

# EAST MULTNOMAH COUNTY (EMC) **ROADMAP**

INCLUSIVE ECONOMIC DEVELOPMENT STRATEGY

FEBRUARY 2025

Acknowledgments

We would like to extend our gratitude to all individuals, organizations, and community leaders who have come together to support the equitable economic development strategy and the development of the East Multnomah County Roadmap. Your commitment to coalition building reflects our shared belief that true progress is only possible when we work in partnership.

We recognize that everyone deserves equal access to opportunities, resources, and decision-making power. By prioritizing equity, we ensure that our efforts benefit all members of our community, particularly those who have been historically left behind.

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In our journey toward a prosperous future, we acknowledge that we are stronger together. Collaboration amplifies our strengths, fosters innovation, and drives meaningful change. By leveraging our collective expertise and resources, we can build a more resilient economy that uplifts every member of our community.

Thank you for your dedication to building this vision for East Multnomah County. Together, we are laying the groundwork for a brighter, more inclusive future.

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PORT OF PORTLAND

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# EMC VISION

## Why East Multnomah County?

Over several decades, East Multnomah County (EMC) has experienced both progress and setbacks in its journey for economic prosperity. A legacy of uncoordinated planning and external socioeconomic factors have often resulted in sporadic growth, leading to a continual need to catch up with resources and funding. Key policy choices, land use decisions, and social/economic trends have shaped a spirit of resiliency and determination. As a result the policymakers, businesses, and communities that are ready to address these challenges require regional support and more coordinated efforts aimed at meaningful action that truly impact the day to day lives of families and individuals. The timeline of events illustrates a series of challenges that, while individually significant, seem overwhelming when combined.

Multnomah County, Oregon's most populous county, is on the brink of transformation, particularly in its vibrant eastern region. With rapid growth in both population and racial diversity, cities like Gresham are growing rapidly, now ranking as the state's fourth largest city, following Portland, Eugene, and Salem. This dynamic shift presents a unique opportunity for positive change and community empowerment. While historical and current economic and racial disparities are a challenge, there is momentum towards progress if we acknowledge the potential for collective impact and shared understanding. By working together on collectively agreed-upon goals and projects that achieve them, we can address these issues and create a more equitable future for all residents and businesses.

Business sectors within the economy are expanding and have the potential to provide quality jobs, living wages and a variety of employment opportunities.

### Resiliency and Determination

The timeline is a snapshot of significant milestones that have impacted socio-economic progress for the subregion as defined in this Roadmap.

- 1980 Rockwood Annexation
- 1986 MAX Light Rail Expanded into Gresham
- 1992 Passing of Measure 5
- 2000's Portland Housing/Population growth, parallel to migration from N/NE Portland
- 2008 Great Recession
- 2018 Housing Crisis
- 2020 Pandemic
- 2021 Inflation surge

Fig. 1: East Multnomah County Timeline.



It is increasingly evident that there is a growing need for an EMC economic development strategy that prioritizes inclusivity by placing emphasis on those who have been historically and currently underserved and underrepresented.

With a commitment to collaboration and tailored solutions, EMC will utilize its growth and diversity as a strength, creating a future focused on prosperity for everyone. Together, we can build a thriving community where all individuals have reliable access to succeed and contribute to and benefit from the region’s growth.

Location

EMC encompasses the cities of Gresham, Fairview, Troutdale, and Wood Village. It includes key regional assets, including Mt. Hood Community College, two major business parks (Gresham Vista and Troutdale Reynolds), four regionally defined town centers, and additional employment areas along Interstate 84 and Sandy Boulevard.

EMC partners have come together to leverage existing assets and define project opportunities that promote equitable economic development for the region’s residents. Through active collaboration, these partners can maximize grant opportunities from regional, state, and federal sources while aligning the proactive work of various organizations.

Why the Port of Portland?

The Port’s Trade and Economic Development Division (TED) is responsible for implementing the Port’s mission into actionable business strategies. Given the Port’s long-standing investment and presence in EMC through Troutdale Airport and the development of its

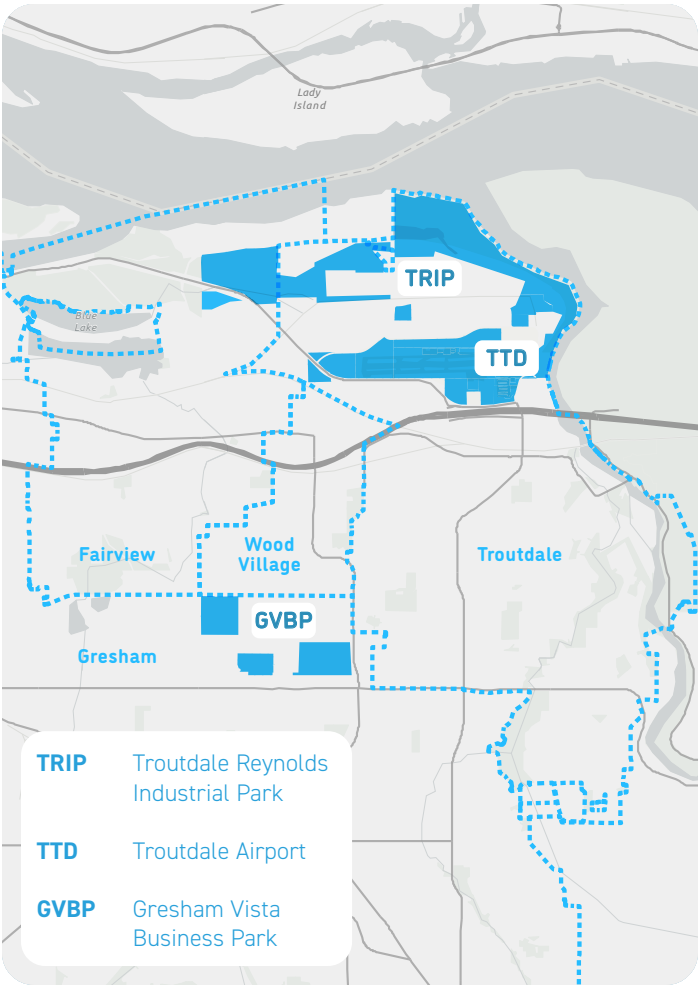


Fig. 2: EMC Location based on project scoping and committee review.

regional business parks, it was seen as a natural and trusted convener to foster conversation and develop a roadmap for future coordinated economic development. In initiating this work, it was clear there was a need to establish a roadmap for future investments in programs and places through an equity lens. In 2023, the Port had hundreds of conversations with a broad representation of organization and community leaders to determine an approach that would benefit the growth of the region. Understanding there has been a gap in coordinated economic development activities, interested parties agreed. Beginning in 2024, the Port convened EMC organizational partners to identify a process and projects that capitalize on each other’s unique assets.



Fig. 3: Port Engagement Booth, Wood Village.



The Port is committed to convening EMC interested parties for the next two years to initiate progress on this Roadmap. Staff will facilitate ongoing implementation, maintain schedules, report on progress, and guide discussions on the development of the Roadmap. The intent is to build a strong foundation for the projects identified in this report.

# The Port as an Economic Development Partner

At the turn of the 21st century, the Port's commitment to East County as an economic development partner expanded beyond Troutdale Airport to include industrial property development. Taking a bold step, the Port purchased the former Reynolds Aluminum Plant and surrounding properties from Alcoa in 2007, transforming it into one of the most successful brownfield projects in the country: Troutdale Reynolds Industrial Park. This superfund site not only established the Port's reputation as a reliable regional partner but also unlocked significant development opportunities and infrastructure investments for Troutdale and surrounding communities. This endeavor has generated thousands of jobs and millions of dollars in property tax and building permit revenue for the city.

Encouraged by the Port's success in Troutdale and its established business parks in Portland, the City of Gresham pursued a partnership with the Port to develop 11 sites at the Gresham Vista Business Park. The combined resources of the Port and the

City of Gresham's economic development team have successfully developed 9 of the 11 properties over the past 15 years. Their shared commitment to quality job development has ensured that future development efforts remain focused on equitable economic outcomes.

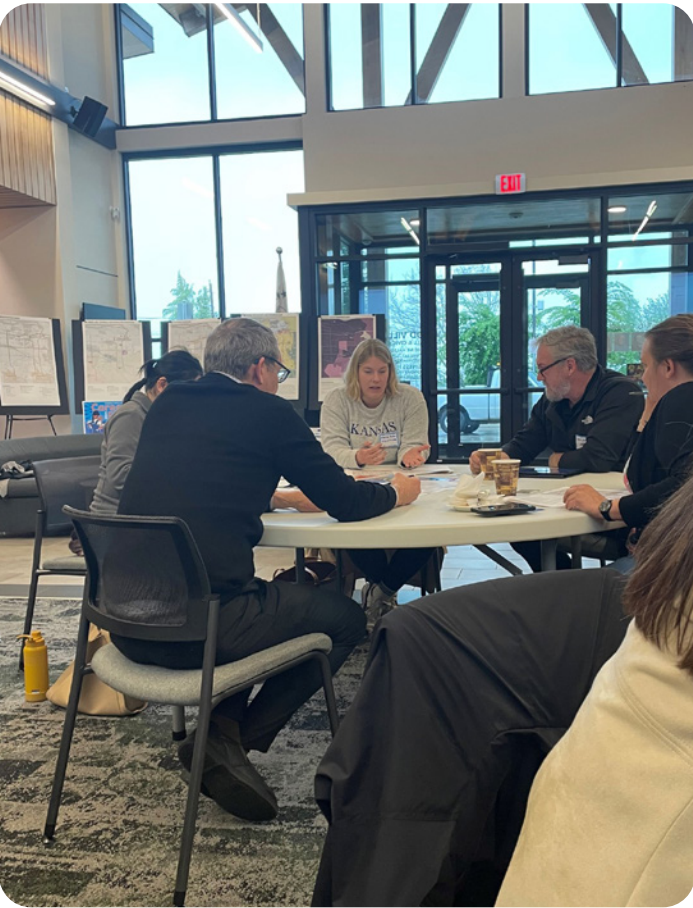


Fig. 4: Community Engagement, Wood Village.

The Port is an economic engine for transforming the region into a place where everyone is welcome, empowered, and connected to the opportunity to find a good job or grow their business. As the pandemic and economic recovery continue to reveal the economic disparities in our communities, this work is more important than ever.

In recent years, the Port has expanded its mission statement to emphasize **shared prosperity in the region through travel, trade, and economic development**. The Port is committed to partnering with the community and reducing barriers to create more quality job opportunities that have a greater impact. The organization is looking to partner with businesses, nonprofits, community and government groups to make its resources and actions go even further.

## Why Now?

Given the Port's ongoing presence in EMC, it is crucial to establish a strategy that outlines future investments that aligns with regional goals and has actionable outcomes for a more inclusive local economy.

There are examples of groups with a focus on economic development opportunities, like the former East Multnomah Economic Alliance, which was composed of local agencies and businesses striving for better business conditions in EMC. In 2018, the alliance convened a single forum that developed an overall planning framework that consisted of four "focus areas" reflecting a holistic view of the area's future economic prosperity. This broader perspective was important to the Committee to address factors contributing to or influencing economic prosperity that extend beyond business and industry.

Those factors included:

- 1. Industry & Entrepreneurship
- 2. Education & Workforce Development
- 3. Housing Choices
- 4. Land Use, Transportation & Infrastructure

Due in part to the pandemic, the Alliance folded and left a significant gap in convening or executing on the strategies of the forum.

It's clear the framework for collaboration has been long established in EMC. The power of a coalition is shifting from a plan to action and ensuring that Black, Indigenous and people of color are represented in the decision-making process to ensure a truly inclusive economy. The Port acknowledges that this must be at the center of its work and as it continues to refine its approach with the help of partnerships and shared understanding on the importance of economic mobility and wealth creation for those who have been left behind.



Fig. 5: Rock the Block, Gresham.

# PROJECT TIMELINE

## 1 Discovery Phase (2023)

The Port's initial efforts aimed to align the strategy with existing initiatives rather than replace them. The Discovery phase focused on gathering information and sharing opinions through various settings:

- A kickoff “summer social” event in June 2023, attracting over 50 area leaders.
- Tabling at eight community events throughout the summer, resulting in over 700 unique conversations and nearly 200 completed surveys related to job quality.
- Nearly 40 one-on-one conversations with local officials, nonprofit leaders, and other key participants.

Upon completing the Discovery phase, several common themes emerged:

- The Port is viewed as a trusted entity and a desired convener for discussions on economic development.
- There is a strong desire for improved partnerships and coordination between public agencies, education, and industry sectors.
- Opportunities for wealth-building within the community are highly sought after.
- Residents express pride in their community—both its people and its places.
- Affordable, convenient supportive services, particularly childcare, are essential.

These findings were compiled in a memo and reported to the Port's leadership team.

Following confirmation and direction, the project team moved into the next phase: Engagement.



Since the beginning of 2023, the EMC Strategy has evolved into a coalition-building initiative convened by the Port. The project timeline consists of the following three phases:

## 2 Engagement Phase (2024)

The contents of this report constitute a significant portion of the work conducted during the Engagement phase of the strategy.

- Four Steering Committee meetings
- Eight industry specific roundtables
- Data and economic analysis
- Place-making analysis

Along with additional feedback and consultant input, this report is intended to inform the next phase:

### Organizations Represented on Steering Committee

- |                               |                               |
|-------------------------------|-------------------------------|
| • Oregon Tradeswomen          | • Cultivate Initiatives       |
| • Latino Network              | • City of Gresham             |
| • WBTO                        | • City of Troutdale           |
| • Microchip                   | • City of Fairview            |
| • Oregon Community Foundation | • City of Wood Village        |
| • Craft 3                     | • Metro                       |
| • onsemi                      | • Multnomah County Commission |
| • Worksystems                 | • Mt. Hood Community College  |
| • Mackenzie                   |                               |

## 3 Alignment “Roadmap” (2025)

The following expectations and responsibilities will guide the implementation of actions derived from participant collaboration and engagement:

### Convener

- Following the completion of the Strategy, the Port will convene quarterly meetings for 12 to 24 months with the Steering Committee or a designated coalition. While the Port will play a crucial role in facilitating these meetings, it will not bear sole responsibility for implementing the Strategy. Ongoing discussions will address progress on actions owned by various participants, and the establishment of a separate organization is not currently recommended.

### Outcome

- The Roadmap aims to identify three to five specific projects or programs determined by the Steering Committee that foster equitable economic development in the EMC region.

### Ownership

- Each identified project will have one lead organization and several partners responsible for its implementation. The Port will not be the lead organization for all projects; a collaborative approach involving multiple partners is essential for successful execution.



# The Roadmap Purpose

This Roadmap is aimed at regional, city and county economic development practitioners, business leaders, elected officials and participants implementing programs that support the growth of businesses and enhance opportunities for individuals to access economic mobility in EMC. This requires alignment and implementation of actions across government agencies and organizations. The final Roadmap will help the community:

## Educate

The Roadmap defines a vision for the EMC as a place to support and grow economic opportunities for public and private entities.

## Invest

The Roadmap provides the data to help obtain grants to fund implementation and align federal and state legislative agendas.

## Collaborate

In developing the Roadmap, EMC partners broke down silos to leverage resources to the greatest extent possible and elevate one another's work.



Fig. 6: Roadmap goals.

\* EMC defines **Global Economic District** as a region that currently has efficient access to infrastructure, such as interstates and an international airport (PDX), that supports trade, logistics and global manufacturing industries. It has the potential to leverage the multicultural community by embracing the creation of small business development by first-generation US residents, and other emerging business owners. With global awareness and a diverse population, the region is poised to welcome foreign direct investment (FDI) while also encouraging a culture of export trade outside the area. **As defined by the Steering Committee.**

# Vision

The EMC Steering Committee hold an understanding that a narrow focus on project transactions may limit transformation; they are establishing a bold vision based on the unique assets of the region.

EMC is a thriving global economic district\* that celebrates its diverse community and fosters inclusive and sustainable business growth by integrating educational, governmental, civic, and infrastructure assets.

It leverages cutting-edge transportation, logistics, and production systems to create a hub of collaboration, innovation, and excellence.

By embracing global perspectives and promoting vibrant marketplaces, this resilient region of local, regional, and international trade enhances career and business opportunities that improves the health and wealth of the residents.



Fig. 7: Rockwood Marketplace, Gresham.

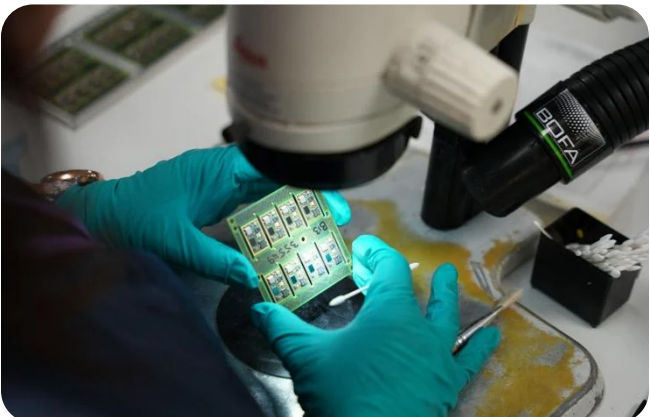


Fig. 8: Microchip Processing.



Fig. 9: Confluence of Columbia and Willamette Rivers.



# EMC TODAY

## Diverse and Growing

EMC hosts a growing and diverse community with 25 percent of the population speaking a language other than English. The EMC population in East Multnomah County (EMC) is approximately 150,000 residents, which accounts for 6.4 percent of the population of the Portland metro area, and has been growing steadily at a rate of 1.2 percent during the last five years, slightly higher than population growth during the five years earlier. While the Portland metro area has lost population during the last five years, EMC has added nearly 9,000 people.

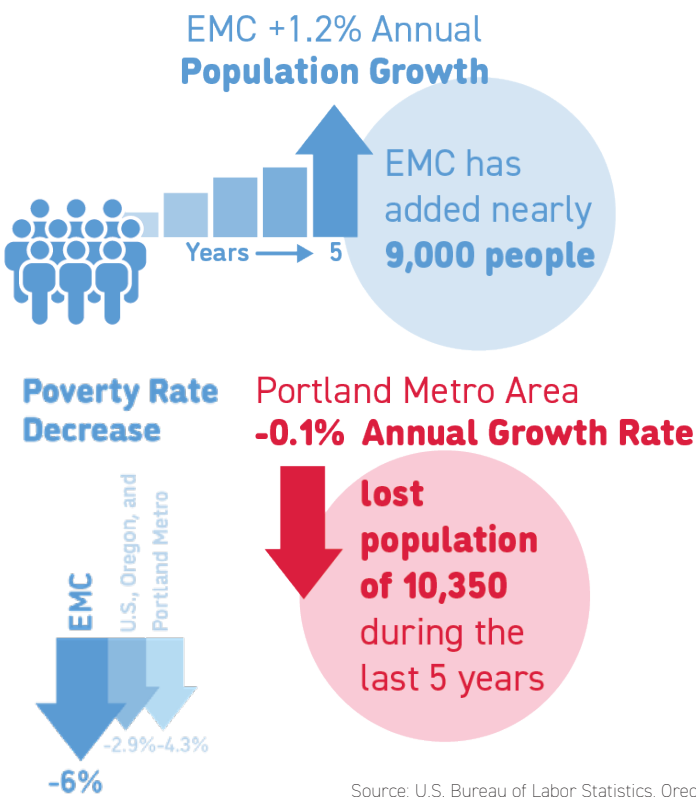
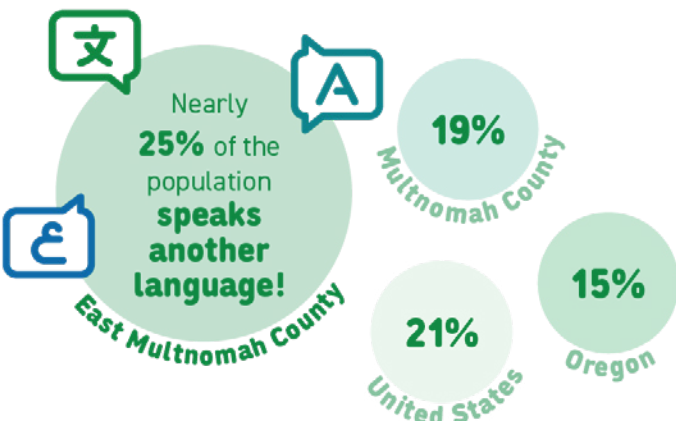


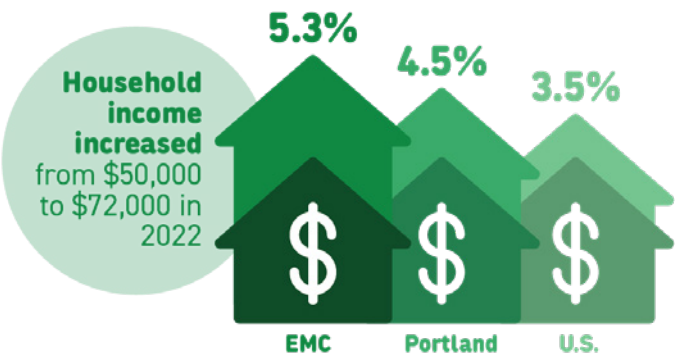
Fig. 10: EMC Population Growth, Poverty Rate.

Householders of every race in EMC have benefited from gains in household income. For every racial group, it appears that the number of households earning less than \$50,000 have dropped between 15 to 20 percent, and in some cases even more, during the last ten years. Consequently, data indicate that EMC has experienced overall decreases in poverty for all groups of residents.



Source: U.S. Bureau of Labor Statistics, Oregon Employment Department QCEW (2018-2022)

Fig. 11: EMC Spoken Language Diversity.



Source: U.S. Bureau of Labor Statistics, Oregon Employment Department QCEW (2018-2022)

Fig. 12: EMC Household Income.

Source: Gresham Vista Business Park, Port of Portland

# Industry Strength

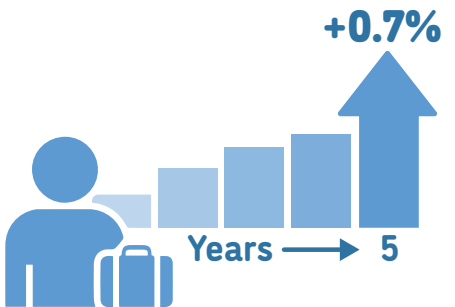
## Growing Cluster with Regional Access

EMC is home to a strong and growing cluster of transportation and warehousing companies as well as manufacturers with robust access to I-84 and I-205 as well as Portland International Airport (PDX). Additionally, it supports global companies such as Microchip, onsemi, FedEx, Amazon, Subaru, and Boeing.

Job growth over the last five years has averaged 0.7 percent annual growth, driven almost entirely by growth in **Trade, Transportation & Warehousing** which has **added nearly 4,000 jobs** in the area. Apart from the remarkable job growth in Transportation & Warehousing, overall job growth in EMC has been similar to comparable geographies, albeit with greater increases or decreases as is often observed in smaller geographies where industries are often less diverse and small changes in firms and employment can have larger impacts on overall industry numbers.

Diversifying the employment base within EMC is important for a resilient economy, particularly with consideration to trends related to the increase of automation, artificial intelligence, and higher-tech equipment that will impact many sectors of the economy.

## Annual Job Growth



Average wage in 2022 was \$47,500

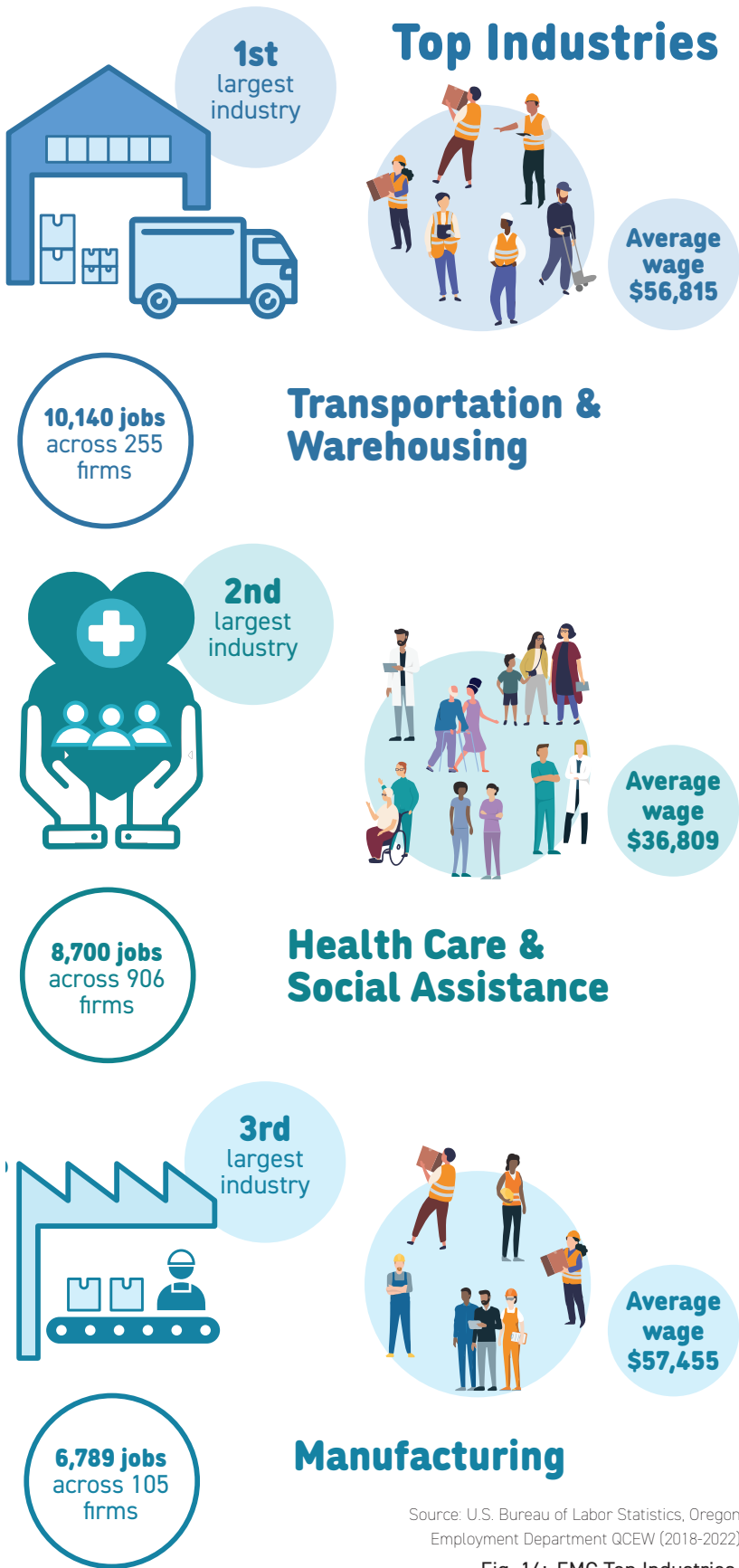
+4,000 jobs in the following industries



Source: U.S. Bureau of Labor Statistics, Oregon Employment Department QCEW (2018-2022)  
Fig. 13: EMC Job Growth.

## Top Industries for Job Creation

Across the thirteen major industry categories defined by the North American Industry Classification System (NAICS), about 3,500 are situated in EMC. The Health Care and Social Assistance industry accounts for over 900 firms, followed by Professional Services at nearly 600 firms and Construction at 376 firms. Altogether, firms in EMC employ about 54,800 jobs. The 255 firms in Trade, Transportation & Warehousing have 10,140 employees, the greatest number of jobs by industry. Health Care & Social Assistance firms employ 8,700 jobs and Manufacturing firms employ 6,789 jobs followed by Retail Trade employing 6,745 jobs.



Source: U.S. Bureau of Labor Statistics, Oregon Employment Department QCEW (2018-2022)  
Fig. 14: EMC Top Industries.



Limited Education Attainment

Education attainment rates in EMC, which includes Gresham & Troutdale and East Portland, show that there is a higher rate of the population with less than a high school degree in addition to the lower rate of a Bachelor's degree or higher. Positively, the study area has a higher rate of some college or associate's degree, which aligns with employment in construction, manufacturing and transportation and warehousing and underscores the importance of Mt. Hood Community College as an educational resource for the region.

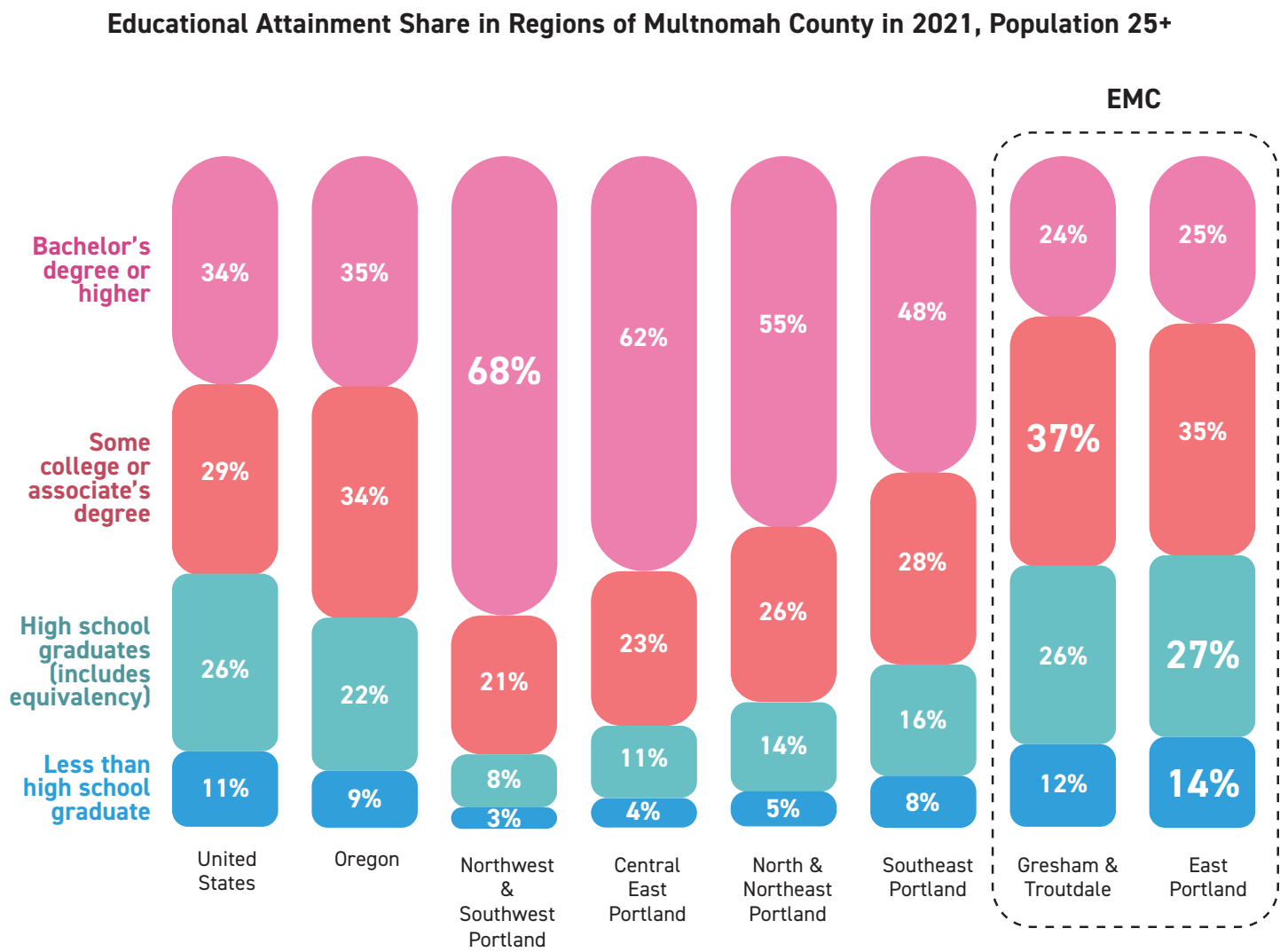


Fig. 15: EMC Educational Attainment for 25+, 2021.

Source: Oregon Employment Department, U.S. Census Bureau, 2021 American Community Surveys, 5-year estimates, Table S1501

Foundational Assets

EMC employers can develop and retain talent with the technical courses offered through Mt. Hood Community College (MHCC). EMC is within the larger Portland region that has an urban growth boundary (UGB), which is a defined boundary that determines where new development can and can not occur in order to preserve valuable farmland. This restrictive management of new areas for industrial development makes large sites a rare and desirable asset. EMC hosts some of these significant sites. Additionally, as the western gateway to the Columbia River Gorge, residents enjoy access to a rural lifestyle with proximity to suburban amenities.



Fig. 16: MHCC Skills Development.

MHCC is the economic development training hub for EMC. Employers support the school with tuition reimbursement incentives and utilize the training facilities. MHCC is a critical hub for accessing workforce training and educational resources. However, MHCC lacks funding required to advance and innovate quickly in keeping with the market.

Large vacant + Single owner = Opportunity sites



Fig. 17: Large Vacant Sites Under Single Owner.

Large vacant sites under single ownership are unique to the region and EMC has several opportunity sites owned by public agencies, including Multnomah County, Port of Portland and MHCC. These sites require large scale collaboration to create transformative outcomes.

Sites in EMC are well positioned with energy infrastructure, access to I-84, proximity to adjacent economic centers, and other community amenities that contribute to the overall business climate and quality of life in the region.

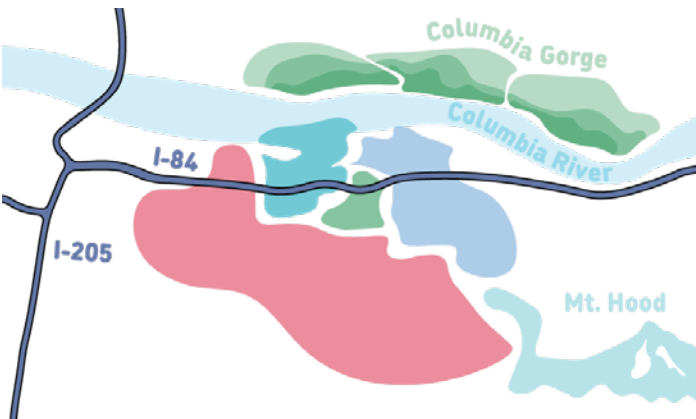


Fig. 18: Regional Assets and Features.

## Desire for Stronger Collaboration

The region is fortunate to have industry leaders, specifically within the semiconductor industry, willing and ready to partner on initiatives that provide residents with career opportunities with living wage jobs and skills growth. There is a need to grow and expand business engagement with other key industries like food and beverage and sports/outdoor apparel.

The EMC partners are committed and ready to collaborate and want to establish stronger networks as a top priority. Stronger networks can emphasize building connections with diverse partner organizations and businesses at a variety of scales. However, organizations and business leaders are working at or over capacity and would benefit from a reliable and consistent convener to create efficiencies in programs and connections. This requires emphasis on building robust connections among different cultures, cities, jurisdictions, public agencies, and community-based organizations to identify gaps, foster partnerships, and enhance collective impact.



Fig. 20: Business Leaders Engaging the Community.

EMC partners embrace the power of collaboration. The partners seek to align efforts that realize the opportunities within EMC, while addressing challenges at a regional and state level that may limit maximum results.



Fig. 19: Collaborative approach to solutions.



Fig. 21: Value in leveraging.

## Case Study: Coalition Examples

### 1 Coalition for Climate

The Coalition for Climate and Economic Justice (CCEJ) is a diverse group of environmental, economic and climate justice advocates, businesses, and Indigenous communities, dedicated to achieving an equitable, clean energy future here in Oregon. Nearly 50 organizations have joined forces for their first major action – to support the restoration of Oregon’s Climate Protection Program (CPP).

### 2 Oregon Early Childhood

The Early Childhood Coalition envisions an Oregon where all children experience high-quality early learning and care that is culturally responsive, welcoming, and accessible; where child and family experience directs policy and investment toward creating and sustaining a culture of abundance, care, and play.

### 3 Community Economic Coalition

The Community Economic Coalition (CEC) aims to build entrepreneurship pathways and engagement opportunities across our communities. The CEC brings together businesses, community members, and partners across cultural boundaries. Also, by providing a collective voice to strengthen all of our communities.

The CEC is represented by the Filipino, Black, Native, and Hispanic communities via the Philippine-American Chamber of Commerce of Oregon, the Black-American Chamber of Commerce of Oregon, the Northwest Native Chamber, and the Hispanic Metropolitan Chamber.



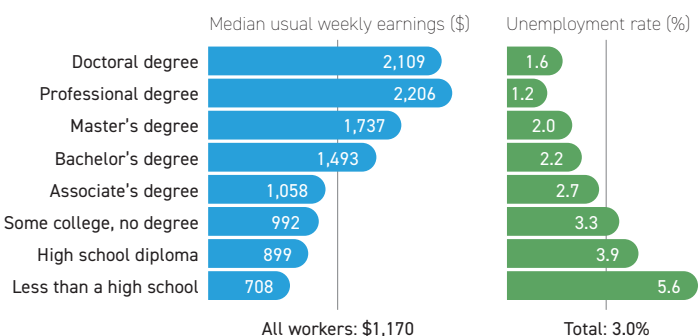
# KEY FINDINGS

## 1 Education and Training Builds Talent and Income Growth

**Stronger education outcomes are a critical factor in building skilled talent and improving incomes for residents.**

As reported by the Bureau of Labor Statistics, as workers' educational attainment rises, their unemployment rates decrease and earnings increase. Each level of education completed typically develops more skills, gives access to higher paying occupations, and signals an ability to follow through on important tasks, such as planning ahead and meeting deadlines, that employers value.

**Earnings and Unemployment Rates by Educational Attainment, 2023**



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.

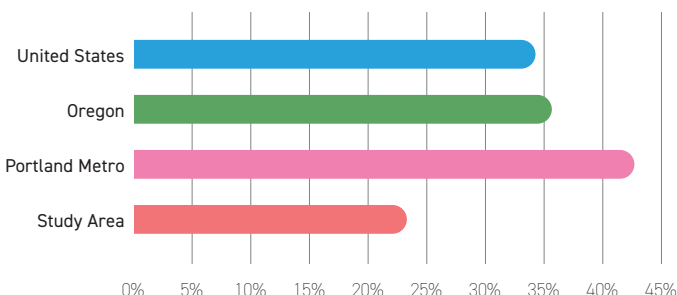
Source: U.S. Bureau of Labor Statistics, Current Population Survey.

**Fig. 22: Earnings and Unemployment Rates by Educational Attainment.**

Enhancing the skills development of residents within EMC is an important action toward increasing incomes, which is a necessary element in alleviating poverty. About 23 percent of adult residents in EMC have a Bachelor's degree or higher. This is 20 percent less

than the overall educational attainment for the Portland metro area which averages about 43 percent holding a Bachelor's degree or higher and it is more than ten percent less than average educational attainment in Oregon and the U.S.

**Educational Attainment - Bachelor's Degree or Higher**



**Fig. 23: Educational Attainment.**

[MHCC is partnering with Portland State University \(PSU\) to build transfer pathways to help students enhance education degree attainment.](#) Furthermore, PSU just received a grant from the National Science Foundation to [train students for the semiconductor industry.](#) This clear pathway for skills development within an EMC industry poised for growth is a compelling opportunity for EMC residents.

Engaging students at an early age to complete high school is a critical component to increasing education outcomes. However, average attendance statistics indicate only 50 percent of students in the study area



are attending school regularly. Decreases are also seen in standardized testing statistics for Math, Science and English Language Arts. During the last ten years, scores have decreased from averages near 80 percent to somewhere between 11 to 20 percent currently.

**It is important to consider how the pandemic and post-pandemic recovery have disproportionately impacted communities of color. These communities typically have limited access to culturally responsive resources. This can have adverse effects on the outcomes of students.**

The State of Oregon has implemented various efforts pertaining to career technical education (CTE), courses focused on science, technology, engineering, math (STEM) courses as well as career pathway programs through the passage of Measure 98. These are all extremely important and beneficial programs to increase graduation rates. However, strong engagement with private traded-sector businesses is also required to translate the acquired CTE skills into job opportunities. Fortunately, companies interviewed in roundtable meetings indicate they would like to work with the local high schools however they struggle to find the right contacts. At the same time, the teachers and school district staff are burdened with requirements for advisory boards and other program rules that create financial impediments for programs and detract from time educating students. There is an opportunity to bring these partners together to enhance opportunities for EMC residents.

# Recommendations to Address Finding:

- Enhance pathway programs for workforce development. These programs should focus on **working with cultural-specific organizations** and equipping individuals with the skills and opportunities needed to enter and advance in the workforce with career mobility.
- Establish opportunities to connect middle, high school education courses directly to businesses.
- Work with key industry businesses to understand how to best equip students for success in CTE programs.
- Consolidate and coordinate CTE programming to provide a streamlined approach to end users.

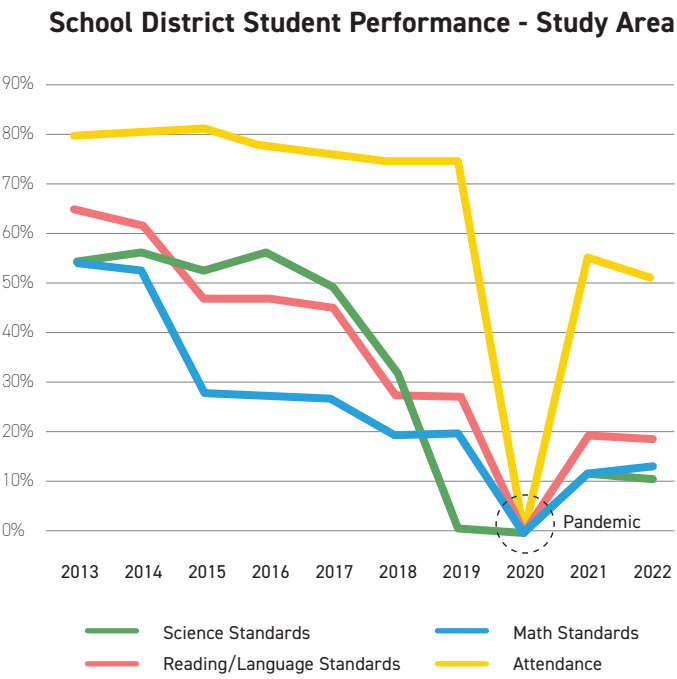


Fig. 24: School District Student Performance.

## 2 Transportation Investments Impact Access to Opportunities

**Limited investment in multi-modal transportation options hampers opportunities between education institutions and employers.**

MHCC enjoys strong collaboration with EMC employers such as Microchip, FedEx Ground, and Amazon that provide tuition reimbursement and skills training to their employees. It was reported through survey discussions that employees struggle to maximize this benefit because there is limited bus transit service connecting residents with MHCC and employment centers in the northern EMC area. Additionally, MHCC has a strong student transfer program with PSU in downtown Portland. Several community members

reported that an extension of the MAX red line or the FX-2 rapid bus transit route from Gresham Transit Center to MHCC would help build this important connection between educational institutions.

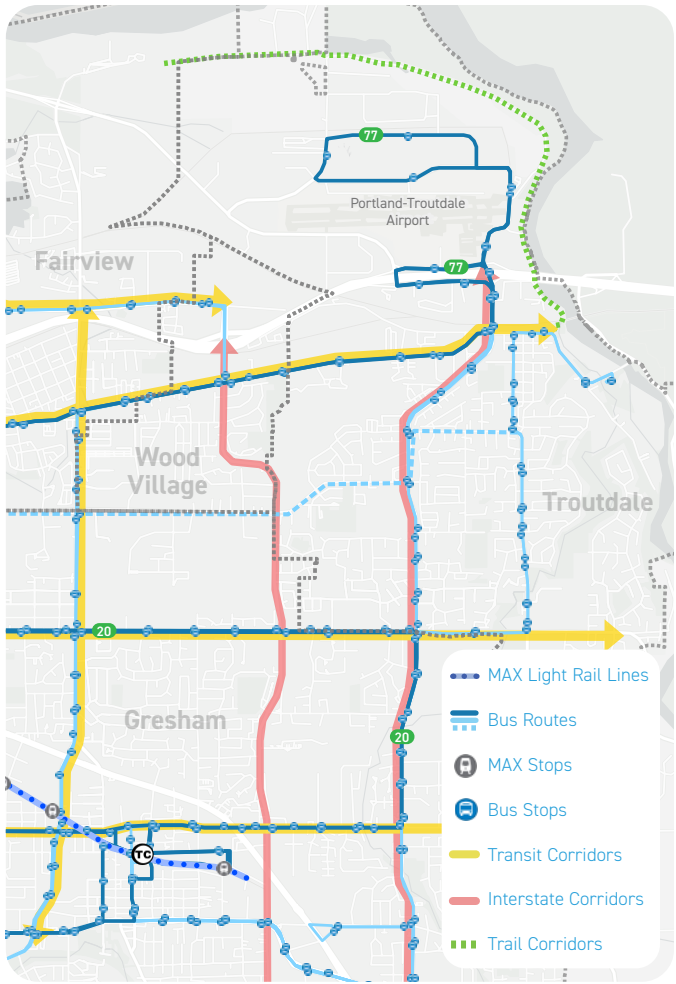


Fig. 25: TriMet service routes and network gaps.

# Recommendations to Address Finding:

- Prior plans in EMC identified the need for a “college to college connector”, to connect PSU to MHCC. Resurface this concept with TriMet and Metro and have the project identified on both agencies’ regional transportation plans.
- Align local municipality TSP/ATPs with EMC’s needs. Coordinated transportation plans with other initiatives led by TriMet or Metro can help ensure the goals for infrastructure improvements are equally prioritized in regional planning efforts.
- Ensure that the “college to college connector” is identified as a project within the regional Comprehensive Economic Development Strategy (CEDS). Projects identified in this document are much more likely to receive federal grants.



### 3 Proactive retention and recruitment can help alleviate business growth challenges tied to policy and economic factors

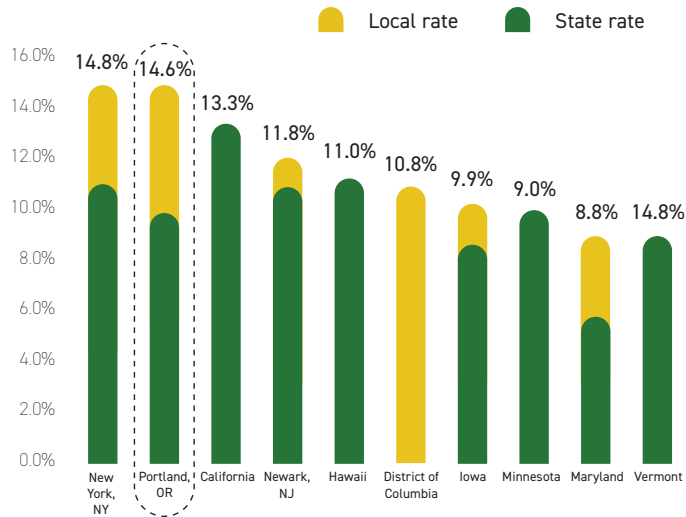
Many businesses are hesitant to grow due to regional taxation and land use policies coupled with national inflation and interest rates. Enhanced efforts on business retention and recruitment will temper some of the structural issues.

Recent tax measures passed in Multnomah County have created a business environment with the second highest total state and local tax rate in the country. This tax policy directly impacts business leaders deciding on where to stay and grow a company. Many business leaders have indicated that the tax policy would be tolerable if they could see concrete improvements realized with the increased tax revenue. The impact was also exacerbated by inflation and interest rates.

It's important to acknowledge that the permanent tax rate in this subregion is significantly lower than its neighboring city. The tax rates are composed of the permanent rate, local option levies and bond levies.

The Portland metro area competes on a global scale to attract traded sector jobs and businesses, so it is important to have an adequate inventory of development-ready land. In a competitive environment, businesses increasingly require compressed timelines for deciding where they will locate. Many of the region's industrial sites are years away from being development-ready. In the current reality where businesses are looking at being operational in 12 months or less, that timeline is too long and businesses will locate elsewhere.

Ten Highest Combined State and Local Individual Income Tax Jurisdiction in the United States (Tax Year 2022)



Source: Oregon Office of Economic Analysis, U.S. Bureau of Labor Statistics, Oregon Employment Department

Fig. 26: State and Local Individual Income Tax.



Fig. 27: Birdseye over Troutdale Reynolds Industrial Park looking towards Mt. Hood.

## Recommendations to Address Finding:

- Identify opportunity sites within EMC that require investment to prepare “shovel-ready” sites that are desired by new employers.
- Review [Metro's Site Readiness Toolkit](#) to identify incentives and best practices that could support site readiness in EMC.
- Focus efforts to work with regional and state leadership to alleviate site readiness burdens.
- When sites are ready, coordinate with GPI and Business Oregon regarding recruitment efforts.
- In the development stage, consider business and workforce equity metrics to support MWESB business participation throughout various phases of the project.

## Industrial Land Availability And Business Scaling

As was well documented by the *Oregon Semiconductor Competitiveness Task Force*, Oregon lacks shovel-ready industrial sites and the tools necessary to bring sites to shovel-ready status. Without these sites Oregon is at a competitive disadvantage for growing and retaining its manufacturing sector, a cornerstone of strong stable economic growth.

Key findings from ECONorthwest's work in support of the new Clean Tech Task Force suggest that Oregon is at a disadvantage with respect to land readiness because:

- 1 Other states have better incentives
- 2 Those other states have processes which allow their programs to be used quickly and with certainty
- 3 Oregon's site readiness program is fragmented and generally underfunded

Although there have been statewide initiatives for site readiness generally, those efforts have been disjointed and unfunded, and will require a concerted effort to align those initiatives into a single cohesive program. Addressing many of these issues requires coordination of state and local efforts.

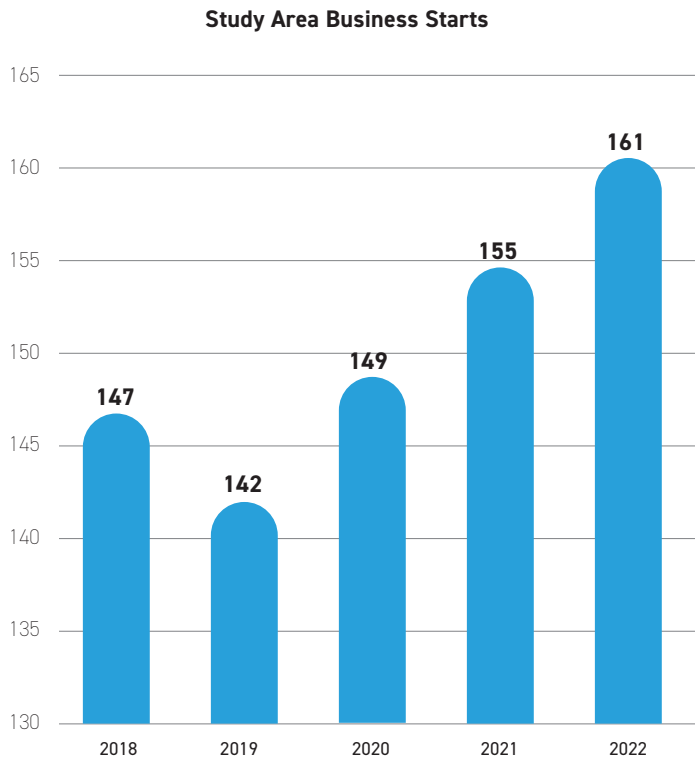
Industrial development has important equity and economic mobility impacts. [Metro's 2023 Site Readiness toolkit](#) found that the Portland Metro region's lack of small industrial spaces disproportionately impacts minority and women owned businesses. Ensuring an adequate supply of affordable spaces at all stages of company growth can boost economic inclusion.



## 4 Offering technical support can foster wealth through small business growth

Thriving small business ownership is a path to building wealth. With EMC’s multicultural community, there is an opportunity to actively provide technical services to encourage small business development by first-generation US residents, and other emerging business owners.

In developing tactical actions to support small business growth, it is important to recognize that small businesses are not uniform and those in different size categories face different challenges in accessing financing and technical support. Not all small businesses are positioned to scale. As identified by TEconomy Partners, LLC in the Oregon’s 10-year Innovation Plan by Business Oregon, while most entrepreneurs start by forming small businesses, not all small businesses are entrepreneurial. Small business owners develop companies to generate wealth and provide employment and income for themselves and others. Entrepreneurs are interested in creating innovative products or services that lead to further investment and growth. Understanding the different motivations and needed support services for these two types of businesses is important in developing the strategy and actions. Positively, net business starts have increased within EMC, suggesting a good climate for small business growth.



Source: Oregon Employment Department QCEW (2018-2022)

Fig. 29: EMC Net Business Starts.



Fig. 28: 3rd Street Market Hall.

## Recommendations to Address Finding:

- Meet with appropriate representatives from the City of Hillsboro, Hillsboro School District, Westside Economic Alliance and Washington County Chamber of Commerce to learn lessons about collaboration and how to successfully implement new efforts.
- Engage with culturally specific organizations such as community economic coalition chambers, community foundations, and Microenterprise Services of Oregon (MESO) that provide meaningful business development guidance for new business owners. Help promote services to small business owners.
- Work with cities to provide enhanced translation services at city permitting counters. Cities may consider collecting race/ethnicity data to understand challenges and opportunities in order to better support diverse business needs.
- Work with the state agencies to provide enhanced translation services for licensing requirements to facilitate small business development and economic success into the community.

## Case Study: Hillsboro, Oregon

Initiatives arising from the strong partnership between the City of Hillsboro, Hillsboro School District and Washington County Chamber of Commerce (formerly Hillsboro Chamber of Commerce) to increase economic development opportunities have blossomed into many sustainable and community enhancing programs serving a wider range of residents. For example, over the last ten years, due to their long-history of robust industry relationships, the City and Chamber have been natural partners for Hillsboro School District in developing its Career and College Pathways (CCP) which now stand at 60 different pathways including 24 Career and Technical programs. Further, the CCP program draws on Hillsboro industry partners to offer local students a broad set of internship opportunities. To build on this success, two years ago Hillsboro School District launched the Hillsboro Advanced Manufacturing Apprenticeship, which is a two year youth apprenticeship program offering hands-on, paid training. Upon completion of the program, students are certified to work anywhere as manufacturing technicians.

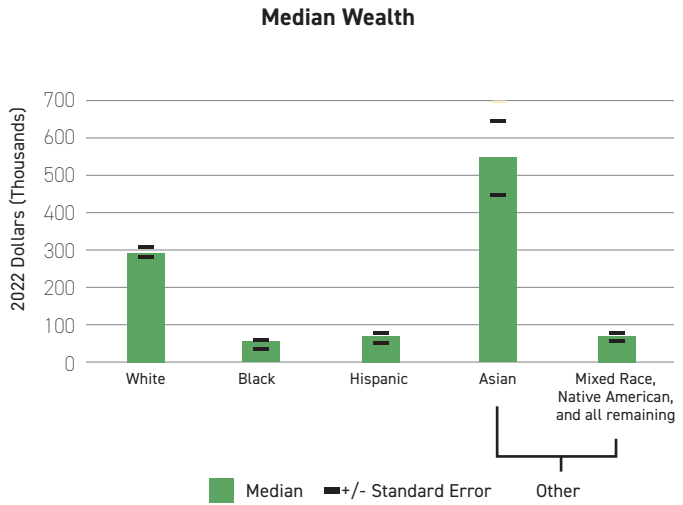
While Hillsboro's practical and supportive approach to business development has made Washington County one of the most prosperous and successful places in Oregon, the City and Chamber have worked closely on many projects to expand economic development services to its diverse population including varied ongoing business assistance programs, school-to-work days, shared office space, commercial kitchen space and culturally-specific events geared to connecting businesses to each other and the community. Additionally, partners have sponsored Centro de Prosperidad which provides job training, small business development and English language skills and multiple business networking opportunities including some specific to Spanish speakers.



# 5 Equitable growth requires collaboration through culturally specific resources and bilingual pathways to support underserved communities

Equitable access to a growing economy is key to achieving the global economic district vision. Culturally specific resources are critical to engaging underserved and underrepresented communities. This requires multi/bi-lingual employment pathways by working closer with community based organizations and businesses to provide support services like affordable housing and child care.

Wealth, also known as net worth, is the accumulated value of assets owned by an individual or family minus debt. Assets can be a home or retirement fund while debt can be a mortgage or student loan. Wealth becomes generational wealth when it passes across generations. Local measures of levels of wealth are often not available but national statistics regarding wealth are available from the U.S. Census Bureau and the Federal Reserve. The most recent national data from the Federal Reserve is provided in the following figure. The Asian median wealth category does not include those identifying as Native Hawaiian or Pacific Islander, which are included in the category of “Mixed Race, Native American and all remaining”. As indicated below, wealth accumulation is not evenly distributed across races.



Source: Board of Governors of the Federal Reserve System (2023)  
Fig. 30: Median Wealth (2022).

Disparate outcomes exist within racial categories but are difficult to study due to data limitations. Typically, factors such as language diversity, nationality, and immigration status influence these varied experiences. Ethnic and racial groups are not uniform; it’s essential to consider the unique and growing ethnically mixed populations within each category and the particular geographic concentrations of groups.

EMC is more racially diverse than other parts of the Portland metro area and Oregon, although not as diverse as the United States. EMC has a higher number of Hispanic or Latino residents, about 22 percent, than in Portland or Oregon, which both average about 13

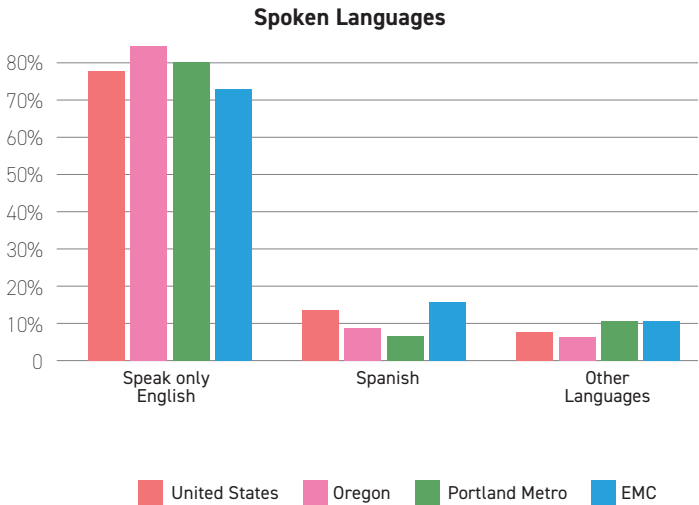


Fig. 31: Spoken Languages.

percent. EMC also has more Black, American Indian and other races than other parts of Portland and Oregon. Similarly, EMC has a substantial number of residents who speak a language other than English. A full 25 percent of residents speak a language other than English, with Spanish being the predominant other language followed by Indo-European and Asian languages. Further, based on Census data, it appears that about two-thirds of the population speaking languages other than English are non-citizen residents, and of those residents, are more likely to be younger.

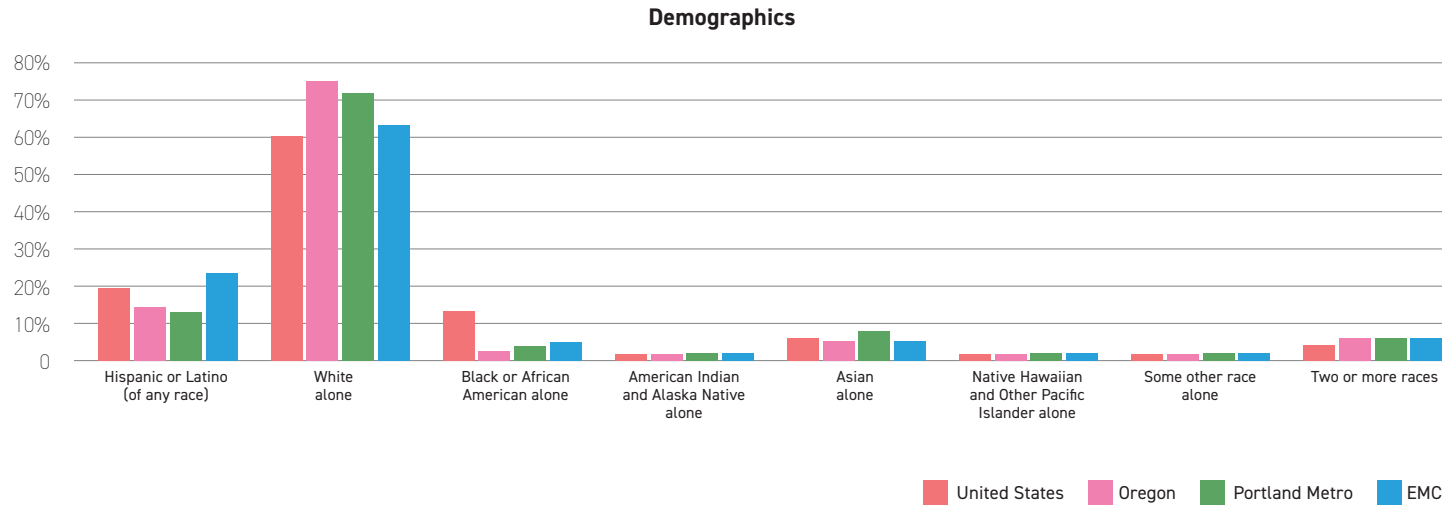


Fig. 32: Comparative Demographic Populations.

## Recommendations to Address Finding:

- Support small business development services for day care providers.
- Provide additional resources to CBOs that provide culturally specific technical assistance for small and startup businesses.
- Coordinate with Metro and Home Forward to ensure that EMC receives equitable investments from Metro Housing Bond and with the cities re: TIF investment opportunities for housing development.
- Coordinate with Metro and TriMet to plan for planned or future transit oriented development in all infrastructure/transit investments.
- Coordinate with Multnomah County to ensure equitable investments of Preschool for All in EMC for current and future small businesses in the childcare and preschool sector.

## 6 Diversifying industries strengthens the local economy and offers stability beyond reliance on a single sector

**EMC hosts significant employers that provide living wage jobs. However, they are largely within one industry. Diversification of industry is important to foster a resilient economic base. Stakeholders can learn more about opportunities and challenges for diversification through coordinated one-on-one meetings with employers from different industries.**

EMC job growth over the last five years has averaged 0.7 percent annual growth, driven almost entirely by growth in Trade, Transportation & Warehousing, which has added nearly 4,000 jobs in the area. Most EMC industries lost jobs during the last five years, primarily Finance & Insurance followed by Other Services, Entertainment & Accommodation, Manufacturing and Professional Services. While firm growth looks likely to continue, it is unclear what to expect in employment growth during the next five years. With many industries not yet fully recovered from pandemic job losses, as well as the considerable growth in wages, it is uncertain how these factors will impact job growth particularly with pressures coming from automation in key traded sector industries such as Manufacturing and Trade, Transportation & Warehousing.

Fostering a resilient economy requires a diversification of the industry base within the region. The Greater Portland Comprehensive Economic Development Strategy ([CEDS](#)) was developed under the guidelines of the US Economic Development Administration (EDA) to engage community leaders, leverage the involvement of the private sector, and establish a blueprint for regional economic development collaboration. The Greater Portland region is defined as Clackamas, Multnomah and Washington Counties in Oregon and Clark County in Washington.

CEDS are developed for a region because economies do not adhere to local city boundaries. Products, ideas, and workforce are exchanged across jurisdictions. As EMC is part of the larger region, it has the opportunity to leverage industry strengths existing across the larger region summarized in the table on the next page.

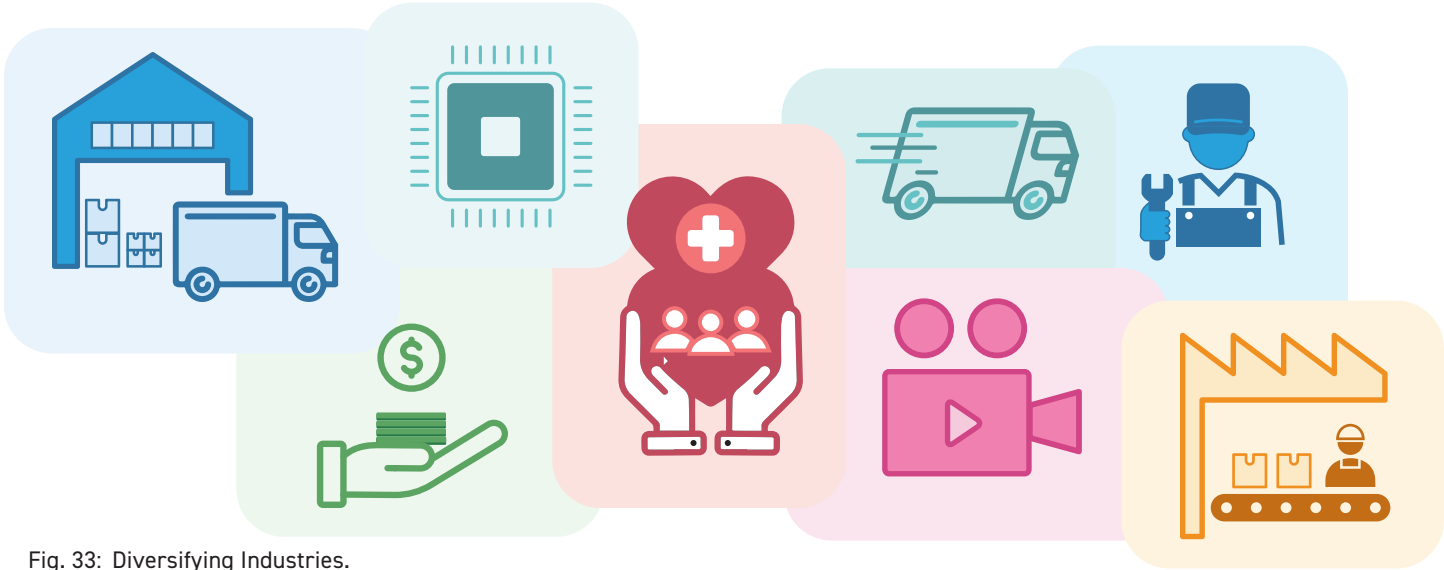


Fig. 33: Diversifying Industries.

### CEDS INDUSTRY CLUSTER

### EMC OPPORTUNITY

#### Climate Tech

Encourage growth of manufacturing companies associated with electrification of trucks to support the Transportation and Warehousing industry.

Encourage growth of companies associated with the use and manufacturing of Cross Laminated Timber (CLT) products (e.g. construction, designers, etc.)

#### Metals & Machinery (Advanced Manufacturing)

Encourage growth of robotics companies to support the Transportation and Warehousing industry.

#### Computer and Electronics (Semiconductor)

There is a significant opportunity to grow the semiconductor workforce through focused outreach to local high-schools and continued collaboration with MHCC regarding incumbent training.

#### Food and Beverage

Growth will likely continue but challenging due to inflation and cost increases at this time. In addition to the movement of food and beverage, there are supply chain opportunities in manufacturing and production.

#### Apparel and Outdoor

EMC is an attractive location to this industry. However, continued attention and celebration of accomplishments and investment is necessary.

#### Design and Media

N/A

#### Software

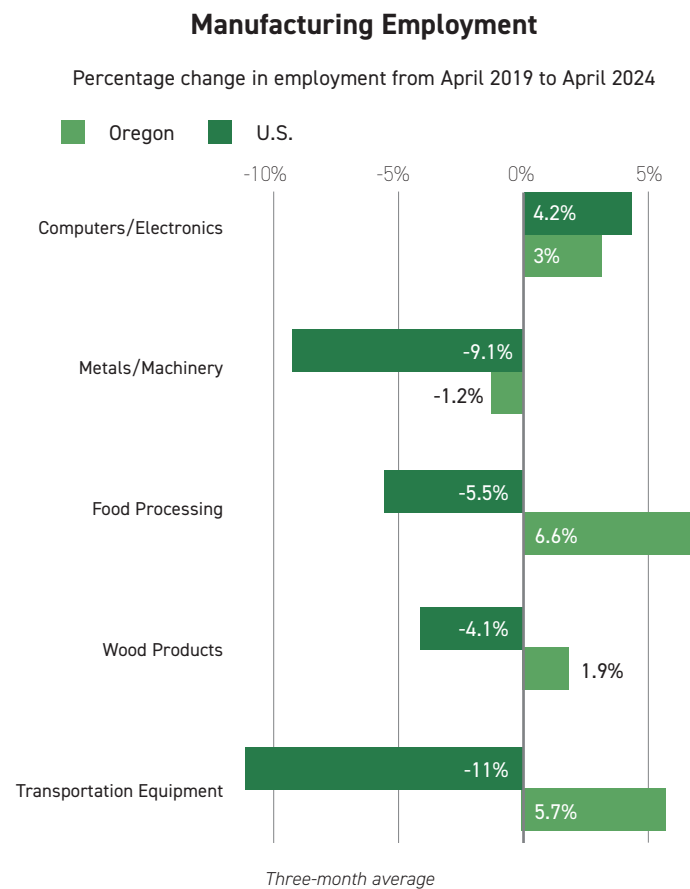
N/A

Fig. 34: EMC Opportunity by CEDs Industry Cluster Table.

Throughout the Roadmap development, participants benefited from the consistent engagement of Microchip, a large employer within the semiconductor industry. Oregon is seeing a decline in manufacturing companies when the country is realizing gains in manufacturing employment. The one area of strength for the state is within the computer and electronics sector, which is associated with the semiconductor industry that has benefited from federal investment through the CHIPS

and Science Act. A focused effort to retain this industry strength and increase a positive business climate is necessary to counteract these challenges limiting opportunities for company and employment growth.





Source: Oregon Office of Economic Analysis, U.S. Bureau of Labor Statistics, Oregon Employment Department

Fig. 35: Manufacturing Employment exhibit.

## Recommendations to Address Finding:

- Develop a coordinated outreach strategy to meet with “EMC opportunity” traded-sector employers listed earlier to document barriers and opportunities to growth and work with participants to address.
- Engage Business Oregon and Greater Portland, Inc. (GPI) representatives to gain better understanding of their recruitment efforts and highlight how EMC assets can be incorporated into strategies.
- Many business leaders find it beneficial to connect with other similar companies at events with information specific to their industry, such as safety related topics, process improvements, growth of the workforce, etc. Host an event for a specific industry that provides them with information that interests them and facilitates cross-pollination of ideas, supply chain opportunities and business opportunities.



Fig. 36: Rockwood Market Hall.



# EMC PROJECTS

The Steering Committee (SC) underwent a process to refine an initial list of 48 project ideas for the region and identified the following priority projects and sites as initial areas of focus for the coalition.

### Steering Committee Interest

The Committee was asked to consider two general factors in determining their interest level in prioritizing select projects:

- Which locations and programs were of particular interest to them as representatives of their agencies, companies, or organizations.
- Whether or not they had the organizational alignment, support, and capacity to participate in a particular program.

### Equitable Development Criteria

In refining the project list, the SC articulated a need to consider projects that foster equitable development. When a project is recommended, it needs to address at least one of the following elements to be considered for implementation.

- Advances economic mobility and opportunity;
- Strengthens local cultural assets to prevent residential, commercial, and cultural displacement;
- Supports multimodal public transportation opportunities; or
- Contributes toward environmental sustainability and climate resiliency

### Project/Program Criteria

In addition to the above two considerations, projects were vetted through available information based on the criteria below. This was critical to establish, as certain projects may be compelling in some ways, but may lack readily-available information or identified work plans for a future coalition to immediately support.

- |                              |                                          |
|------------------------------|------------------------------------------|
| • Project Name               | • Timeframe                              |
| • Project Description        | • Finding in Roadmap that is addressed   |
| • Sponsor (one organization) | • Equitable development factor addressed |
| • Partner organizations      | • Geographic Location                    |
| • Potential funding          |                                          |

### How Projects were Scored

#### Considerations

- These factors placed in a **scoring matrix**
- Scores based on research and analysis (staff level)
- Scores are subject to change based on committee feedback

#### Priority Projects for Future Coalition

1



Steering Committee Interest

2



+ Equitable Development Criteria

3



+ Project/Program Criteria

Fig. 37: Scoring Methodology.



# SCORING MATRICES

## 1 Locations

	1	2	3 PROJECT CRITERIA						TOTALS
	COMMITTEE INTEREST	EQUITABLE DEV. CRITERIA	LEAD SPONSOR	PARTNERS	POTENTIAL FUNDING	TIMEFRAME	PRELIM. FINDINGS REPORT REFERENCE	LONG-TERM PLAN OR CIP REFERENCE	TOP SCORES HIGHLIGHTED BELOW
Working Quarry	4	2		1	1	1		1	10
Vance Vision	4	3	3	1	3	2		2	18
GVBP Lot 11	5	3	2	1	2	2	2	1	18
MHCC	5	3	3	2	3	3	2	2	23
Troutdale Airport	3	2	2	1	2	1	1	2	14
Hawthorne Wood	2	2	3	1	2	2		2	14
The Byway	1	3	2	2	2	3		2	15
Downtown Rockwood	1	3	3	2	2	3		2	16
Fairview Springs	1	3	3	2	2	2		2	15

Fig. 38: Scoring Matrix for Locations.

## 2 Programs

	1	2	3 PROJECT CRITERIA						TOTALS
	COMMITTEE INTEREST	EQUITABLE DEV. CRITERIA	LEAD SPONSOR	PARTNERS	POTENTIAL FUNDING	TIMEFRAME	PRELIM. FINDINGS REPORT REFERENCE	LONG-TERM PLAN OR CIP REFERENCE	TOP SCORES HIGHLIGHTED BELOW
Workforce Hub	3	2		2	3	2	2	1	17
Indust. Site Readiness	3	1		2	2	3	3	1	15
Transit Improvements	3	2	2	2	2	2	3	2	18
Childcare Centers	1	2	2	2	3	3	2	1	15
Robotics/Climate tech	1	2	1	2	2	2	3	1	13

Fig. 39: Scoring Matrix for Programs.

Point System	1-5 Scale, 5 = Highest	3 = 3 or 4 of 4 2 = 2 of 4 1 = 1 of 4	3 = Committed 2 = Acknowledged 1 = Identified	3 = Committed 2 = Acknowledged 1 = Identified	3 = High 2 = Medium 1 = Low	3 = Short 2 = Medium 1 = Long	3 = Specific 2 = Partial 1 = Indirect	2 = Direct 1 = Indirect
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## 3 Scoring Results Priority Projects for Future Coalition

### Top Locations

- MHCC (Gresham, with Troutdale site)
- GVBP Lot 11 (next to Wood Village & Fairview)
- Vance Vision (Rockwood area)

### Additional Locations

- Downtown Rockwood (G)
- The Byway (WV)
- Fairview Springs (F)
- Troutdale Airport (T)
- Hawthorne Wood Shop (G)
- Working Quarry (G)

### Top Programs

- Transit Improvements
- Workforce Development Hub

### Additional Programs

- Industrial Site Readiness
- Childcare Centers
- Robotics/Climate Tech Cluster



Fig. 40: Steering committee engagement.

## Steering Committee Response

The Steering Committee requested that the consultant team provide more specific recommendations based on case studies and other examples across the region. The intent is to provide a template that can be further refined with the expertise and support of the coalition. The following examples illustrate precedent and the level of detail necessary to begin building an actionable workplan.

# SEMICONDUCTOR WORKFORCE PATHWAY

## Project Description

Align, build and promote a workforce pathway program that serves EMC residents.

MHCC is partnering with Portland State University (PSU) to build transfer pathways to help students enhance education degree attainment. Furthermore, PSU just received a grant from the National Science Foundation to train students for the semiconductor industry. This clear pathway for skills development within an EMC industry poised for growth is a compelling opportunity for EMC residents. At the same time, Worksystems supported the development of the semiconductor [Quick Start](#) program in Hillsboro and is now exploring the creation of a new program in Multnomah County. These existing collaborations, coupled with Microchip's strong engagement with the community, sets an excellent foundation to build intentional workforce pathways serving the EMC residents. This first project can serve as a template to build different industry workforce pathways.

## Sponsor (One Organization):

Mt. Hood Community College (MHCC)

## Partner Organizations:

Worksystems, PSU, Microchip and semiconductor employers, EMC City Partners

## Potential Funding:

Worksystems, Federal Grants

## Timeframe:

Now

## Finding In Roadmap That Is Addressed:

Finding #1

## Equitable Development Factor Addressed:

Advances economic mobility and opportunity

## Geographic Location:

All EMC

## Identified In Capital Improvement Plan (Cip), CEDS, or Other Plans:

Not applicable

This is a Programmatic Pilot Example.



Fig. 41: Semiconductor Photo via Infineon.



# SITE READINESS OF GRESHAM VISTA LOT 11

## Project Description

Master plan, feasibility study and prepare existing site infrastructure necessary to stimulate public – private investment to support a mix of uses that could include housing, childcare or workforce development training.

The Portland metro area competes on a global scale to attract traded sector jobs and businesses, so it is important to have an adequate inventory of development-ready land and talent to support growing industries. In a competitive environment, businesses increasingly require compressed timelines for deciding where they will locate. Many of the region’s industrial sites are years away from being development-ready; but in a world where businesses are looking at being operational in 12 months or less, that timeline is too long and businesses will locate elsewhere. By preparing an area designated to support employment growth, talent development and connecting communities to opportunity, the Port can facilitate and encourage businesses to invest in the EMC region and hire EMC residents.

## Sponsor (One Organization):

Port of Portland

## Partner Organizations:

Metro, Business Oregon, City of Gresham

## Potential Funding:

Metro, Business Oregon, Port of Portland, Gresham TIF

## Timeframe:

3-4 years

## Finding In Roadmap That Is Addressed:

Finding #4

## Equitable Development Factor Addressed:

Advances economic mobility and opportunity;

Strengthens local cultural assets to prevent residential, commercial, and cultural displacement

## Geographic Location:

Gresham

## Identified In Capital Improvement Plan (Cip), CEDS, or Other Plans:

CEDS, Vertical Housing Zone

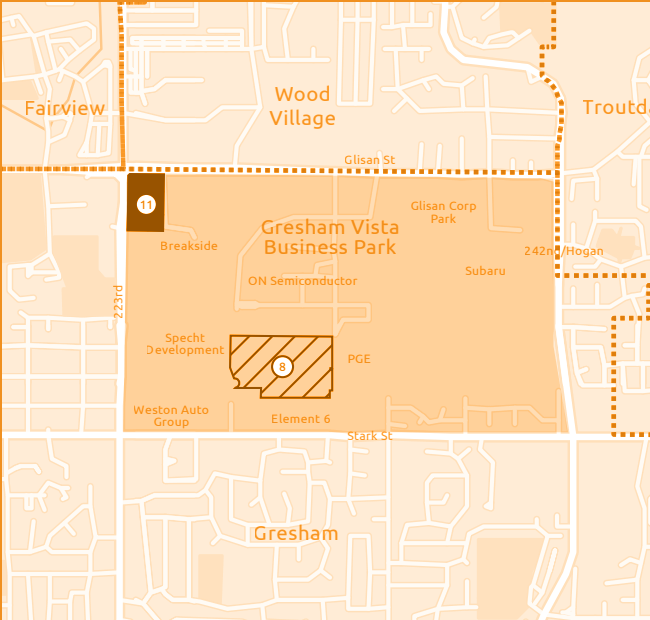


Fig. 42: Gresham Vista Business Park Opportunities Map.

**Lot 11 has excellent visibility along with thriving adjacent commercial development. Its Moderate Commercial (MC) zoning designation expands the availability of allowed land uses, including the potential for mixed-use development.**

This is a Project Site Example.

## Supplemental Information

### Utility Specifications

Water (City of Gresham):

- 12" (30.48 cm) main on 242nd Avenue frontage
- 16" (40.64 cm) main on 223rd Street frontage
- 18" (45.72 cm) main on Stark Street frontage

System capacity of maximum purchase and groundwater supply:

- 22 million gallons (83 million liters) per day
- Average daily use of the system: 6.74 gallons (25.5 liters) per day
- Peak flow available at site: 3.5 million gallons (13.2 million liters) per day

### Incentives

- No Sales Tax
- Single-Sales Factor: Corporate income tax for companies located in Oregon is assessed only on sales within the state.
- Enterprise Zone Property Tax Exemption: New investment in an enterprise zone can receive property tax abatement for up to five years.
- Strategic Investment Zone: Projects with capital investments exceeding \$100 million are eligible for partial property tax abatement for 15 years.
- Workforce Training Grants Reimbursement: Reimbursement to offset costs incurred for employee training.
- State Strategic Reserve Fund: This forgivable loan offsets costs for expanding business.
- State Business Expansion Program: Forgivable loans for companies that generate a certain number of employees above the average wage.
- Foreign Trade Zone: Similar to what is known internationally as a Free-Trade Zone, where goods and merchandise may not be subject to tariffs depending on several factors. More information about Foreign Trade Zones is available from U.S. Customs and Border Protection.

# APPENDIX

These following examples will be reviewed in future coalition meetings to refine and confirm which of the 3-5 focused projects/programs will advance with a workplan and workgroup.



# 1 Education to Jobs Transit Connector

**Project Description:**

Design and implement transit improvements at MHCC with rapid bus routes to PSU and the EMC northern employment area.

Many large employers in EMC (e.g., Amazon, FedEx Ground, Microchip) have tuition reimbursement programs for their employees that typically take courses at MHCC. Due to the limited transit service between the northern employment areas and MHCC, employees face a barrier to easily accessing education opportunities. Furthermore MHCC is partnering with Portland State University (PSU) to build transfer pathways to help students enhance education degree attainment. Enhanced transit service between MHCC and these two key connections provides an important service to encourage higher education attainment of EMC residents. High quality transit improvements provides adequate shelter and safety for MHCC students that enhances the experience and encourages ridership.

**Sponsor (one organization):**

MHCC, EMCTC (East Multnomah County Transportation Committee)

**Partner organizations:**

TriMet, PSU, EMC City Partners

**Potential funding:**

Regional, State and Federal Grants

**Timeframe:**

1-2 years

**Finding in Roadmap that is addressed:**

Finding #1 and #2

**Equitable development factor addressed:**

Advances economic mobility; supports multimodal public transportation opportunities; and contributes toward environmental sustainability and climate resiliency.

**Geographic Location:**

All EMC

**Identified in Capital Improvement Plan (CIP), CEDS, or other plans:**

Work with TriMet to include this project in their Capital Improvement Plan (CIP)

# 2 Vance Vision Master Plan

**Project Description:**

The Vance site is an opportunity to transform nearly 90 acres of county owned land in a neighborhood that's been historically underserved. The site's past uses as a quarry and municipal landfill left legacy issues that the surrounding community lives with today. The County now has a unique opportunity to work toward a future for Vance that meets both community and County needs.

**Project Principles:**

- Accommodate known and future County facility needs.
- Center the needs of the people most impacted by the past and current uses.
- Create a more equitable future for one of the most racially and ethnically diverse neighborhoods in the region.
- Support the County's mission as a public health agency through investments in the built environment that positively impact the social determinants of health for people in the surrounding neighborhoods.
- Sustainably support the long-term environmental and economic well being of the community.

**Sponsor (one organization):**

Multnomah County

**Partner organizations:**

Metro, Business Oregon, City of Gresham, Verde, Others?

**Potential funding:**

Metro, Business Oregon, Multnomah County, Gresham TIF

**Timeframe:**

2-3 years

**Finding in Roadmap that is addressed:**

Finding #3

**Equitable development factor addressed:**

Advances economic mobility and opportunity

**Geographic Location:**

Gresham

**Identified in Capital Improvement Plan (CIP), CEDS, or other plans:**

[Vance Vision Plan](#)

### 3 Childcare Provider Development Initiative

**Project Description:**

Remove barriers and enhance opportunities for childcare business ownership and growth.

According to the Multnomah County Preschool for All website, “Black, Brown, Native American Indigenous, and Providers of Color are highly encouraged to apply to be a PFA Pilot Site. Preschool for All is committed to having a diverse set of providers who look and sound like the children and families enrolled in the program”. Availability for future applications to support new childcare providers needs to be determined. The County site indicates that they contract with MESO to provide business technical services such as budget planning, purchasing and maintaining, appropriate insurance, record-keeping, and staffing and supervision. EMC partners can work collaboratively with the County and MESO to ensure PFA revenues are adequately invested in EMC.

**Sponsor (one organization):**

To be determined

**Partner organizations:**

EMC City Partners, culturally specific small business support organizations (e.g., MESO, Livelihood NW, etc.)

**Potential funding:**

Multnomah County Preschool for All (PFA) fundings

**Timeframe:**

Now

**Finding in Roadmap that is addressed:**

Finding #5 and #6

**Equitable development factor addressed:**

Advances economic mobility and opportunity; and strengthens local cultural assets to prevent residential, commercial, and cultural displacement.

**Geographic Location:**

All EMC

**Identified in Capital Improvement Plan (CIP), CEDS, or other plans:**

Work with TriMet to include this project in their Capital Improvement Plan (CIP)

### 4 Equitable Small Business Ownership Program

**Project Description:**

Remove barriers and enhance opportunities for business ownership and growth.

Foster a culturally specific business retention and expansion program. Services can include enhanced translation services at city permitting counters to facilitate small business development and inclusion into the community. Other initiatives to consider, which have been developed by the City of Hillsboro and Washington County Chamber of Commerce include: varied ongoing business assistance programs, school-to-work days, shared office space, commercial kitchen space and culturally specific events geared to connecting businesses to each other and the community. Additionally, the Washington County partners have sponsored Centro de Prosperidad which provides job training, small business development and English language skills and multiple business networking opportunities including some specific to Spanish speakers. Outreach to the City of Hillsboro to gain a better understanding of their work and insights is an approachable first step in building a plan for collaboration to implement this project.

**Sponsor (one organization):**

To be determined

**Partner organizations:**

EMC City Partners, culturally specific small business support organizations (e.g., MESO, Livelihood NW, etc.)

**Potential funding:**

Cities, Foundations

**Timeframe:**

Now

**Finding in Roadmap that is addressed:**

Finding #4

**Equitable development factor addressed:**

Advances economic mobility and opportunity; and strengthens local cultural assets to prevent residential, commercial, and cultural displacement

**Geographic Location:**

All EMC

**Identified in Capital Improvement Plan (CIP), CEDS, or other plans:**

Not applicable



# 5 Business and Education Engagement Program

**Project Description:**

Build awareness of EMC employment opportunities while supporting skills development of high school students.

The most important issue for employers is finding adequate talent. In meetings with large EMC businesses, they conveyed a lack of community awareness of the employment opportunities offered. Development of a coordinated business engagement program with high school CTE departments will build a long-term talent pool of EMC residents. In providing a service that is very important to businesses, the EMC partners will foster a positive business climate that is necessary to counteract current challenges limiting opportunities for company and employment growth.

At the same time, offering students CTE courses focused on science, technology, engineering, and math (STEM) courses as well as career pathway programs are all extremely important and beneficial programs to increase graduation rates. However, strong engagement with private traded-sector businesses is also required to translate the acquired CTE skills into job opportunities. Fortunately, companies interviewed in roundtable meetings indicate they would like to work with the local high schools however they struggle to find the right contacts. By implementing this project, both the EMC employers and students will receive the benefits they desire.

**Sponsor (one organization):**

To be determined

**Partner organizations:**

EMC School Districts, EMC large employers, EMC City Partners

**Potential funding:**

Worksystems, State of Oregon

**Timeframe:**

Now

**Finding in Roadmap that is addressed:**

Finding #1 and #3

**Equitable development factor addressed:**

Advances economic mobility and opportunity

**Geographic Location:**

All EMC

**Identified in Capital Improvement Plan (CIP), CEDS, or other plans:**

Not applicable

# Future Projects and Programs for Consideration

While the following projects did not surface to the top of the priority list, they remain equally important to the local jurisdictions, businesses and communities of EMC. With additional information, planning, description refinement and partnership identification, these projects could evolve into regionally-transformative efforts.

Table below includes other projects with quick hits on considerations to advance the work.

ADDITIONAL PROJECTS	JURISDICTIONS	CONSIDERATIONS
Downtown Rockwood	Rockwood/Gresham	Active TIF districts, with significant growth and redevelopment. Continue to support new projects with goals towards community stabilization. Example projects: POIC + RAHS High School and Innovation Campus.
Main Streets on Halsey Corridor	Wood Village/ Fairview/ Troutdale	Commercial district with direct connection with key destination opportunities, including Fairview Springs and Byway developments that were highly-rated locations by the steering committee. Improve transit, parking and marketing of commercial uses. Currently activated with engaged business through the Main Streets on Halsey corridor planning and efforts.
Troutdale Airport	Troutdale	Long range planning effort to improve the economic benefit of 200+ acre site. Determine best use that aligns with the regional and local goals.
Hawthorne Wood Shop	Gresham	Recent Gresham Redevelopment Commission acquisition of an existing building and property that is strategically located with other economic development and housing investments.
Working Quarry	Gresham	60+ Private property adjacent to Vance Park could be evaluated for future development. Coordinate conversations with landowner to learn about productivity of current status and future interests in the site.

ADDITIONAL PROJECTS	JURISDICTIONS	CONSIDERATIONS
Grand Ronde Property	Wood Village	Future determinations by the Confederated Tribes of Grand Ronde could result in transformative development opportunities with regional impacts.
Industrial Site Readiness	EMC	Improve the region and state's toolkit for competitiveness with programs designed to reduce obstacles and timelines to develop property.
Robotics/Climate Tech Cluster	EMC	EMC advocacy associated with the priority projects.

Fig. 43: Additional Projects for Consideration Table.



Fig. 44: Community Engagement Friends of Trees.





