MARION COUNTY BOARD OF COMMISSIONERS

Board Session Agenda Review Form

Meeting date: February 28, 2024

Department: Community Services

Title: Approval of Resolution accepting the 2024 Economic Development Program Strategic Plan

Management Update/Work Session Date: 1-11-24   **Audio/Visual aids** ■

Time Required: 15   **Contact:** Kelli Weese   **Phone:** 503-930-9321

Requested Action:

Consider approval of Resolution accepting the 2024 Economic Development Program Five Year Strategic Plan. The Strategic Plan serves to outline the program's mission, goals, objectives and high-level tasks to guide the program over the next five years.

Issue, Description & Background:

The Marion County Economic Development Program seeks to grow the economy, increase employment, and improve the standard of living for our residents. The Economic Development Program accomplishes these goals through its projects funded by Video Lottery Revenue, grants, and other sources. The purpose of the strategy is to identify the program's mission, goals, objectives and high-level tasks for Fiscal Years 2025-2029.

Financial Impacts:

The Economic Development Program Strategic Plan serves to provide guidance on the activities of the program over its timeline. This guidance includes use of staff time as well as funding allocations.

Impacts to Department & External Agencies:

Activities within the Economic Development Program span a variety of goals and objectives impacting the County, including projects & programs impacting other Marion County departments and external economic development organizations charged with implementing efforts that align with the plan.

List of attachments: 1. Resolution; 2. 2024 Economic Development Strategic Plan

Presenter: Kelli Weese, Economic Development Program Manager; Eric Gibson, Better City Director

Department Head Signature:

In the matter of approving the Economic Development Program 5-Year Strategic Plan	)))

RESOLUTION NO. _____

WHEREAS, the Marion County Economic Development Program is charged with the management of Marion County's Economic Development Lottery Fund as defined in ORS 461.540 and is made possible through funding proceeds received from the Oregon Economic Development Lottery Grant Program; and

WHEREAS, in order to ensure the program meets the objectives of ORS 461.540 and the Economic Development Goals of the County, in 2023-2024 the Economic Development Program worked to establish the Economic Development Program Strategic Plan; and

WHEREAS, the Economic Development Program Strategic Plan has been developed based on community engagement outcomes and board of commissioner priorities; and

WHEREAS, the Economic Development Program Strategic Plan outlines the program's mission, goals, objectives and high-level tasks to guide the program over the next five years; now therefore,

BE IT RESOLVED that the Marion County Board of Commissioners approves the 2024 Economic Development Program Strategic Plan in order to establish a guiding document for the program.

DATED this _____ day of _____ 2024.

MARION COUNTY BOARD OF COMMISSIONERS

_____
Chair

_____
Commissioner

_____
Commissioner

Marion County, Oregon

Economic Development Program 5-year Strategic Plan

February 2024

This Marion County 5-Year Strategic Plan was prepared by:

Better City, LLC Staff:

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Director

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County Commission Members:

Kevin Cameron | Commissioner

Danielle Bethell | Commissioner

Colm Willis | Commissioner

Acknowledgements

We would like to express our appreciation to the following individuals whose invaluable contributions and commitment played a pivotal role in planning and preparing the Plan:

TABLE OF CONTENTS

EXECUTIVE SUMMARY

This 2024-2029 Economic Development Strategic Plan (the "Plan") for the Marion County Economic Development Program ("Program") outlines the Program's mission, goals, objectives, and high-level tasks to guide the Program over the next five years. It has been created through a process of stakeholder interviews, focus group meetings, and deep collaboration with County and Program staff. It represents the County's 5-year strategy and will guide the Program's efforts and coordination with the Board, economic development partners, and others.

Program Vision

The Marion County's Economic Development Program is to be a driving force behind a dynamic and prosperous county, where every individual, business, and community thrives.

Program Mission

The Economic Development Program will serve as a comprehensive resource and guide for our County's economy through actively collaborating with cities and private partners to solve county-wide issues and increase the County's prosperity. It will achieve this through strengthening the workforce, supporting infrastructure development, creating recreational amenities, boosting monetary investment within the County, and maintaining responsiveness and adaptability to changes impacting the County and its economy.

The Economic Development Program will achieve this mission by:

- Fostering economic development collaboration and communication among partnerships to:
  - Coordinate workforce development and business resources
  - Support destination development,
  - Enhance current industry sectors and recruit value-added companies,
  - Support small businesses and entrepreneurs, and
  - Advocate for the smaller communities in Marion County;
- Supporting the development and implementation of infrastructure, broadband, and other utility projects to communities across the County
- Enhancing our residents' quality of life through promoting a

family environment, encouraging life-long career opportunities, and developing access to outdoor recreation

- Supporting a resilient economy by responding to natural disasters and public health concerns through coordinating efforts at the local, state, and regional level
- Adapting to the dynamic nature of the economic landscape and the potential for unforeseen changes that may impact the County's economic base

5-Year Economic Development Strategic Plan Overview

The Program currently utilizes a Strategic Plan completed in 2018 to guide its policies and procedures. However, the County's economic landscape changed considerably since then, with the Coronavirus Pandemic and a range of disasters altering infrastructure and workforce needs considerably. Given these and other economic challenges, the County recognizes the need to broaden its economic development focus by building its current assets and investments, promoting target industries, and developing its small businesses.

This Plan provides the Program direction, with specific high-level tasks and key performance indicators to achieve those goals based on findings and evidence from economic trend data, past plan analyses, stakeholder interviews, and public outreach.

For the Plan to remain relevant to community needs, it will be refreshed every two years, with a significant evaluation and rewrite at least once every five years.

This Plan consists of 4 strategic priorities that expand into goals and metrics:

FLEXIBLE CAPACITY ENHANCEMENT	Program Efficacy Program Narrative
COMMUNITY COLLABORATION & SUPPORT	Community Relationships Community Partnerships
SUSTAINABLE BUSINESS ECOSYSTEM	Business Support Entrepreneur Support Agriculture Technology Innovation
VIBRANT COMMUNITIES	Destination Development City & Town Centers Infrastructure Investment

PROGRAM STRATEGIES, GOALS, HIGH-LEVEL TASKS, AND METRICS

STRATEGY	GOAL	HIGH-LEVEL TASKS	METRICS
FLEXIBLE CAPACITY ENHANCEMENT	Develop Program Narrative	• Improve Program web presence	• Program website visitation/CTR
	Improve Program Efficacy	• Shorten the procurement process • Adopt customized project management software	• Percentage of lottery fund spent per year • Average number of weeks from RFP release date to contract execution
COMMUNITY COLLABORATION & SUPPORT	Enhance Community Relationships	• Quarterly meetings with municipal staff • Annual City Feedback • CPI Reporting Structure	• Meeting attendance • City survey feedback • Number of CPI report submissions
	Enhance Partnership Relationships	• Quarterly meetings with economic development partners	• Meeting attendance • Quarterly meeting feedback
SUSTAINABLE BUSINESS ECOSYSTEM	Business & Entrepreneurial Support	• Meet with chambers bi-annually • Entrepreneurship Support • North Block Market • Canyon Area Business Forgivable Loan Program • Address vacant commercial properties • Promote Workforce Solutions	• Meeting attendance • Number of business applications to Secretary of State • Commercial property owner responses
	Agriculture Technology Innovation	• Develop an Agriculture Innovation Collaborative • Enhance the County's participation in Agriculture projects	• Chamber partner meeting follow-up actions • Agriculture wage growth / average farm revenue growth • Total acreage of industrial space developed • Projects launched through collaborative initiatives • Number of new businesses
VIBRANT COMMUNITIES	City/Town Activity Centers	• Develop Materials/Policies to promote • Identify current/potential centers • Provide Funding for Land-Use Planning	• Development of City and Town Center materials for municipal use • Number of Land-Use Plans developed
	Destination Development Support	• Detroit Marinas Excavation and Resiliency Project • Improve trail and bike connections • Focus Tourism Marketing Opportunities • Improve Recreational Infrastructure for Santiam Canyon Communities • Good Neighbor Grant Program • County Fair	• Destination projects completed • Increases in visitor rates/ spending
	Infrastructure Investment	• Work with local leaders to prioritize projects and secure resources • Continue development of airport, rail, and electric vehicle infrastructure • Work with State and Federal agencies to quickly utilize infrastructure funding	• Amount of infrastructure resources secured • Progress made on airport, rail, and EV infrastructure • Percentage of infrastructure funding spent per year

PROJECT BACKGROUND

This Plan was created using the following process, with the intent of capturing feedback and information from across the County and with feedback from a variety of stakeholders and partners.

Phase 1: Data Gathering and Stakeholder Outreach

Data Gathering and Stakeholder Outreach, took place from August 2023 to November 2023 and utilized input from the following:
- 16 Prior studies and plans[1]
- Stakeholder Outreach
- 9 individual interviews with community leaders, partners, and County staff
- 2 Focus groups (Partner Focus Group and Chamber Focus Group)[2]
- 2 Surveys (Public Survey and Local Government Survey)[3]
- Socio-demographic and economic data analysis[4]
- Additional research related to identified strategies.

Stakeholder Outreach
Input for this Plan was gathered from Program partners, County staff and officials, and cities through interviews, focus groups, surveys, and community outreach.

Interviews
Interviewees provided first-hand perspective on the challenges, strengths, and desired economic development objectives in Marion County. Interviews were conducted with 9 Marion County leaders and experts, including County Commissioners, staff, and partners:

- Commissioner Cameron
- Commissioner Willis
- Jan Fritz (Marion County Chief Administrative Officer)
- Chris Eppley (Marion County Community Services Director)
- Kelli Weese (Marion County Economic Development Program Manager)
- Lari Rupp (Marion County Economic Development Specialist)
- Nick Harville (SEDCOR)
- Sarah McArthur (Chemeketa Community College)
- Corrie Faldardaeu (Keizer Chamber Executive Director)

These interviews took place at the beginning of the project and provided an opportunity for interviewees to provide insight on the role of the Program, current and past priorities, and County-wide perspectives that were essential for the drafting of the Plan.

Focus Groups
Two focus groups took place during the course of the project, with one group composed of participants from the Strategic Economic Development Corporation ("SEDCOR"), Small Business Development Center ("SBDC"), Mid-Willamette Valley Council of Governments ("MWVCOG"), Willamette Workforce Partnership ("WWP"), and Chemeketa Community College; and the other group composed of participants from some of the local Chambers of Commerce: Salem, Stayton/Sublimity, and North Santiam. Findings from these focus groups include the following:

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[1] See Appendix A for the full list of plans consulted for this project
[2] See Appendix B for a more in-depth summary of focus group findings and themes
[3] See Appendix B for charts and trends from the surveys' findings
[4] See Appendix C to review the county's socioeconomic data as of the time of this Plan

Partner Focus Group Themes:
- Each organization has a role and partners must work together to take advantage of opportunities.
- Unsure of role of Economic Development Program.
- Main Issues: house pricing, cyber-security, families not staying, safety, childcare.

Chamber Focus Group Themes:
- Varying results of how much chamber resources are leveraged by businesses.
- Community assets – river, program development, convener, great attitudes.
- Concerns – low employment rate, high business taxes, homelessness, difficult for communities to expand.

Surveys

From the end of October to mid-November, surveys were available for members of the general public and local government staff, representatives, and volunteers to provide input on priorities and strategies for the Economic Development Strategy. For more details regarding stakeholder outreach for this project, refer to Appendix B. The main findings from the surveys were that many of the communities relied on the Program for information, advocacy, funding, and staffing support, as well as the need for improved infrastructure to support economic development projects.

City Outreach

Throughout Phase 1 of this project, Program staff conversed with city staff and elected officials to understand current local economic development project priorities and challenges the cities face. Below is a timeline of those conversations. For a more detailed overview of input received from these conversations, refer to Appendix B.

- 09/07/23: Gervais
- 09/12/23: Aurora
- 09/13/23: St. Paul
- 09/18/23: Stayton
- 09/19/23: Woodburn
- 09/29/23: Mill City
- 09/29/23: Donald
- 10/02/23: Salem
- 10/02/23: Mt. Angel
- 10/09/23: Sublimity

- 10/10/23: Turner
- 10/10/23: Hubbard
- 10/16/23: Keizer
- 10/23/23: Aumsville
- 10/24/23: Detroit
- 10/26/23: Jefferson
- 11/02/23: Gates
- 11/06/23: Silverton
- 11/14/23: Donald

Phase 2: Strategy Drafting, Review, and Adoption

The second phase of this project started in November 2023, after receiving and analyzing stakeholder input from partners, County staff and officials, and the public. It includes 4 tasks:

- Plan draft,
- Stakeholder, Board, and public feedback,
- Board of County Commissioner Strategy Work Session, and
- Final adoption

The Plan was reviewed by County Staff prior to being sent to the Board of Commissioners in December. The public comment period for the Plan opened December 13th and concluded December 27th. During this period, stakeholders and economic development partners were invited to review the Plan and to add their comments and feedback. A summary of feedback and how it was implemented in the Plan can be found in Appendix D.

2 STRATEGIES AND TASKS

This section of the Plan describes the research, findings, and resulting tasks and measures that comprise the Program's strategic initiatives. Each subsection begins with an overview of the outcome objective of successful completion of the tasks, the role that the Program will play in the completion of those tasks, and key metrics that will be tracked by the Program to measure progress as the Plan is implemented.

A tabular summary of the strategies and tasks are available in the Executive Summary and immediately prior to the appendices.
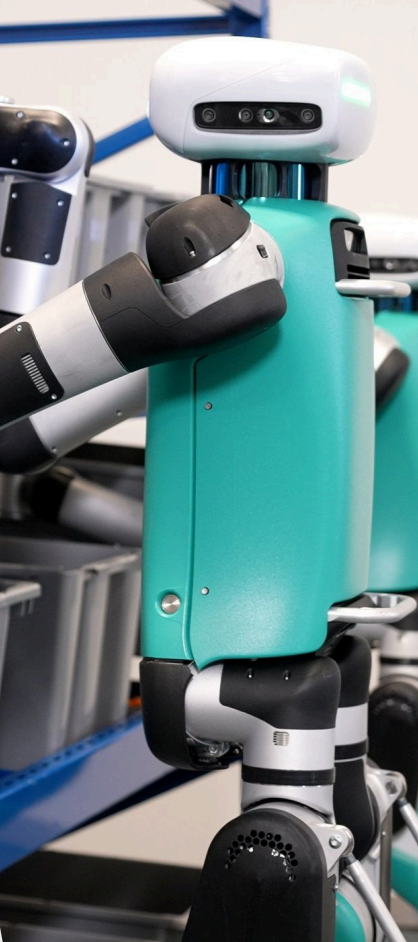
Photo Credit: Agility Robotics

FLEXIBLE CAPACITY ENHANCEMENT

Outcome Objective

Cultivate cohesion within the Program to better engage with county-wide cities and forge partnerships.

Role of the Program

• Develop Program Narrative through improving its website presence
• Increase Program efficiency through streamlining government processes, adopting and implementing project management tools to key projects, and building an external and internal branding strategy

Key Metrics

• Number of visits to the Economic Development Program webpage
• Percentage of lottery fund spent annually
• Average number of weeks from RFP release date to contract execution

Ongoing Projects

• Business Retention & Expansion
• Youth Wage Grants
• Workforce Training
• Chamber Small Business Support Program
• Canyon Area Business Forgivable Loans

Marion County's Economic Development Program serves a unique role in developing the County's economy. However, this role is somewhat unique in its scope and definition when compared to traditional county economic development departments. This distinction creates a need for clarity regarding its role for many of the partners, contractors, and other departments within the County itself. Part of the intent of this Plan is to define that role and contextualize the Program's activities and services so it can better collaborate and achieve the goals described on page 6. Doing so will enable the Program to remain responsive as economic conditions, projects, and priorities are adjusted. This section details how the Program can develop its internal and external narrative regarding the Program's role and ways in which the Program can enhance its capacity while maintaining flexibility and responsiveness.

Program Narrative

During the focus group meetings and individual interviews that took place in Phase 1, several partner organizations and leaders were asked about the role of the Economic Development Program in relation to the broader economic development ecosystem (see ecosystem map on page 17). Based on those discussions, there is an opportunity for the Program to better define and embrace its role and how it collaborates with its partners, governments, and the greater public.

The Program's Role

County Commissioners described the Programs role as follows:

- Advocacy, communication, and support for the smaller communities in Marion County
- Collaboration with other economic development organizations in the region and with the State
- Project management for county projects
- Planning and implementation support for infrastructure projects
- Grant administration

This summary of Program roles describes many of the functions the Program is currently filling and are necessary activities for economic development. This role should be central to its communication and interaction with all parties. As the Program continues to develop this narrative, it can assist the Program in evaluating which projects should be prioritized, and if the project should be implemented internally or externally.

Program Narrative Strategic Tasks

The Program will improve its ability to work with partners, contractors, and customers by doing the following.

Improve the Program's Web Presence

While the County's current website includes some of the projects the Program is currently working on, there is an opportunity for the County to provide more information regarding the Program's mission, goals, and projects. Making this change could make it easier for residents, businesses, and site selectors to better understand the Program's role and where to navigate depending on their need.

As shown in Figure 1 on the right, the left menu pane shows a sampling, but not full list, of projects. The content pane does not introduce the Program nor provide wayfinding guides for the audience.

The site should be adjusted so the role of the Program is clearly defined and pathways to services are better integrated (i.e. if a business is looking to relocate into the county, it provides the county services available and a fillable form for a handoff to SEDCOR). The Program could also build a separate, custom microsite. An example of this type of implementation is Superior Colorado.

Figure 1 – Economic Development Services on the County Website (as of November 2023)

Program Efficacy

As of November 2023, the Program oversees or supports more than 40 projects and initiatives across the County, ranging from large projects like the Detroit Marina Excavation & Resiliency Project to smaller projects like the Chamber Grant Program. The Program also administers a stream of millions of dollars of grant and state funding, both for the county and on behalf of other entities.

To carry out these projects, the Program utilizes the Lottery and Economic Fund. Over the last 5 years, the Program often has not fully utilized the fund's budget. Per the County's annual financial reports, the Fund has an average unused fund amount of $249,467, with more than $3 million available dollars in the Fund balance to use on community service projects (see Figure 2).

Having a conservative approach to expenditures and maintaining a positive Fund balance is important for the financial sustainability of the Fund. However, based on this analysis and input received from individual interviews, the Program could effectively put these dollars to use but is limited by its available human capital resources.

Figure 2 – Lottery and Economic Development Fund Financials by Year

FISCAL YEAR	UNUSED FUNDS (REVENUES LESS EXPENSES)	FUND BALANCE AT YEAR END
2018	$295,503	$2,273,072
2019	$218,734	$2,491,806
2020	$331,242	$2,823,048
2021	$(45,339)	$2,777,709
2022	$447,193	$3,224,902
Average	$249,467	

The Program's output can be improved by increasing 1) labor intensity by hiring additional staff members, or 2) capital intensity by utilizing tools that increase the efficiency of existing staff, or 3) contracting with third-party organizations to bring additional labor and capital to bear.

Program Efficacy Strategic Tasks

Based on interviews with the Board and Community Services Department, the efficiency of the Program must be improved through the second and third options. The Program will achieve this by doing the following:

Streamline Government Processes

Government processes are often complex and involve multiple steps for legal compliance, checks and balances, transparency, public input, risk mitigation, and long-term planning. However, over time these processes can become overly burdensome and time consuming, making it important to periodically review and streamline processes to minimize unnecessary bureaucracy and enhance effectiveness.

For example, the procurement process for contracts prohibits the ability of the County to execute on projects and complete initiatives. This was seen in the Request for Proposals for the contract to develop this strategic plan - the Request for Proposals was issued in January 2023, with an estimated contract execution date of April and project completion date of September 2023. However, the contract was not executed until the end of July, delaying the project start by 4 months.

Fortunately, the Program has received approval to hire a contracts specialist, with half of the salaried time available to support the Economic Development Program. This will help guide and coordinate contracts to shorten this process and will greatly aide in the turnaround for contract awards. However, since the procurement process utilizes various departments' staff, the process issues must also be addressed at the executive level in the long term. The Program will need to work with County administration to identify common bottlenecks and develop strategies to prevent those bottlenecks in the future.

Additionally, the Program will work with cities to make local businesses aware of procurement opportunities, streamlining the process long-term as more businesses will be local and already meet state requirements to conduct business.

Adopt Customized Project Management Software

The Program's role requires a significant amount of time for coordination, reporting, and outreach. It also administers grants, maintains contracts and deliverables, and manages relationships with workforce development, community development, and business development partners. The County will increase its ability to perform these functions by implementing a project management tool that support many of the basic functions of the Program:

- Contact/partner/consultant management
- Project management
- Metric/goal reporting
- Incentive management
- Compliance and auditing
- Obligation management

The key to successful software adoption is that the tool must be used across many touchpoints, such that it becomes an integral and fundamental way of doing the Program's work rather than an expensive solution to one or two pain points that might be better solved by adjusting its current processes and procedures. Careful research and testing should be done before rollout of the solution, and then it should be evaluated several months after adoption to ensure that the value of the solution is realized.

Some software tools to evaluate include the following:

- CivicServe
- Protrack Plus
- Cloud 9
- Executive Pulse

If implemented successfully, the tool can greatly reduce the number of programs and services the Program currently has to work within, and can make starting, tracking, and reporting on projects and activities easier. This will reduce the amount of time needed to perform these activities and context switching between tools and environments.

COMMUNITY COLLABORATION AND SUPPORT

Outcome Objective

Foster stronger partnerships and collaboration between the County and the staff of its 20 cities, aiming to boost transparency, establish unified visions, and collectively address local and county-wide challenges associated with economic development.

Role of the Program

- Ehance relationships with its communities to gain deeper insights into the challenges faced by these communities and enhance the Program's understanding of how the County can provide support.
- Ehance partnerships via the Program's engagement with numerous economic development partners, aiming to enhance preparedness and versatility in fulfilling a diverse range of economic development roles.

Key Metrics

- Meeting attendance
- Annual feedback survey comparisons
- Percentage of communities submitting CPI reports

Ongoing Projects

- Community Prosperity Initiative
- Emergent Economic Opportunity Program
- Opal Creek Promise Funding

The Program actively collaborates with the city staff of its 20 cities and its many partners to address economic development challenges and foster opportunities for growth. To enhance its community service, the Program should seek to deepen its connections with municipality and partner staff by creating additional avenues for meetings, collaboration, transparency, and accountability. This proactive approach aims to better prepare the Program in serving and supporting both communities and partners. The following section outlines specific strategies for improving and strengthening the Program's relationships with its partners and communities.

The Ecosystem Map below illustrates the Program's variety of partners, including the cities, who work with the Program to execute economic development projects, programs, and plans.

Community Development

- Tourism Marketing Organizations
  - North Marion Collaborative
  - Willamette Valley Visitors Association
  - Travel Salem
- Local Destination Management Organizations
- Marion County cities
- Local state and federal agencies:
  - Forest Service
  - State of Oregon Higher Education Coordinating Commission
  - University of Oregon, and others
- Local nonprofits including United Way
- Local Tourist Destinations including Oregon Garden Foundation

Business Development

- Strategic Economic Development Corporation (SEDCOR)
- Business Oregon
- Small Business Development Center (SBDC)
- Chambers of Commerce
- Americorps
- Mainstreet Assocation
- Farm Bureau

Workforce Development

- Mid-Willamette Valley Council of Governments (MWVCOG)
- Willamette Workforce Partnership (WWP)
- Chemeketa Community College
- School Districts
- Latino Business Alliance
- State of Oregon Employment Department

Community Relationships

Marion County has jurisdiction over 20 incorporated cities, one of which being the state capital. A collaborative relationship with each of its cities is essential for both levels of government to be effective and efficient, but the number of communities makes it difficult to build and maintain these relationships. However, this is a major part of the Program's mission and is a key strategy for this Plan.

Current Community Initiatives

Marion County has several initiatives and programs that support municipal priorities and enhance city/town partnerships.

Community Prosperity Initiative (CPI)

Created in January 2020, this initiative strives to build stronger economic development partnerships with each of the 20 cities in Marion County by distributing funds to each city. Cities have the option to receive $15,000 in lottery funds to support their community for the year or the option to lump several years of lottery funds together for a larger sum that would go towards a larger multi-year project. These funds support city priorities while learning about their landscapes of opportunities and challenges.

The CPI operates by city staff reporting to the County for the prior year on how the funds were utilized and sending invoices to the County for the current year's funds, all of which is done on a city-by-city basis.

Emergent Economic Opportunity Program (EEOP)

The EEOP is a flexible grant funding source provided to meet local Marion County needs and priorities. Funds are available to non-profit, government entities, and for-profit businesses on an invitation only basis, that further economic development, financially support public education, or create jobs within Marion County.

Opal Creek Promise Funding

In 2022, a new federal grant program called Opal Creek Wilderness Economic Grant Program was created to provide a mechanism to fund the $15 million promised to the Santiam Canyon communities with the creation of the Opal Creek Wilderness and Scenic Recreation Area. In 2023, Marion County, in conjunction with Business Oregon, applied for grant agreements to fund the promised $15 million.

The funds from this grant are being utilized for the Santiam Rail Trail, community planning projects (Detroit Downtown Visioning/Zoning Code Update, Gates Business District Development Plan, Opal Creek Promise Implementation Plan, Mill City Planning Project, and the Idanha Planning Project), construction programs, and non-construction programs. To access and manage the allocated funds, Marion County will be responsible for executing Intergovernmental Agreements (IGAs) with Business Oregon. These agreements will formalize the partnership and the flow of funds from the state to the county. Business Oregon is in the process of developing drafts of these IGAs.

City Feedback

Local government input was requested during the Stakeholder Outreach phase of this project. In a survey, cities were asked how supported they feel in conducting their economic development projects. The graph on the right shows the responses. Some cities expressed the need for technical assistance for their ongoing projects.

How Supported Do You Feel by the County in These Activities?
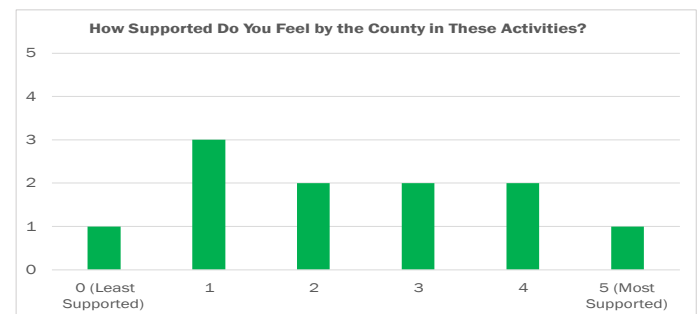
Community Relationship Strategic Tasks

To enhance the Program's relationship with its cities and execute its role mentioned on page 11, the Program can do the following:

Quarterly Meeting with Municipal Staff, Technical Assistance & Training

Program staff members can organize meetings with municipal staff members from across the County quarterly to provide updates, share best practices, and work with communities to address their needs and potential issues preventing them from implementing key projects and priorities. In addition to fostering collaboration, the meetings could span into supporting technical assistance and training to Marion County's cities and towns, providing speakers / specialized workshops or other resources to assist communities in addressing their needs as it relates to Economic Development. The meetings can be held at County offices or rotated around the County on a regular schedule.

Annual City Feedback

Survey responses from city staff, volunteers, and/or elected officials for this project (see Appendix B) gauged the level of support felt by cities from the County, coupled with subsequent feedback with the preferred types of support cities seek from the County, yielded valuable insights. To establish a recurrent avenue for cities to articulate their feedback and facilitate progress check-ins by the County, Program staff will implement a systematic approach of administering short annual surveys to cities.

These survey questions could be seamlessly integrated as an addendum to the existing reports mandated for completion by city officials and/or staff for the County Prosperity Initiative (CPI), thereby enhancing the likelihood of responses. As annual feedback is provided, Program staff can compare survey responses over time and utilize this feedback mechanism to foster ongoing communication, ensuring an understanding of municipal needs and preferences.

Community Prosperity Initiative Reporting Structure

As mentioned on Page 15, Marion County has successfully introduced the Community Prosperity Initiative, a program wherein cities submit detailed reports on fund utilization and eligible invoices for reimbursement by the County in support of their development projects. It is strongly recommended that the County not only sustains this initiative but actively promotes and incentivizes cities to consistently complete these reports.

By fostering a culture of regular reporting, this initiative delivers multifaceted benefits to both the County and the individual cities involved. It empowers cities with the financial resources required to undertake and complete crucial projects, thereby promoting community development and prosperity. By continuing and encouraging cities to actively participate in this reporting initiative, the Program not only supports the prosperity of individual cities but also contributes to the overall development and collaborative success of Marion County.

Economic Development Partnerships

With only a few staff comprising the Program, it outsources many of its projects to its partners who have the capacity, knowledge, and expertise to execute their projects, programs, and plans.

Internal versus External Resource Allocation

The Program can strategize on whether it will allocate projects to internal or external resources, so it can optimize the use of its staff and external partners to achieve project successes. Benefits and disadvantages to both methods are summarized in the matrix below:

	Benefits	**Disadvantages**
Internal Resource	Full Control	Acquisition Costs & Training Time
External Resource	Flexibility	Principal-Agent Problem

- **Full Control:** The Program has full control over all aspects of the project, which will ensure it does not deviate from the original plan.
- **Acquisition Costs & Training Time:** The costs associated with outsourcing can be substantial both financially with the cost of the contract and in the time spent on training external resources, resulting in a temporary decrease in overall efficiency.
- **Flexibility:** The Program will have an increased capacity to manage fluctuations in project priorities and unexpected changes, enabling the Program to quickly adapt.
- **Principal – Agent Problem:** The goals and priorities of the Program may not always align with those of the external resource, leading to conflicts of interest.

Partner Feedback

During Phase 1 of this Strategic Plan project, focus groups were held with partnering organizations. One focus group had attendees representing Strategic Economic Development Corporation ("SEDCOR"), Small Business Development Center ("SBDC"), Mid-Willamette Valley Council of Governments ("MWVCOG"), Willamette Workforce Partnership ("WWP"), Chemeketa Community College ("Chemeketa"). The other focus group had representatives from local Chambers of Commerce, including Salem, Stayton/Sublimity, and North Santiam.

In these focus groups, partners suggested that the County's role is to put opportunities on its partners' radar and assist partners in focusing on their projects through routine communication. Partners expressed the desire for the County to schedule regular meetings to encourage interpersonal connections and remain updated on county-wide developments impacting their projects.

Economic Development Partnership Strategic Tasks

To enhance the Program's partnerships and execute its role defined on Page 11, the Program will implement the following.

Meet Quarterly with Economic Development Partners

The Program plays a significant role in collaborating with other economic development organizations in the Region and with the State, making regular update meetings and ongoing conversations essential to the progress of development. These should be regularly ongoing and collaborative meetings with as many partner representatives present as possible, so that high-level goals and project progress can be tracked, areas of improvement can be identified, and changes can be made to keep projects on track.

These meetings should take place quarterly and be led by Program staff. Agendas with specified goals should be sent ahead of time to provide partners with adequate time to prepare in advance. During these meetings, Program staff should ask for updates from its partners and their current projects, strategies, resources being used to move projects forwards, and any challenges partners may be experiencing. Time in the meetings can be dedicated to discussing these challenges and brainstorming strategies to solve them. To ensure accountability and progress between quarterly meetings, the Program can assign tasks to relevant partners and set deadlines for implementation.

In addition to these meetings, the Program staff can promote relationship building between all parties. It can incorporate opportunities for networking and relationship building into the agenda, which has the potential to enhance the interpersonal connections among partners which will encourage collaboration and problem-solving between meetings.

By having these meetings, the Program staff will be better informed on current strategies used to support the County's economic development ecosystem and have stronger relationships and deeper collaboration on key economic development projects.

SUSTAINABLE BUSINESS ECOSYSTEM

Outcome Objective

Leverage Marion County's quality of life and access to transportation and workforce to promote new and existing businesses.

Role of the Program

- Provide business and entrepreneurial support by meeting with its partners regularly to address vacant commercial properties, promote workforce solutions, and continue the North Block Market, Canyon Area Business Forgivable Loan Program, and Entrepreneurship Support initiative
- Develop an Agriculture Innovation Collaborative and enhance the County's participation in Agriculture projects

Key Metrics

- Chamber partner meeting follow-up actions
- Agriculture wage growth / average farm revenue growth
- Total acreage of industrial space developed
- Projects launched through collaborative initiatives
- Number of new businesses

Ongoing Projects

- Business Retention & Expansion
- Youth Wage Grants
- Workforce Training
- Chamber Small Business Support Program
- Canyon Area Business Forgivable Loans
- North Block Market

The County has strong existing partnerships with businesses and supporting organizations. The County can leverage these relationships to better understand business challenges and shape resources and policy to improve business outcomes. Cultivating strong businesses generates a sustainable supply of well-paying jobs and opportunities for economic mobility and economic success. This section describes the improvements needed to enhance the County's business ecosystem. It also details a strategy to leverage the region's agriculture industry by focusing on agriculture technology innovations.

Business and Entrepreneurial Support

Marion County's small businesses represent the backbone of the local economy. Marion County is home to approximately 31,084 small businesses, defined here as establishments with fewer than 10 employees[5]. Small businesses represent more than 90% of the establishments in the County.[6] To support the County's businesses, the Program works with local business support partners, including chambers of commerce (Salem, Mt. Angel, Stayton/Sublimity, North Santiam, Keizer, Silverton, Woodburn, Jefferson), the Farm Bureau, Latino Business Alliance, SEDCOR, Willamette Workforce Partnership, SBDC, Mid-Willamette Council of Governments (COG), and others (see Ecosystem Map on page 17). These partnerships determine how Marion County can best provide support for existing and future successful programs, as up to 80% of job growth in any community is generated by the businesses already located there and not by business attraction efforts[7].

Entrepreneurs on the west coast have several incentives to choose Oregon as a place to launch their small businesses. With its lower cost of living, highly educated population, and good quality of life, it has become a hub for entrepreneurs. In light of the rising tax burdens and the challenges posed by wildfires, Marion County can play a pivotal role in fostering a supportive environment for the entrepreneurial ecosystem. By actively supporting local entrepreneurs, the County contributes to the creation of diverse job opportunities across various industries.

Business and Entrepreneurial System Analysis

The Kauffman Indicators of Entrepreneurship offers in-depth measures, reports, and accompanying interactive data visualizations that present entrepreneurial trends in a county or state. Its featured Entrepreneurial Jobs Indicators captures dimensions related to the quantity and quality of private sector jobs for businesses and measures the following:

- **Contribution:** the share of private sector employment attributable to firms of a certain age group, measured as the ratio of the employment of firms in a specific age category to total employment in the geographic area

- **Compensation:** the average earnings of employees at firms at a certain age group and geography, relative to the average earnings of all employees in the U.S.

- **Creation:** net new job change per 1,000 people, reflects the increase or decrease in the number of jobs created in a specific geography by a particular firm age group

- **Constancy:** the ratio of the number of people with "stable jobs" – defined as those with positive earnings with the same employer in three consecutive quarters – to the number of people employed at any time during the middle (reference) quarter.

Figure 3 below compares the numbers of these indicator measurements in Marion County against its 4 neighboring counties, and how it ranks out of Oregon's 36 counties. The establishment age group was filtered for businesses between 0-1-years-old ("new businesses") in 2020, the most recently available data.


Figure 3 - Kauffmann Indicators for Oregon, Marion County, and neighboring counties.

	CONTRIBUTION		COMPENSATION		CREATION		CONSTANCY	
	Percent	Rank	Percent	Rank	Jobs/1000	Rank	Percent	Rank
Oregon	3.17%	N/A	57.56%	N/A	3.95	N/A	50.41%	N/A
Clackamas	3.10%	18	69.29%	2	4.48	11	52.51%	7
Linn	3.38%	31	42.57%	16	5.24	21	39.42%	18
Marion	**4.02%**	**12**	**51.94%**	**26**	**4.94**	**9**	**38.96%**	**34**
Polk	4.62%	3	39.77%	23	3.29	17	46.50%	35
Yamhill	3.40%	14	53.80%	13	3.98	22	54.41%	24

Based on these numbers, Marion ranked 12th for Contribution, accounting for 4.02%, which is significantly higher than Oregon's 3.17% and 3 of its neighboring counties. In Compensation, Marion ranked 26th at 51.94%, which was higher than 2 of its neighboring counties but lower than Oregon's 57.56%. Marion ranked 9th in Creation, with 4.94 new jobs/1,000 people, which was higher than Oregon's 3.95 and 3 of its neighboring counties. For Constancy, Marion County businesses ranked significantly lower than its 4 neighbors, with a ranking of 34 (the 3rd-lowest county in the state), which indicates a lower share of stable jobs and a higher rate of employee turnover. Overall, these data indicate that the County has good entrepreneurial system but that job stability in small businesses is low and will be a focus of the program in its efforts to support small businesses.

Trends of available data from 2015-2020 show that Marion County has an overall positive growth of business formations[8]. The table below shows the positive net growth of business formations for these years. Unfortunately, not all businesses are successful and many startups are paused or permanently closed (known as exits). These exits can happen as a result of many factors, such as poor management, domestic/ international competition, or unexpected shifts in the market.

Figure 4 – Establishment Entries and Exits by Year (2015-2020)
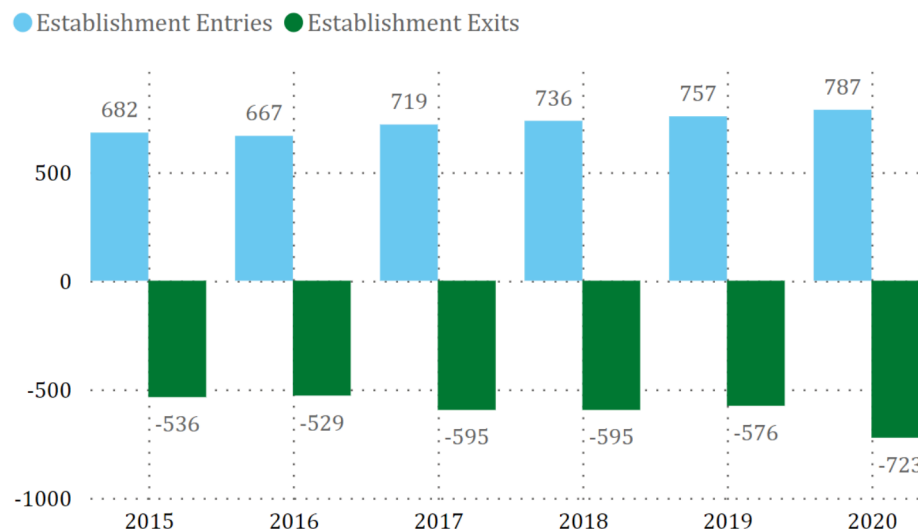
8 Source: U.S. Census Bureau, County Business Patterns

Marion County shows a strong onset of entrepreneurs based on the number of business applications submitted reported from the Census Bureau. While there was a dip in applications between 2019-2021, applications were at an all-time high in 2022. This shows the strong presence of entrepreneurs in the County who are turning their innovative ideas into businesses. These entrepreneurs are essential to a community as they boost economic growth by introducing innovative technologies, products, and services. They create an increase in competition for existing firms to become more competitive and provide new job opportunities in the short and long term.

Business Applications by Year
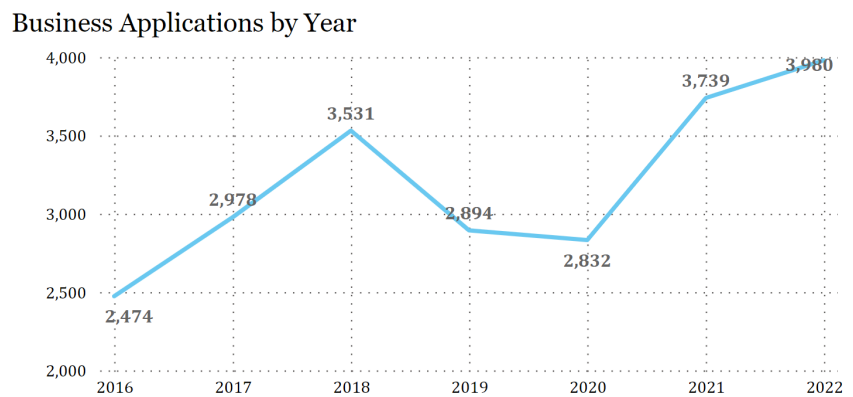
Source: U.S. Census Bureau, County Level Annual Business Applications

Business and Entrepreneurial Ecosystem: Strategic Tasks

The business ecosystem fosters economic growth by creating job opportunities, driving innovation, and enhancing the overall well-being of a county and its residents. As a community anchor, the County has a large responsibility in supporting the business ecosystem, a crucial component of the overall economic development need in the County.

Support Small Businesses through Relationships with Chambers of Commerce

The County will play a role in facilitating ongoing coordination with business and entrepreneurial support partners. The County's Chambers of Commerce ("Chambers") are well positioned to understand business needs and can speak to common issues and concerns. The County will support the Chambers through regular meetings with Chamber and Program staff. These meetings will be collaborative, with a focus on the difficulties faced in Marion County's business ecosystem.

These meetings will be scheduled and led by Program staff and take place regularly (bi-annually or more often), with the Chambers discussing their progress and initiatives and how the County can support them. Agendas with specified goals of the meeting will be planned ahead of time to ensure productive and informative meetings. Additionally, the chambers and Program staff will utilize this time to identify potential projects and partners who will lead and support collaborative projects.

By having these meetings, the Program staff will be better informed on current strategies used to support the business ecosystem, improving its ability to support local businesses, and building stronger interpersonal relationships with partnering organizations.

In addition to fostering collaboration with the Chambers, the County will continue its financial support of the Chamber's Economic Development initiatives through continuation of the Chamber Small Business Support Program (CSBSP). The CSBSP is a grant program providing annual financial support to Marion County's Chambers, to help aid in their small business support initiatives.

Business Retention & Expansion

Business retention and expansion initiatives are essential to a community, and specifically for Marion County. Support for the region's traded sector companies is crucial to ensuring businesses have the needed resources and support to thrive. The County is positioned to continually play a vital role in supporting business retention and expansion initiatives executed through the Strategic Economic Development Corporation (SEDCOR), which serves as the regional economic development organization.

Entrepreneurship Support

Entrepreneurial support helps provide for a thriving economy. Many entrepreneurs fall into the category of small businesses and are supported by the Chambers; however, entrepreneurs need different resources as they develop their businesses from the ground up. The County will support local entrepreneurs through its local entrepreneurship partners, including the North Marion Small Business resource group, the Oregon Entrepreneurs Network, the Strategic Economic Development Corporation (SEDCOR), and Chambers of Commerce.

North Block Market

To support local farmers, small businesses and consumers, as well as the beautification and development of the County's facilities, the Program should continue efforts to develop the area adjacent to its Downtown Facilities at Courthouse square for a farmer's market / small business center. The area on the north side of the County's downtown facility known as the 'North Block' is prime for redevelopment of an amenity to help sustain the downtown economy. Continuation of this project will help improve the region and support collaboration with the City of Salem, the Salem Mainstreet Association, and other organizations in the region.

Canyon Area Business Forgivable Loan Program

To support the communities within the Santiam Canyon as they recover from the 2020 fires, the Program will develop a program that targets Canyon area cities and businesses impacted by the wildfires. The support for businesses could come through the development of a forgivable loan fund to have loans available to support small businesses as they redevelop after the Santiam wildfires.

Address Vacant Commercial Properties

In an update meeting with local Chambers in April 2023, concerns were expressed regarding commercial property vacancy rates and absentee commercial property owners[9]. Vacant properties add difficulties to the local economy, with vacant and blighted properties lowering visitation and reducing the economic and assessed values of surrounding businesses and homes. Strategies have been discussed to address the vacancy rate, such as empty store spaces being used as pop up retail and advertising for potential new businesses. However, this cannot be implemented without the permission of the property owners, and many of the chambers reported non-response from owners, despite many and varied attempts at contact.

The cities, with assistance from the County, will need to become activate to address this issue and devise a communication strategy for reaching out to the commercial property owners. The strategy will include how municipality staff will communicate the problem to the property owners, the required response wait time, and alternate communication methods, before utilizing stronger actions. By attempting regular and varying communication methods, commercial property owners may be more responsive and willing to work together to reach a solution.

If the communication strategy mentioned above yields little to no responses, the County will work with

[9] Source: June 2023 Economic Development Program report to the County Commissioners

the cities to implement a vacant commercial property ordinance to incentivize the maintenance and utilization of commercial properties. An ordinance can be drafted similar to Raton, New Mexico's Vacant Building Registration Ordinance, which requires property owners to pay an annual fee to register their vacant building that increases over a 5-year period. The funds resulting from these ordinances are used to fund the beautification and streetscape improvement projects the chambers work on, allowing the area surrounding the vacant/blighted storefront to be offset through these efforts.

Promote Workforce Solutions

One of the key issues identified during stakeholder interviews was the seasonality of many of Marion Counties industries, particularly its agricultural industry. This is the case for the 31 percent of the County's farms that hire farm labor for production. Many jobs, especially those in direct farm work (planting, crop care, and harvesting), are only active for a portion of the year. As such, the workers must find other types of work and many are lost between seasons. This diminishes the workforce skillset and employer-employee relationships in this industry. It also causes specific challenges, such as a disincentive to operators to train high-skill positions without a good return on that investment if the worker does not come back the following year.

Moving up the value chain into industrial and high-tech agriculture will lengthen the season of these workers, such as by increasing the number of value-added products so workers can finish in-field labor and then start assisting with processing.

While the County is not well positioned to lead on addressing these issues, the County should include these barriers as solutions that must be addressed and should target some of its other activities toward addressing the housing, training, and wrap-around services that are unique to these temporary workers. The County will continue to utilize the resources of its partners by continuing to support initiatives that develop the County's workforce, including initiatives and projects that promote youth participation in the workforce. Examples include the Youth Wage Grant, and support for Career Technical Education programs through all age levels. The County can lead the effort, in conjunction with it's partners, to support workforce development and career education initiatives.

Housing

With the growing need of workforce housing, the Program can work to develop an inventory of lands currently available for housing developments in the region. The inventory will look to develop a guide for workforce housing developers that will provide information on site ownership, zoning requirements, acreage, and use history.

Additionally, the Program will assist in funding opportunities for workforce housing projects in the region that are viable for immediate development. These will go toward working with local governments, the CDBG/HOME program, and workforce housing developers, to determine the best locations and ways to address housing using a market-based approach.

After School Support Programs

After-school programs play a crucial role in supporting the workforce by contributing to the development of essential skills, fostering academic success, and preparing students for future careers. In addition, engaging youth through after school programs is a powerful way to address several issues, including brain drain, community/political disengagement, and high school dropout rates. By fostering successful engagement initiatives, programs contribute to meaningful solutions.

The Program will work with cities and school districts to implement programs that provide some of the following opportunities: skill development, career guidance, networking, civic education and involvement, arts and culture programs, academic support, and arts/culture programs.

Agriculture Technology Innovation

Marion County is ranked highest in the state for total agricultural production, with more than $701 million in agriculture sales in 2017.[10] The industry cluster is also the seventh largest for employment and eighth largest for total wages compared to other counties throughout the state. However, the County falls short in comparison to surrounding counties for wages and output per worker, signifying opportunities to move agriculture production and connected jobs up the value chain. Marion County's agricultural sector is well positioned for investment and building out this industry over the next decade.

The Agriculture Industry (defined herein using NAICS 11) has a very high location quotient score of 7.5, meaning that this industry is approximately seven-and-a-half times as concentrated in Marion County compared to the US.[11] The industry has also experienced small yet consistent growth, with approximately 1,000 employees added to the industry since 2018, an average increase of 5% per year (see Figure 6).

In the 3-digit categories of NAICS 11, both crop production and support activities stand out as key sub-industry groups, with high

[10] Source: USDA 2017 Census of Agriculture, Marion County Profile
[11] A location quotient analysis is a statistical method used to measure the concentration of industries or occupations in a geographic area in relation to its concentration in a larger area (usually a state or a country). The employment location quotient (LQ) analysis for Marion County compares the concentration of employment by industry in the County with federal averages. The LQ is calculated as shown below:
Location Quotient (LQ) = Local Proportion / National Proportion

Figure 6 – Employment Change, Location Quotient, and Number of Employees; 2-digit NAICS Codes
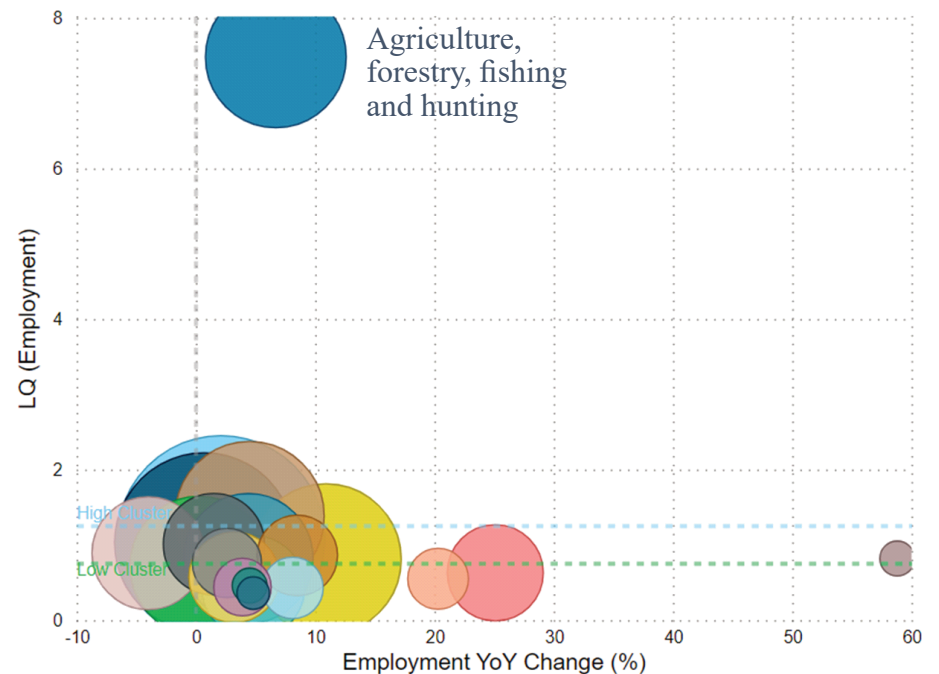
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Figure 7 – Employment Change, Location Quotient, and Number of Employees NAICS Code 11 Sub-Categories (NAICS 111, 112, 113, and 115)
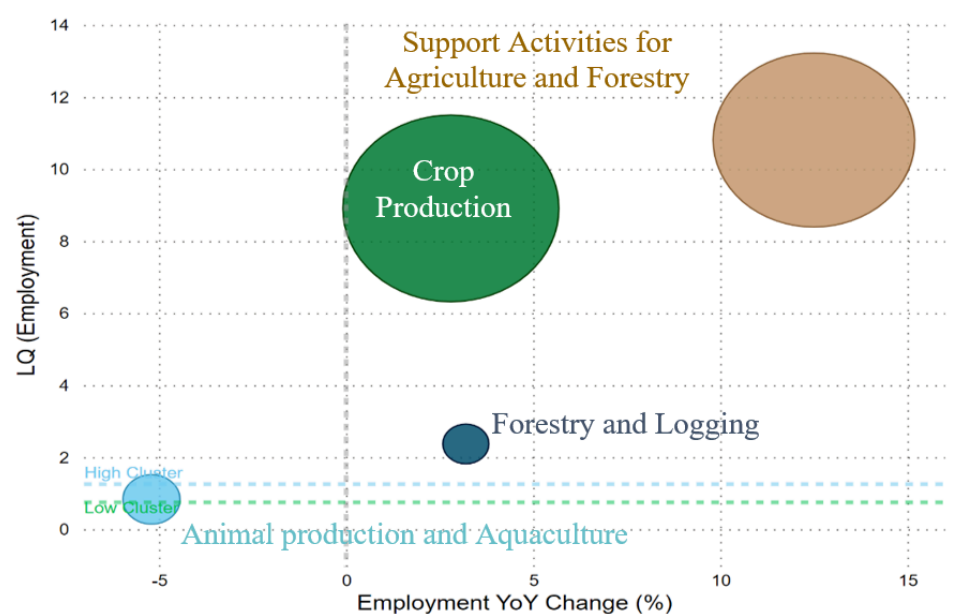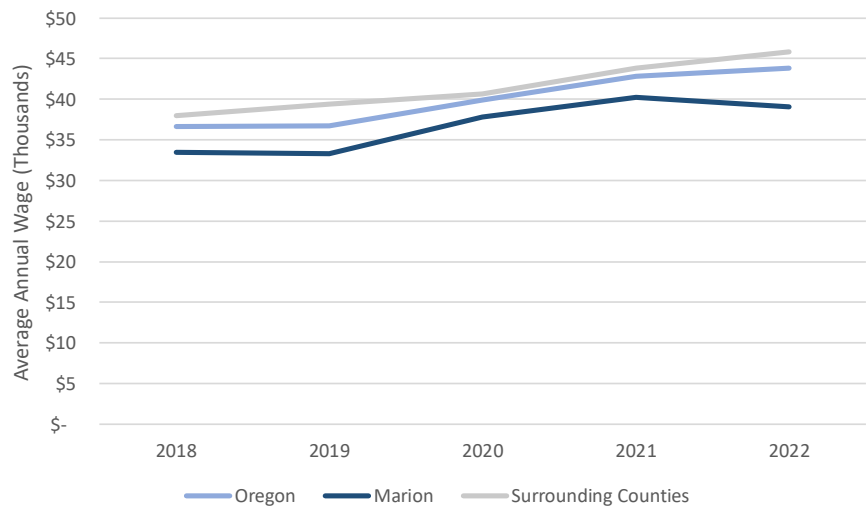

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

location quotients and employment growth over the last several years. These are both quite large categories as well, with 5,300 and 4,500 employees, respectively (see Figure 7).

The County's average annual wages in this sector are $40,000, 30 percent lower than the County's overall average wages of $58,000 in 2022. The industry has experienced consistent growth in wages since 2017. However, despite this growth, wages in this industry are lower and behind Oregon's average wages (see Figure 8). Additionally, high inflation in 2021-22 has eroded the real gains of many of the workers, as well as the farms who employ them.
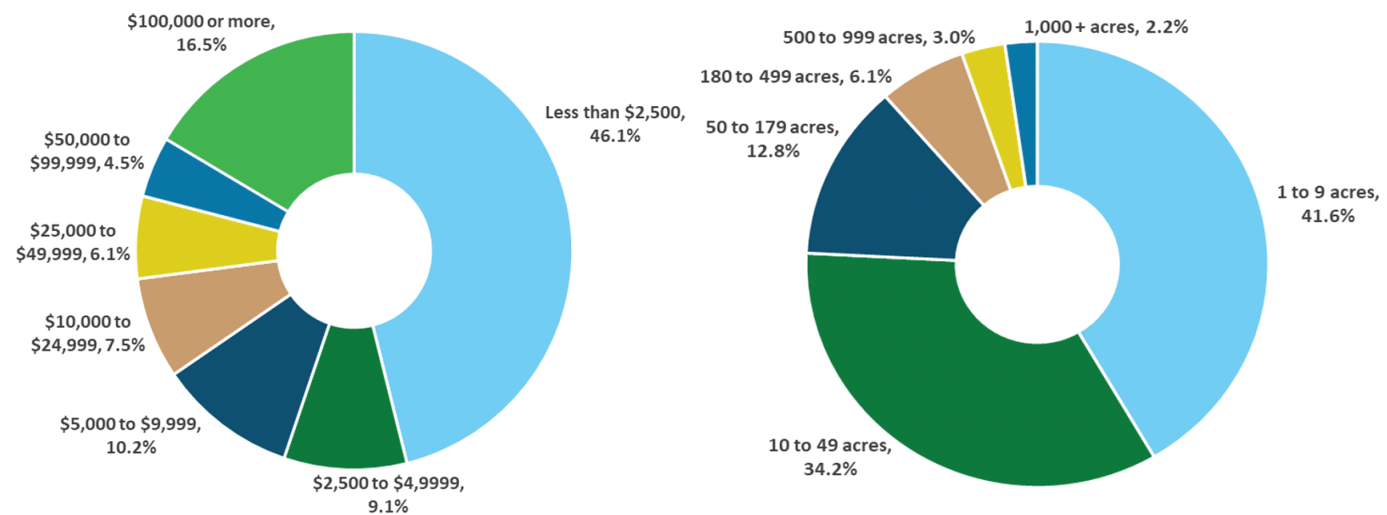
Marion County was home to 2,761 farms in 2017, with an average farm size of 105 acres and average net cash farm income of $43,015. However, these averages do not capture the distribution of farms, which is heavily weighted toward small farms (1 to 9 acres) that have few annual sales (less than $2,500 per year)[12]. While many of these operators perform farming activities as a hobby or supplemental income, there are also several small farms that would like to scale operations, hire additional workers, and adopt improved technologies to increase their output and/or the value of the commodities they sell.

Figure 8 – Average Annual Wage by Year (NAICS Code 11: Agriculture, Forestry, Hunting, and Mining)

Source: Bureau of Labor Statistics. Surrounding counties include Clackamas, Linn, Polk, Yamhill

Figure 9 – Breakdown of Farms by Revenue (left) and by Size (right)

Source: 2023 Oregon Agricultural Statistics, Oregon Department of Agriculture

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[12] Source: USDA 2017 Census on Agriculture

Figure 10 – Job Counts and Densities for Agriculture, Forestry, Fishing and Hunting in Marion County (2020)
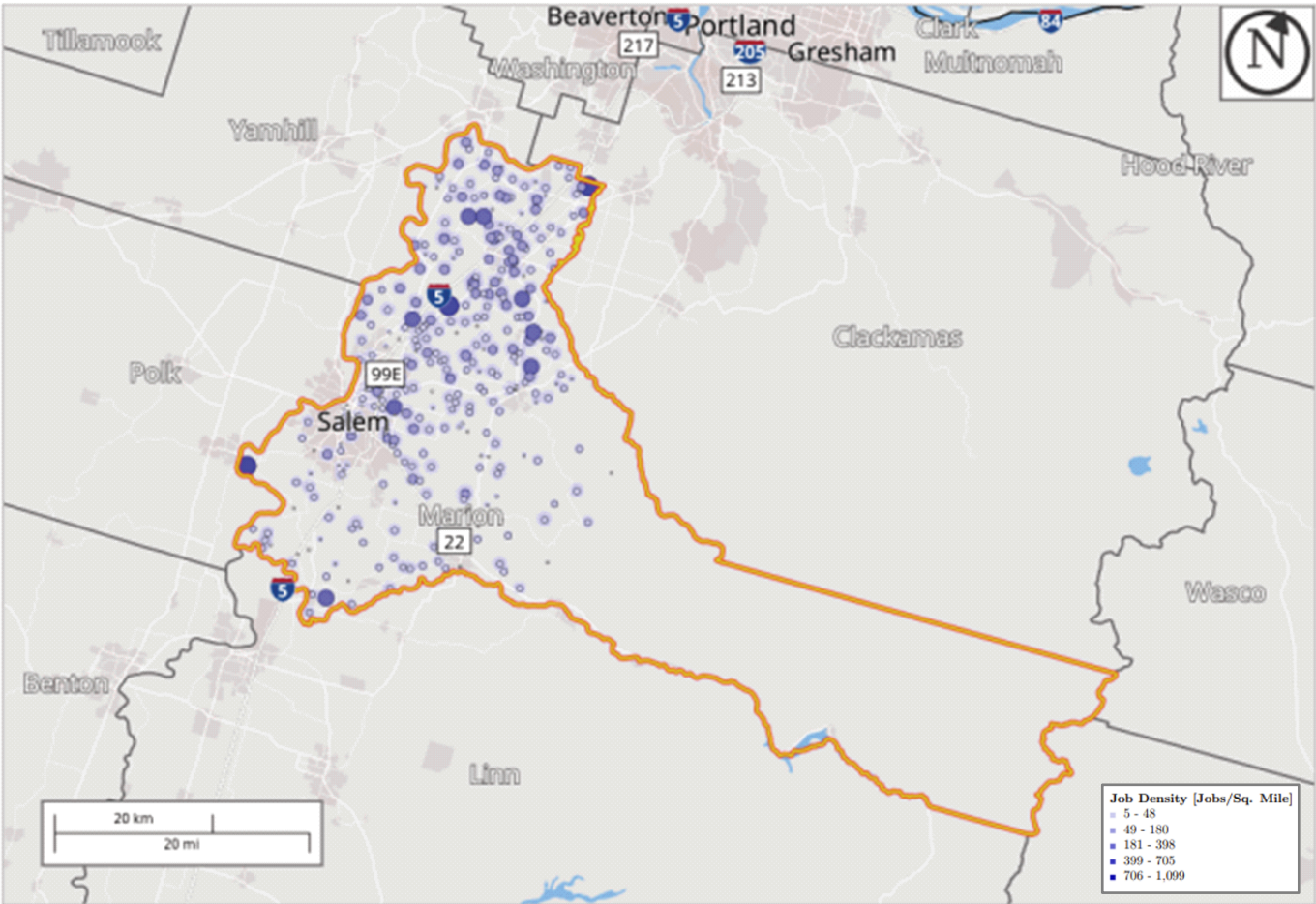
Source: US Census Bureau, Longitudinal Employer-Household Dynamics Program

Marion County's Competitive Advantages

In addition to the size and positive growth of the industry, Marion County has several key competitive advantages that can be leveraged to build this industry:

Rural Property Tax Exemption – The property tax exemption program is a statewide program that so far has only been adopted by Marion County. The program allows for a 3-year property tax exemption for any newly-constructed rural industrial improvements valued between $1 and $25 million dollars (see Marion County Code section 3.35.020). This is an important way to assist businesses in the industry with offsetting the costs of expansion and relocation in the County, increasing the number of capital investments made by farmers. Marion County is the only county in the state that has utilized this exemption.

Supply Chain Offerings – Marion County is home to several major nodes within the agriculture supply chain, including farm production (raw seed and crops), manufacturing facilities, storage facilities, and transportation facilities. This allows for quick and efficient farm-to-table timelines and allow businesses at all points of the supply chain with a local knowledge base of how to implement the other components of the agricultural supply chain.

Brooks-Hopmere Industrial Park – The Brooks-Hopmere community is one of the best locations for additional industrial uses, and its proximity to agriculture farmland in the north well-positions it for agricultural uses, such as value-added production, equipment manufacturing, and complementary uses.

Concurrent Momentum – The County is already making meaningful strides in this industry. Several federal awards have been won over the last several years that provide funding and resources into the development of this industry, and that the County should play a more direct role.

- Agriculture Innovation Cluster Development Grant | $981,000 regional project awarded in 2020
- Growing career pathways for students in agricultural sciences and technology project | $150,000 project awarded in 2021
- Small Business Association Innovation Cluster | $319,000 statewide project awarded in 2022

The County is well positioned to better align these efforts by facilitating the workforce, business, and infrastructure needs and to help secure state and federal funding resources to overcome the challenges of addressing these needs at the local level.

Agriculture Technology Innovation Strategic Tasks

The County can continue developing this industry cluster by working with economic development and business partners. Because of the County's unique role as a governmental organization, it should play a lead role in the following activities:

Develop an Agriculture Innovation Collaborative

The County, in cooperation with its partners, should use well-researched and supported approaches to hold collaborative innovation meetings with agricultural leaders and regional tech businesses to jump-start cross-industry unique approaches and solutions in the space. The University of North Alabama's Strategic Doing Process is a useful model to follow to achieve this. The process should include the following aspects:

- A kickoff meeting that includes partners/businesses that send their key decision makers who can identify and commit resources
- A larger strategy session where potential projects are identified and the partners commit to

contributing to the project's success
- Regular check-in meetings where the partners provide updates on their efforts and outline critical next steps
- Additional partners are added on to the initiative as the project sees success and more resources and support become necessary

The County is home to several partners that should be included in this process:

- Strategic Economic Development Corporation (SEDCOR)
- Marion AG Services, Inc.
- Pratun Coop
- Wilco
- Nutrien
- Simplot

- GK Machine
- Local farmers
- Local chapter of the Farm Bureau
- USDA
- OSU Extension
- Chemeketa Community College

- Trade associations
- Temporary/seasonal workers
- Oregon Fruit
- Workforce Board
- Municipal leaders industrial park administrators

Crossover industries should also be explored as participants in these collaboratives, where new and emerging technologies can be added to discussions and implemented to solve agriculture-specific problems. Examples of partners include robotics, IT and software development, and innovation-adjacent groups like the Technology Association of Oregon, Launch Mid-Valley, Oregon Manufacturing Innovation Center, and Food Innovation Center, to name a few.

Enhancing the County's Participation in Agriculture Projects

As mentioned above, the region was awarded a large EDA grant in 2020 with a special focus on the agriculture sector. SEDCOR is the lead organization on this grant. As the County starts working on agriculture-related projects, the intent and vision of this project will be brought to bear. SEDCOR willplay an active partnership role in coordinating the EDA project activities with the innovation collaborative activities.

The Brooks-Hopmere community area is another project that is well positioned to develop industrial agriculture uses and this type of use would complement the desired business community vision that current residents have while maintaining the agrarian lifestyle and agricultural focus of the northern part of the county. However, as detailed in the Brooks-Hopmere Community Plan (Oct 2021), there are many infrastructure improvements that will be necessary as the agriculture industrial uses are developed. Marion County will play a large role in the development of this area. Recommendations on next steps are provided in that document and are not repeated in this strategy.

VIBRANT COMMUNITIES

Outcome Objective

Increase the number of City and Town Centers in the County by completing plans and guides that support communities' efforts to develop Centers. In addition, build out infrastructure and amenities so that sustainable recreational opportunities are available for residents and tourists.

Role of the Program

- Communicate the benefits of City and Town Centers and provide communities with the resources to help communities make zoning and future land use decisions that support Centers-based development
- Provide destination development support through improving community connections through trail and bike connections, supporting tourism marketing opportunities, and continuing current projects
- Invest in infrasture development by working with local leaders to prioritize projects and secure resources, continue development of the airport, rail connections, and electric vehicle infrastructure

Key Metrics

- Development of City and Town Center materials for municipal use
- Destination projects completed
- Amount of infrastructure resources secured
- Progress made on airport, rail, and EV infrastructure
- Percentage of infrastructure funding spent per year

Ongoing Projects

- Santiam Canyon Wildfire Recovery projects
- Detroit Lake Marinas Excavation & Resiliency Project
- Salem Airport Commercial Travel Upgrades
- Opal Creek Promise Funding
- Santiam Rail Trail Project
- County Fair
- Broadband

The County enhances the well-being of its residents by offering a superior quality of life. To further support cities in maintaining this high standard, the County can introduce an approach to City/Town Centers and promote destination development. Establishing these Centers and embracing tourism opportunities contributes to creating an appealing environment for both residents and visitors to enjoy living, working, and leisure activities. This section outlines how the County can serve as a valuable resource for cities, facilitating opportunities for the benefit of both residents and visitors through the establishment of City/Town Centers and through destination development.

City/Town Centers

Many of the County's cities have experienced tremendous growth over the last 100 years, during the peak of suburban development patterns. As such, these cities are often low-density suburban neighborhoods, with disconnected single-family lots and big box retail districts. This often leaves communities with no civic or cultural center, with only distributed city parks, town halls, or library complexes offering a sense of place or community. Many residents feel unattached to their communities and neighborhoods, which harms walkability, transit use, and social mobility. City and Town Centers are an important way to develop sustainable, resilient, and dynamic communities.

Centers (sometimes referred in research to as Activity Centers) are "places within regions where economic, physical, social, and civic assets cluster at a clearly defined hyperlocal scale[13] . To better describe what centers are, the figure below provides examples of different common metropolitan development types. City and Town Centers are unique in that they have a higher scale of concentration as well as a higher level of complexity.

	LOW COMPLEXITY	HIGH COMPLEXITY
Low-Scale Concentration	**Sprawl** • Single-family dwellings • Low-density commercial	**Local-Serving Places** • Historic downtown • Urban neighborhoods
High-Scale Concentration	**Regional-Serving Monocenters** • Industrial park • Airport • Mall	**City and Town Centers** • Mix of jobs, homes, historical/cultural assets, tourism and recreation assets, institutional assets (college, hospital, courthouse), and transportation hubs • Scaled for human interaction (key areas are within 10-30 minute walk)

The chart lists several components that can make up a City/Town Center. Centers need not contain all or even most of these components; rather, it must have a sufficiently high concentration and complexity of components such that the space has activity for 18 to 24 hours a day. This makes the Center socially, economically, and culturally relevant so it begins to define a part of the character of the community itself and becomes a unique, sustainable, and indispensable part of the community it serves.

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[13] Source: Loh, Tracy Hadden and Hanna Love. 2021. "Why 'Activity Centers' Are the Building Blocks of Inclusive Regional Economies." Washington, DC: Brookings.

Benefits of City and Town Centers

Centers support goals for improved quality of life, affordability, safety, and productivity. A shorter physical distance between home, work, and amenities improves residents' economic prospects and makes most required services (healthcare, groceries, childcare services, parks and open spaces, and jobs) more accessible for residents. The following are the general benefits of City and Town Centers:

Future-ready Economy

A significant shift in work culture occurred due to the Coronavirus pandemic. Before that time, remote work was niche (approximately 5% of US workers in 2019) and has since become a dominant trend (25% in 2023). Additionally, online retail and advanced shipping technologies have changed how people purchase goods and services. Now that they can work from home several or all days of the work week, people don't need to or want to go to the larger metropolitan centers. Developing hyper-local centers that are right-sized and sufficiently complex in the suburban and rural communities diversify each community's offerings, increasing the County's resilience against continuing shifts in consumer habits and demands.

Economic Mobility

Recent research into social mobility shows that the mingling of high- and low-income individuals is a critical component necessary to build a region's social capital and provide access to opportunities for jobs, workforce development, education, and civic engagement. Adopting centers-based development, with a variety of housing types and employment options, promotes additional business opportunities and enhances the economic mobility of people at the lower end of the income spectrum without the need for a larger social safety net.

Commute Times

City and Town Centers locate jobs and housing in close proximity to one another, allowing for reduced commute times and promoting multimodal transit types. Decreasing the distance between home and work reduces commute times and lowers the number of hours workers must spend on the road, which improves productivity and quality of life.[14]

Transportation

Large swathes of the County's cities are zoned as single-family—creating low-density, single-use neighborhoods. These neighborhoods offer a high quality of life, but also lead to long travel times, bad traffic conditions during rush hour, and reduced access to goods, services, and recreation. Focusing multiple uses into the smaller radius of City and Town Centers helps make such trips faster and easier. This is increasingly important as the population ages and trips by car become less feasible.

Affordable Housing

Centers support a variety of housing that is more appropriately scaled to its environment. This is especially useful for missing-middle housing, and allows for townhomes, duplexes and twin homes, and other affordable housing types. Housing in Centers require much less land than single family homes while still providing great quality of life compared to single family parcel. Housing was identified in the elected official surveys as priority projects for 4 of the County's cities and can be address through Center development.

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[14] Source: Loh, Tracy Hadden and Hanna Love. 2021. "Why 'Activity Centers' Are the Building Blocks of Inclusive Regional Economies." Washington, DC: Brookings. https://brookings-edu-2023.go-vip.net/research/the-future-of-the-inclusive-economy-is-in-activity-centers/

City/Town Centers Strategic Tasks

The economic, social, and city-budget benefits of City and Town Centers supports the County taking a proactive role in assisting communities to learn about, understand, and adopt practices that promote the development of these Centers.

Develop Materials and Policies to Promote Centers

A brief description of Centers was provided in this strategy, but Centers are not a one-size-fits-all approach; the mix of uses and components adopted by communities can and should be different based on each community's needs, desires, and current built environment. This is a feature of Centers—the focus on the community and its needs allows Centers to be authentic and distinct, even within the same county or region.

The role of the County in support the promotion of Centers will be of education and planning support, making it as easy as possible for communities to adopt Center-based strategies for their zoning and land use plans, as well as for the adoption and implementation of center-based projects. The County can also play a role in developing policies at the County-level so Center-based strategies have less friction for implementation.

Helpful resources to use to better understand and promote Centers include the following:

- Brookings: Anne T. and Robert M. Bass Center for Transformative Placemaking
- Wasatch Choice (Utah)
- Oregon Metro: 2040 Growth Concept and accompanying EVA Tool
- Activity Centers Almanac (City of Boise)

Identify Current/Potential Centers

The County will work with city/town councils and their staff to identify current Centers, and to assist with the development of future City and Town Centers as part of infill/redevelopment and greenfield development projects. For many of the smaller communities, Centers will be smaller and simpler. However, the best practices and key principles from Center development will still apply and should be used to guide planning and development decisions.

Provide Funding for Land Use Planning

The County currently provides funding for Cities to lower the cost of planning efforts. As of the most recent fiscal year, the amount provided was $325K per year. This is paid for through the Lottery fund and will be continued under this strategy.

Destination Development

Marion County is a great place to live, with 3 out of every 4 residents stating that quality of life was the reason they live in the County. Having this as the top reason from respondents is a hard-won and laudable achievement since quality of life is an assessment of overall well-being and life satisfaction. This quality-of-life response can be taken as a general statement of the public's contentment with their employment, health, social, religious, recreational, and environmental conditions compared to other factors that could drive them to live in the area, such as their distance to work or family (other common, but non-dominant categories in the survey).

In addition to providing quality of life for residents, Marion County actively seeks and promotes tourism visitation. This has done well for the County, with Marion commanding more than 2 million person-trips per year. In 2022, the tourism market accounted for a direct spend of $549 million in Marion County, generating 4,840 jobs and $7.1 million in local tax receipts[15].

Not all visitors are equal in terms of their economic impact. An estimated 55% of overnight visitor spending in Marion comes from hotel, motel, and short-term rental visitors, who spend an average of $133 per day, higher than the $39 per day spent by those visiting friends or relatives (VFR). According to a 2022 visitor profile report from Travel Oregon, of those whose main destination was Willamette Valley region, many come to visit friends and family; however, for many of the smaller communities business and leisure visits made up a large share of reasons for visitation (see Figure 11)[16].

Since Salem is the dominant source of visitation, it is likely that the region's visitors are largely made up of those visiting friends and relatives, representing the group that generates the least expenditures per day. However, business and leisure activities are well represented—especially in the smaller communities—and should be a focus for destination development.

Figure 11– Marion County Visitation Purpose

All estimates are as a percent of total visitors for whom Willamette Valley was their primary region of visit	TRIP PURPOSE			
	Total	Leisure	VFR	Business/ Convention
Salem	**31.9%**	29.2%	40.2%	27.7%
Silverton	**11.3%**	13.2%	7.9%	5.5%
Woodburn	**7.7%**	7.1%	9.2%	8.4%
Aurora	**3.3%**	3.4%	3.1%	4.0%
Saint Paul	**1.6%**	1.5%	1.0%	4.8%
Donald	**0.9%**	0.8%	0.5%	3.2%
Hubbard	**0.9%**	0.7%	1.0%	1.8%
Base	*1,249*	858	299	92

Note: Options are not mutually exclusive (respondents could select multiple communities visited and multiple trip purposes) so totals will not add up to 100%.

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[15] Source: OR_2022_2023-05-24.pdf (traveloregon.com)
[16] Source: Travel-Oregon-Visitor-Profile-2021-22-Statewide-Report-of-Findings-rev.-6.23.pdf (traveloregon.com)

Destination Development Strategic Tasks

As the County builds its tourism assets and strategy, it should focus its investments on offerings that will 1) improve the quality of life for its current residents and 2) generate additional expenditures from visitors, especially leisure and business/convention visitors.

Detroit Marinas Excavation and Resiliency Project

The County is currently committed to completing the Detroit Lake Marinas Excavation and Resiliency project. As the primary outdoor recreation activity in the North Santiam Canyon, Detroit Lake and its marinas serve as the economic engines for the area. The marinas provide moorage and boat rentals and serve as the base for RV camping and other lodging facilities. All area businesses depend on a recreational season of May 1st to October 1st to maintain solvency year-round. The Detroit Lake Marinas project consists of the proposed excavation of 162,000 cubic yards of sediment underneath both commercial marinas located at the Detroit Lake Reservoir. By removing the sediment, the project will allow the marinas to extend their summer season by approximately two months. This will support all area businesses that rely on a summer recreation season to maintain solvency.

Improve Community Connections Through Trail and Bike Connections

The Center-based development approach is complementary with multi-modal connections including biking and walking trails and paths. Many of the county's communities are car-centric—going to work on a bike or via walking is difficult and can be dangerous. Many communities are addressing this by planning for trail systems and bike paths in their zoning and land use plans; however, the cities are only planning within their own jurisdictions—connections between cities are best done at the county and regional levels. Outside of the metropolitan areas, the County will play an even greater role in bringing recreational opportunities to bear. This is especially for recreational trails and parks in the Santiam Canyon, many of which are on county-owned land. Projects that are doing trail improvement include the rails-to-trails project, which will establish a pedestrian and cyclist path connecting downtown Gates to The Maples Rest Area, and the resilient headwaters[17] which is developing a mountain bike trail network. Both of these projects provide an opportunity for the County to support a key recreational opportunity for the rural communities in the canyon. The County also has a unique opportunity to redevelop the parks within the fire-impacted areas and to build out unique assets that can benefit both locals and visitors.

Focus and Support Tourism Marketing Opportunities

The County's tourism marketing efforts should focus on business and leisure stays, which have a much higher daily spend. As the capital of Oregon, the county has a competitive advantage in marketing to business-related visit, especially surrounding the legislative session. Many of the outlying communities (Woodburn, Silverton, Saint Paul, Aurora) have good visitation from business/convention. To improve business visitation, the County will need to work with local and regional DMOs to support their efforts and better understand who these visitors are, where they are staying, and what sites they are visiting. Such data can be analyzed using tourism or hospitality reports. The County should then focus on businesses located within the Vegas and Los Angeles markets, where Avelo Airlines, who recently established itself as the Salem Airports commercial carrier, is already operating. Being able to bring people directly to the airport will generate higher returns to the economy because visitor purchase their rental car and gas within the community and are much more likely to dine and recreate within the County.

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17 For more information regarding this project, see https://www.travelsalem.com/resilient-headwaters/

Improve Recreational Infrastructure for Santiam Canyon Communities

Many of the County's current projects address the Santiam Canyon communities, such as the excavation of the Detroit Lake marinas and the Opal Creek Promise funding. As these projects mature, the communities will be able to improve their offerings by developing destination attractions. Currently, most of the people who benefit from the recreational amenities in the canyon communities are full- or part-time residents or those with sufficient income to own a boat and other equipment. The accessibility of the recreational assets can be improved by adding rental offerings, such as overnight accommodations (camping, cabins, RV sites), kayak/paddleboard rentals, fishing gear, and mountain biking and hiking equipment.DetroitGates[18] As a large landowner, the County can participate in these offerings by providing operating and use permits, where appropriate. This should be done in partnership with local outfitters, entrepreneurs, and community leaders.

Good Neighbor Grant Program

The Good Neighbor grant program is a currently existing funding mechanism to support financial or technical assistance in situations where there is a clear risk to public heath and/or safety, or risk to value of property or livability of neighborhoods. The program was established in 2007 to serve as mechanism to improve quality of life in Marion County's neighborhoods.

County Fair

The Program will lead efforts to organize and run the County fair. This is a key community development activity that builds relationships among members of the County and is one of the few times that community members view themselves as belonging to the county and interact with people from different cities. It is also one of the few events run by the County itself and is one of the few opportunities for interaction between community members and the County's elected officials and staff.

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[18] More information regarding recreational improvements can be found in the Detroit and Gates vision plans

Infrastructure Investment

Infrastructure is crucial to the well-being and development of the County's economy. Reliable transport of goods, services, and people is the bedrock of a functioning economy and requires consistent maintenance and improvement. Communication infrastructure, such as broadband and mobile services, enables businesses to operate efficiently and to compete in the modern economy. Access to water and sanitation is equally important, as it contributes to public health, agricultural output, and industry.

City Feedback

In conversations with many cities and in feedback from both the local government and public surveys, infrastructure was commonly listed as a priority project (see table below for specifics). As Marion County and its cities continue to grow, having high-quality infrastructure in place is essential.

CITY	TOPICS ADDRESSED
GERVAIS	Focused on industrial development, downtown development, and city growth. Needs assistance with urban growth, infrastructure, and facade improvements.
AURORA	Expressed appreciation for the CPI Program. Focused mainly on industrial development.
ST. PAUL	Needs technical assistance and infrastructure funding. Currently working on a city strategic plan.
STAYTON	No input given at meeting.
WOODBURN	Focused on tourism.
MILL CITY	Expressed appreciation for Opal Creek Funding. Questions regarding different community projects.
SALEM	Focused on infrastructure, homelessness, workforce training, and small business support.
MT. ANGEL	Focused on tourism and workforce training. Recently created Discover Mt. Angel and expressed interested in Chamber Grant Program.
SUBLIMITY	Questions regarding the North Santiam Sewer Authority
TURNER	Focused on Main Street development, small business support, and industrial development. Needs professional office space and business training support.
HUBBARD	Focused on Main Street development and tourism. Expressed opportunity for County to attend French Prairie Forum Meetings.
IDANHA	Meeting was cancelled. Waiting for follow up.
KEIZER	Focused on tourism.
AUMSVILLE	Expressed appreciation for the CPI Program.
DETROIT	Focused on tourism, small business support, and workforce housing. Questions regarding Opal Creek Funding and Canyon Area Forgivable Business Loans
JEFFERSON	Focused on broadband and is restarting the Jefferson Chamber.
GATES	Focused on infrastructure (needs funding for Water Plant) and expressed need for technical assistance.
SILVERTON	No input given at meeting.
DONALD	Expressed appreciation for the CPI Program. Expressed need for street, new community center, and infrastructure funding
SCOTTS MILLS	Waiting for follow up.

Infrastructure Investment Strategic Tasks:

Infrastructure:

Many of the County's cities have infrastructure development as one of their key priorities. The Program should continue its role of supporting county-wide and city infrastructure projects by collaborating with its partners, third-party contractors, and local governments to build out the County's broadband infrastructure. The County should help develop infrastructure in the following ways:

- Ensure that general plans include all infrastructure needs and work with local leaders to prioritize projects and secure resources to complete those projects
- Continue development of airport, rail, and electric vehicle infrastructure
- Work with State and Federal agencies, especially the Oregon Department of Transportation and US Department of Transportation, to quickly utilize infrastructure funding available through the recently-passed Infrastructure Investment and Jobs Act

Broadband

The State of Oregon has been allocated $688.9 million in Broadband Equity, Access and Deployment (BEAD) by the National Telecommunications and Information Administration (NTIA), which will be used to improve internet access in both unserved and underserved areas. In 2024, approximately 20% of the funding is anticipated to be released for the unserved areas, with full release of the funds anticipated for late 2024. Business Oregon is developing the process for the grant execution, a 5-year plan, and an initial proposal to NTIA.

Priority areas include:

1. Unserved locations (i.e. locations with a speed less than 25/3 Mbps)

2. Underserved locations (i.e. locations with a speed between 25/3 – 100/20 Mbps)

3. Community Anchor institutions without 1 Gbps speed

Federal Communication Commission (FCC) broadband maps have been used as a guide to determine its priority areas. Program staff have been working with Business Oregon to submit challenges to the FCC maps based on the work of the Community Services Department through surveys and promoting statewide speed tests. Staff are currently working with Faster Internet Oregon to determine the results of these speed tests for Marion County.

The County should continue to collaborate and communicate with Business Oregon, cities, and other partners in coordinating the federal funds designated for broadband access improvement and how they will be utilized. Additionally, the Program should continue its research for other grant opportunities to fund broadband initiatives. One such grant includes the Broadband Technical Assistance Program (BTAP), which helps provide funds for Technical Assistance in developing or evaluating strategies to serve unserved and underserved areas.

3 STRATEGIC PLAN UPDATE

To ensure the continued relevance and effectiveness of this Program's efforts, it is imperative to institute a regular review and update process. The plan should be updated every two years, with revisions that address emerging trends, changing market conditions, and evolving organizational priorities. A comprehensive major reconstruction of the Plan should be completed by 2028, to plan for the next 5-year cycle.

Due the the dynamism and high number of variables related to economic indicators, the comprehensive update allows for a thorough examination of long-term goals, reassessment of core strategies, and alignment with the dynamic landscape of the business and political environment, fostering adaptability and sustained focus on the Program's priorities.

DATE	OBJECTIVE
2026	2 Year Evaluation & Update
2028	Comprehensive/Strategic Update
2030	2 Year Evaluation & Update
2032	2 Year Evaluation & Update
2034	2 Year Evaluation & Update

Marion County
OREGON

Plan Strategies

STRATEGY	GOAL	HIGH-LEVEL TASKS	METRICS
FLEXIBLE CAPACITY ENHANCEMENT	Develop Program Narrative	• Improve Program web presence	• Program website visitation/CTR
	Improve Program Efficacy	• Shorten the procurement process • Adopt customized project management software	• Percentage of lottery fund spent per year • Average number of weeks from RFP release date to contract execution
COMMUNITY COLLABORATION & SUPPORT	Enhance Community Relationships	• Quarterly meetings with municipal staff • Annual City Feedback • CPI Reporting Structure	• Meeting attendance • City survey feedback • Number of CPI report submissions
	Enhance Partnership Relationships	• Quarterly meetings with economic development partners	• Meeting attendance • Quarterly meeting feedback
SUSTAINABLE BUSINESS ECOSYSTEM	Business & Entrepreneurial Support	• Meet with chambers bi-annually • Entrepreneurship Support • North Block Market • Canyon Area Business Forgivable Loan Program • Address vacant commercial properties • Promote Workforce Solutions	• Meeting attendance • Number of business applications to Secretary of State • Commercial property owner responses
	Agriculture Technology Innovation	• Develop an Agriculture Innovation Collaborative • Enhance the County's participation in Agriculture projects	• Chamber partner meeting follow-up actions • Agriculture wage growth / average farm revenue growth • Total acreage of industrial space developed • Projects launched through collaborative initiatives • Number of new businesses
VIBRANT COMMUNITIES	City/Town Activity Centers	• Develop Materials/Policies to promote • Identify current/potential centers • Provide Funding for Land-Use Planning	• Development of City and Town Center materials for municipal use • Number of Land-Use Plans developed
	Destination Development Support	• Detroit Marinas Excavation and Resiliency Project • Improve trail and bike connections • Focus Tourism Marketing Opportunities • Improve Recreational Infrastructure for Santiam Canyon Communities • Good Neighbor Grant Program • County Fair	• Destination projects completed • Increases in visitor rates/ spending
	Infrastructure Investment	• Work with local leaders to prioritize projects and secure resources • Continue development of airport, rail, and electric vehicle infrastructure • Work with State and Federal agencies to quickly utilize infrastructure funding	• Amount of infrastructure resources secured • Progress made on airport, rail, and EV infrastructure • Percentage of infrastructure funding spent per year

APPENDIX A

Appendix A: Review of Prior Plans

Planning documents created by the County, Region, and cities referenced and researched at the onset of the planning process include:

1. 2023 Marion County Strategic Plan

2. Marion County Economic Development Strategy

3. BOCC Work Session Reports

4. 03.09.2023 Report

5. 06.08.2023 Report

6. 07.13.2023 Report

7. 08.24.2023 Report

8. 09.14.2023 Report

9. City of Aumsville 2040 Vision

10. City of Aurora Comprehensive Plan 2009 – 2029

11. City of Jefferson Strategic Plan 2018

12. City of Salem Strategic Plan 2021-2026

13. Silverton City Council Goals (2023-2024)

14. City of Stayton Amended Comprehensive Plan 2021

15. Salem-Keizer Metropolitan Area Regional Economic Opportunities Analysis 2012 – 2032

16. 2021MWVCOG Annual Report

17. MWVCOG CEDS Update 2018

Key strategies from these planning documents provided a background of previously identified priorities for the County and a basis for future planning.

Appendix B: Stakeholder Outreach Memo

Stakeholder Outreach Memo

Marion County Economic Development Program

5-Year Strategic Plan

MEMORANDUM

TO: Marion County Board of Commissioners

FROM: Better City, LLC

PROJECT: Economic Development Strategy ("Plan"): A plan to guide staff time and funding decisions for Fiscal Years 2025-2029.

SUBJECT: Stakeholder Outreach Memo

PURPOSE: Overview of the parties' interviewed, responses, including trends and issues identification and potential preliminary recommendations.

Focus Groups, Stakeholder Interviews, & City Outreach

Stakeholder Outreach Memo

Focus Group Attendees

08/30/23: **Program Partners**
Strategic Economic Development Corporation ("SEDCOR"), Small Business Development Center ("SBDC"), Mid-Willamette Valley Council of Governments ("MWVCOG"), Willamette Workforce Partnership ("WWP"), Chemeketa Community College ("Chemeketa")

Invited but did not attend:
Business Oregon

08/30/23: **Chambers of Commerce**
Salem, Stayton/Sublimity, & North Santiam

Chambers invited but did not attend:
Keizer, Mt. Angel, Silverton, & Woodburn

Stakeholder Interviewee Timeline

Individual Interviews: 08/30/23 - Chris Eppley, Commissioner Willis, Commissioner Cameron, Jan Fritz
08/31/23 - Kelli Weese, Nick Harville (SEDCOR)
09/22/23 - Keizer Chamber
10/26/23 - Alex Paraskevas (SEDCOR), Sarah McArthur (Chemeketa)
11/03/23 - Lari Rupp

Stakeholder Interview & Focus Group Themes

While these interviews and focus groups occurred in the early onset of the project, several themes became apparent, including: the significant role of the Economic Development Program and the need to communicate with local communities, the long and complex procurement process, the potential for growth in the agricultural industry (specifically in value-added agriculture), the need for more and improved infrastructure, and the needed support for destination tourism.

City Outreach Timeline

City Outreach: Economic Development Program Manager Weese had conversations with the following cities:

- 09/07/23: Gervais
- 09/12/23: Aurora
- 09/13/23: St. Paul
- 09/18/23: Stayton
- 09/19/23: Woodburn
- 09/29/23: Mill City
- 09/29/23: Donald

- 10/02/23: Salem
- 10/02/23: Mt. Angel
- 10/09/23: Sublimity
- 10/10/23: Turner
- 10/10/23: Hubbard
- 10/16/23: Keizer
- 10/23/23: Aumsville

- 10/24/23: Detroit
- 10/26/23: Jefferson
- 11/02/23: Gates
- 11/06/23: Silverton
- 11/14/23: Donald

City Outreach Findings

Stakeholder Outreach Memo

City Findings: In conversations with city staff, officials, and volunteers, the most common concerns were destination development, industrial development, and community beautification. Other topics frequently addressed included support for infrastructure (water, sewer, airport, and broadband), small businesses (outreach, training, and Chamber collaboration), and technical assistance (capacity and grant needs). Less common topics addressed included workforce training & housing, homelessness, and urban growth & land use.

The table below shows concerns and focus areas by municipality:

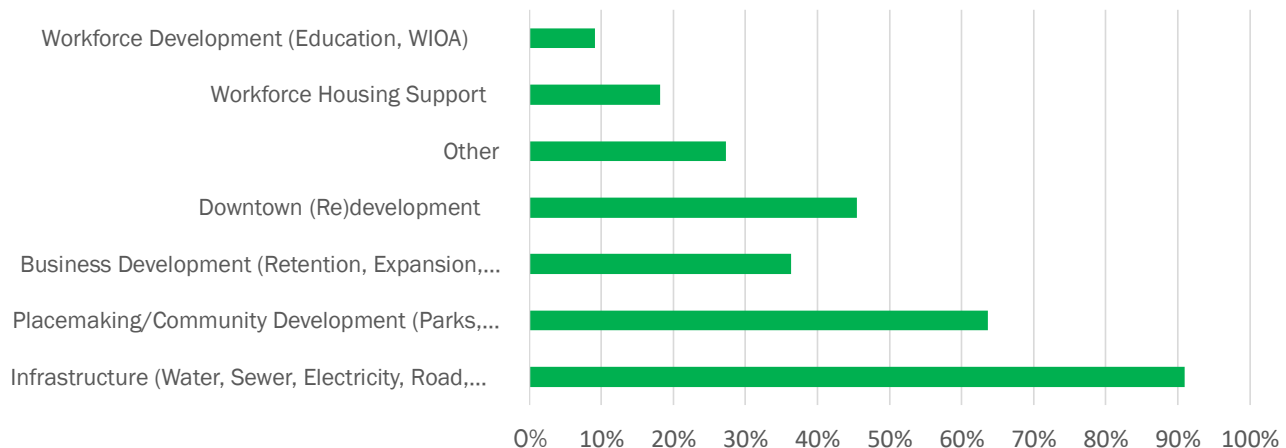| CITY	TOPICS ADDRESSED
GERVAIS	Focused on industrial development, downtown development, and city growth. Needs assistance with urban growth, infrastructure, and facade improvements.
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DONALD	Expressed appreciation for the CPI Program. Expressed need for street, new community center, and infrastructure funding
SCOTTS MILLS	Waiting for follow up.

Local Government Survey Results: Local government staff, officials, and volunteers also had the opportunity to provide input regarding Marion County, their current current economic development focuses, and ideas for the 5-year Plan. Results from the 5 question surveys are found below:

Please Rate the Level of Concern You Have for the Following Economic Issues?

Legend: ■ Very Concerned ■ Concerned ■ Not Concerned
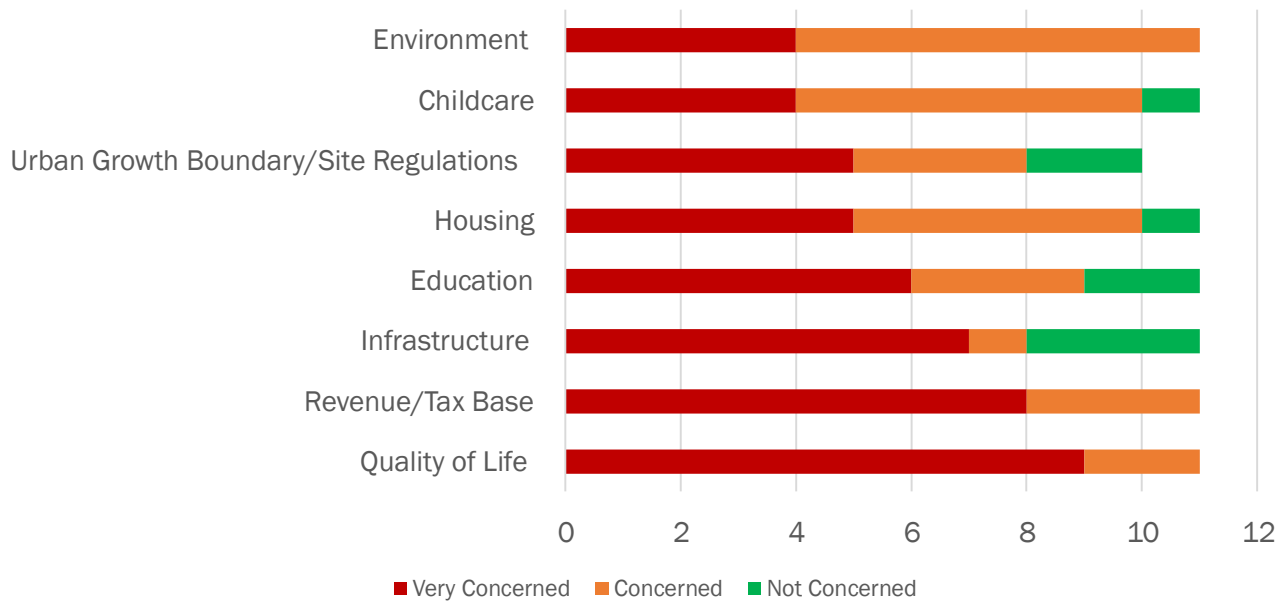
What Type of Economic Development Projects is Your Town/City Currently Implementing?

How Supported Do You Feel by the County in These Activities?

Bar chart with y-axis from 0 to 5. Categories along x-axis:
- 0 (Least Supported): 1
- 1: 3
- 2: 2
- 3: 2
- 4: 2
- 5 (Most Supported): 1

Please List the Projects You Are Currently Working On:

Aumsville
- Expansion of the UBG for a new park
- New housing development
- Interchange development zone
- Digging of new water well
- New water treatment facilities
- Working with local Chamber

Gervais
- Sewer capacity

Idanha
- Downtown improvements
- Sewer
- Business development
- Water
- Park upgrades

Jefferson
- Additional parks
- Upgraded water system
- New fire station

Salem
- Ongoing work with SEDCOR.
- Urban renewal projects through the URA.
- Affordable housing
- Salem airport.

Turner
- Waterline Project
- Downtown revitalization
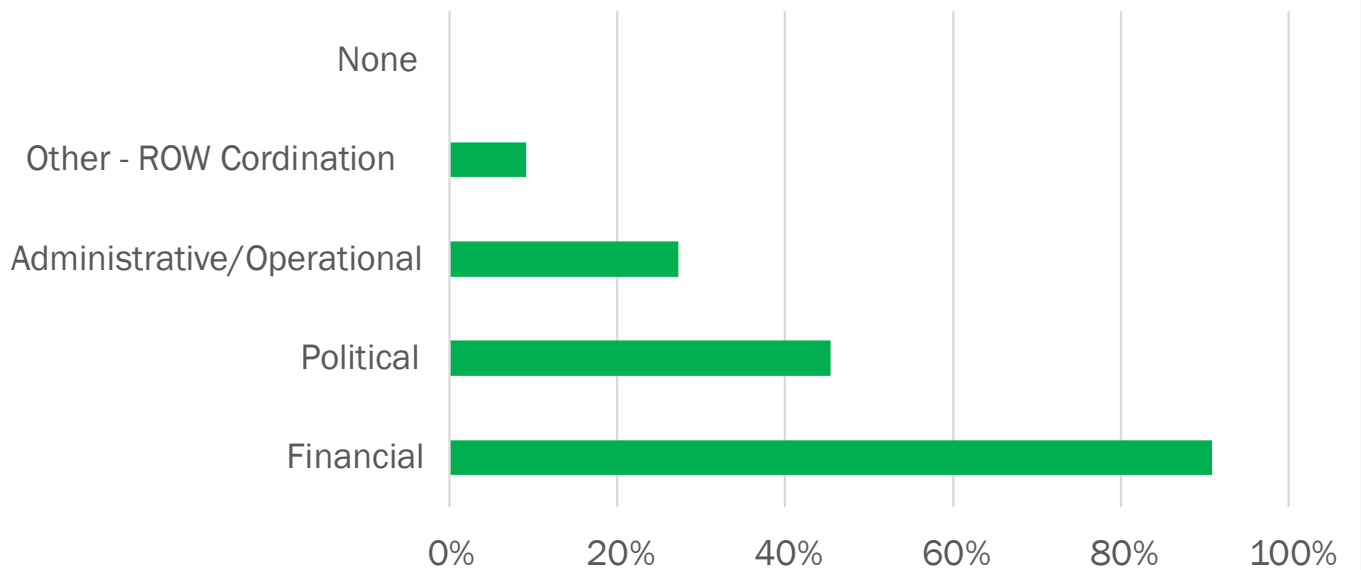- park master plan

Woodburn
- Tourism

For the Projects Selected Above, What Kind of County-Based Support do You Need?

What Economic Development Progress Would You Like to See in the Next 5 Years?

Aumsville
- Crosswalks on County streets

Gervais
- Develop industrial land

Idanha
- Sewer
- Business development
- Housing
- Jobs
- Parks
- New fire station

Jefferson
- Revitalize downtown sidewalks
- Road repair
- Business development
- Job growth

Salem
- Houseless response system
- Airport
- Support of Travel Salem

Turner
- More retail options

Woodburn
- Increased workforce opportunities
- Affordable housing
- Business development
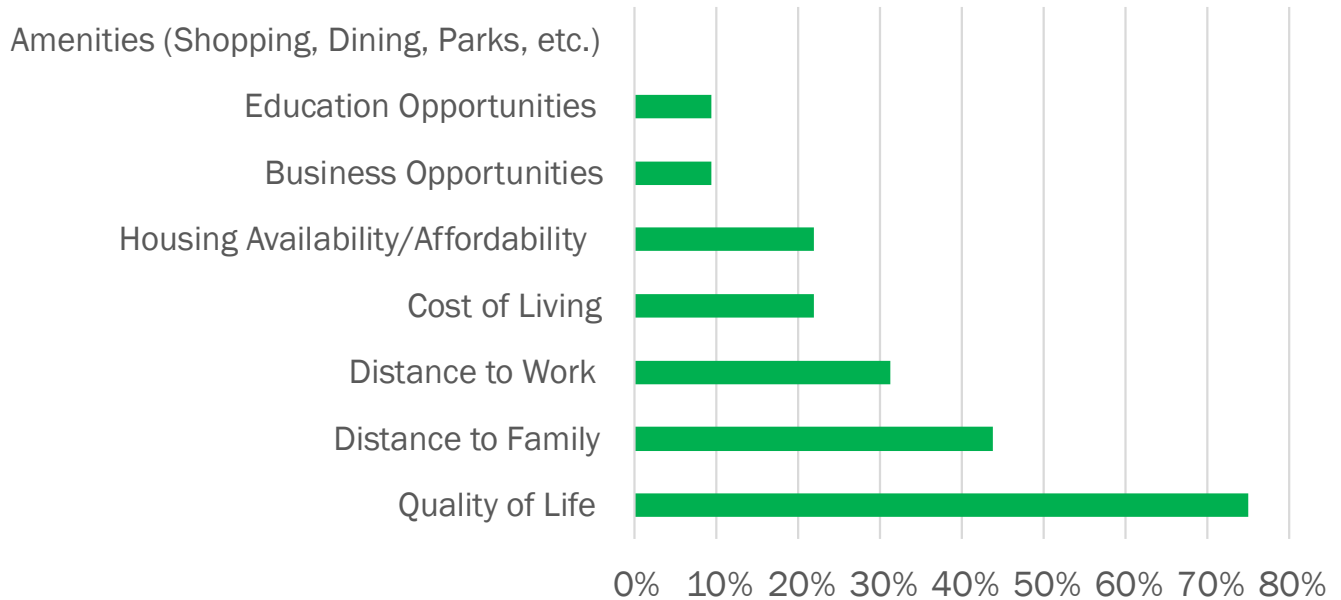
Public Survey Results
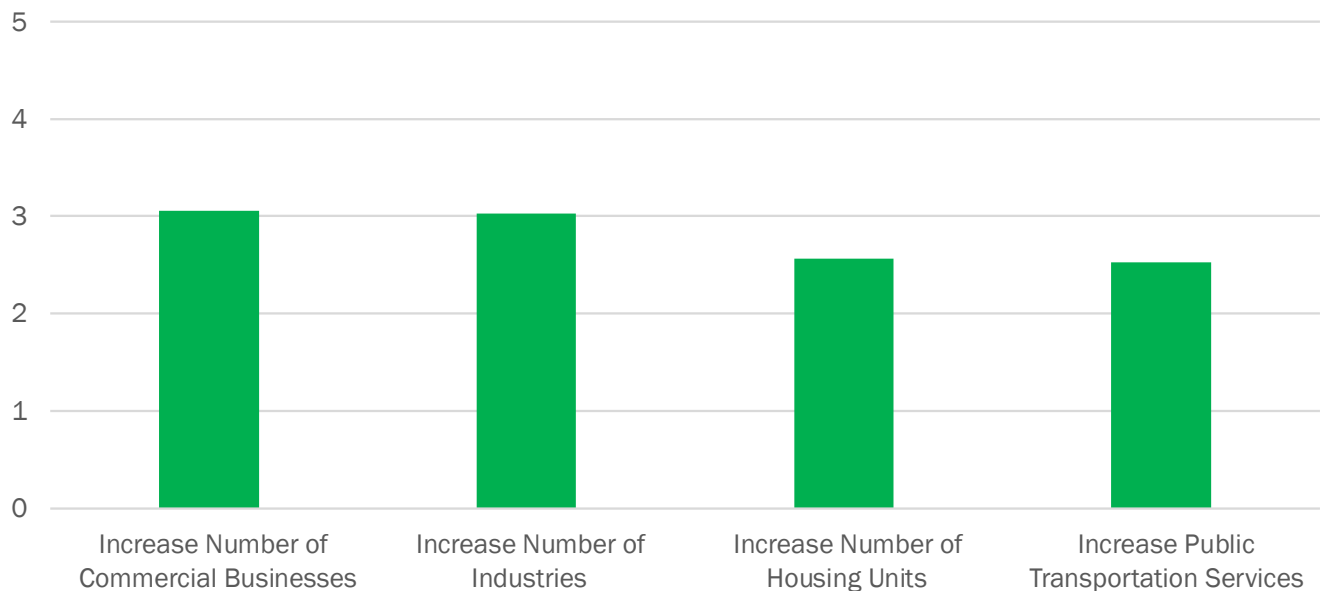
Stakeholder Outreach Memo

Public Survey Results: Members of the public had the opportunity to provide input regarding Marion County and its current economic state and ideas for the 5-year Plan. The survey contained 5 questions - below you find graphs of the results.

Why Do You Live in Marion County?

On a Scale From 0 - 5, How Do You Feel About Growth and Change in Marion County?
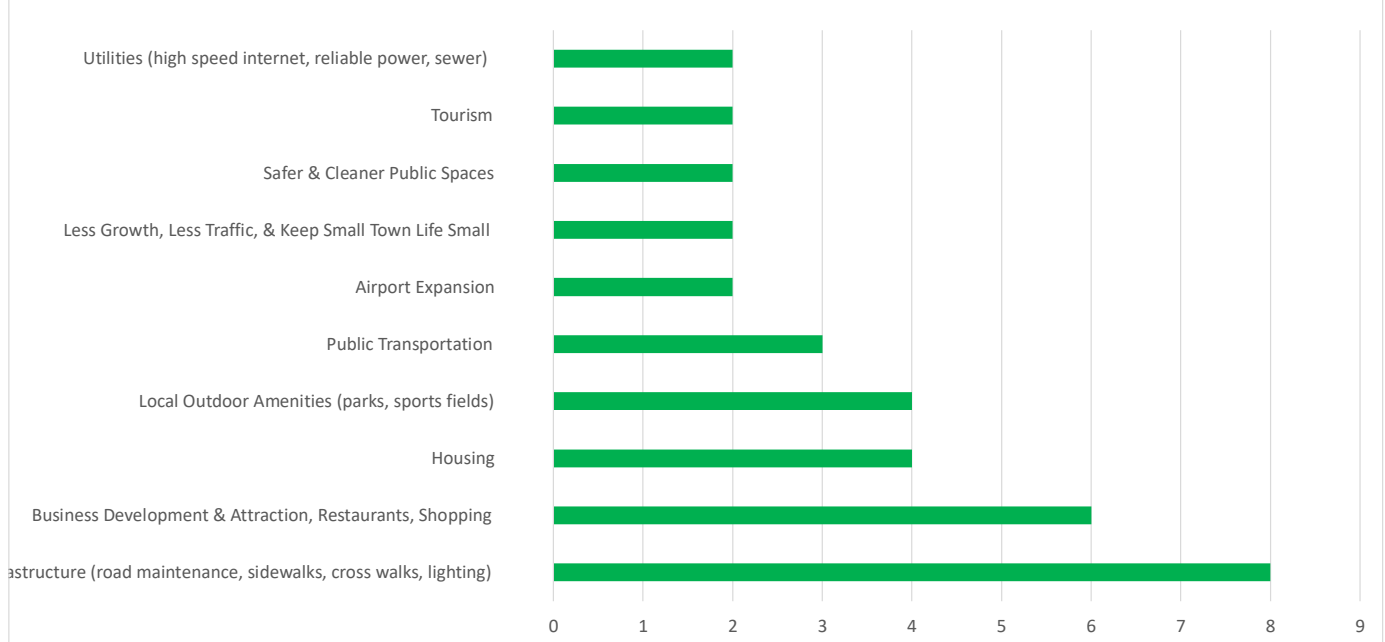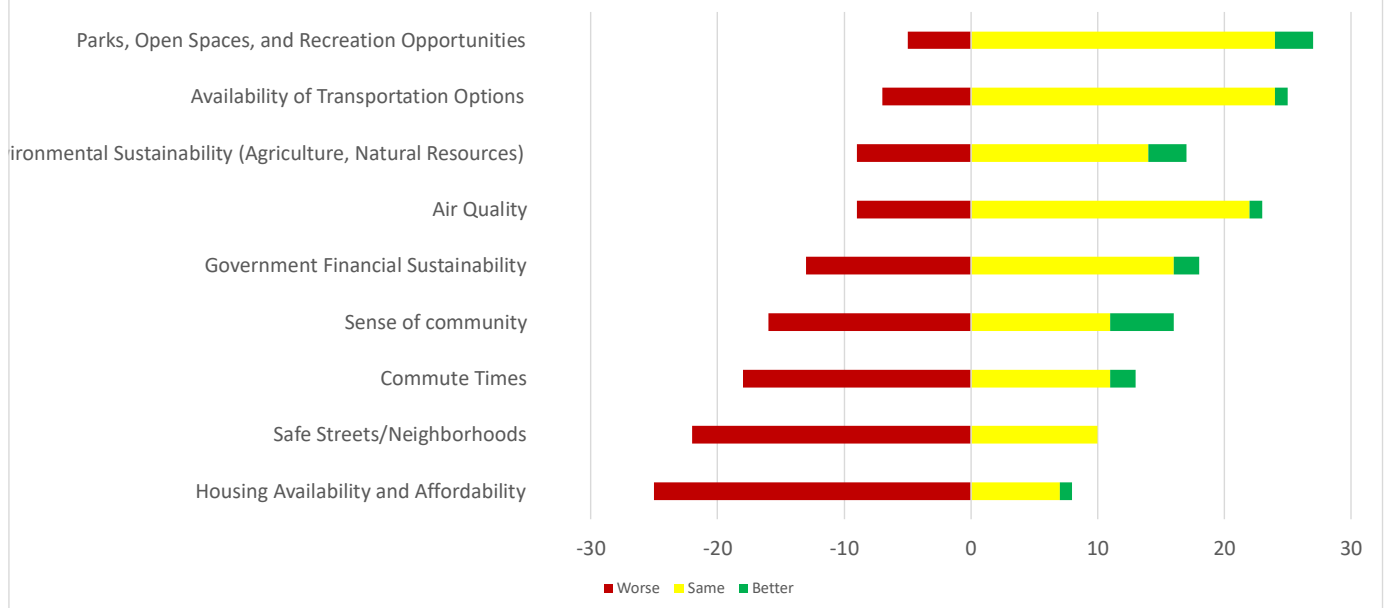
On What Economic Development Priorities/Projects do you Wish Your Town, City, or County Would Work?

Bar chart showing economic development priorities:
- Utilities (high speed internet, reliable power, sewer): 2
- Tourism: 2
- Safer & Cleaner Public Spaces: 2
- Less Growth, Less Traffic, & Keep Small Town Life Small: 2
- Airport Expansion: 2
- Public Transportation: 3
- Local Outdoor Amenities (parks, sports fields): 4
- Housing: 4
- Business Development & Attraction, Restaurants, Shopping: 6
- Infrastructure (road maintenance, sidewalks, cross walks, lighting): 8

Over the Last 5 Years, Rate How the County's Quality of Life has Changed in the Following Areas:

Diverging bar chart (Worse, Same, Better) for:
- Parks, Open Spaces, and Recreation Opportunities
- Availability of Transportation Options
- Environmental Sustainability (Agriculture, Natural Resources)
- Air Quality
- Government Financial Sustainability
- Sense of community
- Commute Times
- Safe Streets/Neighborhoods
- Housing Availability and Affordability

Legend: ■ Worse ■ Same ■ Better

On What Economic Development Priorities/Projects Do You Wish Your Town, City, or County Would Work ?

The following cities mentioned the key areas of focus:

Community Collaboration & Support:
- Aurora
- Hubbard
- Idanha
- Jefferson
- Salem
- Stayton
- Sublimity
- Unincorporated Community

Business Ecosystem:
- Aumsville
- Hubbard
- Idanha
- Jefferson

Quality of Life:
- Aumsville
- Hubbard
- Idanha
- Jefferson
- Woodburn
- Aurora
- Hubbard

What Economic Development Assets Exist in Your Community are Underutilized (Natural Resources, Workforce Skills, Organizations/Businesses, Etc.)?

Aurora
- The Aurora airport
- Langdon Farms
- More commercial expansion

Idanha
- Workforce skills
- Sources for work
- Places to stay for visitors
- River/mountain recreation

Jefferson
- Santiam River
- Space within town for businesses
- Need more businesses

Preliminary Goals and Objectives
Stakeholder Outreach Memo

The table below highlights potential goals, objectives, high level tasks, and outcome measures to address the common themes from stakeholder interviews, focus groups, and conversations with city officials, staff, and volunteers.

POTENTIAL GOAL	POTENTIAL OBJECTIVE	PROJECT/PROGRAM OPPORTUNITIES	OUTCOME MEASURE
Community Collaboration & Support	Enhance Community Relationships	Quarterly Municipal Staff Meeting Reporting Structure	• Meeting attendance & survey feedback • % Communities submit CPI
	Enhance Partnerships	External Communication Strategy	• Partner project progress
Flexible Capacity Enhancement	Improve Program Efficacy	Improve contracting process & use CivicServe Internal vs. external decision matrix	• % lottery dollars spent/year • Avg. # weeks from RFP release to contract execution
	Program Narrative	Internal Communication Strategy - Microsite, Newsletters, Logo, Branding, Motto	• Website visitation • # Newsletters written/year
Business Ecosystem	Business Support	Chamber Collaboration	• 1 Chamber meeting/year
	Entrepreneur Support	TBD	• 5-year business survivability
	Agriculture Technology Innovation	Keep within the ED Program	• # Projects launched through initiative
Quality of Life	Destination Development	Partnerships, Santiam Canyon Priority	• # Destination projects completed
	City & Town Centers	Activity Centers	• Develop materials for communities

Future Dates: Dec. 12 - Draft Plan to Commissioners
Dec. 13 - Draft Plan to Stakeholders & Communities
Dec. 27 - Comments due from Stakeholders
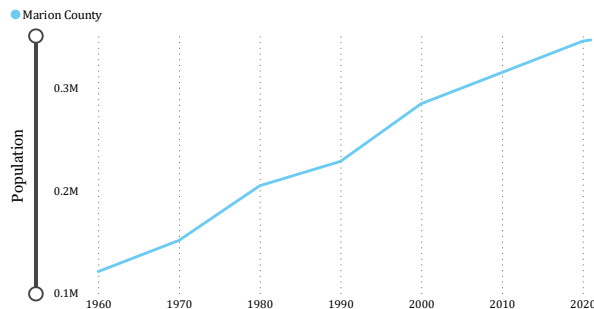Week of Jan. 01 - Final Plan & Summary Memo of Plan Outreach
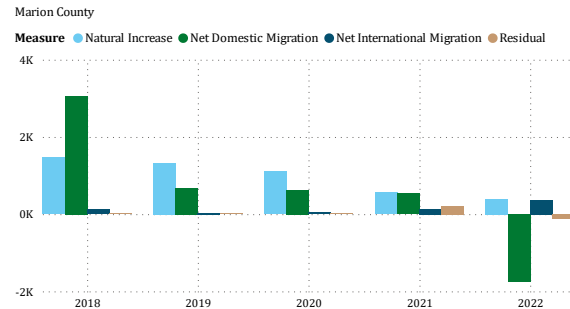Jan. 11 - 1:30 PM Board of Commissioner Work Session.

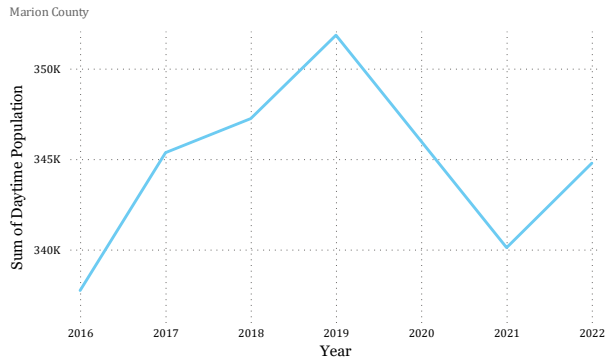# Appendix C: Economic Data for Marion County

Population

Population by Year
● Marion County

Components of Population Growth by Year
Marion County

Measure ● Natural Increase ● Net Domestic Migration ● Net International Migration ● Residual

Daytime Population by Year
Marion County

Current Daytime Population
Marion County

345K

Current Daytime Gain/Loss
Marion County

-1926

Age Groups
Marion County
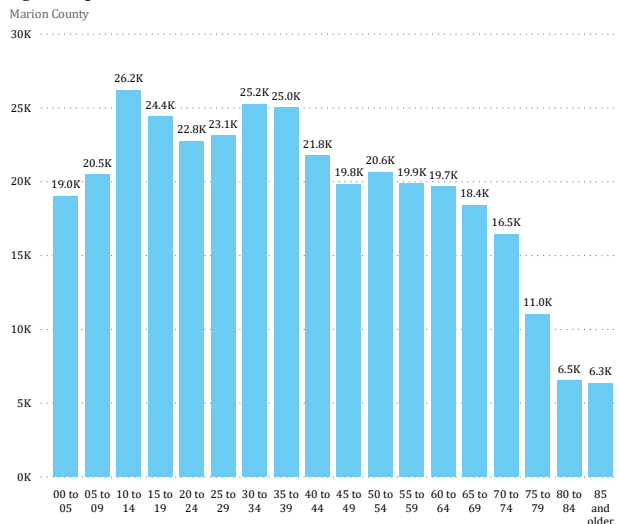
Sex by Age Group
Marion County

● Female ● Male

Age	Female	Male
85 and older	3,958	2,390
80 to 84	3,345	3,166
75 to 79	6,287	4,747
70 to 74	8,825	7,626
65 to 69	10,219	8,183
60 to 64	10,187	9,476
55 to 59	9,283	10,574
50 to 54	9,772	10,860
45 to 49	9,595	10,234
40 to 44	9,483	12,286
35 to 39	12,668	12,354
30 to 34	12,556	12,685
25 to 29	11,082	12,038
20 to 24	11,221	11,529
15 to 19	11,736	12,669
10 to 14	11,526	14,658
05 to 09	10,524	9,960
00 to 05	9,261	9,740
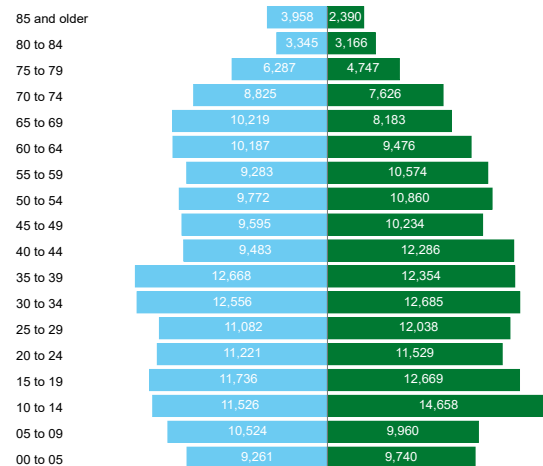
Population (Continued)

Population by Race
Marion County

WHITE	224,613
TWO OR MORE RACES	62,128
SOME OTHER RACE	38,444
AMERICAN INDIAN/ALASKA NATIVE	6,719
ASIAN	6,371
BLACK/AFRICAN AMERICAN	4,521
NATIVE HAWAIIAN/OTHER PACIFIC...	3,907
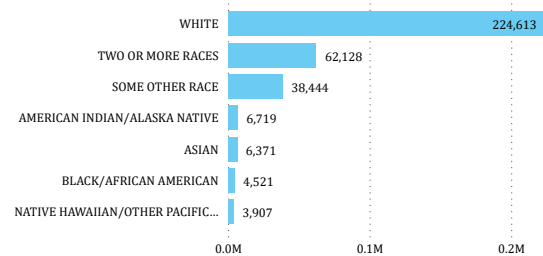
Language Spoken at Home (Pop. 3+)
Marion County

English	242760
Spanish	69520
Asian and Pacific Island Lang...	7527
Other Indo-European Langua...	4442
Other Languages	3453
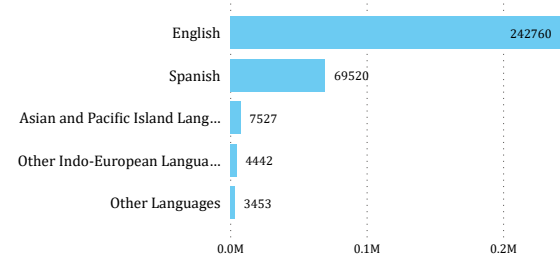
Minority Share
Marion County

38.9%

↑ 12.1%   vs 2017
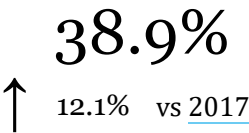
Age Dependency
Marion County

Age Dependency Ratio	68
Child Dependency Ratio	39
Old Age Dependency Ratio	28
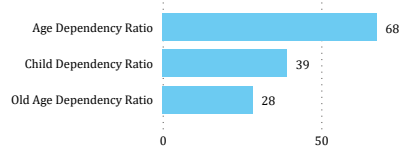
Median Age
Marion County

37.5

↑ 2.2% vs 2017
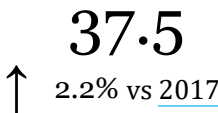
Housing

Population by Year
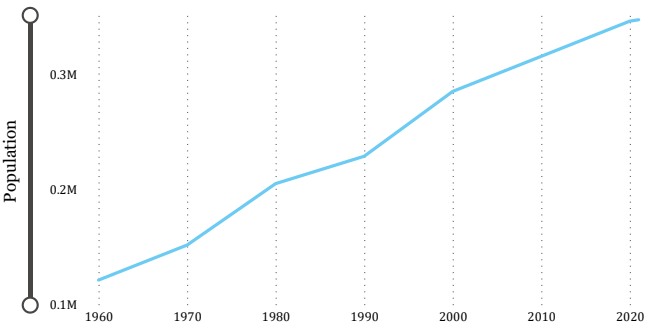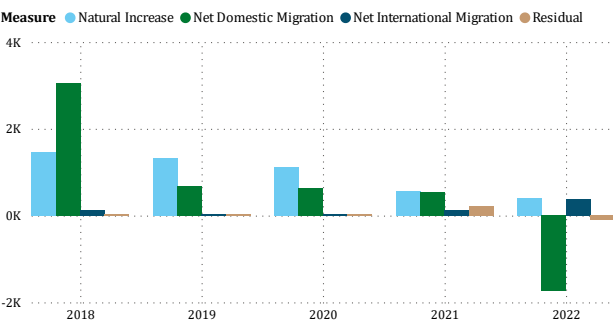
Marion County

Components of Population Growth by Year
Marion County

Measure ● Natural Increase ● Net Domestic Migration ● Net International Migration ● Residual

Daytime Population by Year
Marion County
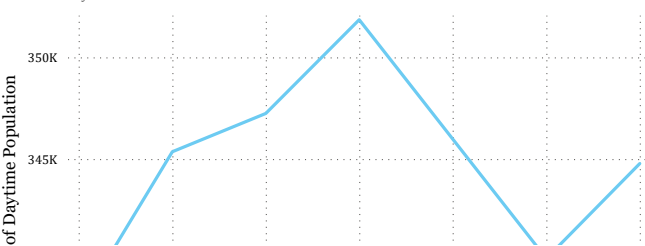
Current Daytime Population
Marion County

345K

Current Daytime Gain/Loss
Marion County

Housing (Continued)
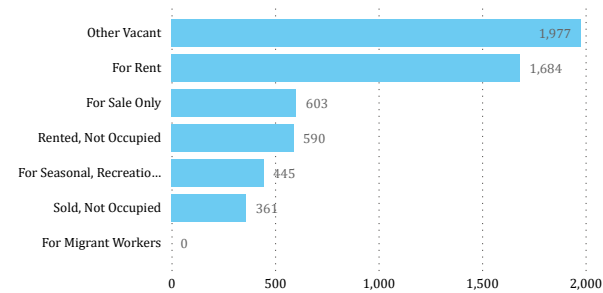
Units by Ownership Type
Marion County

Owner-Occupied Units	80K
Renter-Occupied Units	49K
Vacant Units	4K

0K   20K   40K   60K   80K

Vacant Units by Type
Marion County (2021 data used due to data availability)

Other Vacant	1,977
For Rent	1,684
For Sale Only	603
Rented, Not Occupied	590
For Seasonal, Recreatio...	445
Sold, Not Occupied	361
For Migrant Workers	0

0   500   1,000   1,500   2,000
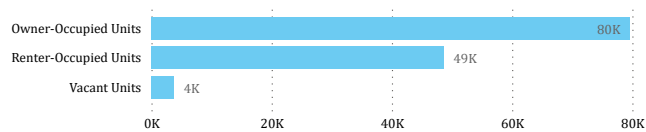
Average Household Size by Ownership Type
Marion County

Owner-occupied	2.7
All Units	2.6
Renter-occupied	2.5

Units by Income Group and Ownership
Marion County

Ownership ● Owner-Occupied ● Renter-Occupied

Income Group	Owner-Occupied	Renter-Occupied
$150,000 or more	14.7K	1.8K
$100,000 to $149,999	21.3K	5.9K
$75,000 to $99,999	12.5K	4.8K
$50,000 to $74,999	13.4K	10.6K
$35,000 to $49,999	6.9K	7.1K
$25,000 to $34,999	3.2K	6.5K
$20,000 to $24,999	2.4K	3.3K
$15,000 to $19,999	1.7K	2.5K
$10,000 to $14,999	1.8K	2.0K
$5,000 to $9,999	0.3K	2.1K
$0 to $4,999	1.5K	1.8K

0K   5K   10K   15K   20K
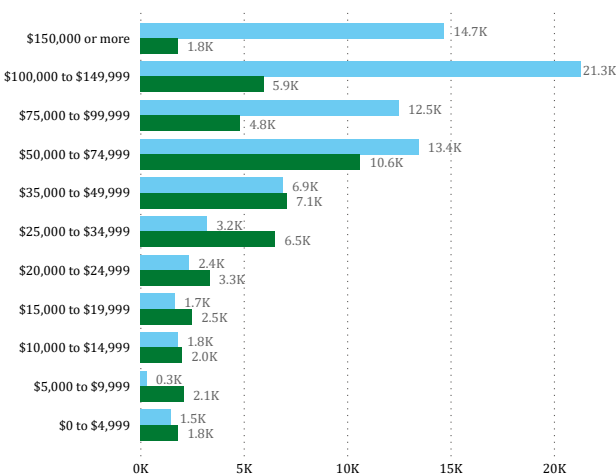
Monthly Housing Cost Burden (Owners)
Marion County

% HH Income: ● 0 to 20 Percent ● 20 to 29 Percent ● 30 Percent or More ● Zero
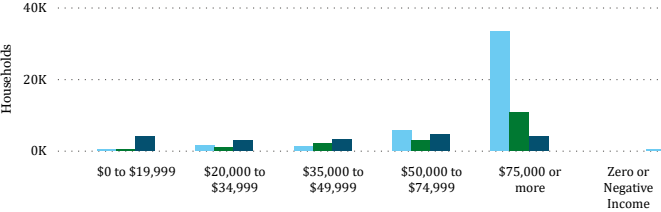
Monthly Housing Cost Burden (Renters)
Marion County

% HH Income: ● 0 to 20 Percent ● 20 to 29 Percent ● 30 Percent or More ● Zero
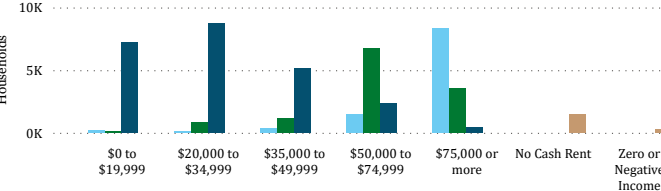
Residential Construction by Units

● 1-unit Units ● 2-unit Units ● 3-4 unit Units ● 5+ unit Units
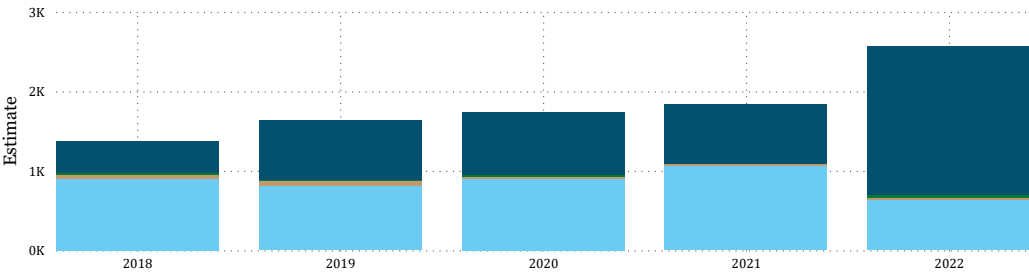
County-County Migration

Moved In

County	Estimate
Polk County, Oregon	15070
Clackamas County, Oregon	8991
Multnomah County, Oregon	6532
Linn County, Oregon	6427
Washington County, Oregon	6043
Lane County, Oregon	4666
Jackson County, Oregon	2477
Clark County, Washington	2456
Umatilla County, Oregon	2435
Yamhill County, Oregon	2046
Benton County, Oregon	1859
Deschutes County, Oregon	1694
Maricopa County, Arizona	1167
King County, Washington	1160
Malheur County, Oregon	1119
Klamath County, Oregon	1050
Lincoln County, Oregon	909
Jefferson County, Oregon	770
San Bernardino County, California	750
Coos County, Oregon	728
Josephine County, Oregon	682
Pierce County, Washington	667
Los Angeles County, California	662
Santa Rosa County, Florida	605
Ventura County, California	590
Ada County, Idaho	580
Douglas County, Oregon	540
San Diego County, California	528

Moved In	Moved Net	Moved Out

Source: U.S. Census Bureau, County-to-County Migration Flows (5-year period estimates)
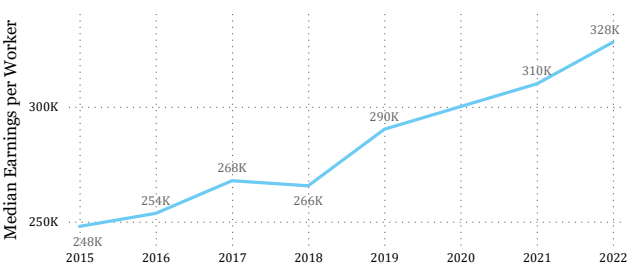
Income and Poverty

Number of Households by Income
Marion County
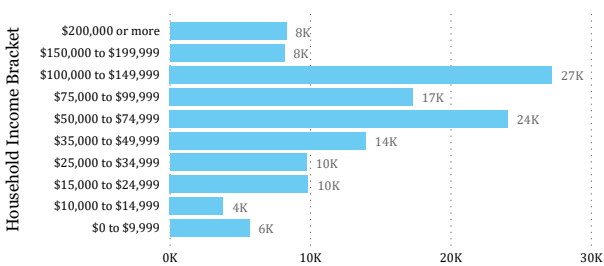
Median Earnings by Year
Marion County

Average Gini Index
Marion County

0.43
↓
-4.4% vs 2017

Poverty Level by Age Group
Marion County

Marion County Economic Development Program 5-Year Strategic Plan
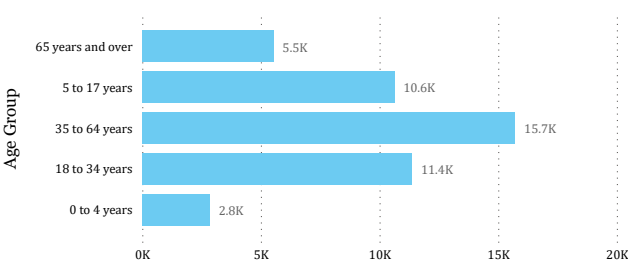
Income and Poverty (Continued)

Percent of Population Living Under Poverty Level
Marion County

13.7%

↓ -10.5% vs 2017

Percent of Population Living Under the Poverty Level by Year
Marion County

Sources of Income
Marion County

Source	Value
Earnings	98K
Social Security	43K
Retirement Income	31K
Food Stamp/Snap Benefits	26K
Supplemental Security Income	7K
Cash Public Assistance Income	5K

Income Statistics
Marion County

Category	Value
Mean Household Income	90K
Median Household Income	71K
Median Earnings, Male, Full-Time	52K
Median Earnings, Female, Full-Time	45K
Meadian Earnings per worker	37K
Per Capita Income	34K

Occupations by Employment
Marion County

Occupation	Employment
Management	17K
Healthcare support	10K
Food preparation and serving	8K
Building and gr...	6K
Health diagno...	6K
Installation, ...	6K
Office and administrative support	15K
Construction and extraction	10K
Material moving	8K
Farming, fishing, an...	5K
Community ...	3K
Architectu...	3K
Production	9K
Educational instruction and li...	8K
Computer and math...	5K
Health t...	3K
Firefi...	2K
Sales and related		
Business and financial operations	9K
Transportation	6K
Personal care and s...	4K
Life, physi...	2K
Legal	1K

Occupations by Employment
Marion County

Occupation

Occupation	Employment
Management	16.7K
Office and administrative support	14.9K
Sales and related	13.0K
Healthcare support	10.5K
Construction and extraction	10.4K
Production	9.0K
Business and financial operations	8.9K
Food preparation and serving	8.4K
Material moving	8.3K
Educational instruction and library	7.5K
Transportation	6.4K

Workforce (Continued)

Labor Force Status
Marion County

Employed	163K
Not in labor force	106K
Unemployed	7K
Armed Forces	0K

(axis: 0K, 50K, 100K, 150K, 200K)
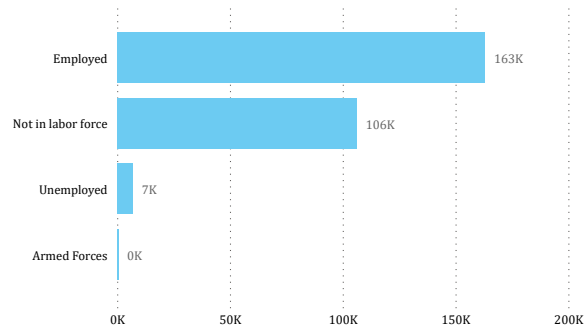
Labor Force Participation Rate
Marion County

61.6%
↑ 0.02 vs 2017
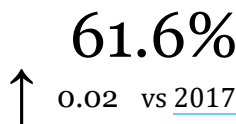
Unemployment Rate
Marion County

4.1%
↓ -12.8% vs 2017
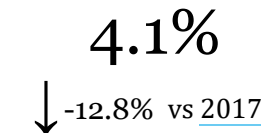
Unemployment Rate by Year and Month
Marion County

4.8   4.2   4.6   4.6   4.5   4.9   4.6   3.6   2.9   3.2   3.6   3.8   3.8
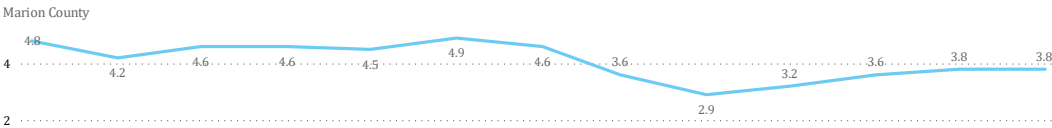
Commute Time to Work
Marion County

15 to 19	27788
0 to 10	25073
10 to 14	24115
20 to 24	22518
30 to 34	16928
60 or more	13095
45 to 59	10380
25 to 29	9901
35 to 44	9742

(axis: 0K, 10K, 20K, 30K)

Commute Type
Marion County

Drove Alone	115281
Carpooled	16410
Walked	2589
Other Means	2515
Public Transportation	2387

(axis: 0K, 50K, 100K)

Commute Type
Marion County

20518 (12.85%)
139182 (87.15%)
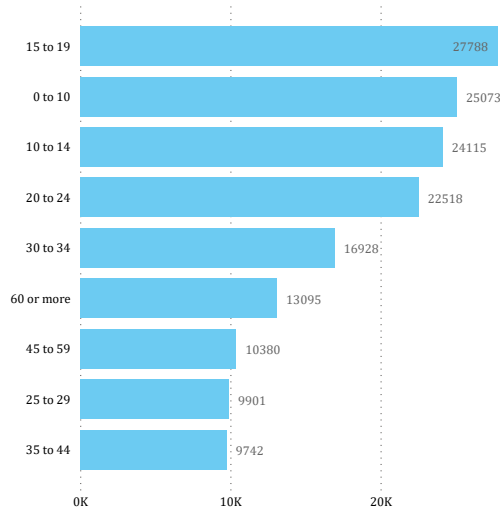
Commute Type
- Worked Outside the Home
- Worked From Home
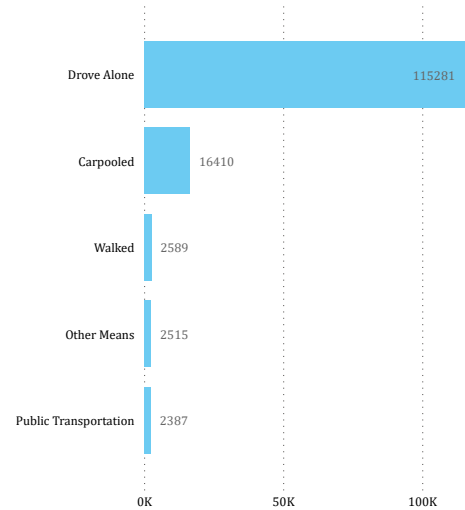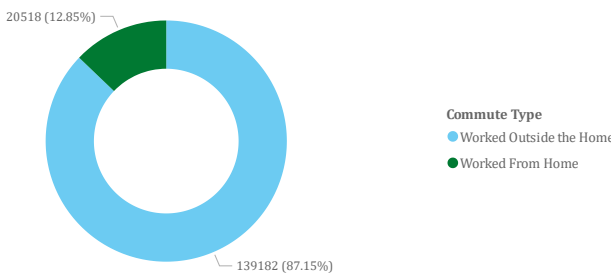
Industry and GDP

Annual Average Employment by Industry (All Ownership Types)

| Health care and social assistance | Construction | Accommodation a... | Educational serv... |
| 26,466 | 12,891 | 11,805 | 10,845 |

| Public administration | Agriculture, forestry, fishing... | Transportation a... | Professional... |
| 20,838 | 10,322 | 7,116 | 5,608 |

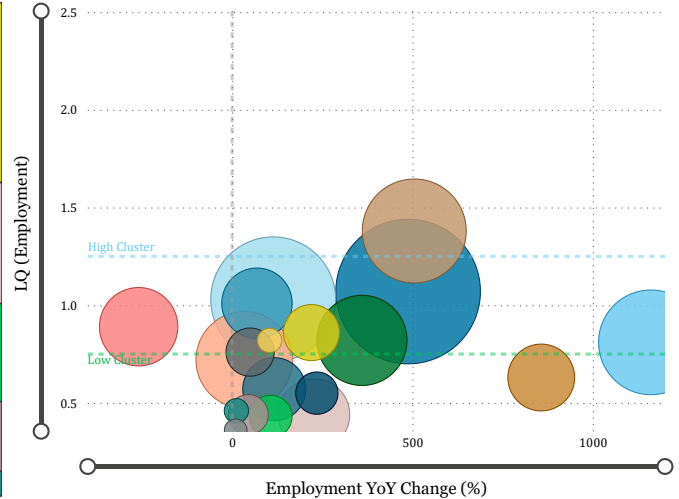| Retail trade | Manufacturing | Other services (exc... | Rea... | In... |
	9,920	4,904	2,0...	1,...
	Administrative and support...	Finance and insura...	Art...	M...
	4,279			
17,349	8,709	Wholesale trade 3,725	1,4...	1,...

Aggregation Level

| 2-digit NAICS | 3-digit NAICS |

| Establishments | **Employment** | Wages |

Average Annual Employment Growth, LQ, and Number of Employees
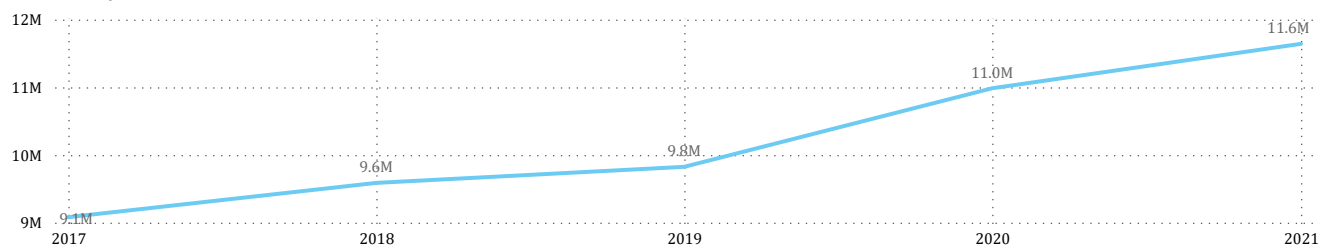

Ownership Type

| Federal Government | Local Government | Private | State Government |

64.55
Hachman Index (Employment Method)
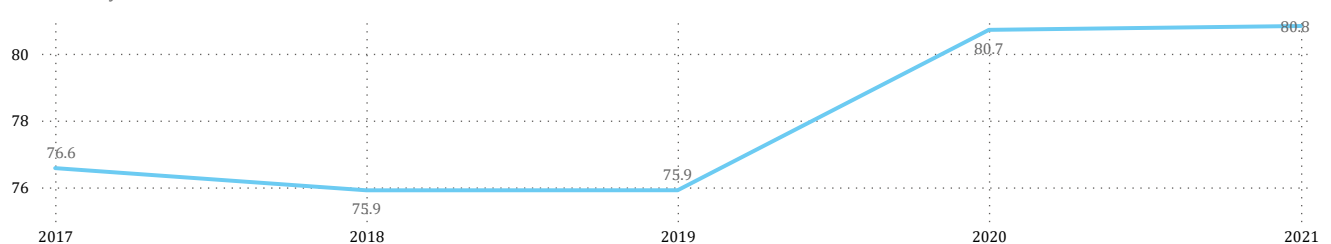
96.87%
Percent Unrepressed

GDP by Year
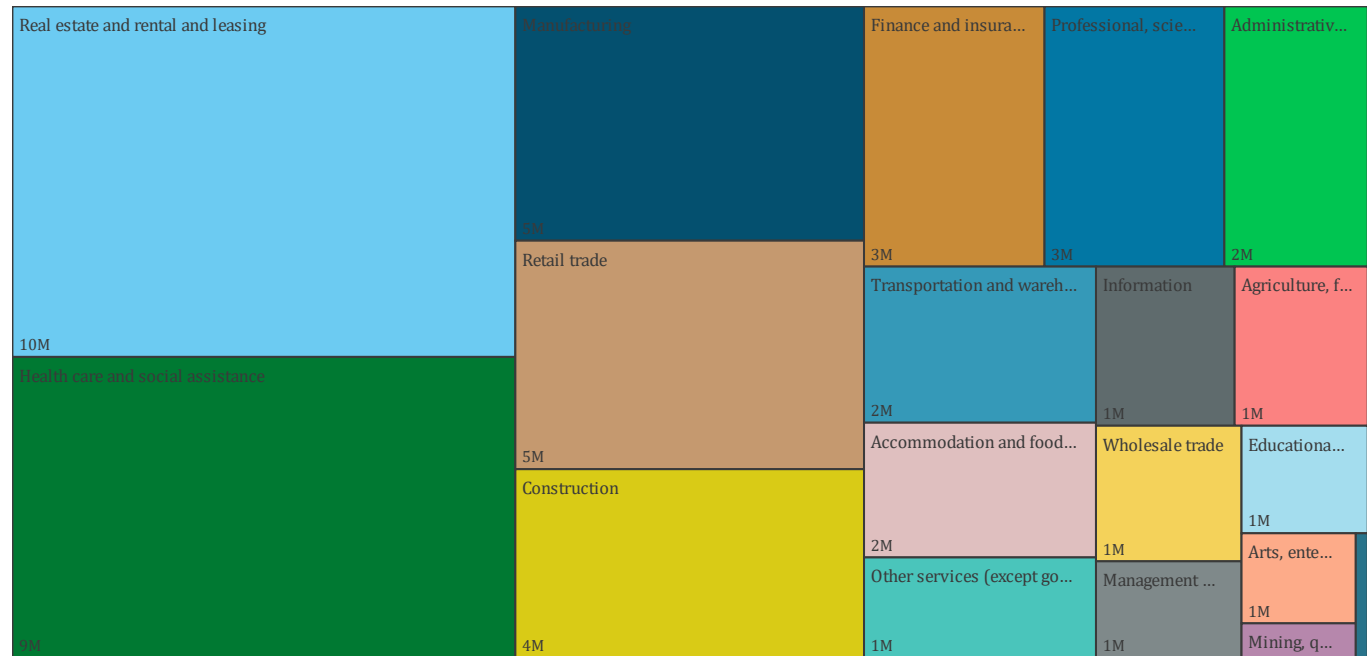Marion County
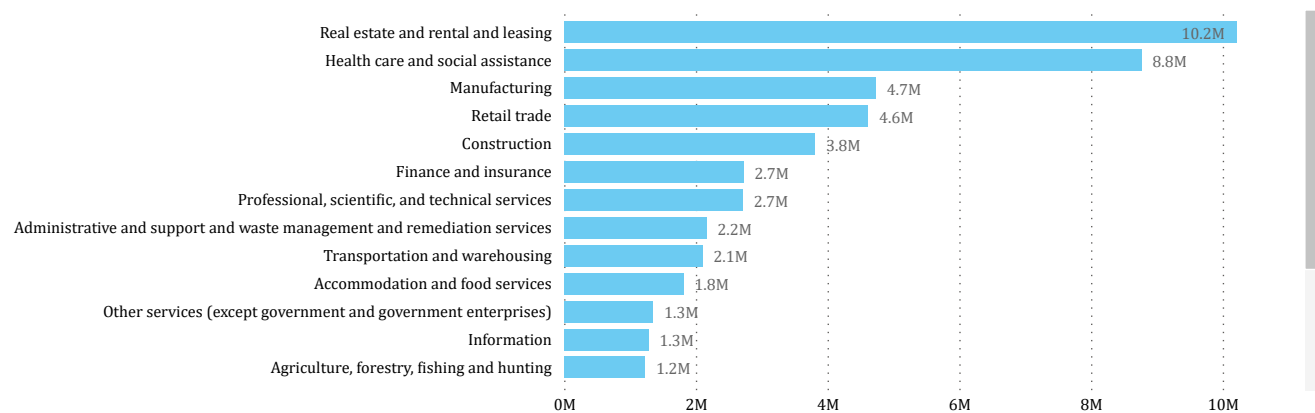

Hachman Index by Year
Marion County

GDP by Industry

Marion County

GDP by Industry

Marion County

Education

Marion County

Category	Value
Science and Engineering	22.6K
Arts, Humanities, and Others	14.3K
Business	10.4K
Education	8.0K
Science and Engineering Related Fields	5.3K

(horizontal axis: 0K, 5K, 10K, 15K, 20K)
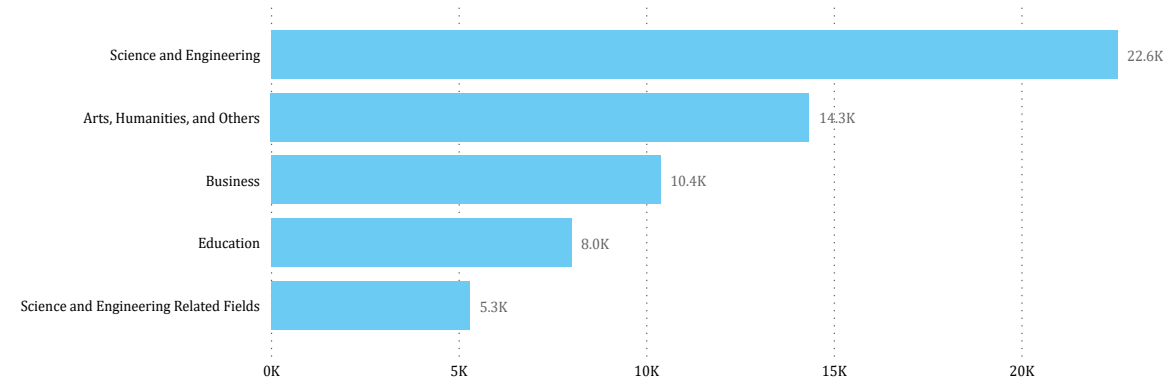
Educational Attainment

Marion County

Category	Value
Graduate or Professional degree	22K
Bachelor's Degree	39K
Associate's Degree	21K
Some college, no degree	59K
High School Graduate	60K
9th to 12th grade, no diploma	15K
Less than 9th grade	18K

(horizontal axis: 0K, 10K, 20K, 30K, 40K, 50K, 60K)
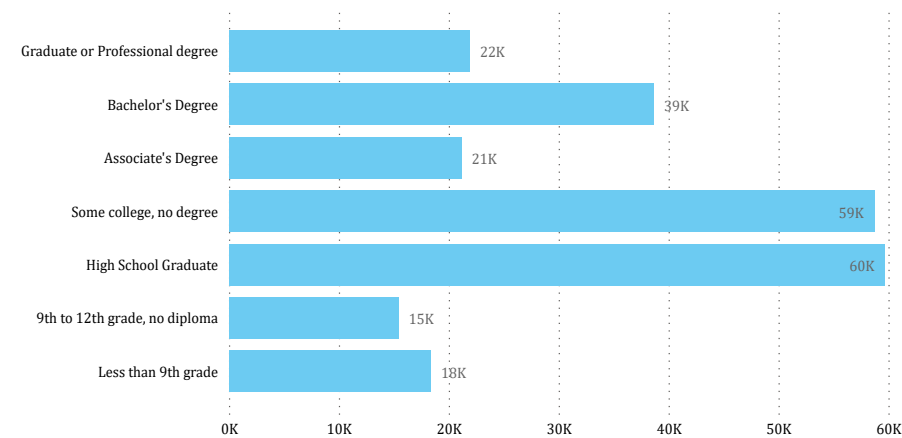
High School Graduate or Higher
Marion County

200,079

Bachelor's Degree or Higher
Marion County

60,563

School Enrollment

Marion County

Category	Value
Graduate, Professional School	1.8K
College, undergraduate	12.9K
Nineth to twelfth grade	21.2K
Fifth to Eighth Grade	19.5K
First to Fourth Grade	17.3K
Kindergarten	3.8K
Nursery school, preschool	2.9K

(horizontal axis: 0K, 5K, 10K, 15K, 20K)
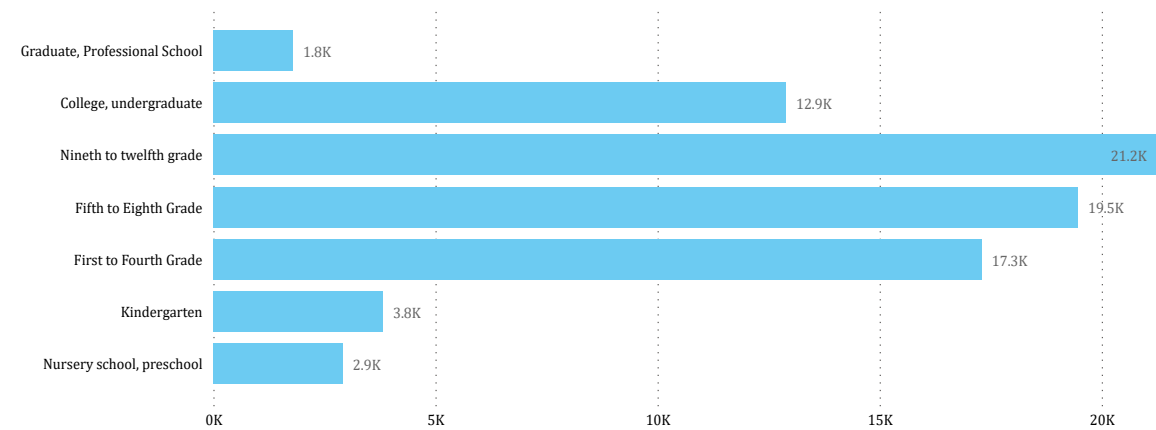
Business and Entrepreneurship

Nonemployer Establishments over Time
Marion County
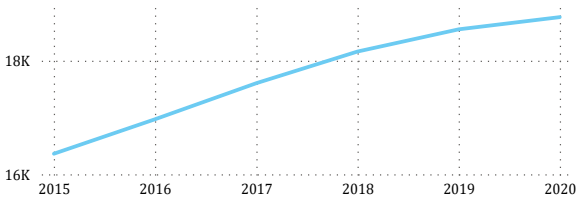
Employer Establishments over Time
Marion County
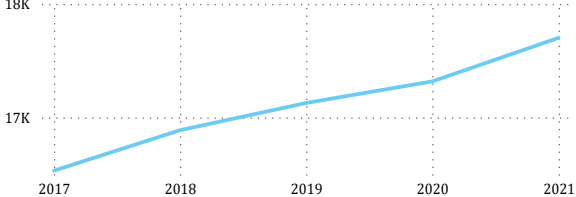
Sets, Value of Shipments, or Revenue
Marion County

$5.21bn
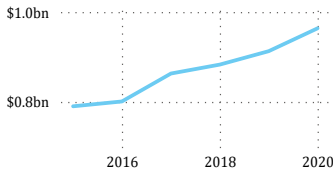
Employer Employment
Marion County

553K
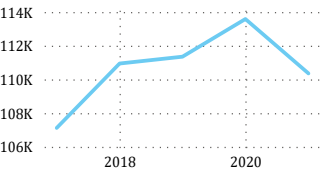
Employer Annual Payroll
Marion County

$23.76bn
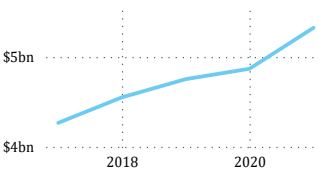
Employer Establishments by Employment Size
Marion County

0 to 5	22,223
5 to 9	8,861
10 to 19	5,863
20 to 49	3,986
50 to 99	1,176
100 to 249	504
250 to 499	117
500 to 999	45
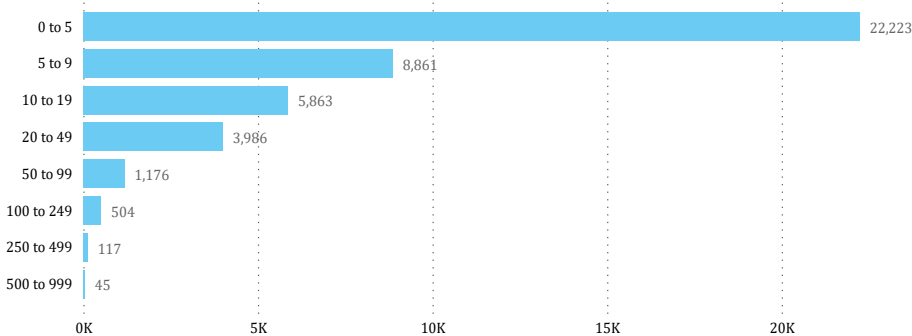
Business and Entrepreneurship (Continued)

Established Industry Entries, Exits by Year
Marion County

● Establishment Entries ● Establishment Exits

Year	Entries	Exits
2015	682	-536
2016	667	-529
2017	719	-595
2018	736	-595
2019	757	-576
2020	787	-723

Total Establishments by Year
Marion County

| Year	Total
2015	7182
2016	7319
2017	7443
2018	7582
2019	7757
2020	7821

Business Applications by Year
Marion County

Year	Applications
2016	2,474
2017	2,978
2018	3,531
2019	2,894
2020	2,832
2021	3,739
2022	3,980

Net Job Creation by Year
Marion County

Year	Net Jobs
2015	2.3K
2016	3.6K
2017	2.5K
2018	3.6K
2019	1.5K
2020	2.3K

Healthcare

Diagnosed Diabetes as a Percentage of Total Population by Year
Marion County

Obesity Rate as a Percentage of Population by Year
Marion County

Healthcare (Continued)

Current Insured vs Uninsured
Marion County

28K (8.43%)
309K (91.57%)
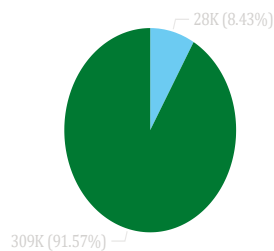
- Uninsured
- Insured

Uninsured Rate by Year
Marion County
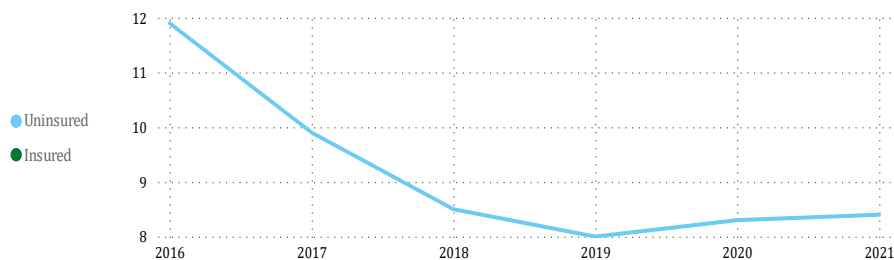
Public Health Insurance Enrollment by Age and Sex
Marion County

- Female
- Male

Age Group	Female	Male
Under 6 Years	7086	6579
75 Years and Over	11475	8464
65 to 74 Years	17039	14158
6 to 18 Years	14108	15638
55 to 64 Years	5912	5539
45 to 54 Years	4132	3628
35 to 44 Years	5454	4535
26 to 34 Years	5697	4973
19 to 25 Years	4632	4336
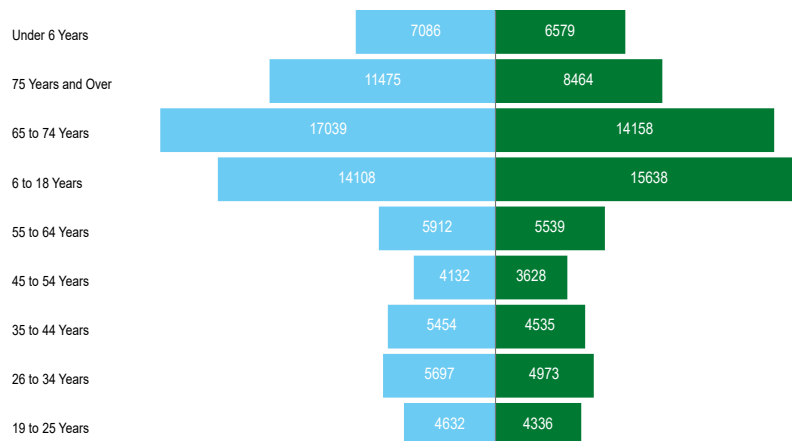
Note: The above charts represent the most recent data available for Marion County as of November 2023. The data are sourced from a variety of sources, including the US Census Bureau, Bureau of Labor Statistics, and Bureau of Economic Analysis, to name a few. A live, interactive copy of this dashboard, along with sources and additional resources, is available for free by contacting the Better City organization at www.bettercity.us.

Appendix D: Stakeholder Feedback Memo

Marion County
Stakeholder Feedback Memo
2024 5-year Economic Development Strategic Plan

MEMORANDUM

TO: Marion County Board of Commissioners

FROM: Better City, LLC

PROJECT: Economic Development Strategy ("Plan"): A plan to guide staff time and funding decisions for Fiscal Years 2025-2029.

SUBJECT: Stakeholder Feedback Memo

PURPOSE: Overview of engaged stakeholders for the draft Plan and a summary of their feedback and how their commentary was addressed.

Engaged Stakeholders: The following individuals and/or organizations were sent a copy of the Plan and asked to review the document and provide feedback:

County Staff:
- Chris Eppley, Community Services Director
- Lari Rupp, Economic Development Specialist

Partners:
- Holly Nelson, Chemeketa Community College
- McRae Carmichael, Jeff Hilderbrand, and Scott Dadson, Mid-Willamette Valley Council of Governments
- Dean Craig & Kim Parker Llarenas, Willamette Workforce Partnership
- Arthur Chaput, Business Oregon
- Nick Harville & Eric Anderson, Strategic Economic Development Corporation ("SEDCOR")

Chambers of Commerce:
- Keizer
- Mt. Angel
- North Santiam
- Salem
- Silverton
- Stayton/Sublimity
- Woodburn

Cities
- Aumsville
- Aurora
- Detroit
- Donald
- Gates
- Gervais
- Hubbard
- Jefferson
- Idanha
- Keizer
- Mill City
- Mt. Angel
- Salem
- Scotts Mills
- Silverton
- Stayton
- St. Paul
- Sublimity
- Turner
- Woodburn

Marion County
Stakeholder Feedback Memo
2024 5-year Economic Development Strategic Plan

The table below provides a summary of input received from stakeholders during the Public Review Period which took place between December 13 and December 27, 2023. The table provides the stakeholder feedback, the strategy it pertains to, and the resulting edits.

STRATEGY	FEEDBACK	CHANGES MADE
FLEXIBLE CAPACITY ENHANCEMENT	Add: County to provide technical training/ assistance for businesses to understand how to respond to RFP's, RFI's, and/or RFQ's	• A section was added to this strategy recommending this task, role of the Program, and benefits to the task.
COMMUNITY COLLABORATION & SUPPORT	Feedback: Quarterly meetings between city and Program staff is a "good idea". How it is implemented will be critical. Change: Breakfast/lunch meetings for County and city staff to meet no longer happen	• Follow-up questions were asked regarding the breakfast/lunch meetings with city officials. However, the Plan recommends a different type of meeting (meetings that happen quarterly and between city and Program Staff), which will ensure open communication between cities and the County. As such, this comment was not further addressed in the Plan.
	Change: More information needed regarding survey input metric	• Details regarding who will take the surveys, the timeframe of the surveys, and their impacts are discussed within the survey task and therefore, was not changed.
	Add: Each community should have an economic development group to assist Chambers.	• While this task could provide benefits to the cities, it is not the Program's role to take this on or implement it. As such, this task was not added to the Plan.
SUSTAINABLE BUSINESS ECOSYSTEM	Add: Streamline and shorten government processes for business programs	• As the capacity of the Program is enhanced, government processes have the potential to be shortened. The Program is limited to making businesses aware of programs from other forms of government (i.e. state) and can only dispel the knowledge as fast as it receives it. As such, this task was not added to the Plan
	Correct: Agriculture wage metric because they do not change. Industrial agriculture space developed metric because new development is illegal	• Follow-up questions and research is being done and language will edited once more information is received.
VIBRANT COMMUNITIES	Add: Program's role in the County Fair and in land-use planning	• Tasks within this section were added covering the Program's role in assisting/supporting the County Fair and land-use planning

APPENDIX E

Additional Agriculture Data & Maps

Average Value of Agricultural Products Sold per Farm: 2017

- Less than 10,000
- 10,000 - 99,999
- 100,000 - 249,999
- 250,000 - 499,999
- 500,000 - 749,999
- 750,000 or more

Units: Dollars   U.S. value: 190,245   NASS map ID: 17-M014   Date: 11/16/2023
Source: USDA National Agricultural Statistics Service, ESRI. For more information
https://www.nass.usda.gov/Publications/AgCensus/2017/Online_Resources/Ag_Census_Web_Maps/Overview

Note: For data collection, some county equivalent entities in AK, HI, MD, MO, and VA are included in other county equivalent entities.

Average Value of
Crops Sold per Acre of
Harvested Cropland:
2017

Less than 200
200 - 299
300 - 499
500 - 699
700 - 999
1,000 or more

Units: Dollars   U.S. value: 605   NASS map ID: 17-M016   Date: 11/16/2023
Source: USDA National Agricultural Statistics Service, ESRI. For more information
https://www.nass.usda.gov/Publications/AgCensus/2017/Online_Resources/Ag_Census_Web_Maps/Overview

Note: For data collection, some county equivalent entities in AK, HI, MD, MO, and VA are included in other county equivalent entities.

0 500 1,000   2,000 mi

Average Age of
Producers: 2017

Under 56
56 - 56.9
57 - 57.9
58 - 58.9
59 - 59.9
60 and over

Units: Average Age   U.S. value: 57.5   NASS map ID: 17-M097   Date: 11/16/2023
Source: USDA National Agricultural Statistics Service, ESRI. For more information
https://www.nass.usda.gov/Publications/AgCensus/2017/Online_Resources/Ag_Census_Web_Maps/Overview

Note: For data collection, some county equivalent entities in AK, HI, MD, MO, and VA are included in other county equivalent entities.

0 500 1,000   2,000 mi