
|---|---|
| Encourage partnership and collaboration on project delivery through designs of policies, programs, and systems. | Local regulatory agencies, COG, Business Oregon, Project design team, Regional Solutions Office, EDD Partnership, MEDP, SEDCOR |
| Leverage community-based organization to lead meaningful community engagement in project identification and implementation to enhance planning processes. | Local Governments, Chemeketa, Confederated Tribes of Grand Ronde, Neighborhood Associations, Local Agencies, Community Organizations (such as YMCA) |

Objective 2: Facilitate information and resource sharing to advocate for community projects and policies.

| Action Strategy | Who |
|--|---|
| Trial a shared data platform for regionally tracked metrics and projects to improve data collection and use. | MWVCOG, EDD Partnership Board, SEDCOR, Business Oregon, DLCD, DEVNW, Chemeketa, Regional Solutions Team |
| Advocate for funds at the regional level—like Metropolitan Planning Organizations (MPOs) to reduce the need to rely heavily on obtaining grants. | MWVACT, MWCOG, EDD Partnership Board |
| Leverage joint applications and resource-sharing to enhance state funding allocation between the COG and EDD. | MWVCOG, EDD Partnership Board |

Objective 2: Facilitate information and resource sharing to advocate for regional community projects and policies.

| Action Strategy | Who |
|--|---|
| Trial a shared data platform for regionally tracked metrics and projects to improve data collection and use. | MWVCOG, EDD Partnership Board, SEDCOR, Business Oregon, DLCD, DEVNW, Chemeketa, Regional Solutions Team |
| Advocate for funds at the regional level—like Metropolitan Planning Organizations (MPOs) to reduce the need to rely heavily on obtaining grants. | MWVACT, MWCOG, EDD Partnership Board |
| Leverage joint applications and resource-sharing to enhance state funding allocation between the COG and EDD. | MWVCOG, EDD Partnership Board |

Objective 3: Develop, identify, and improve existing collaborative efforts.

| Action Strategy | Who |
|--|--|
| Strengthen targeted private and public partnerships for workforce and community needs. | MWVCOG, SEDCOR, COIC, local Governments, Chemeketa, Confederated Tribes of Grand Ronde, Oregon Micro Enterprise Network (OMEN), DLCD, Business Oregon, DevNW |
| Reinforce connections between rural and urban areas to further support entrepreneurial opportunities and market connections. | MWVCOG, County SEDCOR, Business Oregon, OR Micro Enterprise Network (OMEN), local governments |
| Allocate existing capacity and resources for coordination between and beyond the three counties. | SEDCOR, MWVCOG, local governments, Confederated Tribes of Grand Ronde, Chemeketa, Business Oregon |
| Look for opportunities to hire staff that represent the diversity of their counties. | MWVCOG |

Evaluation Framework

The evaluation framework allows the Mid-Willamette Valley to gauge progress on the successful implementation of the 2023 CEDS. These progress check-ins keep the strategic direction and action plan outlined in the CEDS current and the plan relevant. The metrics should help to answer the questions “How are we doing?” and “What can we do better?”

The Mid-Willamette Valley encourages increased economic resiliency, progress on climate change adaptation, and regional harmony with complementary planning documents. The evaluation metrics detail progress on implementation of the CEDS vision, goals, and objectives. Evaluation metrics are most directly tied to progress of action strategies over the course of the CEDS five-year timeframe or annually. Successful progress could be measured through:

- Updated economic conditions, projects, or data
- Development of necessary partnerships
- Increase in desired outcomes, such as scholarships, events, or revenue
- Frequency of engagement or participation
- Increased consistency across organizations and plans



This section summarizes many of the economic aspirations of the Mid-Willamette Valley and is not limited to what can be realized with the timeframe and capacity of the region.

For the detailed list of short and long term goals and metrics, please see the Excel spreadsheet supplied with the CEDS

document or [Appendix F: Additional Goals and Evaluation Metrics](#).

Evaluation Framework

EVALUATION

FRAMEWORK:

Evaluation metrics are meant to measure the success of action items.

Progress can be:

- Level of frequency of participation
- Level of compliance with regulations
- Frequency of engagement
- Jobs or increased revenue

Evaluation metrics should determine project updates based on:

- When is review needed?
- Does the metric determine a timeframe?
- What kind and when is data available?
- Does the action item need continuation?

Phases of a project good for evaluation:

- Before starting a project or program
- When outlining a project or program
- Once it is underway
- Once it is finished

GOAL 1: BUSINESS

More grant applications submitted & received

Increased public+private partnerships

Stronger location quotients for key industries

Number of patent applications submitted & received

Percent of Industry exports

Increased job education & training opportunities

Number of shop local days

GOAL 2: WORKFORCE

Number of scholarships to trade school

Increased enrollment in health care insurance

Increased financial literacy

Increase of publicly funded childcare spots

Increased permits for childcare facilities

Geographic dispersion of social services

Number of cultural events per year

GOAL 3: INFRASTRUCTURE

More efficient use of public resources

Per capita water consumption rates

Increased job creation

Reduction in commuting

Number of new homes constructed by type/size/tenure

Number of federally funded projects

Increased housing production strategies

Increase in number and size of "shovel-ready" industrial sites

Increase in workforce training opportunities

GOAL 4: COLLABORATION

Increased equity-focused projects

Progress on equity goals

Increased community satisfaction with engagement

Increased collaboration in the data platform

Percent increase in data usage in decision-making

More project funding secured

Number of new public-private partnerships

Increase in goods and services transferred

Increased community partnership with COG

Appendix A:

Regional Context

Regional Profile

Please note that all information contained in this appendix, *unless otherwise cited*, has been taken from the 2018 update of the MWVCOG CEDS. We have included additional demographic information where possible using more recent data sources.

Geography

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

The three-county area is framed by the Chehalem Mountains in the north, the Coast Range in the west and the Cascade Mountains in the east. The average elevation of the Valley floor is about 250 feet. The Coast 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 of 5,000 feet are common for their highest peaks. Mt. Jefferson, located in the southeastern corner of Marion County, is the highest point in the region, and the second highest peak in Oregon at 10,497 feet.

Figure A-1. Mid-Willamette Valley Region



Source: Mid-Willamette Valley Council of Governments, 2018 demographics

Climate

As with most of the Willamette Valley, 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. Precipitation in the three-county area is seasonally distributed. Approximately 75 percent of the Valley’s rainfall occurs from November through March while July and August often experience less than two percent of the year’s rain. Temperatures throughout the year are usually mild with mean daily temperatures in January ranging from 30 to 40 degrees Fahrenheit and 65 to 70 degrees Fahrenheit in July.

Water Resources

Oregon will be a water deficient state by the year 2070, according to the state's Water Resources Board assessment 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 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 months and contributes to periodic flooding. In 2021, several cities including Amity, Falls City, Independence, Jefferson, and Willamina received a combination of Community Development Block Grant and USDA funding to improve water intake and wastewater systems. These are key efforts in providing safe drinking water to residents in the region. However, there is still a need in many areas of the Valley for better storm drainage and water storage.

Population growth and development are putting severe pressure on groundwater resources. A number of areas within the region have been identified as "groundwater limited" and "groundwater restricted" by the Department of Water Resources. Municipalities such as Dayton, Hubbard, Newberg, and Mt. Angel are experiencing groundwater supply problems. In 2018, Lafayette was under severe water restrictions due to their rapidly depleting supply of groundwater. Since then, Lafayette secured a water purchase agreement with Macwater and Light based in McMinnville. This agreement was made as part of the Yamhill Regional Water Authority. With the additional water source Lafayette is meeting all current and projected water demand. Additionally, Lafayette is working with Carleton and McMinnville to establish a regional water network facility to service Yamhill County. Once locations for all the facilities have been identified, design will begin in earnest.

Energy Resources

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

River dams are owned by local Power Utility Districts (PUDs). For example, Rocky Reach Dam, just upstream from Wenatchee, WA, is owned and operated by the Chelan County PUD. 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, wind, and biomass facilities.

Land Use

The three counties occupy 2,656 square miles. Forest and farm woodlots comprise around 50 percent of the region, making it the largest single usage category. Farmlands occupy approximately 35 percent of the three-county land area, greater than the state's average of 30 percent. Table A-2 below shows the amount of land in farms in Marion, Polk, and Yamhill counties in 2012 and 2017. Marion and Polk County experienced an increase in the amount of farmland over this period while Yamhill County saw a decline.

Table A-2. Farmland in the Mid-Willamette Valley, 2012-2017.

| County | 2012 Land in Farms (acres) | 2017 Land in Farms (acres) | Change | Percent Change | Percent of Land Area in Agriculture |
|---------|----------------------------|----------------------------|--------|----------------|-------------------------------------|
| Marion | 286,194 | 288,671 | 2,477 | 1% | 38% |
| Polk | 144,748 | 148,905 | 4,157 | 3% | 31% |
| Yamhill | 177,365 | 169,357 | -8,008 | -4.5% | 37% |

Source: USDA Agricultural Census, Land in Farms Quick Facts by County, Table 8, 2012 and 2017

The State of Oregon has a statewide land use planning system that requires incorporated cities and counties 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, stream sides 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 40 years ago are now beginning to build out. Some communities that lack a sufficient supply of vacant land within their urban growth boundaries (UGBs) will need to expand their UGB's to accommodate future residential, commercial, and industrial development such as has been accomplished in the last few years by the cities of Donald, Hubbard, Lafayette, Sublimity and Dayton.

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 2019, Marion County led the state in total value of agricultural products sold with \$702 million in sales 18% increase since 2012, and accounting for 14% of all sales in Oregon. Yamhill County ranked 6th in the state with total agricultural sales amounting to \$314 million and Polk County received \$135 million in sales and ranked 11th in the state.

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, nearly 200 crops are grown commercially in Marion County alone, helping Marion County be established as a national leader in the production of blackberries, raspberries, hazelnuts, hops, grass seed, and Christmas trees. However, the Mid-Willamette Valley's agriculture industry is characterized by relatively small farming operations, not dominated by 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 it has in the past. Each county saw declining timber harvest

between 2002 and 2019, with Marion County experiencing the most significant decline of 38%. Timber acres harvested in the Mid-Willamette Valley were approximately 8.6% percent of the total timber acres harvested in Oregon in 2019, an increase of 10% over the 17-year period.

Table A-3. Timber harvest data in the Mid-Willamette Valley 2002 and 2019.

| County | 2002 Total | 2019 Total | Percent change | 2002 Percent of Oregon Total | 2019 Percent of Oregon Total |
|---------|------------|------------|----------------|------------------------------|------------------------------|
| Marion | 67,724 | 42,072 | -38% | 1.7% | 1.9% |
| Polk | 118,606 | 108,467 | -9% | 3.0% | 3.3% |
| Yamhill | 120,809 | 115,308 | -5% | 3.1% | 3.4% |

Source: Oregon Timber Harvest Data, [open data portal by county](#), Dept. of Forestry. 1962-2019.

Demographic Data

Population Growth

The population of the Mid-Willamette Valley is expected to grow in the next few decades as a result of in-migration from other states and Oregon counties. Marion County is expected to experience the largest population growth, with an additional 67,000 residents by 2045. Yamhill County is projected to see the smallest population growth in the region, but will still gain almost 29,000 additional residents by 2045.

Table A-4. 2045 Population Growth and Projections for Oregon, Marion, Polk, and Yamhill Counties

| County | 2020 Population | 2045 Population Projection | Projected Change |
|---------|-----------------|----------------------------|------------------|
| Marion | 349,121 | 416,327 | + 67,206 |
| Polk | 83,805 | 128,783 | + 44,978 |
| Yamhill | 105,911 | 134,702 | + 28,791 |

Source: Portland State University Population Research Center, [current summary forecast all areas](#), 2022-26

Race/Ethnicity

The populations of Marion, Polk, and Yamhill counties are predominantly White (Table A-5). Yamhill county is the least diverse, with nearly 86% identifying as not Hispanic or Latino and 78% identifying as White. Marion County has the highest proportion of Hispanic or Latino residents, at nearly 27% of its population. This is higher than the Oregon state average (14%).

Table A-5. Population by Race, Marion, Polk, and Yamhill Counties, 2020

| Race/Ethnicity | Marion County | Polk County | Yamhill County | Total |
|--|---------------|-------------|----------------|-------|
| Not Hispanic or Latino: | 73.1% | 85.7% | 84.1% | 77.3% |
| White Alone | 64.4% | 77.5% | 76.7% | 68.9% |
| Black or African American Alone | 0.9% | 0.6% | 0.7% | 0.8% |
| American Indian and Alaska Native Alone | 0.5% | 1.6% | 0.9% | 0.8% |
| Asian Alone | 2.2% | 1.5% | 1.4% | 1.9% |
| Native Hawaiian and Other Pacific Islander Alone | 1.0% | 0.4% | 0.3% | 0.7% |
| Some Other Race Alone | 0.3% | 0.2% | 0.0% | 0.3% |
| Two or More Races | 3.8% | 3.8% | 4.0% | 3.8% |
| Hispanic or Latino: | 26.9% | 14.3% | 15.9% | 22.7% |
| White Alone | 14.0% | 8.9% | 9.5% | 12.3% |
| Black or African American Alone | 0.2% | 0.0% | 0.0% | 0.1% |
| American Indian and Alaska Native Alone | 0.3% | 0.3% | 0.3% | 0.3% |
| Asian Alone | 0.1% | 0.0% | 0.0% | 0.1% |
| Native Hawaiian and Other Pacific Islander Alone | 0.0% | 0.0% | 0.0% | 0.0% |
| Some Other Race Alone | 7.5% | 3.3% | 4.4% | 6.2% |
| Two or More Races | 4.8% | 1.7% | 1.7% | 3.7% |

Source: American Community Survey, 2017-2022, DP05

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 located in the cities of Salem, Silverton, Stayton, McMinnville, and Newberg. The West Valley Hospital in Dallas came under the ownership of Salem Hospital in 2022 and it was moved from Dallas to Building B at the Salem Hospital main facility in Salem. The Dallas hospital still provides imaging and lab services. 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 several colleges, universities, and training centers. Area universities and colleges include, Willamette University (Salem), Western Oregon University (Monmouth), Linfield University (McMinnville), George Fox University (Newberg and various locations) and Corban University (Turner). The area also has several 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 in Newberg.

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 occur in every season, such as Mt. Angel's Oktoberfest and the Woodburn Tulip Festival, with each providing an opportunity to experience the charm of small-town hospitality and the bounty of the region's rich agricultural resources. As a growing number of wineries take hold in the region, wine tasting tours have become a popular activity in Yamhill and Polk counties. The Spirit Mountain Casino and annual powwows hosted by the Confederated Grande Ronde Tribe are another regional draw.

Salem offers many 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 for all ages 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: While the Mid-Willamette Valley can be challenged by poor air quality in late summer and early fall when polluted air and wildfire smoke gets trapped inside the valley, there are no non-attainment areas in the region according to the Oregon Department of Quality (Oregon Department of Environmental Quality, 2018).

Water Quality: The region is located within the Willamette River Basin. The Oregon Department of Environmental Quality (DEQ) in response to the federal Clean Water Act identifies 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 years. Plans to improve water quality must be developed when a water body is placed on the 303(d) list. Within the Mid-Willamette Valley, the Willamette River and several rivers and streams that feed into the Willamette have been identified as 303(d) rivers and streams. In 2006, the 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 Valley 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 many 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.

As the region continues to grow, it will be important to balance increased demand for natural resources with environmental quality.

Natural Disasters

Flooding is the most frequent and significant natural hazard in the region. Riverine flood danger is highest during the winter and early spring months, with the onset of persistent, heavy rainfall and the melting of snow in the Cascade and Coast Ranges, respectively. The last major flood occurred in 1996 and caused substantial damage to many businesses and structures. 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 also susceptible to landslide hazards. In general, areas with steep slopes, high groundwater tables, and highly weathered rock are prone to sliding. Human activity can also increase natural slide hazards. The State of Oregon Department of Geology and Mineral Industries (DOGAMI) inventories 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. Additionally, the region increasingly must address with the risk of wildfires, and ice and windstorms. Finally, while not a frequent hazard, seismic activity generated by the Cascadia Subduction Zone are another concern for the region.

With so many potential risks, all three counties and several cities in the region have developed mitigation plans to minimize damage caused by natural hazards. These plans were developed through their respective Offices of Emergency Management and in partnership with the Oregon Office of Emergency Management.

Transportation

The Mid-Willamette Valley is well served by major highway and rail links and large international port facilities in Portland 50 miles to the north. There is a wide network of farm-to-market roads in the most intensive agricultural areas of each county enabling the flow of goods within the region.

Commercial air service will begin again October 2023 as Avelo Airlines announced non-stop commercial air service from Salem Municipal Airport to Las Vegas, NV and Los Angeles, CA (Burbank). Frequent bus shuttle service is also available to Portland International Airport from Salem and communities on the I-5 corridor such as Woodburn. The region is also served by the McMinnville Municipal Airport, the Independence State Airport, the Aurora State Airport. Private landing strips exist in Woodburn 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 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 exceeds the availability of funding revenues.

The Mid-Willamette Area Commission on Transportation (MWACT), formed in 1998, and reviews regional transportation issues in order to provide policy guidance on these issues. This body has adopted strategies and proposed actions for addressing transportation needs that are available for additional reference at the Mid-Willamette Valley Council of Government's [website](#) (MWCOG).

The most recent set of high priority transportation investment priorities identified by the Mid-Willamette Area Commission on Transportation (MWACT) are listed below (not ranked in priority order). It is important to note that, while the projects listed below are the highest priority needs for high-cost projects, there are many other transportation projects that may be needed for a strong and healthy region.

Table A-6. MWACT IJJA Priority Projects 2021

| Project | County |
|-----------------------|---------|
| Newberg-Dundee Bypass | Yamhill |
| New Salem Bridge | Marion |
| OR22 at OR51 | Polk |
| OR18 Grand Ronde | Polk |

Source: 12/20/21 MWVACT to OCT memo, Ken Woods Jr, Chair, IJJA Flexible Funds

The four major projects above highlighted the MWACT area's highest priorities in 2021 ([Appendix G](#)). Note: this is not an exhaustive list, there may be other projects of regional and statewide significance that are important to the communities within the MWACT area to be considered.

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. The Mid-Willamette Valley COG works closely with local and state partners, such as the DEQ, Business Oregon, the Mid- Valley Regional Solutions Team, and other EDD's, to review funding opportunities and leveraging of funds for our local communities.

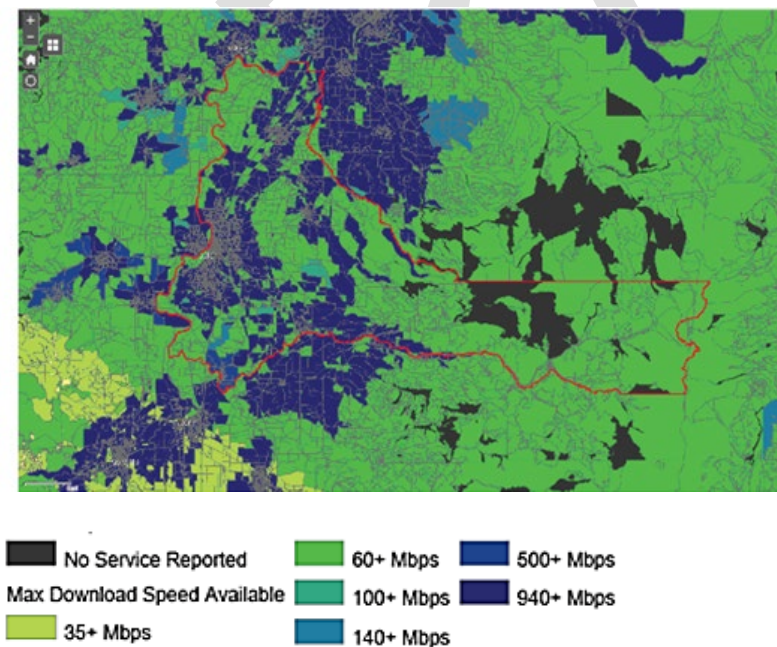
The need for more infrastructure investment presents many rural communities with serious financial challenges. Among the complicating factors are:

- 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.
- Other cities such as Donald, Dundee, Lafayette, and Woodburn, 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 require major new investments in facilities and equipment and, in some cases, resulting in higher operating costs.

Broadband

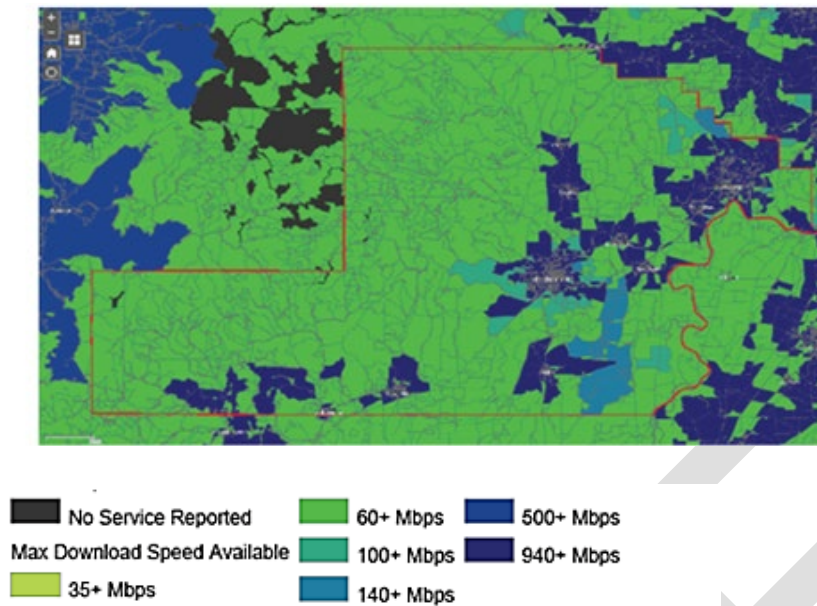
The provision of telecommunications and access to broadband services is another infrastructure concern in the region. Coverage has expanded recently but there are still service gaps in rural areas. Larger population centers such as Salem and Keizer appear to offer enough short-term profit potential to attract adequate private investment in fiber optic lines and other necessary infrastructure improvements. Smaller, more rural communities are often not well served by broadband reporting much lower rates of DPS speed than large population centers as seen in the maps of Marion, Yamhill, and Polk Counties in Figures A-8,A-9, and A-10).

Figure A-8. Broadband Access and Speed in Marion County 2020



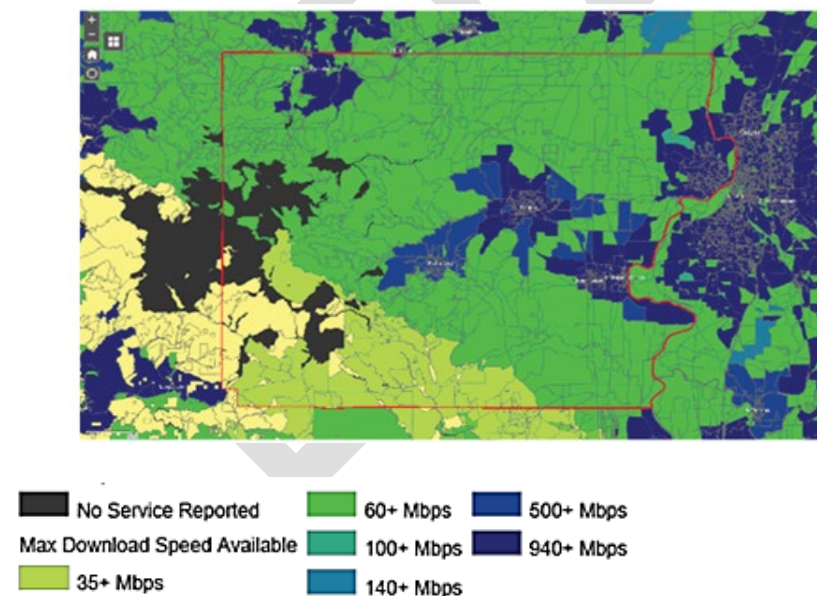
Source: Business Oregon Broadband map,
https://tools.oregonexplorer.info/geo_agol_viewer/index.html?viewer=broadband

Figure A-9. Broadband access and speed in Yamhill County, 2020



Source: Business Oregon Broadband map,
https://tools.oregonexplorer.info/geo_agol_viewer/index.html?viewer=broadband

Figure A-10. Broadband access and speed in Polk County, 2020



Source: Business Oregon Broadband map,
https://tools.oregonexplorer.info/geo_agol_viewer/index.html?viewer=broadband

Business Oregon is currently managing the Rural Broadband Capacity program, funded in 2020 by the Oregon Legislature and CARES act. In Polk County, Independence and

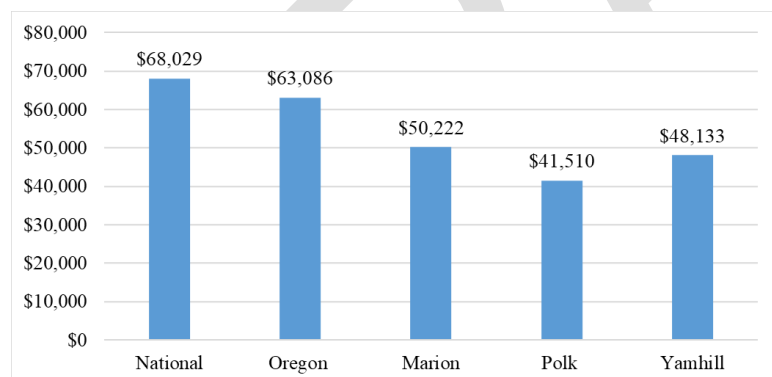
Monmouth received a nearly \$240,000 grant. The Gervais Highway FTTH and the Ziply Fiber Detroit/Idanha projects in Marion County received \$175,000 and \$627,300 respectively.⁴

According to the Oregon broadband assessment and best practices study of 2020 broadband is an integral infrastructure need to maintain healthy economies. “...Without at least Basic Broadband, communities risk losing businesses and population, as well as finding it more and more difficult to attract new residents and businesses. Moreover, the population that communities risk losing are in the very segments they can least afford to lose. Broadband is an essential factor in deciding to remain in a location for almost half of businesses.”⁵

Employee Wages

Covered average private sector wages in the Mid-Willamette Valley is lower than the state and national average (Figure A-11.).

Figure A-11. Average Wage for Private Industry in MWV Compared to Oregon and the US, 2021.



Source: Oregon Employment Department, Covered Employment and Wages 2021, private industry only

⁴ “Business Oregon : Rural Broadband Capacity Program : Rural Broadband Capacity Program : State of Oregon.” Rural Broadband Capacity Program : Business Oregon, www.oregon.gov/biz/programs/ruralbroadbandcapacityprogram/pages/default.aspx

⁵ Oregon Statewide Broadband Assessment and Best Practices Study Prepared for: Oregon Business Development Department January 31, 2020

Figure A-12. Annual average wage by industry, 2021

| Industry | National | Oregon | Marion | Polk | Yamhill |
|--------------------------------------|-----------|-----------|----------|----------|----------|
| Total private coverage | \$68,029 | \$63,086 | \$50,222 | \$41,510 | \$48,133 |
| Natural resources and mining | \$61,478 | \$43,594 | \$41,144 | \$43,361 | \$44,388 |
| Construction | \$69,855 | \$70,085 | \$64,920 | \$57,321 | \$57,928 |
| Manufacturing | \$76,580 | \$78,432 | \$52,391 | \$50,924 | \$61,281 |
| Trade, transportation, and utilities | \$55,728 | \$53,109 | \$46,003 | \$40,915 | \$42,401 |
| Industry | National | Oregon | Marion | Polk | Yamhill |
| Information | \$152,651 | \$113,955 | \$80,755 | \$52,040 | \$91,974 |
| Financial activities | \$115,238 | \$86,091 | \$65,667 | \$54,875 | \$63,762 |
| Professional and business services | \$90,064 | \$88,684 | \$56,436 | \$45,465 | \$58,896 |
| Education and health services | \$58,119 | \$57,504 | \$58,021 | \$40,504 | \$44,746 |
| Leisure and hospitality | \$28,541 | \$27,054 | \$22,676 | \$20,464 | \$25,009 |
| All Others | \$47,328 | \$45,007 | \$36,910 | \$32,288 | \$33,705 |
| Total all government | \$65,170 | \$69,636 | \$74,415 | \$58,926 | \$60,550 |

Source: Oregon Employment Department, Covered Wages: Annual average wage by industry, 2021

Government employees in Marion County earn around \$74,400 annually, slightly more than the state and national average (\$69,636 and \$65,170 respectively) while Polk, and Yamhill County earn less. Higher government and health care wages in Marion County (compared to the state) is attributed to the fact that the state capital resides in Salem and Salem is a health care hub with several hospitals. Information is the highest paying private industry in the region at \$75,000 annually, while leisure and hospitality are the lowest at \$22,700 annually. On average, most industries pay workers less in the Mid-Willamette Valley than the state average.

Access to Capital

According to early versions of the [Oregon Capital Scan](#), enabling a growing Oregon economy and welcoming an entrepreneurial environment will nurture emerging companies and help make Oregon an attractive place for entrepreneurs. Assessing gaps and improving access to available capital can help Oregon become a more supportive place for new company formation and growth. Many Economic Development Districts (EDDs), including the Mid-Willamette Valley Council of Governments, serve as regional gap financing entities recognized by the U.S. Department of Commerce's Economic Development Administration. EDDs originate, package, and administer loans through various programs. Many EDD's also offer other business resources to microenterprises and small business and play a role in ensuring access to capital throughout Oregon. In 2020, cities within the Mid-Willamette Valley region offered several grant programs seen in the table below.

Figure A-13. City Grants Programs in Mid-Willamette Valley.

| City | Type of Grant | # Of Grants | Total Grant Dollars |
|-----------|-----------------------------|-------------|---------------------|
| Silverton | Building Improvement Grant | 2 | \$180,000 |
| Silverton | Façade/Building Improvement | 1 | \$9,750 |
| Monmouth | Façade Improvement Grant | 1 | \$15,000 |
| Salem | Riverfront Capital Grant | 15 | \$2,269,974 |
| Salem | North Gateway Grant | 2 | \$338,993 |
| Salem | Riverfront Strategic Grant | 3 | \$253,855 |
| Salem | West Salem Grant | 3 | \$511,766 |

Source: Capital Scan, 2020-2022, City Grant Programs by Region, Self-reported data

MWVCOG administers a regional revolving loan fund, a rural community loan fund, SBA 504 loans, SBA Intermediary Lending Pilot Program loans, and SBA Community Advantage loans. The COG also manages revolving loan funds for the cities of Independence and Newberg, and Yamhill County. MWVCOG also partners regionally with Business Oregon's programs.

During the pandemic, regional business loan programs were supplemented with federal pandemic pass-through dollars. From 2018-2020, the MWVCOG received a nearly \$2.6

million in Emergency Business Assistance Grants ([Oregon Capital Scan](#)) from the state of Oregon, the second highest amount in the state.

Local jurisdictions of various sizes also received COVID-19 relief funds. The following table lists the relief grants received in the Mid-Willamette Valley from the first three rounds of funding released by Business Oregon during the pandemic.

Figure A-14. Local COVID-19 Relief Funds Grant Recipients in Rounds 1, 2, and 3

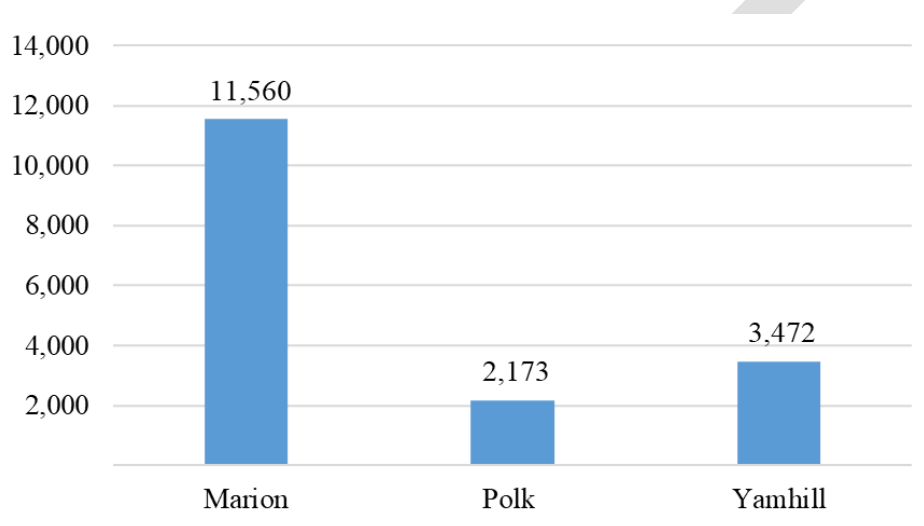
| Recipient | County | Award |
|-------------------------------|---------|-------------|
| Carlton | Yamhill | \$12,500 |
| Dallas | Polk | \$45,000 |
| Independence/Monmouth | Polk | \$45,000 |
| Keizer | Marion | \$45,000 |
| MWVCOG | Valley | \$1,092,000 |
| Silverton | Marion | \$15,000 |
| Stayton | Marion | \$25,000 |
| Turner | Marion | \$15,000 |
| Community Lending Works (CLW) | Valley | \$300,000 |
| Yamhill | Valley | \$100,000 |
| Salem | Marion | \$238,000 |
| Marion | Valley | \$60,000 |

Source: Oregon Capital Scan, Business Oregon data 2020-2022

Business and Employment Indicators

Marion County has the most private industry in the Mid-Willamette Valley. This is likely due to the larger towns and cities in the county—including the state capital Salem—and its proximity to the Portland Metropolitan Area.

Figure A-15. Covered Private Business Units by County, 2021



Source: Oregon Employment Department, www.qualityinfo.org, Covered Employment, Detailed Industry by County, 2021

Location Quotients

The location quotients presented below involve a filtered view of the main industries and are relative to the state of Oregon, not the nation (run by the Oregon Employment Department). As such, what they may not capture are industries that Oregon itself specializes in, since Oregon is the reference data. In addition, there is some data that is small, and the location quotients should be evaluated in a broader context. For example, a very small number may indicate the data is noisy, rather than showing some deficiency. Additionally, being locally deficient in an industry is not always negative. There are many reasons why an industry will succeed or not within an area, and not every region can specialize in each industry.

Business Units

When considering the total number of business units or establishments by industry, all three counties in the Mid-Willamette Valley have some degree of specialization in natural resources and mining; agriculture, forestry, fishing, and hunting; and construction. All three counties have less businesses working in wholesale trade and transportation, warehousing, and utilities than the state. Polk County has a specialization in Education and Health services, specifically in health care and social assistance while Yamhill County has a specialization in manufacturing, mining, quarrying, and oil gas extraction.

Table A-16. Concentration of Business Units in the Mid-Willamette Valley

| Industry | Establishments | | | | Establishment Location Quotients | | |
|---|----------------|--------|-------|---------|----------------------------------|------|---------|
| | OR | Marion | Polk | Yamhill | Marion | Polk | Yamhill |
| Total private coverage | 165,925 | 11,560 | 2,173 | 3,472 | | | |
| Natural resources and mining | 4,776 | 534 | 148 | 223 | 1.60 | 2.37 | 2.23 |
| Agriculture, forestry, fishing, and hunting | 4,638 | 523 | 146 | 217 | 1.62 | 2.40 | 2.24 |
| Mining, quarrying, and oil and gas extraction | 138 | 11 | 1 | 6 | 1.14 | 0.55 | 2.08 |
| Construction | 15,358 | 1,478 | 247 | 388 | 1.38 | 1.23 | 1.21 |
| Manufacturing | 6,462 | 415 | 88 | 292 | 0.92 | 1.04 | 2.16 |
| Trade, transportation, and utilities | 26,162 | 1,745 | 243 | 470 | 0.96 | 0.71 | 0.86 |
| Wholesale trade | 8,674 | 442 | 50 | 133 | 0.73 | 0.44 | 0.73 |
| Retail trade | 13,662 | 1,070 | 134 | 270 | 1.12 | 0.75 | 0.94 |
| Transportation, warehousing & utilities | 3,826 | 234 | 59 | 68 | 0.88 | 1.18 | 0.85 |
| Information | 4,994 | 176 | 39 | 56 | 0.51 | 0.60 | 0.54 |
| Financial activities | 13,405 | 938 | 161 | 231 | 1.00 | 0.92 | 0.82 |
| Finance and insurance | 6,754 | 481 | 82 | 124 | 1.02 | 0.93 | 0.88 |
| Real estate and rental and leasing | 6,651 | 456 | 78 | 108 | 0.98 | 0.90 | 0.78 |
| Professional and business services | 28,590 | 1,671 | 268 | 449 | 0.84 | 0.72 | 0.75 |
| Education and health services | 28,913 | 2,332 | 514 | 669 | 1.16 | 1.36 | 1.11 |

| | | | | | | | |
|-------------------------------------|--------|-------|-----|-----|------|------|------|
| Health care and social assistance | 26,611 | 2,197 | 496 | 621 | 1.19 | 1.42 | 1.12 |
| Leisure and hospitality | 14,012 | 903 | 176 | 264 | 0.92 | 0.96 | 0.90 |
| Arts, entertainment, and recreation | 2,065 | 126 | 23 | 27 | 0.88 | 0.85 | 0.62 |
| Accommodation and food services | 11,947 | 778 | 152 | 238 | 0.93 | 0.97 | 0.95 |
| All Others | 23,254 | 1,369 | 290 | 430 | 0.85 | 0.95 | 0.88 |
| Total all government | 5,458 | 546 | 91 | 120 | | | |

Source: Oregon Employment Department, special request from covered employment, 2021

| | |
|------------|--|
| ≥ 1.2 | Some sort of specialization |
| ≤ 0.8 | Region may be deficient |
| - | Can be ignored. Data not available. |
| (c) | Data suppressed |

Employment

Location quotients that consider the total employment by industry reveal that all three counties in the Mid-Willamette Valley have a specialization in Natural resources and mining relative to the state of Oregon. Marion and Yamhill county's highest LQ are for agriculture, forestry, fishing, and hunting, suggesting a high degree of employment within that industry. Marion County's lowest LQ is in information, Polk County's lowest is in wholesale trade, and Yamhill County's is in transportation, warehousing, and utilities. All three counties have less workers employed in information, wholesale trade, and professional and business services compared to the rest of the state.

Table A-17. Total MWV Industry Employment and Location Quotients Compared to Oregon, 2021

| Industry | Employment | | | | Employment Location Quotients | | | |
|---|------------|--------|-------|---------|-------------------------------|--------|------|---------|
| | OR | Marion | Polk | Yamhill | | Marion | Polk | Yamhill |
| Total private coverage | 1613239 | 121575 | 15831 | 32149 | | | | |
| Natural resources and mining | 54597 | 9861 | 1698 | 3635 | | 2.40 | 3.17 | 3.34 |
| Agriculture, forestry, fishing, and hunting | 52786 | 9594 | (c) | 3578 | | 2.41 | (c) | 3.40 |
| Mining, quarrying, and oil and gas extraction | 1811 | 267 | (c) | 57 | | 1.96 | (c) | 1.58 |
| Construction | 110245 | 11106 | 1302 | 1934 | | 1.34 | 1.20 | 0.88 |
| Manufacturing | 186367 | 9886 | 2037 | 6561 | | 0.70 | 1.11 | 1.77 |
| Trade, transportation, and utilities | 357999 | 27471 | 2526 | 4981 | | 1.02 | 0.72 | 0.70 |
| Wholesale trade | 74493 | 3608 | 316 | 750 | | 0.64 | 0.43 | 0.51 |
| Retail trade | 208115 | 17222 | 1774 | 3776 | | 1.10 | 0.87 | 0.91 |
| Transportation, warehousing & utilities | 75391 | 6641 | 436 | 455 | | 1.17 | 0.59 | 0.30 |
| Information | 34948 | 1321 | 86 | 279 | | 0.50 | 0.25 | 0.40 |
| Financial activities | 84311 | 5299 | 444 | 1048 | | 0.83 | 0.54 | 0.62 |
| Finance and insurance | 55993 | 3411 | 241 | 715 | | 0.81 | 0.44 | 0.64 |
| Real estate and rental and leasing | 28319 | 1888 | 203 | 333 | | 0.88 | 0.73 | 0.59 |
| Professional and business services | 250006 | 14021 | 1349 | 2199 | | 0.74 | 0.55 | 0.44 |
| Education and health services | 294737 | 25892 | 3613 | 7142 | | 1.17 | 1.25 | 1.22 |
| Health care and social assistance | 266161 | 23300 | 3469 | 5322 | | 1.16 | 1.33 | 1.00 |

| | | | | | | | |
|-------------------------------------|--------|-------|------|------|------|------|------|
| Leisure and hospitality | 174212 | 11798 | 2056 | 3227 | 0.90 | 1.20 | 0.93 |
| Arts, entertainment, and recreation | 20476 | 1155 | 200 | 192 | 0.75 | 1.00 | 0.47 |
| Accommodation and food services | 153736 | 10643 | 1856 | 3035 | 0.92 | 1.23 | 0.99 |
| All Others | 65818 | 4921 | 719 | 1142 | 0.99 | 1.11 | 0.87 |
| Total all government | 267657 | 35229 | 4813 | 4182 | | | |

Source: Oregon Employment Department, special request from covered employment, 2021

| | |
|-------|-------------------------------------|
| ≥ 1.2 | Some sort of specialization |
| ≤ 0.8 | Region may be deficient |
| - | Can be ignored. Data not available. |
| (c) | Data suppressed |

Total Wage

The total wage LQ analysis reveals county specific specialization in certain industries by total wages earned. Natural resources and mining have high LQ in each county, suggesting this industry is lucrative for the region. Agriculture has the highest LQ in Marion and Yamhill counties. Low LQ scores in Information, Financial activities (specifically real estate and rentals and leasing), Professional Business Services, and Arts, entertainment, and recreation, have low LQ in each county suggesting low rates of financial significance for each of these industries. In other words, these industries do not result in a significant portion of the wages earned in each county relative to the rest of Oregon.

Table A-18. Total MWV Industry Wages and Location Quotients Compared to Oregon 2021

| Industry | Total Wages | | | | Location Quotients | | |
|---|--------------------|------------------|----------------|------------------|--------------------|------|---------|
| | OR | Marion | Polk | Yamhill | Marion | Polk | Yamhill |
| Total private coverage | \$ 101,772,949,903 | \$ 6,105,784,274 | \$ 657,145,501 | \$ 1,547,415,966 | | | |
| Natural resources and mining | \$ 2,380,076,018 | \$ 405,723,452 | \$ 73,626,156 | \$ 161,348,960 | 2.84 | 4.79 | 4.46 |
| Agriculture, forestry, fishing, and hunting | \$ 2,259,292,998 | \$ 386,422,612 | (c) | \$ 157,331,843 | 2.85 | (c) | 4.58 |
| Mining, quarrying, and oil and gas extraction | \$ 120,783,020 | \$ 19,300,840 | (c) | \$ 4,017,117 | 2.66 | (c) | 2.19 |
| Construction | \$ 7,726,517,403 | \$ 721,005,529 | \$ 74,632,424 | \$ 112,033,197 | 1.56 | 1.50 | 0.95 |
| Manufacturing | \$ 14,617,127,932 | \$ 517,938,428 | \$ 103,732,190 | \$ 402,064,049 | 0.59 | 1.10 | 1.81 |
| Trade, transportation, and utilities | \$ 19,012,859,181 | \$ 1,263,745,976 | \$ 103,351,987 | \$ 211,200,315 | 1.11 | 0.84 | 0.73 |
| Wholesale trade | \$ 6,577,305,046 | \$ 241,055,859 | \$ 21,024,584 | \$ 51,397,646 | 0.61 | 0.50 | 0.51 |
| Retail trade | \$ 8,039,235,786 | \$ 656,619,056 | \$ 55,261,969 | \$ 135,312,814 | 1.36 | 1.06 | 1.11 |

| | | | | | | | |
|---|-------------------|------------------|----------------|----------------|------|------|------|
| Transportation, warehousing & utilities | \$ 4,396,318,349 | \$ 366,071,061 | \$ 27,065,434 | \$ 24,489,855 | 1.39 | 0.95 | 0.37 |
| Information | \$ 3,982,493,808 | \$ 106,677,357 | \$ 4,475,398 | \$ 25,660,715 | 0.45 | 0.17 | 0.42 |
| Financial activities | \$ 7,258,438,612 | \$ 347,970,042 | \$ 24,364,526 | \$ 66,823,089 | 0.80 | 0.52 | 0.61 |
| Finance and insurance | \$ 5,686,331,373 | \$ 260,398,271 | \$ 15,044,344 | \$ 52,608,943 | 0.76 | 0.41 | 0.61 |
| Real estate and rental and leasing | \$ 1,572,107,239 | \$ 87,571,771 | \$ 9,320,182 | \$ 14,214,146 | 0.93 | 0.92 | 0.59 |
| Professional and business services | \$ 22,171,551,178 | \$ 791,289,812 | \$ 61,332,707 | \$ 129,513,342 | 0.59 | 0.43 | 0.38 |
| Education and health services | \$ 16,948,490,268 | \$ 1,502,269,526 | \$ 146,342,177 | \$ 319,575,540 | 1.48 | 1.34 | 1.24 |
| Health care and social assistance | \$ 15,663,650,578 | \$ 1,388,992,852 | \$ 142,257,467 | \$ 250,351,513 | 1.48 | 1.41 | 1.05 |
| Leisure and hospitality | \$ 4,713,138,051 | \$ 267,529,114 | \$ 42,073,215 | \$ 80,705,624 | 0.95 | 1.38 | 1.13 |
| Arts, entertainment, and recreation | \$ 750,849,982 | \$ 27,782,181 | \$ 2,727,706 | \$ 4,927,943 | 0.62 | 0.56 | 0.43 |
| Accommodation | \$ 3,962,288,069 | \$ 239,746,933 | \$ 39,345,509 | \$ 75,777,681 | 1.01 | 1.54 | 1.26 |

| | | | | | | | |
|----------------------|-------------------|------------------|----------------|----------------|------|------|------|
| and food services | | | | | | | |
| All Others | \$ 2,962,257,452 | \$ 181,635,038 | \$ 23,214,721 | \$ 38,491,135 | 1.02 | 1.21 | 0.85 |
| Total all government | \$ 18,638,645,979 | \$ 2,621,553,056 | \$ 283,612,834 | \$ 253,218,603 | | | |

Source: Oregon Employment Department, special request by covered employment, 2021

| | |
|-------|-------------------------------------|
| ≥ 1.2 | Some sort of specialization |
| ≤ 0.8 | Region may be deficient |
| - | Can be ignored. Data not available. |
| (c) | Data suppressed |

Additional Data

The data below refers to the information provided in the [Regional Context chapter](#). Here, we have included additional tables, as well as full source citations, for reference. Each table corresponds to a chart or figure included in Chapter 2.

Table A-19. Annual Average Wages (2022), Total All Ownerships

| Annual Average Wages, 2022 | |
|----------------------------|----------|
| Oregon | \$66,342 |
| Marion County | \$58,072 |
| Polk County | \$47,175 |
| Yamhill County | \$52,160 |

Sources:

State of Oregon Employment Department. (2022). Employment and wages: Covered employment and wages (QCEW): Marion County, 2022 annual. Retrieved on August 21, 2023.

<https://www.qualityinfo.org/ewind?rt=0&qcewOwnership=00&qcewIndustrySuperSector=0000&qcewIndustrySector=00&qcewIndustrLvl=0&qcewIndustry=00000&qcewPeriodyear=2022&qcewPeriod=00&qcewArea=4104000047>.

State of Oregon Employment Department. (2022). Employment and wages: Covered employment and wages (QCEW): Oregon, 2022 annual. Retrieved on August 21, 2023.

<https://www.qualityinfo.org/ewind?rt=0&qcewOwnership=00&qcewIndustrySuperSector=0000&qcewIndustrySector=00&qcewIndustrLvl=0&qcewIndustry=00000&qcewPeriodyear=2022&qcewPeriod=00&qcewArea=4101000000>.

State of Oregon Employment Department. (2022). Employment and wages: Covered employment and wages (QCEW): Polk County, 2022 annual. Retrieved on August 21, 2023.

<https://www.qualityinfo.org/ewind?rt=0&qcewOwnership=00&qcewIndustrySuperSector=0000&qcewIndustrySector=&qcewIndustrLvl=0&qcewIndustry=00000&qcewPeriodyear=2022&qcewPeriod=00&qcewArea=4104000053>.

State of Oregon Employment Department. (2022). Employment and wages: Covered employment and wages (QCEW): Yamhill County, 2022 annual. Retrieved on August 21, 2023.

<https://www.qualityinfo.org/ewind?rt=1&qcewOwnership=00&qcewIndustrySuperSector=0000&qcewIndustrySector=&qcewIndustrLvl=0&qcewIndustry=00000&qcewPeriodyear=2022&qcewPeriod=00&qcewArea=4104000071&toggleState=e0010~e5010~e9010~e0010~e5010~e9010>.

Table A-20. County Annual Average Wage by Industry Compared to Oregon and Region (2021)

| Industry | Oregon | Marion County | Polk County | Yamhill County | 3-County Region |
|--------------------------------------|-----------|---------------|-------------|----------------|-----------------|
| Total private coverage | \$63,086 | \$50,222 | \$41,510 | \$48,133 | \$46,622 |
| Natural resources and mining | \$43,594 | \$41,144 | \$43,361 | \$44,388 | \$42,964 |
| Construction | \$70,085 | \$64,920 | \$57,321 | \$57,928 | \$60,057 |
| Manufacturing | \$78,432 | \$52,391 | \$50,924 | \$61,281 | \$54,865 |
| Trade, transportation, and utilities | \$53,109 | \$46,003 | \$40,915 | \$42,401 | \$43,106 |
| Information | \$113,955 | \$80,755 | \$52,040 | \$91,974 | \$74,923 |
| Financial Activities | \$86,091 | \$65,667 | \$54,875 | \$63,762 | \$61,435 |
| Professional and business services | \$88,684 | \$56,436 | \$45,465 | \$58,896 | \$53,599 |
| Education and health services | \$57,504 | \$58,021 | \$40,504 | \$44,746 | \$47,757 |
| Leisure and hospitality | \$27,054 | \$22,676 | \$20,464 | \$25,009 | \$22,716 |
| All others | \$45,007 | \$36,910 | \$32,288 | \$33,705 | \$34,301 |

| | | | | | |
|----------------------|----------|----------|----------|----------|----------|
| Total all government | \$69,636 | \$74,415 | \$58,926 | \$60,550 | \$64,630 |
|----------------------|----------|----------|----------|----------|----------|

Source: *State of Oregon Employment Department*. (n.d.). WorkSource Oregon: Employment, wage, and establishment data for Oregon and Marion, Polk, and Yamhill counties, Table 1: Annual average wage by industry, 2021. Prepared by Nicole Ramos of Worksource Oregon. Retrieved on November 11, 2022 from www.qualityinfo.org.

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Table A-21. MWV Change in Share of Families in Poverty By County, Region, and State(2017-2021)

| SE:A13002. Poverty Status of Families by Family Type by Presence of Children Under 18 (ACS 5-Year Estimates) | | | | | | | | | | |
|--|---------|---------|---------------|---------|----------------|---------|-----------------|---------|--------|---------|
| Polk County | | | Marion County | | Yamhill County | | 3-County Region | | Oregon | |
| | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent |
| 2012-2016 | 103,204 | 10.50% | 15,019 | 12.1% | 10,034 | 12.7% | 2,003 | 10.2% | 2,982 | 12.0% |
| 2017-2021 | 78,185 | 7.50% | 11,655 | 8.90% | 7,690 | 9.4% | 1,817 | 8.4% | 2,148 | 8.0% |
| Change, 2016-2021 | -24% | -29% | -22% | -26% | -23% | -26% | -9% | -18% | -28% | -33% |

Source: *Social Explorer*. (n.d.). American Community Survey 2016-2021 (5-year estimates), Table "SE:A13002. Poverty status of families by family type by presence of children under 18." Retrieved on August 22, 2023 from www.socialexplorer.com.

Table A-22. MWV Resident Poverty Level, by Race & Ethnicity Compared to Oregon (2012-2016)

| <i>Poverty Status in the Past Twelve Months: Residents with Income Below Poverty Line, by Race and Ethnicity: ACS 2011 5-Year Estimates (2012-2016)</i> | | | | | | | | | | |
|---|--------------------|----------------|----------------------|----------------|-----------------------|----------------|------------------------|----------------|---------------|----------------|
| | Polk County | | Marion County | | Yamhill County | | 3-County Region | | Oregon | |
| ACS Table | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent |
| White Alone (SE:A13001A) | 483,778 | 14.50% | 63,901 | 15.40% | 40,834 | 15.60% | 9,691 | 14.30% | 13,376 | 15.40% |
| Black or African American Alone (SE:A13001B) | 22,906 | 32.50% | 1,138 | 26.60% | 981 | 30.70% | 115 | 19.60% | 42 | 8.40% |
| American Indian and Alaskan Native Alone (SE:A13001C) | 12,335 | 28.30% | 1,636 | 30.60% | 1,045 | 32.90% | 337 | 31.50% | 254 | 23.20% |
| Asian Alone (SE:A13001D) | 24,080 | 15.40% | 1,437 | 16.70% | 990 | 16.80% | 322 | 22% | 125 | 10.10% |
| Native Hawaiian and other Pacific Islander Alone (SE:A13001E) | 4,311 | 29.80% | 1,090 | 37.70% | 1,029 | 41.00% | 61 | 24.60% | - | 0.00% |
| Some Other Race Alone (SE:A13001F) | 31,571 | 25.90% | 6,548 | 23.50% | 4,944 | 22.00% | 616 | 29.80% | 988 | 29.70% |
| Two or More Races (SE:A13001G) | 35,242 | 20.90% | 5,832 | 22.20% | 4,588 | 24.40% | 774 | 20.50% | 470 | 12.70% |
| Hispanic or Latino (SE:A13001H) | 126,554 | 26.1% | 28,174 | 26.30% | 21,586 | 26.30% | 2,282 | 23.00% | 4,306 | 28.50% |

Source: *Social Explorer*. (n.d.). American Community Survey 2012-2016 (5-year estimates), Table "SE:A13001A." to Table "SE:A13001H. Poverty status in the past 12 months." Retrieved on August 22, 2023 from www.socialexplorer.com.

Table A-23. MWV Residents Below the Poverty Line, by Race & Ethnicity Compared to Oregon (2017-2021)

| <i>Poverty Status in the Past Twelve Months: Residents with Income Below Poverty Line, by Race and Ethnicity: ACS 2021 5-Year Estimates (2017-2021)</i> | | | | | | | | | | |
|---|-------------|---------|---------------|---------|----------------|---------|-----------------|---------|--------|---------|
| | Polk County | | Marion County | | Yamhill County | | 3-County Region | | Oregon | |
| ACS Table | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent |
| White Alone (SE:A13001A) | 376,057 | 11.30% | 46,735 | 11.50% | 28,791 | 11.40% | 8,045 | 11.30% | 9,899 | 11.60% |
| Black or African American Alone (SE:A13001B) | 18,019 | 24.20% | 1,356 | 30.70% | 1,000 | 29.30% | 203 | 35.70% | 153 | 34.90% |
| American Indian and Alaskan Native Alone (SE:A13001C) | 9,214 | 20.90% | 980 | 16.40% | 494 | 15.10% | 346 | 18.90% | 140 | 15.90% |
| Asian Alone (SE:A13001D) | 22,127 | 12.10% | 1,373 | 13.70% | 956 | 13.40% | 319 | 21.10% | 98 | 7% |
| Native Hawaiian and other Pacific Islander Alone (SE:A13001E) | 3,318 | 19.70% | 1,123 | 27.20% | 1,092 | 30.50% | 6 | 1.70% | 25 | 12.70% |
| Some Other Race Alone (SE:A13001F) | 24,857 | 16% | 7,303 | 17.80% | 6,765 | 21.60% | 214 | 5.70% | 324 | 5.50% |
| Two or More Races (SE:A13001G) | 44,925 | 14.20% | 7,857 | 16.70% | 5,760 | 16.90% | 994 | 18.90% | 1,103 | 14.00% |
| Hispanic or Latino (SE:A13001H) | 89,722 | 16% | 20,324 | 16.70% | 16,545 | 17.90% | 1,536 | 12.30% | 2,243 | 13.50% |

Source: Social Explorer. (n.d.). American Community Survey 2016-2021 (5-year estimates), Table "SE:A13001A." to Table "SE:A13001H. Poverty status in the past 12 months." Retrieved on August 22, 2023 from www.socialexplorer.com

Table A-24. MWV Percent Change in Population from 2010 to 2020 Compared to Oregon

| | Marion | Polk | Yamhill | 3-County District | Oregon |
|--------------------------------------|---------|--------|---------|-------------------|-----------|
| 2010 | 315,335 | 75,403 | 99,193 | 489,931 | 3,831,074 |
| 2020 | 345,920 | 87,433 | 107,722 | 541,075 | 4,237,256 |
| Percent Change, 2010-2020 | 9.7% | 16.0% | 8.6% | 10.4% | 10.6% |

Source: U.S. Census Bureau. (n.d.). QuickFacts. Retrieved on August 28, 2023 from <https://www.census.gov/quickfacts/fact/table/yamhillcountyoregon,polkcountyoregon,marioncountyoregon,OR/PST045222>.

Table A-25. MWV Regional Population Estimates, 2017-2021

| Marion | Polk | Yamhill | 3-County District |
|---------|--------|---------|-------------------|
| 344,037 | 86,347 | 107,024 | 537,408 |

Source: Social Explorer. (n.d.). American Community Survey 2017-2021 (5-year estimates), Table "SE:A00001. Total population." Retrieved on August 21, 2023 from www.socialexplorer.com.

Table A-26. MWV Educational Attainment for Population 25 Years and Over Compared to Oregon 2017-2021

| | Oregon | | Marion County | | Polk County | | Yamhill County | | 3-County Region | |
|---|-----------|-------|---------------|-------|-------------|-------|----------------|-------|-----------------|-------|
| Total Population 25 Years and Over | 2,971,396 | - | 228,187 | - | 56,120 | - | 72,578 | - | 356,885 | - |
| Less than High School | 252,602 | 8.5% | 32,694 | 14.3% | 4,729 | 8.4% | 7,174 | 9.9% | 44,597 | 12.5% |
| High School Diploma | 1,677,700 | 56.5% | 139,570 | 61.2% | 34,122 | 60.8% | 44,772 | 61.7% | 218,464 | 61.2% |
| Bachelor's Degree or Above | 1,041,094 | 35.0% | 55,923 | 24.5% | 17,269 | 30.8% | 20,632 | 28.4% | 93,824 | 26.3% |

Source: *Social Explorer*. (n.d.). American Community Survey 2016-2021 (5-year estimates), Table "SE.B12001. Educational attainment for population 25 years and over (collapsed version)." Retrieved on August 25, 2023 from www.socialexplorer.com.

Table A-27. MWV Educational Attainment for Population 25 Years and Older Compared to Oregon 2017-2021

| | Oregon | | Marion County | | Polk County | | Yamhill County | | 3-County Region | |
|---|-----------|-------|---------------|-------|-------------|-------|----------------|-------|-----------------|-------|
| Total Population 25 Years and Over | 2,971,396 | - | 228,187 | - | 56,120 | - | 72,578 | - | 356,885 | - |
| Less than High School | 252,602 | 8.5% | 32,694 | 14.3% | 4,729 | 8.4% | 7,174 | 9.9% | 44,597 | 12.5% |
| High School Graduate or More (Includes Equivalency) | 2,718,794 | 91.5% | 195,493 | 85.7% | 51,391 | 91.6% | 65,404 | 90.1% | 312,288 | 87.5% |
| Some College or More | 2,050,711 | 69.0% | 136,904 | 60.0% | 38,520 | 68.6% | 38,520 | 68.6% | 312,288 | 87.5% |
| Bachelor's Degree or More | 1,041,094 | 35.0% | 55,923 | 24.5% | 17,269 | 30.8% | 20,623 | 28.4% | 93,824 | 26.3% |
| Master's Degree or More | 396,281 | 13.3% | 19,067 | 8.4% | 6,769 | 12.1% | 7,563 | 10.4% | 33,399 | 9.4% |
| Professional Degree or More | 120,762 | 4.1% | 4,698 | 2.1% | 1,792 | 3.2% | 2,459 | 3.4% | 8,949 | 2.5% |
| Doctorate Degree | 52,146 | 1.8% | 1,765 | 0.8% | 960 | 1.7% | 1,051 | 1.5% | 3,776 | 1.1% |

Source: *Social Explorer*. (n.d.). American Community Survey 2017-2021 (5-year estimates), Table "SE.A12002. Highest educational attainment for population 25 years and over." Retrieved on August 25, 2023 from www.socialexplorer.com.

Appendix B:

SWOT Analysis

We asked the MWV community to identify opportunities and challenges facing our region. Themes emerged within four categories of analysis: strengths, weaknesses, opportunities, and threats. These SWOT results shaped our identification of strategic priorities and actions for this CEDS. An in-depth analysis of the Mid-Willamette Valley region is detailed below, by element. This section, together with information contained elsewhere in this report satisfies 3 C.F.R. § 303.7(b)(ii).

Strengths

The Mid-Willamette Valley is home to an array of industries that support economic diversity and resilience. Additionally, the region has several post-secondary educational institutions offering workforce training opportunities and an active entrepreneur network fostered by the Chehalem Valley Innovation Hub.

Strengths of the MWV region are identified below:

- **Diverse Industry Base**
 - Agricultural food production and manufacturing present
 - Growth in several employment sectors
 - Professional, scientific, and technical services
 - Transportation, warehousing, and utilities
 - Construction
 - Leisure and Hospitality
 - Professional business services
 - Easy access to outdoor recreation
 - Wine Industry
 - Presence of high-wage industries
 - Government
 - Construction
 - Health Care and Social Assistance
 - Professional, Scientific, and Technical Services

- Supportive Business Environment
 - Workforce training programs
 - Access to higher education via universities and community colleges
 - Chehalis Valley Innovation Hub
 - Grant opportunity assistance from Council of Governments (MWCOC)
 - Strategic Economic Development Corporation (SEDCOR)
- Connectivity
 - Interstate-5 access
 - Broadband access (>80% regionwide)
 - Existing infrastructure for rail, freight, and transit
 - Proximity to employment and population centers: Salem and Portland
- Public Infrastructure and Natural Resources
 - Water availability
 - Hydroelectric power
 - Clean air
 - Rich agricultural land
 - Good jobs-to-homes ratio⁶ in Marion & Yamhill

Weaknesses

A little over one third of all residents in the Mid-Willamette Valley region are cost-burdened (spending 30% or more of their income on housing). Renters fare even worse; 45% of Polk County renters, 47% of Yamhill County renters, and 48% of Marion County renters are cost-burdened. Community organizations cite the lack of available and affordable childcare as a further strain on parents and families. These conditions make residents vulnerable to even greater financial insecurity in the event of a disaster or economic disruption.

The weaknesses of the region are identified below:

- Affordable/Available Childcare and Housing
 - Cost of Living
 - Lack of affordable housing for individuals and families
 - Cost-burdened households
 - Lack of available and affordable childcare

⁶ An estimate of jobs to household balance (total employment divided by total occupied housing units). Indicates population needing to commute outside of area for work.

- Higher than state average wage-dependency ratio⁷
- Low jobs-to-home ratio⁸ (Polk)
- Collaborative Workforce Readiness
 - Competition instead of coordination between workforce training programs
 - Low diversity of workforce training or apprenticeship programs
 - Lack of awareness of existing training programs and challenging application processes
- Rural Connectivity and Infrastructure
 - Poor regional transportation options for smaller communities
 - High use rates of single-occupancy with high-emission gas vehicles creating stress on roads
- Regional Economic Development Strategies
 - Limited regional collaboration and partnership
 - Lack of shared vision across the region
 - County has more power over consistency and buy-in for collaboration
 - Lack of capacity within municipal governments to respond to new ideas
 - Challenging state regulations that make responding to current needs (e.g. new workforce training curriculums) time intensive
 - Economic development metrics don't always demonstrate the full picture
 - Duplication of economic development efforts
 - Jurisdictional competition
 - Lack of public/private collaboration
 - No guide to the development of industry within the region

Opportunities

The Mid-Willamette Valley (MWV) contains a diversity of communities, resources, and people. Public/private partnerships and federal funding opportunities exist to expand regional economic resiliency and can be used to help communities address several of the barriers to prosperity identified in the SWOT analysis.

The opportunities of the MWV are identified below:

- Community Economic Resiliency

⁷ Wage-dependent ratio measures dependent/no-income/welfare individuals who cannot work divided by total population

⁸ Jobs-to-homes ratio estimates the employment to housing ratio or jobs to household balance (total employment divided by total occupied housing units). Indicates population needing to commute out for work.

- Decrease Marion County ratio of vulnerable housing
- Decrease Marion County rates of health insurance
- Increase access to the diverse population base
- High hazard risk for Marion County
 - Moderate: Polk and Yamhill County
- Regional Industry Collaboration
 - Potential for integration of agricultural production and processing
 - Increases in employment in several local industry sectors
 - Private initiative for community development
- Strengthen Economic Resources
 - Large reserves of natural resources and raw materials
 - Access to Pacific Rim trade markets
 - Access to I-5 corridor

Specialized Industry Training in Oregon

A.R.E Manufacturing is a small machinist business that has operated in **Newberg, Oregon** for over 40 years. As a small company in an industry dominated by large corporations, the company has struggled to find skilled machinist employees within the region. To address this challenge, the company reached out to local community colleges for potential apprenticeships. However, it was difficult to spark interest in college students who had already begun their careers, so the company connected with a local high school to give youth an opportunity to learn about machining. This partnership created *Tiger Manufacturing*, a student-run machine shop fully functioning out of Newberg High School.



Despite concerns about profitability, *Tiger Manufacturing* has been self-sustaining and profitable since its inception while paying students an hourly rate. The program has been successful in obtaining grants, while the community has provided support through new machinery that can be used by students. **Tiger Manufacturing is an example of how specialized industry training in high school can provide profits for a business and support the next generation of machinists.** A.R.E. Manufacturing hopes the program can encourage the rest of the region's businesses to take pro-active measures, strengthening the local workforce and economy alike.

A.R.E.
MANUFACTURING, INC.

Threats

The Mid-Willamette Valley faces several threats to business continuity that include demographic shifts, aging infrastructure, natural hazard risk, land use regulations, and staffing/funding capacity constraints. All of which contribute to the lack of regional agility in responding to economic or community development needs.

The key threats of the MWV region are identified below:

- Demographic shifts

- Loss of 20-40-year-old age groups due to out-migration
 - Urban-rural divide
- Connectivity and Workforce Training
 - Lack of regional public transportation and commuting transportation for people that live and work in the county
 - Funding constraints of public education and development of new curriculum
- Natural Hazard Risk
 - High FEMA risk in Marion County
 - Low hospital bed capacity per capita
 - Risk of Cascadia subduction zone earthquake
- Business Development Barriers
 - Grant timelines/opportunities increase competition
 - Lack of available industrial land
 - Challenging to become “shovel ready” with a lengthy and costly approvals process
 - Wetland mitigation bank is nearing capacity in some parts of the region
 - Lack of institutional capacity to respond quickly to economic development needs

Appendix C:

Economic Resilience

Overview

In this section, signals of economic resilience in Marion, Polk, and Yamhill counties are evaluated using a common set of resiliency metrics. For full description of each of the eight economic resiliency categories, refer to the County Profiles at the end of this section.

Region: Strong Signals of Resilience

Population Growth and Forecast

Between 2010 and 2020 the Mid-Willamette Valley region grew. Polk County, the fastest growing county in the region, grew by 16%. While the state of Oregon grew by 11%. Yamhill and Marion County also grew at 9% and 9.7% respectively. All three counties are forecasted to continue growing. Marion, the most populace county, will experience most of its growth inside the urban growth boundaries (UGBs). Yamhill County is also expected to experience most growth in its cities, particularly those closer to the Portland metro area, with populations outside of UGBs already in decline. Polk County will experience the most growth in Dallas, Independence, and Monmouth, whose cities are expected to grow at rates at or above 2% annually until 2045. Population growth in all three counties is attributed to net in-migration and high birthrates of Hispanic and Latino populations.

Despite growth, all three counties' demographics are shifting. Losing workforce entrants due to out-migration and gaining middle-aged and older populations. Yamhill County is losing 25- to 29-year-olds but gaining college-aged through over 65 years old. Polk

County is losing 25- to 34-years-olds. Marion County is losing 39- to 49-year-olds and gaining people over the age of 65 quickly.

Projected Growing Sectors

Several sectors in the Mid-Valley Region (Marion, Polk, and Yamhill) are projected to experience strong sector growth. The top three fastest growing sectors are all projected to experience growth above the state average of 16% between 2020 and 2030. In the Mid-Willamette Valley, leisure and hospitality is projected to grow at a rate of 43%, making it the fastest growing sector by far, although these jobs typically pay lower than the county average. Transportation, warehousing, utilities, and professional and business services are projected to grow at a rate of 25% and 24% respectively. Strong economic growth is a positive signal for economic resilience.

Region: Weaker Resilience Signals

Cost of Living

Based on cost-of-living estimates and housing costs, residents of the Mid-Willamette Valley region may struggle to make ends meet. Using the MIT [Living Wage](#) Calculator, local average wages were assessed to understand the difference between what residents earn on average to what they would need to earn to live comfortably. We found that Oregon's average wage is 70.6% of the estimated living wage. Marion County performs the best with its average wages at 69% of the MIT Living Wage Calculator. Yamhill and Polk come in at 52% and 56% respectively, which is significantly worse than the overall living wage in Oregon.

Additionally, one in three residents in the Mid-Willamette Valley region are cost-burdened (spending 30% or more of their income on housing). Renters fare even worse: 45% of Polk County renters, 47% of Yamhill renters, and 48% of Marion County renters are cost-burdened. Together, these indicators signal that many residents are impacted by a high cost of living. This condition makes residents vulnerable to even greater financial insecurity in the event of a disaster or economic disruption.

Marion County

Marion County is located in the Willamette Valley and is a leader in agricultural production. The county houses the state capital. Government is the largest sector by employment in the county, followed by health care and social assistance. The median age is 36.9 years old, lower than the state's median age of 39.5 years old, and the county's population is expected to grow steadily in the short and long term, almost exclusively within cities. Overall educational attainment levels are lower in Marion County compared to the state and other neighboring counties.

Stronger Signals of Resilience

Growth Sectors

From 2011-2021, Marion County added jobs in Transportation, Warehousing, Utilities, and Construction to its economy. These jobs pay at or above the county average annual wage. The construction sector, which pays 116% of the county average annual wage, added 5,692 jobs from 2011-2021. In the Mid-Valley Region (which contains Marion County), strong growth in employment (25% or higher) is projected for leisure and hospitality; transportation, warehousing, and utilities; and professional business services by 2030. This strong employment growth, including some sectors that pay better than the county average, signals positive growth prospects for the county.

Weaker Signals of Resilience

Age Dependency

Marion County's age dependency ratio of 67.4 is slightly higher than the state's (62.2). The dependency ratio is the number of dependents in a population (under-18 and over-65) divided by the number of working-age (18-64) people, multiplied by 100. A high age dependency ratio indicates there is more pressure on the working population in an economy to take care of younger and older residents.

Commuting & Living Patterns

In Marion County, 54% of workers live in the county and 45% live outside the county. This is similar to the pattern in Polk and Yamhill Counties. Interestingly, in Marion County, 87% of commuters use an automobile, slightly higher than the Polk and Yamhill County. Only about 5% of residents arrive at work using some other means of transportation. In the event of a road disruption, residents will need to find alternative ways to arrive at work. The fact that so few use non-car transportation currently and that almost half live outside the county suggests that it may be difficult for business to continue if a disruption prevents road travel. FEMA rates hazard risk in Marion County as “relatively high,” so it is likely that a natural hazard could disrupt road safety and make it difficult for commuters to drive.

Educational Attainment

Only 24% of residents in Marion County have a bachelor’s degree or higher (statewide, 34% of residents have attained at least a bachelor’s degree). Marion County also has a lower rate of master’s, professional school, and doctorate degrees. Furthermore, 14.8% Marion County residents have less than a high school education – a higher rate than in Polk or Yamhill Counties. Since educational attainment strongly correlates with upward economic mobility, Marion County is at risk of a workforce and industry skill mismatch.

Polk County

Polk County is located in the Willamette Valley and is a major center for wine growing. Polk County is home to Western Oregon University in Monmouth, a major employer for the county. From 2010 to 2020, Polk County had a growth rate of 16%, growing much faster than the state as a whole. Polk County’s largest sector by employment is government, with health care and social assistance coming in at a distant second. The population has a median age of 37 which is slightly lower than the state average.

Stronger Signals of Resilience

Housing Quality

Polk County has a relatively low percentage of vulnerable housing stock. Only 7.6% of Polk County's housing is mobile homes (mobile homes are more vulnerable to natural hazards than other homes, meaning that if a natural disaster were to strike, these homes and their residents are more likely to be negatively impacted) and over 95% of all homes have complete plumbing and kitchens. This indicates that homes are more likely to be built to withstand natural hazard and severe weather events, meaning that residents may overall be less negatively affected by such disruptions.

Health Insurance Coverage

Fewer Polk County residents are uninsured compared to state: 5.6% in the county versus 6.6% across the state. High rates of health insurance coverage suggests that more residents can cover their own health care expenses, freeing up scarce public health resources to serve those most in need.

Weaker Signals of Resilience

Age Dependency

The age dependency ratio in Polk County is 68, higher than the state ratio of 62.2. The age dependency ratio is the number of dependents in an area (younger and older populations) divided by the number of working-age adults. It demonstrates how much economic pressure is on working-age residents to support dependents. Numbers closer to 100 indicate greater pressure on working-age residents (because there are more dependents to support per working-age adult). In Polk County, the relatively high age dependency ratio suggests that working-age residents must dedicate more resources and energy towards care, meaning less flexibility and ability to withstand both financial and environmental disruptions.

Commuting and Living Patterns

A majority of people that are employed in Polk County do not live in the county: 57% of workers in Polk County live outside the county. Almost half of the people commute into the county to work, and even more commute out of the county to work elsewhere. Additionally, commuters rely primarily on cars for their transportation – fewer than 5% of commuters use some mode other than a car. In the event of a disruption that makes it difficult to drive, residents will need to find alternative ways to arrive at work. The fact that so few use non-car transportation currently and that so many workers live outside

the county suggests that it may be difficult for business to continue if a disruption prevents road transportation.

Yamhill County

Yamhill County is located in the Willamette Valley between the Portland metro area and Salem. The county's median age is 38.6, similar to the states average (39.5), and the population is growing steadily. This strong population growth is forecasted to continue in the short and long term. The largest sector by employment in Yamhill County is manufacturing and all three of the county's fastest growing sectors pay above the county average annual wage. Over 80% of residents have access to broadband, a stronger metric than in many of the neighboring counties.

Stronger Signals of Resilience

Fastest Growing Sectors

In Yamhill County, wages are particularly strong in the professional, scientific, and technical services sector which boasts 153% of the county's average wage. The two other fastest growing sectors, unclassified and construction, have wages that are 111.9% and 116.9% of the county's average respectfully. This is a positive indicator of growth and opportunity for residents.

Health Insurance Coverage

Yamhill County residents have comparable rates of uninsured residents to the state, 6% and 6.6% respectively. Overall, this rate is fairly low and a positive sign. High rates of health insurance coverage suggests that more residents can cover their own health care expenses, freeing up scarce public health resources to serve those most in need.

Weaker Signals of Resilience

Housing Quality

Yamhill County has a total housing stock of 39,504 units, just over 10% of which are mobile homes. Mobile homes are more vulnerable to natural hazards than other homes, meaning that if a natural disaster were to strike, these homes and their residents are more likely to be negatively impacted. Additionally, a higher-than-average percentage of the housing stock in Yamhill County has incomplete plumbing and kitchen facilities compared to neighboring counties, indicating some shortcomings in affordable housing.

DRAFT

Appendix D:

Definitions

Shared definitions of words and terms used in this document are vital to collaborative and equitable outcomes. These terms and phrases emerged as important through the in-person and virtual conversations with stakeholders in the region as well as research from the University of Oregon. These definitions vary across different resources, including the federal Economic Development Association, but when the following terms or phrases are included in this CEDS' goals, implementation framework, or evaluation framework, it is intended to have the following definitions:

Affordable Housing: Housing that a household can pay for, based on their unique income and circumstances. Typically, the federal government defines housing as affordable when the household is paying no more than 30 percent of their gross income on housing costs.

Age-dependent ratio: measures population that can't work by age (children 0-14 and adults over 65) divided by total population)

ALICE: Asset Limited, Income Constrained, Employed. A shorthand for populations earning above the Federal Poverty Level yet struggling to afford basic expenses: housing, childcare, food, transportation, health care, and a smartphone plan, plus taxes and a small contingency.

Blight: As defined in ORS 457.010, “blighted areas” are those that, by reason of deterioration, faulty planning, inadequate or improper facilities, deleterious land use or the existence of unsafe structures, or any combination of these factors, are detrimental to the safety, health, or welfare of the community. A blighted area is characterized by the existence of one or more of a following conditions...”⁹ with the recognition of the disproportionate impact this term has on marginalized communities and their community capital contributions to economic development.¹⁰

⁹ ORS 457.010 - Definitions

10 Herrera, Roanel. Latino Small-Town Revitalization as “Blight”: Dec. 2013. [scholarsbank.uoregon.edu](https://scholarsbank.uoregon.edu/xmlui/handle/1794/17507), <https://scholarsbank.uoregon.edu/xmlui/handle/1794/17507>

Capacity: Having sufficient time, people, resources, or capital within public or private agencies that can contribute fairly and consistently towards reaching the objectives of the implementation framework.

Community Capitals: Referring to natural, cultural, human, social, political, financial, and infrastructure-built capitals present in a community.¹¹

Childcare Desert: More than 66% of children 0-5 years cannot get access to a regulated childcare spot.

Community Infrastructure: The framework of physical facilities needed to support and sustain a community of people to live and work.

Disparity: The difference between the general population and those groups who experience worse outcomes than the general population.

Equity: Awareness and action that attempts to right the historical structures, institutions, and policies that perpetuate racial and ethnic, class, gender, and other identity inequalities.

Essential Jobs (for the region):

Energy, Renewable energy, Cleantech
Childcare
Water and wastewater
Agriculture and food production
Critical retail (i.e., grocery stores, hardware stores, mechanics)
Critical trades (construction workers, electricians, plumbers, etc.)
Transportation
Nonprofits and social service organizations
Education
Health services
Aerospace, Aviation

Innovation: That which encourages new ideas, products, and approaches to meet current or emerging demands of consumers.

Jobs-to-homes ratio: an estimate of jobs to household balance (total employment divided by total occupied housing units). Indicates population needing to commute outside of area for work.

¹¹ Ibid.

Living Wage: The minimum income standard that, if met, draws a very fine line between the financial independence of the working poor and the need to seek out public assistance or suffer consistent and severe housing and food insecurity.

Meaningful Community Engagement: The community acts as a shared partner and leader in work and decision advising.

Middle Housing: Duplexes, triplexes, fourplexes, townhomes, and cottage clusters.

Post-secondary Education: Any training or education after high school graduation, including but not limited to: trades apprenticeships, bachelor's degrees, and associate degrees.

Public Services: Those services, often publicly provided, which are accessible and available to all. These may include but are not limited to the provision of physical infrastructure, social services, or community assets.

Resiliency: The ability to anticipate, withstand, and bounce back from any type of shock or disruption.

Regionally Significant Sectors:

Food and Beverage
Natural Resources and Agriculture
Manufacturing
Construction
Tourism

Post-secondary education: any career education beyond high school.

Wage-dependent ratio: measures dependent/no-income/welfare individuals who cannot work divided by total population.

Appendix E:

Regional Priority Projects

MWV Priority Project List

During the 2023 CEDS update, the MWVCOG surveyed local economic development organizations and municipalities regarding high priority regional projects. The respondents prioritized local projects in three ways, best use of limited resources, competitive advantages, and contribution to the overall resiliency of the region. The following is the list sorted by the CEDS goal they are associated with.

| GOAL | PRIORITY PROJECTS | | START DATE | END DATE | COST | FUNDING |
|------|-------------------|----------------------|------------|------------|-----------|------------------|
| 2 | City of Amity | Library improvements | 2023-01-01 | 2025-12-31 | 1,500,000 | CDBG funding cap |

| GOAL | PRIORITY PROJECTS | | START DATE | END DATE | COST | FUNDING |
|------|---|---|------------|------------|-------------|---|
| 2 | SAMTD | SSTC | | | 3,700,000 | historical information and consultant estimates |
| 2 | Chemeketa Community College | Building 2 Improvements | | | 51,304,400 | Opsis Architecture |
| 2 | Chemeketa Community College | Building 7 Improvements | | | 23,307,480 | Opsis Architecture |
| 2 | Chemeketa Community College | Building 3 Improvements | | | 32,449,900 | Opsis Architecture |
| 2 | City of McMinnville Parks and Recreation Department | McMinnville Recreation & Aquatic Center | 2019-05-01 | 2027-07-31 | 111,000,000 | McMinnville Parks, Recreation & Library Buildings Master Plan |
| 2 | City of McMinnville Parks and Recreation Department | McMinnville Recreation & Aquatic Center | 2019-05-01 | 2027-07-31 | 111,000,000 | McMinnville Parks, Recreation & Library Buildings Master Plan |
| 3 | City of Woodburn | Urban Reserve Area expansion | 2023-09-01 | 2024-12-31 | 7,000,000 | Woodburn Water Master Plan |
| 3 | City of Dallas | Mill Site Transportation Study | 2023-06-01 | 2025-06-30 | 350,000 | staff estimate |

| GOAL | PRIORITY PROJECTS | | START DATE | END DATE | COST | FUNDING |
|------|-----------------------------|--|------------|------------|------------|--|
| 3 | McMinnville Water and Light | Finished Water Transmission Main Phase 3 | 2025-07-01 | 2026-06-01 | 11,000,000 | Engineer |
| 3 | McMinnville Water and Light | Finished Water Transmission Main Phase 4 | 2027-07-01 | 2028-07-01 | 23,000,000 | Engineer |
| 3 | McMinnville Water and Light | Willamette Water Treatment Plant | 2030-07-01 | 2040-07-01 | 75,000,000 | Engineer |
| 3 | City of McMinnville | City of McMinnville Third Street Improvement Project | 2024-08-01 | 2027-12-31 | 11,500,000 | Planning stages |
| 3 | City of McMinnville | City of McMinnville Innovation Campus Public Infrastructure Projects | 2026-09-01 | 2029-09-01 | 35,000,000 | Preliminary estimates |
| 3 | City of Dallas, Oregon | Godsey Road Improvement Project | 2025-07-01 | 2025-09-30 | 8,000,000 | Keller Engineering project estimated adjustment for inflation. |
| 3 | City of Dallas | Old Mill Site Improvement Project | 2025-07-01 | 2026-06-30 | 10,000,000 | Dallas Engineering Division |

| GOAL | PRIORITY PROJECTS | | START DATE | END DATE | COST | FUNDING |
|------|------------------------|---------------------------------------|------------|------------|---------------|---|
| 3 | City of Dallas, Oregon | LaCreole Node Sewer Extension Project | 2024-07-01 | 2024-10-31 | 2,000,000 | Keller Engineering estimate adjusted for inflation. |
| 3 | City of Lafayette | Water Meter Upgrades | 2023-01-10 | 2025-01-31 | 400,000 | ARPA and Water SDC |
| 3 | City of Lafayette | HWY 99 w Pedestrian Crossing | | | 45,000 | Street SDC |
| 3 | Sequoia Consulting | Infrastructure Project | 2023-08-01 | 2025-07-30 | 1 | I would ask type of match |
| 3 | City of Amity, OR | Water System Improvement Project | 2019-07-01 | 2024-01-31 | 11,900,000 | USDA/RD and CDBG funding |
| 3 | City of Amity | ARPA funded water main replacement | 2022-01-07 | 2024-12-31 | 2,000,000 | ARPA funds provided |
| 3 | City of Amity OR | Wastewater Facilities Improvements | 2023-10-01 | 2027-12-31 | 19,000,000 | Keller Associates' WWFPS |
| 3 | City of Dallas | Bank Property Redevelopment | 2023-05-01 | 2025-06-30 | 6,000,000,000 | staff estimates |
| 3 | City of McMinnville | McMinnville Municipal Airport | 2024-01-15 | 2025-07-15 | 100,000 | Comparable |

| GOAL | PRIORITY PROJECTS | START DATE | END DATE | COST | FUNDING |
|------|-------------------------------------|------------|----------|------|---------|
| | Strategic Economic Development Plan | | | | |

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Appendix F: Full Action Plan and Evaluation Framework



The following pages contain a summary of the document's Action Plan, and Evaluation Framework, developed by IPRE's research team in conjunction with the Mid-Willamette Valley Council of Governments. Objectives and action strategies have been assigned to each of the four identified priority areas (goals): Business, Workforce, Community Infrastructure, and Regional Collaboration. For each action strategy, we have attempted to identify its key stakeholders, timeframe, priority status, necessary evaluation metrics, and any relevant data sources. To view this framework in spreadsheet form, please refer to the external Excel document.

Action Plan Framework Summary



Goal 1: Business

Streamline capital flow to businesses that promote innovation, economic resilience, and sustainability.

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|--|---|--|--|-----------------------|---|
| Objective 1: Mitigate barriers to accessing capital. | Support small business growth | ODOE, MWVCOG, Business Oregon | Short | High | Increase (%) in small business loans approved Living wage/salary |
| | Redevelop and re-use existing sites in cities to stimulate urban renewal. | Business Oregon, Local jurisdictions, MWVCOG, County jurisdictions, DLCD, Chambers, Main Street Organizations, Urban Renewal | Long | Low | Infill potential in buildable land inventories |

| Objective | Action Strategy | Who | Project Timeframe | Priority High, Low | Evaluation Metrics |
|--|--|---|---|-----------------------|---|
| | | | Short: <5 years Long: >5 years | | |
| | | Districts, Historical preservation organizations, County Building Departments | | | |
| | Improve access to public and private funding; grants and loans in MWV. | Business Oregon, USDA, DEQ, ODOE, Ford Family Foundation, Regional Solutions Office, MWVCOG, Local Economic Development Directors | Long | High | Local building code amendments |
| | Advocate for transparent grant opportunities and increased capacity for grant writing. | MWVCOG | Short (annual) | High | Dispersal of urban renewal funding, zoning reform |
| Objective 2: Prioritize support for | Incentivize new business formation, incubators, and investments. | MWVCOG, Business Oregon, SEDCOR, MCDEP, | Medium | High | New state and federal policy supporting subsidies, Investments and incubator programs |

| Objective | Action Strategy | Who | Project Timeframe | Priority High, Low | Evaluation Metrics |
|--|---|--|---|-----------------------|--|
| | | | Short: <5 years Long: >5 years | | |
| business and innovation in regionally significant sectors. | | Chehalem Valley Innovation Incubator, Latino Business Alliance | | | |
| | Connect businesses with existing grant programs | MWVCOG, Business Oregon, SEDCOR | Long | High | Increase (%) in successful grants applications, Amount (\$) of grant funding awarded |
| | Encourage collaborative community projects and public and private partnerships to increase competitiveness for the region | Chemekata Community College, Local Chambers of Commerce | Long | Low | Cross-sector partnerships, SBDC clients |
| | Target key industries for capital and innovation investments: | | | | Business growth in targeted industry year to year |
| | Natural Resources & Agriculture | SEDCOR, Business Oregon, Oregon Forestry Department | Long | Low | Patents and intellectual property, Exports and location quotients, Employment |

| Objective | Action Strategy | Who | Project Timeframe | Priority High, Low | Evaluation Metrics |
|---|--|--|---|-----------------------|---|
| | | | Short: <5 years Long: >5 years | | |
| | Manufacturing | Business Oregon | Long | Low | Increase in export volumes or values, Employment |
| | Construction | MASS Timber, Freres, Knife River | Long | High | Building permits, Spending (\$), Employment rates |
| | Renewable Energy & Green Technology | DEQ, OED | Long | High | Consumption and generation, Capacity and investments, Jobs, subsidies, and projects |
| | Food and Beverage including Wine Tourism | SEDCOR, Wine Industry, Craft Beverages, Boutique Foods | Long | High | Exports, sales revenue (\$), Market Share |
| | Tourism | North Marion Tourism Alliance, Travel Oregon | Long | Low | Hotel occupancy rate, tourism revenue \$ |
| Objective 3: Invest in business developments | Stimulate business investments that deliberately promote long-term economic resilience | Business Oregon, EarthWise Certification, SEDCOR | Long | High | Industry diversity, gross regional product, Location quotients, cluster analysis |

| Objective | Action Strategy | Who | Project Timeframe | Priority High, Low | Evaluation Metrics |
|--|---|---|---|-----------------------|---|
| | | | Short: <5 years Long: >5 years | | |
| that promote resilience, inclusion, sustainability, and technology. | Incentivize inclusive business development through certifications or employment opportunities for underrepresented groups | MWVCOG, SEDCOR | Short | High | Minority-owned business growth, education, and training opportunities |
| | Encourage businesses to implement automation and labor-saving practices that improve energy efficiency and environmental sustainability | Local utility companies, Energy Trust of Oregon | Short | Low | carbon footprint, water use, % GRP increase |
| | Integrate technological improvements like automation, digitalization, or AI into existing industries to facilitate growth | Business Oregon, MEDP | Long | Low | new patents, digital capacity?, new job types |



Goal 2: Workforce

Increase awareness of regional workforce training opportunities and facilitate quality community-level support for regional prosperity.

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|---|---|---|---|--------------------------|---|
| Objective 1: Facilitate educational opportunities to train youth and current workforce in key industries and future needs. | Market key industries and high-need jobs in the region to K-12 families through field trips and educational materials. | MVCOG, Career Technical Education Centers- Willamette Career Academy and CTEC, School Districts, GK Machine, Chambers of Commerce | Short | Low | Number of high school trade programs Number of field trips |
| | Increase awareness and availability of trade and higher education opportunities for minority and non-traditional students. | MVCOG, DevNW, WorkSource and Willamette Workforce Partnership, Chemekata CC | Long | Low | Enrollment numbers in Chemeketa o Educational Attainment changes by demographics |
| | Fund and increase availability of existing hands-on work training: internships and apprenticeship programs for traditional and non-traditional workers. | MVCOG, WorkSource Oregon and Willamette Workforce Partnership, CTECs, BOLI, K-12 Education, Willamette | Short | High | Number of new jobs by field Number training program certificates |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|---|--|---|---|--------------------------|--|
| | | Educational Service District | | | |
| | Fund training, marketing, and transition assistance for minority population access to target sector jobs. | MVCOG, Career Technical Education Centers- Willamette Career Academy and CTEC, Pathways Program, DevNW, Chambers of Commerce, DevNW | Annual | Low | Number Annual grants for scholarship programs |
| | Market key industries and high-need jobs in the region to K-12 families through field trips and educational materials. | MVCOG, Career Technical Education Centers- Willamette Career Academy and CTEC, School Districts, GK Machine, Chambers of Commerce | Short | Low | Number High school trade programs Number of field trips |
| Objective 2: Support the living wage ...and holistic economic success of current and | Promote employer supported information about Oregon Health Care Plan and ACA enrollment to increase access to health services and organize health resource provisions. | MWVCOG, OHA, DHS Insurance Brokerages | Short | Low | Health Care enrollment rates |
| | Increase awareness of existing debt relief and | MVCOG, DevNW, WorkSource and | Long | Low | Enrollment in financial literacy |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|---|---|---|---|--------------------------|--|
| future workforce. | financial literacy programs for working families and households experiencing poverty. | Willamette Workforce Partnership, Marion County CDBG | | | |
| | Explore case studies and funding opportunities for Universal Basic Income pilots. | MVCOG, DevNW | Long | High | Per capita income Employment rate |
| Objective 3: Address childcare needs and improve access to quality care. | <u>Seek public funding to address the region's childcare deserts and increase spots at regulated childcare and develop incentives for employment provided childcare.</u> | MVCOG, WWP, Love Inc., Family Building Blocks, Boys and Girls Club, YMCA, Head Start Programs | Long | High | Number of publicly funded childcare spots Share of familial tuition costs |
| | Incentivize increased employment and recognition through wages and benefits for all regulated, familial, or informal care workers through direct partnerships with social services and financial literacy programs. | MVCOG, Love Inc., Family Building Blocks, YMCA, Head start Programs, DevNW | Long | Low | Opportunities, grant language |
| | Create comprehensive records of facilities and spatial data for appropriate childcare operations, | MVCOG, ODE Early Learning Division | Long | High | Availability of GIS data, up-to-date demographic data |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|--|---|--|--|--------------------------|--|
| | document local data on barriers for specific populations and neighborhoods. | | | | |
| | Promote mixed use buildings with childcare facilities as part of Urban Renewal policies, community engagement, and workshops. | MVCOG, Oregon Economic Development Association (OEDA), Building Codes Divisions, Department of Education, Urban Renewal Districts, Grants, Local Jurisdictions | Long | High | Number of workshops and community engagement Code updates Inclusion of "childcare" and "mixed-use" language in local comprehensive plans |
| Objective 4: Improve community, home, and workplace resources to support workforce quality of life. | Incentivize symbiotic community and local business support with “shop local” days and local business representation in community organizations. | MVCOG, Chamber of Commerce, Main Street Organizations, Business Associations, Economic Development Departments/Directors for Cities | Short | Low | Small business revenue Number of shop local days |
| | Protect the natural environment and parks through technical assistance with local and regional park plans updates. | MVCOG, Soil and Water Conservation Districts; OR Parks and Rec; County Parks Departments | Short | High | Number of in-progress parks projects |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|-----------|---|--|---|--------------------------|--|
| | Continue new investment and promotion of social resources such as mental health services, social services, women's shelters, food banks, senior support, parks, and libraries especially in communities with populations under 10,000 people. | MVCOG, Silas, OED, OPRD, City, County, and State Parks Department, Travel Salem, School Districts | Long | High | Number Operating Programs Funding/revenue/grants for each field |
| | Promote a sense of community and belonging through diverse cultural festival, events, and community partnerships. | MVCOG, Oregon Economic Development Association (OEDA), Travel Salem, Travel Oregon, Chambers of Commerce | Short | Low | Number of events per year Funding for programs cultural funding of bi-lingual events |



Goal 3: Community Infrastructure

Promote resiliency while driving economic development. Create and enhance community infrastructure that promotes resilient growth and reduces disparity while driving economic development.

| | | | | | |
|--|--|--|--------------|-------------|--|
| Objective 1: Align all new and existing community infrastructure with Oregon's Natural Hazards Mitigation Planning (NHMP) Resilience Plan (9.2.3). | Water/Wastewater | <i>Local and county agencies, DEQ, DSL, MWVCOG</i> | | | <i>Periodic review of projects with current NHMP plans</i> |
| | Regularly assess the state of water allocation and storage | DEQ (for water quality), Sewer Authority | Short/Annual | High | Review project priority list for completed projects, annually. |
| | Ensure adequate water/wastewater lines to new or existing businesses & commercial properties/lands (e.g. LaCreole; Old Mill site in Dallas) | Chamber of Commerce, Main Street Orgs, Business Associations, the City and community property owners, Dallas Urban Renewal Agency, Ash Creek Water Control District, Business Oregon, and private property owners. | Short | High | North Santiam Project Schedules and Workflows |
| | Support investments into already planned or ongoing building projects and updates (e.g. North Santiam Sewer updates; RTSP Project List; EDA Project Solicitation list) | MWVCOG, SKATS, state, county, city, local communities, North Santiam Sewer Authority, Business Oregon, ODOT, DLCD, USDA | Short | High | City's Water Master plan |

| | | | | | |
|--|---|---|-------|------|--|
| | Identification and/or building of new water sources & intakes, such as well or river (e.g. City of Woodburn, City of McMinnville) | SEDCOR, Marion County, ODOT, DLCD, City of McMinnville, local communities within Yamhill County, Yamhill County, and the state. | Short | High | Review project priority list for completed projects, annually. |
| | Increase capacity of water transmission mains (e.g. City of McMinnville w/ its local communities) | Local communities within Yamhill County, Yamhill County, and state. | Short | High | Review project priority list for completed projects, annually. |
| | Prioritizing replacement of outdated water meters (e.g. City of Lafayette) | Local communities, county, state. | Short | High | Review project priority list for completed projects, annually. |
| | Develop and improve flood mitigation and stormwater systems (e.g. Old Mill Site & Godsey Road, in Dallas; McMinnville's Main/3rd Street) | City, Dallas Urban Renewal Agency, Ash Creek Water Control District, Business Oregon, and private property owners. | Short | High | Periodic review of projects with current NHMP plans |
| | Transportation | | | | |
| | Develop and improve infrastructure supporting multimodal transport and safety, such as roads/streets, intersections, sidewalks and curbs, bike lanes, etc. (Old Mill Site Improvement Project, Godsey Road Improvement Project, City of McMinnville | OPRD; Travel Salem, Travel Oregon; local, state, and federal agencies; the state legislature, local federal delegation, McMinnville Urban Renewal Agency, McMinnville Downtown Association, area businesses and community members, Visit McMinnville, the McMinnville Economic Development Partnership, | Short | -- | Review project priority list for completed projects, annually. |

| | | | | | |
|--|--|--|-------|------|---|
| | Third Street Improvement Project). | McMinnville Area Chamber of Commerce; ODOT, through Local Agency Agreement No. 31218 which allocates \$1,410,000 to the project (Godsey Road) | | | |
| | Replace and improve outdated bridge and rail systems (Godsey Road Improvement Project). | ODOT, through Local Agency Agreement No. 31218 which allocates \$1,410,000 to the project. | Short | High | Review project priority list for completed projects, annually. |
| | Prepare regional airports to function as emergency recovery/disaster management centers, in case of emergency. | Salem Airport, Salem Emergency Management, Marion and Yamhill County Emergency Management, McMinnville Airport Commission | Long | High | Review project priority list for completed projects, annually. |
| | Energy | | | | |
| | Educate MWV residents on the Oregon Community Solar program. | Local and county agencies, utilities, building departments, Energy Trust of Oregon | Long | -- | ODOT Sustainability Program's Progress Reports; ODOT's Oregon Solar Highway Program; Oregon Dept. of Energy (DOE) |
| | Explore further incentives "to help customers in specific locations adopt beneficial energy efficiency and renewable energy technologies and practices." | (Portland General Electric) PGE, Pacific Power, Oregon DOE, local and county agencies, utilities, building departments, Energy Trust of Oregon | Long | -- | ODOT Sustainability Program's Progress Reports; ODOT's Oregon Solar Highway Program; Oregon Dept. of Energy (DOE) |

| | | | | | |
|----------------|--|--|------|----|---|
| | Educate MWV residents on Oregon Cash Incentives for Single-Family Homes. | PGE, Pacific Power, Oregon DOE, local and county agencies, utilities, building departments, Energy Trust of Oregon | Long | -- | ODOT Sustainability Program's Progress Reports; ODOT's Oregon Solar Highway Program; Oregon Dept. of Energy (DOE) |
| | "Educate, encourage and enable [residents] to install and realize benefits from clean energy projects that also help utilities efficiently operate their systems." | PGE, Pacific Power, Oregon DOE, local and county agencies, utilities, building departments, Energy Trust of Oregon | Long | -- | ODOT Sustainability Program's Progress Reports; ODOT's Oregon Solar Highway Program; Oregon Dept. of Energy (DOE) |
| | "Improve our ability to quantify and value the benefits of energy efficiency and renewable energy to electric and natural gas utility systems." | PGE, Pacific Power, Oregon DOE, local and county agencies, utilities, building departments, Energy Trust of Oregon | Long | -- | ODOT Sustainability Program's Progress Reports; ODOT's Oregon Solar Highway Program; Oregon Dept. of Energy (DOE) |
| | Broadband | | | | |
| | Create a plan or checklist which building owners and tenants can use to assess "the redundancy of critical business continuity elements, such as distribution of goods and data, remote accessibility and support, and availability of personnel." | MWVCOG, Local Emergency Management Agencies, DLCD, developers, banks and credit union's commercial property owners, county housing departments | Long | | Oregon Broadband Map (Business Oregon); Business Oregon - Oregon Broadband Office (cf. Strategic Plan) |
| Housing | | | | | |

| | | | | |
|---|--|-------|----|---|
| Create and partner with organizations who are offering homeownership opportunities through down- payment assistance mechanisms. | DevNW (Polk, Marion), Open Doors HousingWorks (Yamhill), Valley Development Initiatives, municipal housing authorities, OHHS, Seeds of Faith Ministry, Unite Oregon, Farmworker Housing Development Corporation (FHDC) | Short | -- | Develop community partnership inventory and build collaboration through working groups. |
| Encourage and incentivize retrofitting and building of multi-unit, middle and Affordable housing. | MWVCOG, local communities, United Way (Affordable Housing - Cottages United), DevNW | Long | -- | Community Building and Neighborhood Revitalization (DevNW); |
| Encourage employers to actively engage in workforce housing development close to the workplace to support workers at different income levels. | RARE, HUD, Oregon Housing and Community Services (OHCS) | Long | -- | Review housing inventory annually, form a workgroup, or find housing champions to encourage collaboration on key workforce housing projects |
| Provide financing for infrastructure improvements to support housing production. | HUD, Oregon Housing and Community Services (OHCS), Business Oregon, state agencies | Long | -- | Number of Federally funded projects, Number of housing production strategies; Housing Production Strategy Program - List of Tools, Actions, and Policies (Oregon Administrative Rule Chapter 660, Division 8, Attachment B) |
| Industrial Lands | | | | |
| Develop a plan for a coordinated, regional | MWVCOG, DLCD | Long | -- | Review inventory periodically, regional goals, and collaboration toward building an approach. |

| | approach to industrial lands. | | | | |
|-----------|--|--|--|--------------------------|--|
| | Making available small and large industrial lots/land through new or improved infrastructure. | | Long | -- | Review county inventory. Discuss land use policies. |
| | Resilience | | | | |
| | Add physical- and network-level redundancies to protect commerce and public safety in the event of natural or manmade disasters. | MWVCOG, Local Emergency Management Agencies, DLCD, developers, banks and credit union's commercial property owners, county housing departments | Long | -- | Measure redundancy projects completion year to year. |
| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
| | Encourage building owners and tenants to properly brace and anchor deficient nonstructural elements within their buildings. | MWVCOG, Local Emergency Management Agencies, DLCD, developers, banks and credit union's commercial property owners, county housing departments | Long | -- | Evaluate development projects year to year for resiliency updates. |

| | | | | | |
|---|---|--|--------------|----|--|
| Objective 2: Enhance access to critical services to rural areas in the region. | Further the deployment of broadband infrastructure (e.g., to schools and rural communities) through funding from NTIA administered, and grant programs/funding opportunities. | MWVCOG, Business Oregon Office of Broadband, internet service providers (e.g., PEAK Internet), local agencies, utilities | Short | -- | Evaluate development projects year to year for resiliency updates. |
| | Evaluate transit connectivity between major hubs and smaller cities. | MWVCOG; local, state, and federal agencies; ODOT | Short | -- | RTSP Project List (SKATS) |
| Objective 3: Adopt a shared implementation framework that identifies regional infrastructure demand. | Add infrastructure & affordable housing experts to the Advisory Group. | MWVCOG, Business Oregon, city and county governments, Community Development Financial Institutions Fund (CDFI) | Short | | Evaluate development projects year to year for resiliency updates. |
| | Consolidate the most current comprehensive lists of regional infrastructure needs and prospective costs. | MWVCOG, Business Oregon, city, and county governments | Short/Annual | | Review list annually and update. |
| | Determine affordable ways to implement Oregon's NHMP Resilience Plan across all infrastructure projects. | DLCD, local emergency managers | Short | | Increased grant opportunities and matched funds distributed. |
| | Determine matching funds for federal grants, whether in-kind or cash matching, identification of project partners, universities, nonprofit partners, or philanthropic organizations as sources of funding, or | MWVCOG, MWACT, EDA | Short | | Increased grant opportunities and matched funds distributed. |

braiding federal funds to provide match.

Share methods of grant and loan procurement efficiency, for example, through a state agency contract, a CDBG model, or streamlined/simplified application process.

MWVCOG

Short

Increased grant opportunities and funds distributed.

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Goal 4: Regional Collaboration

Strengthen regional collaboration through coordinated action, efficient funding distribution, and standardized growth measurement to achieve regional prosperity.

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|---|---|---|--|--------------------------|---|
| Objective 1: Implement strategies that promote equity in both public and private agencies. | Encourage partnership and collaboration on project delivery through designs of policies, programs, and systems. | Local regulatory agencies, COG, Business Oregon, Project design team, Regional Solutions Office, EDD Partnership, MEDP, SEDCOR | Short | | Evaluate community satisfaction with level of engagement through survey or other means; |
| | Leverage community-based organization to lead meaningful community engagement in project identification and implementation to enhance planning processes. | Local Governments, Chemeketa, Confederated Tribes of Grand Ronde, Neighborhood Associations, Local Agencies, Community Organizations (such as YMCA) | Short | | Established data collection, analysis, and interpretation efforts and tracked progress |
| | Develop and maintain progress-tracking metrics adoptable at the regional level. | MWVCOG, EDD Partnership Board, SEDCOR, Business Oregon, DLCD | Short (annual) | | Review annually |
| | Trial a shared data platform for regionally | MWVCOG, EDD Partnership Board, SEDCOR, Business Oregon, DLCD, | Short | | Funding amount secured from regional funds and |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|---|--|--|--|--------------------------|--|
| Objective 2: Facilitate information and resource sharing to advocate for community projects and policies. | tracked metrics and projects to improve data collection and use. | DEVNW, Chemeketa, Regional Solutions Team | | | MPOs; % decrease in reliance on grants and external funding sources |
| | Advocate for funds at the regional level—like Metropolitan Planning Organizations (MPOs) to reduce the need to rely heavily on obtaining grants. | MWVACT, MWCOG, EDD Partnership Board | Short | | Increased opportunities and funds distributed. |
| | Leverage joint applications and resource-sharing to enhance state funding allocation between the COG and EDD. | MWVCOG, EDD Partnership Board | Short | | Number of new partnerships between public-private organizations and Number of existing partnership strengthened or expanded; % increase of workforce/community needs addressed |
| Objective 3: Develop, identify, and improve existing collaborative efforts. | Strengthen targeted private and public partnerships for workforce and community needs. | MWVCOG, SEDCOR, COIC, local Governments, Chemeketa, Confederated Tribes of Grand Ronde, Oregon Micro Enterprise Network (OMEN), DLCD, Business Oregon, DevNW | Long | | Number of partnerships between rural-urban businesses/organizations; % increase in goods and services transferred (rural-urban collaboration in workforce and business) |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|-----------|---|---|--|--------------------------|---|
| | Reinforce connections between rural and urban areas to further support entrepreneurial opportunities and market connections. | MWVCOG, County SEDCOR, Business Oregon, OR Micro Enterprise Network (OMEN), local governments | Short | | Increased collaboration between regional entities, increase in regional projects. |
| | Allocate existing capacity and resources for coordination between and beyond the three counties. | SEDCOR, MWVCOG, local governments, Confederated Tribes of Grand Ronde, Chemeketa, Business Oregon | Short | | Increased collaboration between regional entities, increase in regional projects. |
| | Look for opportunities to hire staff that represent the diversity of their counties. | MWVCOG | Short | | Evaluate opportunities and hiring demographics annually. |
| | Reduce barriers for creative housing solutions. | MWVCOG, County SEDCOR, Business Oregon, state governments, local governments | Long | | Evaluate housing solutions annually. |
| | Undertake a comprehensive regional and district-wide Holistic Needs Assessment (HNA) to benefit all communities, including regional workforce | County SEDCOR, MWVCOG, local government, state government, Chemeketa, Confederated Tribes of Grand Ronde, Business Oregon | Short | | Evaluate needs assessment periodically. |

| Objective | Action Strategy | Who | Project Timeframe Short: <5 years Long: >5 years | Priority High, Low | Evaluation Metrics |
|-----------|--|--|---|--------------------------|---|
| | Implement the Circuit Rider Model approach to provide technical assistance | MWVCOG, state government, local government, SEDCOR, Business Oregon, DevNW | Long | | Evaluate model effectiveness for increased technical assistance regionally. |

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Appendix G: MWVACT Priority Project Memo 2021

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Mid-Willamette Valley Community Development Partnership Board

The appointed member composition of the Board shall be as follows:

| <u>Economic or Policy Interest</u> (one from each category below) | <u>Appointing Authority</u> |
|---|-----------------------------|
| Agriculture: <i>Phil La Vine (Chemeketa)</i> | Marion County |
| Construction industry: VACANT | City of Salem |
| Financial institutions: <i>Troy Mac Dermid (Willamette Valley Bank)</i> | Marion County |
| Food processing industry: VACANT | Polk County |
| Forest products industry: <i>Ben Deumling, Zena Forest Products</i> | Yamhill County |
| Organized labor: VACANT | City of Salem |
| Manufacturing: VACANT | Polk County |
| Minority groups: <i>Jose Gonzalez, Tu Casa Real Estate</i> | Marion County |
| Professions: VACANT | City of Keizer |
| Small businesses: <i>Kate Scharzler</i> | Yamhill County |
| Unemployed (Workforce Development Board, Jobs Council or The Enterprise) <i>Kim Parker-Llerenas</i> | Marion County |
| Utilities industry: VACANT | City of Salem |
| Minority entrepreneurs: <i>Jim Vu, Core Solutions</i> | At-large Board appointment |
| Institution of higher education: Betsy Earls | At-large Board appointment |
| A representative from the Mid-Willamette Area Commission on Transportation of from a natural resources management board. VACANT | At-large Board appointment |

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: Mayor Chris Hoy

City of Keizer: Mayor Cathy Clark

City of Silverton: VACANT

City of Woodburn: *Mayor Frank Lonergan/Renata Wakeley*

A representative from the small cities of Marion County: Mayor James Kingsbury

City of Dallas: Mayor Ken Woods

City of Monmouth: Councilor Roxanne Beltz

A representative from the small cities of Polk County: Mayor McArdle, City of Independence

City of McMinnville: Councilor Sal Peralta

City of Newberg: Mayor Bill Rosacker

A representative from the small cities of Yamhill County Mayor Linda Watkins, City of Carlton

Marion County Board of Commissioners: Commissioner Danielle Bethell

Polk County Board of Commissioners: Commissioner Jeremy Gordon

Yamhill County Board of Commissioners: Commissioner Kit Johnson

A representative from the Tribal Council of the Confederated Tribes of Grand Ronde: Tribal Councilwoman Lisa Leno

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.

Elected Board members serve at the pleasure of the local government that selects them for as long as they hold elected office.