



MARION COUNTY BOARD OF COMMISSIONERS

Board Session Agenda Review Form

Meeting date: April 10, 2019

Department: Community Services Agenda Planning Date: 4/4/19 Time required: 20 min

Audio/Visual aids

Contact: Tamra Goettsch Phone: 503-589-3200

Department Head Signature: [Handwritten Signature]

TITLE: North Santiam Economic Development Corporation (GROW EDC) Presentation

Issue, Description & Background: As a recipient of an Economic Development Board Designated Allocation (BDA), GROW EDC provides quarterly reports to update Community Services on the status of economic development activities for business and community development in the Santiam Canyon. Board Designated Allocations are funded by Oregon Video Lottery revenues allocated to Marion County for economic development purposes. The Board of Commissioners have established BDA to provide funding for strategic, regional investments in entities that promote, expand or prevent the decline of manufacturing, agriculture, tourism, and small business in Marion County. In fiscal year 2018-19, GROW EDC received \$60,000 to support economic development in the North Santiam Canyon region.

Financial Impacts: None

Impacts to Department & External Agencies: The financial support provided to GROW EDC support economic development efforts throughout the North Santiam River Canyon communities, businesses, and municipalities.

Options for Consideration: None

Recommendation: None

List of attachments: Letter from the Executive Director dated 6/27/18, and Fiscal Year 2018-19 Quarter 1 and 2 Reports

Presenter: Allison McKenzie, Executive Director, GROW EDC

Copies of completed paperwork sent to the following: (Include names and e-mail addresses.)

Copies to: kulm@co.marion.or.us





Leveraging grassroots resources,  
helping businesses grow

503.871.5188

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June 27, 2018

Dear Marion County Board of Commissioners,

Thank you for your continued support of the North Santiam Canyon Economic Development Corporation (d/b/a GROW-EDC). Your support is critical to us and we greatly appreciate the ongoing collaboration between our two organizations. Please consider this letter as our official request for \$60,000 for FY 2018-19. An outline of our scope of work and its connection to the county's strategic goals is below.

#### **Microenterprise and Organizational Consulting & Support: Goals 1, 3 & 5**

Since 2008, GROW-EDC has offered **free, confidential, one-on-one business management consulting to business owners, budding entrepreneurs, non-profits, communities and anyone working on a special project in North Santiam River Country** (Aumsville/Scio to Marion Forks/Breitenbush). Using a collaborative business development model that has been used successfully in rural areas in the United States and around the world for the past 30 years, we help businesses build strong management teams, take small steps toward building a successful enterprise, and make decisions that support their business growth and longevity based on their own definition of success. During this time we have worked with more than 500 clients to help open, expand, buy, sell, diversify, tweak and save businesses, find staff and vendors, and connect with partners, capital and other resources to support their enterprises. We work with clients at their own pace and at their request so they create their own standards of accountability, and have worked with many of them for several years as their needs have evolved.

Over the past 10 years most of our clients have been microenterprises in the non-traded sector, with services, hospitality and retail/wholesale consistently in the top three industry areas. Most of these folks are creating jobs for themselves and perhaps a few others, and creating the unique businesses that foster an attractive hometown atmosphere in the string of small towns that lie on or near Highway 22. These businesses are the heart and soul of our communities, and give each city its unique personality, essential not only for tourism but for attracting new residents to the area. This one-on-one work with microenterprises and other organizations will continue to be a key part of our core work in 2018-19. Though we track client numbers and contact

hours for some funders by request, we measure success primarily from our clients' feedback about their successes and our own reconnaissance.

Since our business model is collaborative, we have worked for years to encourage entrepreneurs to work across business and community lines, particularly those who feel more isolated in our canyon communities. This collaborative spirit not only impacts the reach of their businesses, it helps build a stronger network of connection throughout our region and provides important community development and organizational development support for the non-profits, communities and other groups we serve. In 2010 we began offering additional **classes and workshops that augment our one-on-one consulting**, each of which has a collaborative learning piece embedded in each class. We will continue to offer monthly classes like our *Small Steps, Big Results* class and other learning events to augment our one-on-one work, providing additional support for microenterprises and other groups that is otherwise not locally available. We measure success by the number and frequency of participation, and by client feedback.

#### **Youth Engagement/Workforce Development: Goals 3 & 5**

Like all areas of Marion County, we are in dire need of a skilled workforce for our local businesses, regardless of size. Building on our collaborative business model, GROW launched a Young Professionals group a few years ago to help a new population of emerging young leaders connect with each other in a lively monthly setting. Our hope was not only to help them build relationships with each other across community lines, but to further connect them to the region so they stay local and raise their families here. This group opted to be a learning rather than a social group, and since its founding we have focused on bringing in seasoned business and other leaders, particularly those in the Baby Boomer generation, to speak to them each month or participate in an on-site visit. Millennials and Baby Boomers have a natural affinity for each other, particularly with their passion for civic engagement, and our goal has been to connect our Boomers with this Young Professionals group while they are still in the workforce. We will **continue to facilitate this Young Professionals group** when it resumes again after the summer season. We measure success by attendance, participation and group feedback.

Two of our nearby high schools, Regis High School and Stayton High School, offer ASPIRE programs, connecting students with adult mentors who can help advise them on their next steps after high school. Despite their best efforts, Santiam High School has not been able to offer a similar program. For several years GROW was looking for an organization who could partner with them in a pilot **project at Santiam High with a focus on connecting students with the business community beyond their immediate locale**. In winter 2017 GROW partnered with OSU Extension to start our first **business speaker series** with the freshmen class, which culminates in **career-based field trips** in late spring. We just finished our second year of this program in June 2018. The freshmen advisor with whom we have been working, Debbie Fawcett, has just been hired to be a career coach for the entire school, and this program will be evolving to reach more students in the fall. We will be working with the high school and

their new principal as they design their new career path program, continuing to connect the students with the business community in meaningful ways, including career field trips. We measure success by student participation, business feedback and student feedback.

Why is this important? Much like our entrepreneurs in our canyon communities, these students are fairly isolated and have few opportunities beyond what they see in their hometowns. By connecting them with the business community we are helping them see how many businesses are eager for them to come to work, connecting them with leaders who have important life and career lessons to share, and giving them an opportunity to see firsthand how people involved in their preferred career work on a daily basis. The more opportunities these students see and prepare for locally, the more likely they are to see a lifelong opportunity to thrive here. Our local businesses win and so do these students. Secondly, we want our business leaders to be more aware of this high school and the particular needs that many of these kids have. By being involved in the career program with GROW and OSU and meeting these students in person, these businesspeople are more likely to take an interest in these students going forward.

**Stayton High School and GROW are also partnering in a new entrepreneurship class being launched this coming school year.** Pairs of students in this class will be creating businesses from the ground up, culminating in a business showcase at the end of the term via a Guppy Tank or similar process (like Shark Tank, only kinder). Minimally, we will introduce the students to our business development model and help provide business coaching, and may also help them connect with adult business mentors beyond the classroom via Rotary, the Young Professionals group or other organizations. This is a brand new project for Stayton High School and we are thrilled to be part of it. Microenterprises are the heart and soul of rural communities, and we love to see students getting involved in entrepreneurship at a young age. We will measure success by student participation, and school and student feedback.

#### **Destination Development/Tourism Initiative: Goals 3 & 5**

Following our Economic Vitality Summit in partnership with Rural Development Initiatives and the Ford Family Foundation in spring 2015, GROW connected with Travel Oregon to provide a Rural Tourism Studio Accelerator training in our area (spring 2016). This tourism initiative was launched not only because of wide community interest and our belief that our communities were ready to work together collaboratively on a project of this scope, but because two recent economic development studies have listed "tourism" as the number one way to improve our overall regional economic health and continue recovering from the downsizing of the local timber industry.

During our training with Travel Oregon it was further emphasized that we needed to partner together to create a meaningful destination, that none of our communities individually or even in micro-regions (including the canyon communities) have the attractions and/or marketing horsepower to "go it alone," and that we needed to

continue building collaborative relationships across business and community lines to build a successful tourism program here. **A regional tourism marketing strategy team, a tourism networking team and a regional festival team (now called River Fusion 22)** were launched as a result of that process. Through a second partnership with Travel Oregon, Travel Salem, DLRABA and multiple other local partners we were able to launch our first multi-day, multi-location regional festival over eclipse weekend last August, for which we won two awards: 2017 Festival of the Year (budget under \$150,000) from Oregon Festivals & Events Association and 2017 Most Inspired from Travel Salem's "Most Oregon Part of Oregon" Awards. We won these awards primarily because of our regional collaboration, culminating in the first time ever that communities and event producers sent visitors to other communities and events beyond their own hometowns. With its continued focus on outdoor recreation and a grant from Willamette Valley Visitor Association in this transition year, River Fusion 22 moves to the shoulder season (Sept 20 – 23), where we will measure success by our cross-community collaboration activities, visitors on the ground and local feedback, and increasing visibility and spend for our local businesses. All of this is part of a budding year-round tourism effort to help build North Santiam River Country into a destination in its own right.

The tourism network team went on hold during much of the eclipse planning, but in 2018-19 we will renew our efforts to create a North Santiam Tourism Alliance. This alliance will not only build on the ongoing collaborative work that GROW-EDC does to help strengthen local businesses and our regional economy, but to help all of our hospitality businesses and those vendors who support them weather disruptions to the visitor season – toxic algae blooms, forest fires, proposed Detroit Downstream Fish Passage Project, etc. As we learned during the forest fires over eclipse weekend, our willingness to send visitors to new places within our region kept our visitors happy and well-entertained. Building an ongoing collaborative, regional structure with River Fusion 22 and our tourism alliance, supported by the efforts of our regional tourism marketing strategy team, is essential for meaningful destination development. This ongoing effort encourages community pride, creates stronger connections between communities and is helping to build a regional identity, and makes our area more attractive to visitors as well as new residents who want to live and work here. Establishing a fledgling North Santiam Tourism Alliance with at least one meaningful alliance event will be our primary measure of success in this first year.

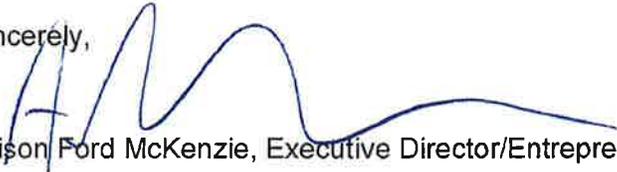
#### **What other projects would we like to do for or with Marion County?**

- Help convene regional stakeholders and develop a resilience plan with Marion County for the proposed Downstream Detroit Fish Passage Project. If built as proposed, this project will have a devastating effect on all of our communities in North Santiam River Country, not just Idanha and Detroit or even Gates and Mill City. We will feel the ripples everywhere. A robust tourism initiative is part of that solution, which we are already working on, but a more comprehensive plan would be helpful. **(Goals 1 & 5)**

- Convene community members on a regular basis to discuss rural downtown development, in part by hosting Becky McCray's webinars and facilitating conversations afterwards (Small Biz Survival, a rural and small town resource). We already know that when folks from several communities with a similar interest get together they learn from each other, come up with new ideas, and find more energy for the work they are doing. McCray's webinars are grassroots focused and emphasize using the resources you already have on hand, even if you don't have the resources to participate in a Main Street program – perfect for our area, particularly when post-webinar discussion can be facilitated. With a few more resources to devote to this we could make this a regular event, hosted a few times a year in different communities throughout the region. **(Goal 5)**

Thank you again for funding our work at GROW-EDC. With your support we are making a difference in our part of rural Marion County,

Sincerely,

A handwritten signature in blue ink, appearing to read 'Allison Ford McKenzie', with a long, sweeping horizontal line extending to the right.

Allison Ford McKenzie, Executive Director/Entrepreneurial Coach

GROW-EDC

503.871.5188



**EXHIBIT D – QUARTERLY REPORT  
QUARTER 1**



**Economic Development Allocations  
Quarterly Report**

<b>Organization:</b>	<b>GROW EDC</b>		
<b>Quarter Ending:</b>	<b>September 30, 2018</b>		
<b>Allocation:</b>	<b>\$60,000</b>	<b>Received YTD:</b>	<b>\$30,000 (rec'd 10/10)</b>

Instructions: Provide an update on the following objectives, including brief overview of activities to date, successes, challenges or anticipated challenges, and/or any changes made to the objective.

**1. Objective – Launch a regional tourism initiative**

With help from a small grant from the Willamette Valley Visitors Association and the work of dozens of volunteers and our tourism teams, we launched our second River Fusion 22 multi-day, multi-location regional festival Sept 21 – 23, moving it to the shoulder season for the first time this year. Here is a description of the event:

*River Fusion 22: Celebrating our Northwest Best  
September 21 – 23, 2018*

*Explore a full menu of outdoor activities and experience the magical fun of North Santiam River Country along Highway 22. Bring your friends and family to camp, hike, float and discover what's waiting for you at this award-winning festival. Celebrate the beautiful outdoors in the Cascade foothills along the river at Camp Taloali, where your adventure begins.*

In collaboration with many local groups, this festival included "Friday Nite Fusion Downtown," hosted by Revitalize Downtown Stayton; a Boy Scout camp-out and outdoor adventure packages for visitors all weekend at riverside Camp Taloali; "Westward the Women," a radio play about 100 brides who came west to find husbands after the Civil War, performed by Aumsville Community Theater on Friday night; the un-Murder Mystery Golf Tournament hosted by Santiam Hospital on Saturday; Scio DIY covered bridge tours throughout the weekend; rafting trips available from Camp Taloali and Mill City with eNRG Kayaking; the Portland Lesbian Choir performing in Stayton on Saturday night, hosted by Santiam Hearts to Arts; a special Detroit Rocks drop and Facebook photo contest created by DLRABA; and the Jordan Chicken Run Fly-In, Cruise-In and BBQ at our Lady of Lourdes Catholic Church on Sunday.

We had more than 2600 participants in the festival this year, most of whom were day-trippers or locals out to experience some September weekend fun. While Camp Taloali did not attract the attention we hoped it would and we would have liked to see a higher turnout at the radio play and choir concert, the Friday evening event in downtown Stayton with shopping, dining, beer & wine garden and the Rock 'n Roll Cowboys was a huge hit for Revitalize Downtown Stayton, with an estimated 400 people in attendance. The golf tournament hosted 22 teams on Saturday, and the Jordan Chicken Run had more cars and airplanes than ever before, and sold more than 2000 chicken dinners. All of our event presenters were pleased with their exposure, funds raised, participation or future bookings.

One of our goals this year was to make sure locals felt welcome and participated in this first shoulder season festival to help gain exposure for River Fusion 22, and to encourage folks to visit parts of the

## **EXHIBIT D – QUARTERLY REPORT**

### **QUARTER 1**

region that they may not normally see. All of our events were well-organized and came off without a hitch, and we collaborated across communities and organizations easily. We experienced some planning issues over the summer since so many of our volunteers were busy with their high season, travels or other summer events, and found that some of our publicity got lost in the noise of late summer/Labor Day. With the September date, some of our event producers had challenges recruiting enough volunteers to help as well. As a result, our River Fusion 22 event presenters and teams are reviewing how best to proceed next year so that we attract more overnight visitors, keep our volunteers engaged, and create an experience that is fun for visitors and sustainable for our communities and tourism teams. Moreover, we want to make sure our long-term tourism plans are kept in the forefront, and that we don't get so immersed in event planning that we lose sight of the big picture. (More on this in our next quarter's report as we work with our teams and other stakeholders to decide what our next steps should be).

We also finished our first tourism video this quarter. This video highlights recreation assets in North Santiam River Country, and was funded in part by a grant from Travel Oregon for River Fusion 22 last year, with special thanks to more than 43 businesses and organizations who were involved in River Fusion 22 or the video itself, or supported our efforts in another way, including Marion County. Check out the video here: [https://www.facebook.com/pg/RiverFusion22/videos/?ref=page\\_internal](https://www.facebook.com/pg/RiverFusion22/videos/?ref=page_internal) . We also tweaked our "22 to Do" rack card for distribution over the summer, a marketing piece that focuses on all the outdoor activities we have in the region.

Every time we meet we revisit the goal of this regional tourism initiative: to develop a compelling outdoor recreation brand in North Santiam River Country so that we become a destination in our own right, not a place to drive through to get somewhere else; build relationships between tourism businesses and attractions to stabilize our collaborative efforts and weave a stronger connection between our communities and other tourism and business stakeholders; and create high value authentic experiences for visitors that increase spending in our local businesses and communities. All of these efforts are aimed toward building a robust regional tourism economy. River Fusion 22 is part of that equation, and provides a wonderful opportunity for visitors and locals to celebrate the many outdoor recreation opportunities we have in this area and experience our unique hometown charm.

Next up: Make decisions about River Fusion 22 next year and work on our tourism plan for North Santiam River Country

## **2. Objective – Youth engagement/workforce development.**

This collaboration between GROW, OSU Extension, Santiam Canyon School District and Santiam High School is expanding this school year as teacher Debbie Fawcett takes on the role of career coach for the entire school, a new position that the school created for the 2018-19 academic year. While we are all getting our sea legs with this new transition, our focus will be primarily on helping students engage with career opportunities via field trips and job shadowing, and working with the school's career coach to help her begin building relationships with the business community so that the school can eventually run a robust program on their own. GROW and OSU Extension remain committed to giving these students opportunities to learn from the successes and mistakes of a variety of professionals, giving them access through field trips to learning experiences they would not otherwise have, and exposing these students to ideas and opportunities that they may not see at home or in their hometowns.

## **EXHIBIT D – QUARTERLY REPORT**

### **QUARTER 1**

Stayton High School and GROW also anticipate partnering in a new Entrepreneurship class that is slated to begin early in 2019. Depending on the needs of the teachers and the interests of the students, GROW will participate in business coaching, teaching the GROW business model, and/or bringing in our Young Professionals and Rotary members to help mentor these students on their class projects.

Our Young Professionals group is also changing. While the format is in flux, GROW will continue to facilitate and convene the meet-ups, while the young professionals will take a stronger leadership role in presenting material and curating speakers for the monthly programs, with GROW's help. Conversations about the new format are taking place now, and the group is set to kick off Young Pros 2.0 in January.

#### **3. Objective – Launch a community-based lending program.**

We did not hold any lending workshops this quarter, but continue to refer clients to local lenders as well as Community Lending Works (Springfield, OR), which is sometimes more open to start-up funding than traditional lending institutions. We are also in the early stages of collaborating with Chemeketa's SBDC to bring capital access and other financial workshops to our area in 2019.

#### **4. Objective – Apply value chain methodology to the natural resources industry.**

Freres Lumber Co., the largest private employer in the canyon communities, is making a major investment in our area with their new Mass Plywood Panel (MPP) product. With this major project underway, we do not have specific plans to pursue any additional work in the forest products industry until this product gains more traction and a need for start-up ancillary businesses arises. GROW is always available to coach any business in the natural resources industry that wants local help and input.

#### **5. Other – Individual and small business consulting.**

Seventy-two clients received direct consulting services from GROW between July 1 and September 31, of whom 58 were returning clients. Six of the clients who came to us this quarter have a new enterprise or are hoping to start one. (These figures do not include those who came to tourism meetings only.)

*Small Steps, Big Results* was on hiatus over the summer, as was the Young Professionals group. We held one *Small Steps* class in September with 7 participants, and one conversation about putting together a new Young Professionals format in which 2 people participated in person. Much of our one-on-one work was conducted virtually during this period.

Rather than hold several joint tourism meetings like we did when planning for the once-in-a-lifetime eclipse, we worked with several event presenters one-on-one. We held two joint tourism meetings, in July and September, with 24 people participating in person (17 individuals), and three small tourism team meetings with 11 people participating (9 individuals). Much of our tourism work during the summer was conducted via email and phone as many of our partners were busy with their businesses, travels or other summer events.

#### **6. Other – Please provide a brief narrative of other items of importance not identified above.**

With the toxic algae bloom this summer and its disruption of water quality in downstream communities, the proposed **Detroit Lake Downstream Fish Passage Project** continues to be of great concern to stakeholders in our area, including its impact not only during construction but after the tower is in place.

**EXHIBIT D – QUARTERLY REPORT  
QUARTER 1**

We attended one of the USACE outreach programs in August, and have connected with Jessie Mizic of the USACE to provide further information about the far-reaching socioeconomic impact to our area if this project proceeds as currently proposed.

**7. Activity and Output Metrics.** Complete the following for each quarter.

<b>Number of Clients</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
# of new clients	14				
# of returning clients	58				
<b>Total Active Clients</b>	72				
<b>Type of Clients</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
# of clients with existing businesses	66				
# of clients with prospective/new businesses	6				
<b>Services Provided</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
# of clients participating in counseling	72				
# of counseling sessions provided*	566				
# of clients participating in workshops	9				
# of workshops/ events held**	2				
# workshop attendees	11				
# of client contact hours	5561				
<p>*this was an unusually high number as we helped folks prepare for River Fusion 22 &amp; other special events</p> <p>**one of these was a conversation about Young Pros, not a regular meeting; these workshops do not include 2 joint tourism meetings and 3 small tourism team meetings (see above narrative for more info, Sec. 5)</p>					

**EXHIBIT D – QUARTERLY REPORT  
QUARTER 2**



**Economic Development Allocations  
Quarterly Report**

<b>Organization:</b>	<b>GROW EDC</b>		
<b>Quarter Ending:</b>	<b>December 31, 2018</b>		
<b>Allocation:</b>	<b>\$60,000</b>	<b>Received YTD:</b>	<b>\$30,000 (additional \$15,000 rec'd 1/19)</b>

Instructions: Provide an update on the following objectives, including brief overview of activities to date, successes, challenges or anticipated challenges, and/or any changes made to the objective.

**1. Objective – Launch a regional tourism initiative**

Every time we meet we revisit the goal of this regional tourism initiative: to develop a compelling outdoor recreation brand in North Santiam River Country so that we become a destination in our own right, not a place to drive through to get somewhere else; build relationships between tourism businesses and attractions to stabilize our collaborative efforts and weave a stronger connection between our communities and other tourism and business stakeholders; and create high value authentic experiences for visitors that increase spending in our local businesses and communities. All of these efforts are aimed toward building a robust regional tourism economy. Moreover, per our training with Travel Oregon, the best way for us to retain the character of our individual communities is to band together to provide a rich and varied experience for visitors. Living in our silos is the death of a rural tourism initiative. With the Detroit Downstream Fish Passage Project still on the table it has become increasingly important for us to work together to provide outdoor recreation experiences beyond Detroit Lake. Collaboration across community lines helps spread the visitor experience and impact over a wider area in North Santiam River Country too, which in turn helps preserve our natural resources.

River Fusion 22 is part of that equation, and provides a wonderful opportunity for visitors and locals to celebrate the many outdoor recreation opportunities we have in this area and experience our unique hometown charm. Our tourism teams and River Fusion 22 partners met in October to debrief our second multi-day, multi-location event that was held Sept 21 – 23. We had more than 2600 participants in the festival this year, most of whom were day-trippers or locals out to experience some September weekend fun. While Camp Taloali did not attract the attention we hoped it would and we would have liked to see a higher turnout at the radio play and choir concert, the Friday evening event in downtown Stayton with shopping, dining, beer & wine garden and the Rock ‘n Roll Cowboys was a huge hit for Revitalize Downtown Stayton, with an estimated 400 people in attendance. The golf tournament hosted 22 teams on Saturday, and the Jordan Chicken Run had more cars and airplanes than ever before, and sold more than 2000 chicken dinners. All of our event presenters were pleased with their exposure, funds raised, participation or future bookings.

During this quarter we began discussing whether or not we want to keep River Fusion 22 in the autumn shoulder season. The challenges of organizing a large event when our tourism partners and volunteers are so busy with their high season or travels, concerns about wildfire smoke in the fall, and publicity challenges for a new event that competes with the noise of Labor Day and back-to-school issues have prompted some lengthy discussions about moving River Fusion 22 away from the autumn season. Our River Fusion 22 event presenters and teams are reviewing how best to proceed so that we attract more

## **EXHIBIT D – QUARTERLY REPORT**

### **QUARTER 2**

overnight visitors, keep our volunteers engaged, and create an experience that is fun for visitors and sustainable for our communities and tourism teams. Moreover, we want to make sure our long-term tourism plans are kept in the forefront, and that we do not get so immersed in event planning that we lose sight of the big picture. The top two choices for making changes to River Fusion 22 are 1) curating new events for River Fusion 22 and including events that already exist into a rotating River Fusion 22 schedule over late spring/summer/early fall, or 2) moving River Fusion 22 to the spring when visitors and locals are eager to get out and play after the doldrums of winter. (As of January 2019, the group has decided to move River Fusion 22 to Spring 2020. This move also gives us more time to work on building collaborative efforts across business and community lines for the upcoming visitor season in Summer 2019. More on these efforts in the third quarter report.)

With the remaining funds from our Willamette Valley Visitors Association grant and with input from Travel Salem we are revising our “22 to Do on Hwy 22” oversized rack card into a colorful bi-fold brochure this spring. We also learned this fall that some of our hospitality businesses struggle with helping visitors make the connection between this “awareness” piece and places they can go to experience these 22 things to do: hiking trails, golf courses, etc. With that in view, our tourism marketing team began working on an online resource guide that will complement the rack card marketing piece, making it easier for visitors and the businesses that serve them to help them get into the woods, see our covered bridges, find a boat or waterfall, etc. Doing an online version that can be easily updated will also extend the shelf life of the “22 to Do on Hwy 22” brochure, leveraging our time, money and resources even further.

Next up: Continue working on our “22 to Do on Hwy 22” brochure and the accompanying online resource guide; finalize decision about River Fusion 22 move to Spring 2020; plan for regional pre-season tourism meeting in the spring

## **2. Objective – Youth engagement/workforce development.**

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The **collaboration between GROW, OSU Extension, Santiam Canyon School District and Santiam High School** is transitioning this school year with teacher Debbie Fawcett taking on the role of career coach for the entire school, a new position that the district created for the 2018-19 academic year. With two years of our pilot project connecting freshman students with business leaders and career field trips under our belt, our focus this year is on helping Ms. Fawcett build relationships with business owners and educational institutions so that the school can run a robust program on their own. GROW and OSU Extension remain committed to giving these students opportunities to learn from the successes and mistakes of a variety of professionals, giving them access through field trips to learning experiences they would not otherwise have, and exposing these students to ideas and opportunities that they may not see at home or in their hometowns.

This year’s focus is on career field trips and job shadowing. The connections we are helping Ms. Fawcett make are wide and varied, based on student needs and interests, including contacts with a video game design company, Garmin, finding connections to a crime lab, the health sciences program at LBCC and the D.O. medical school in Lebanon, salon visits for cosmetology students, job shadowing for a young woman who wants to be an accountant, connecting with a live web-based opportunity to learn from NASA engineers and setting up a student to do video work for Freres Lumber Co’s new MPP plant. We are also encouraging the addition of college visits to the curriculum, including visits to smaller schools, like Willamette University and Western Oregon University, whose size may be more comfortable for rural students than OSU or U of O, and about which students know very little. As this program solidifies

## **EXHIBIT D – QUARTERLY REPORT**

### **QUARTER 2**

it is transitioning to a more traditional GROW/client relationship, with GROW and OSU Extension offering connections and advice as requested rather than spearheading the program as we did in the first two years.

Stayton High School and GROW also anticipate partnering in their **new Entrepreneurship class**. Depending on the needs and timing of the teachers and the interests of the students, GROW will participate in business coaching, teaching the GROW business model, and/or bringing in our Young Professionals and Rotary members to help mentor these students on their class projects.

Our **Young Professionals group** is also in transition. GROW has accomplished all we set out to do when we helped form this group 5+ years ago: provide an opportunity for young professionals throughout the region to meet and learn together; connect millennials with learning events featuring baby boomer leaders, with whom they have much in common, while the baby boomers were still in the workforce; provide a place where young professionals could have a voice and share insights while waiting for older community leaders to pass the baton to them; and building a foundation for cross-community regional collaboration between these future leaders of our hometowns. Over these past five years, these young professionals have been promoted, started or expanded their businesses, been elected to local office and board positions, and have taken on leadership roles in their communities. Many of them are nearing 40 or are already 40-years-old, and with high levels of employment, we have few local professionals in their twenties coming up behind them. While the Young Pros format is in flux, GROW continues to facilitate and convene meet-ups, with the young professionals taking a stronger leadership role in presenting material and curating speakers for the monthly programs. Conversations about the new format are taking place now, and the group is doing research in the first quarter of 2019 to decide what they want to do next.

### **3.Objective – Launch a community-based lending program.**

We did not hold any lending workshops this quarter, but continue to refer clients to local lenders as well as Community Lending Works (Springfield, OR), which is more open to start-up funding than traditional lending institutions. This quarter we finalized our agreement with Chemeketa’s Small Business Development Center and will be co-hosting a series of classes focused on access to capital, managing money in a business, how to talk to a banker and GROW’s three-part business management methodology. Classes in this pilot project will begin in January 2019 and continue through April 2019. (The first class, “Access to Capital,” was held in late January).

### **4. Objective – Apply value chain methodology to the natural resources industry.**

Freres Lumber Co., the largest private employer in the canyon communities, has made a major investment in our area with their new Mass Plywood Panel (MPP) product. With this major project underway, we do not have specific plans to pursue any additional work in the forest products industry until this product gains more traction and a need for start-up ancillary businesses arises. GROW is always available to coach any business in the natural resources industry that wants local help and input.

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### 5. Other – Individual and small business consulting.

Eighty-nine clients received direct consulting services from GROW between October 1 and December 31, of whom 78 were returning clients. Six of the clients who came to us this quarter have a new enterprise or are hoping to start one. (These figures do not include those who came to tourism meetings only.)

We held three monthly *Small Steps, Big Results* classes during this period and one Young Professionals meet-up, with a total of 26 attendees and eighteen individuals. Our River Fusion 22 debriefing welcomed 11 participants in October, and we held two other tourism marketing team meetings during this period. Sixteen individuals participated in these tourism meetings this quarter, with a total attendance of 22. These figures do not include those who worked with us virtually or by phone during this period.

### 6. Other – Please provide a brief narrative of other items of importance not identified above.

With the toxic algae bloom last summer and its disruption of water quality in downstream communities, the proposed **Detroit Lake Downstream Fish Passage Project** continues to be of great concern to stakeholders in our area, including its impact not only during construction but after the tower is in place. This quarter we met at length with Jessie Mizic of USACE to provide further information about the far-reaching socioeconomic impact to our area if this project proceeds as currently proposed, and provided additional contacts for her to interview.

North Santiam River Country was pleased to host a **US Capitol Christmas Tree Whistle Stop** in the City of Detroit on November 12, 2018. GROW was involved behind the scenes in pre-planning for this event with Travel Oregon, DLRABA, the City of Detroit and the US Forest Service, facilitating information between parties and helping fill in the publicity and logistical gaps where needed. National event organizers were very pleased with the turnout, with one elected official estimating more than 300 people in attendance, a rare occurrence for an outdoor event in November. DLRABA, the US Forest Service and the City of Detroit did a beautiful job hosting this event, including downtown decorations provided by the Lodge at Detroit Lake, entertainment from the newly-formed Santiam High School choir and Hearts to Arts Santiam Chorus, directed by Rising Star Studios owner Kara Blocker, a visit from Santa and other activities for children and families.

### 7. Activity and Output Metrics. Complete the following for each quarter.

Number of Clients	Q1	Q2	Q3	Q4	Total
# of new clients		11			
# of returning clients		78			
<b>Total Active Clients</b>		89			
Type of Clients	Q1	Q2	Q3	Q4	Total
# of clients with existing businesses		83			
# of clients with prospective/new businesses		6			
Services Provided	Q1	Q2	Q3	Q4	Total
# of clients participating in counseling		89			

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# of counseling sessions provided	421			
# of clients participating in workshops*	18			
# of workshops/ events held*	4			
# workshop attendees*	26			
# of client contact hours	3769			
<p>* Does not include River Fusion 22 debriefing with 11 attendees or two tourism marketing team meetings; 16 individuals attended tourism-related meetings in fall 2018 for a total of 22 attendees (does not include tourism work done online, by phone or with vendors)</p>				

