City of Ione Strategic Plan

(November 2009 Update)

"Growing with Pride"

Prepared by

The Ione Strategic Planning Committee

with assistance from
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Greater Eastern Oregon Development Corporation
Morrow County

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I. INTRODUCTION

BACKGROUND

The City of Ione, with a population of 340, is located in the southern portion of Morrow County along State Highway 74. The community is part of the "Willow Creek Valley" with the communities of Lexington, located 8 miles to its southeast and Heppner, 18 miles to its southeast. As with the other two communities in the Willow Creek Valley, Ione enjoys a rich history of agriculture and timber. All three of these towns have experienced little growth in their population base, and in the case of Ione, there has been a slight decrease in the population base. In an effort to reverse the decline in population, members of the Ione Community Agri-Business Organization (ICABO), the Ione City Council and Morrow County initiated a strategic planning process in January of 1997. This plan updates those earlier efforts and continues to focus on innovative ways to sustain and grow the community.

As noted in the earlier strategic plan, the community of Ione relies heavily on its resource base, mainly agriculture. The changing conditions governing the resource base is challenging and has brought about revitalization efforts in the community in order to address infrastructure, housing and community needs. This update will help the community prioritize its goals and assist with the development of work items and strategies in order to accomplish these goals.

An attractive downtown area greets visitors and residents alike. Community spirit and pride is evident through attractive and well maintained homes and businesses. The Ione City Park is the centerpiece of community pride, with expanded facilities and opportunities for both residents and visitors. The Ione High School has a population of 93 students including middle school, with the grade school supporting a 78 student base. With Ione community's pride and the community's efforts to support excellence in education, Ione is an attractive place to live and raise a family.

The City of Ione and the strategic planning committee envisions a downtown area that will reflect the wheat and livestock heritage of the Ione community. Vacant buildings will have attracted entrepreneurs who will develop small businesses or service related organizations. New housing developments within the city limits will be attractive and affordable, with a senior housing project to keep Ione's senior population within the community. Urban growth boundaries will supply the opportunity for families to secure small acreage lots to enjoy the rural environment. Infrastructure will be in place to supply the residents and businesses of Ione with adequate water and wastewater services.

II. VISION, MISSION STATEMENT, HISTORICAL OVERVIEW

Vision Statement

The Ione community will carry the theme of **"*Growing with Pride"*** well into the twenty-first century. Community spirit will be noticeable in an action-oriented philosophy. Ione will continue to be recognized as an outstanding community in which to raise a family, participate in an active retirement, and enjoy the many recreational opportunities afforded to its community members in the Willow Creek Valley.

Mission Statement

To ***enhance*** the community through investing in the five building blocks of economic development within the community: jobs, people, schools, infrastructure, and quality of life.

Historical Overview

In 1870 Edward Cluff occupied the land where the city of Ione now sits. The town site was surveyed and platted in 1884, and the town was named after Ione Arthur, a girl visiting the area from Brownsville. In 1888 the railroad line was extended through Ione, to Heppner, providing a convenient form of transportation between the two communities. Ione was incorporated by a vote of the citizens in June of 1899, and the Oregon Senate approved the incorporation on January 26, 1903. As early as 1900, water and wastewater issues were a hot topic in the Ione community. In June, 1890, the first official census was compiled: there were 223 residents within the city of Ione and 364 in the surrounding area (Ione precinct). By 1909 Ione had approximately 800 people living in the area. Land prices were $1.25 - $5.00 an acre in 1900. In 1912 the first Caterpillar tractor operated in the area, and covered 20 - 25 acres a day.

In the 1890s Ione had a hotel, newspaper, drugstore, physician, dentist, attorney, barber, photographer, four general stores, four saloons, two blacksmith shops, a railroad depot, and other supporting commercial activities. Ione was recognized as being the leader in wheat production in the area, with several wheat storage facilities. The descendants of many of the early families that pioneered the area still reside within the Ione community.

III. DEMOGRAPHIC INFORMATION

It should be noted that current demographic information specific to the city of Ione is very limited. The primary source of such data is the Decennial Census last done in 2000 and being conducted again in 2010. In this section, 2000 statistics have been used where no later figures are available. County-wide demographic projections are made annually by the Population Research Center at Portland State University. Some of these Morrow County demographics are included for informational purposes, but no attempt has been made to equate these county-wide numbers to possible changes in the city of Ione.

County Population

Morrow County maintained a fairly stable population for the first 70 years of the 20th Century, but is now one of the fastest growing areas of Oregon. The population more than doubled in the forty years between the 1960 and 2000 Censuses, with dramatic increases during the 1970s and 1990s. ***Table 1 shows the total county population at each Census since 1920, including the estimate for 2008.***

Table 1

Census Year	*Population*	*Change*	*% Change*
1920	*5,617*	*676*	*15.5%*
1930	*4,941*	*-676*	*-12%*
1940	*4,337*	*-604*	*-12.2%*
1950	*4,783*	*446*	*10.3%*
1960	*4,871*	*88*	*1.8%*
1970	*4,465*	*-406*	*-8%*
1980	*7,519*	*3,054*	*68%*
1990	*7,625*	*106*	*1.4%*
2000	*10,995*	*3,370*	*44.2%*
2008 (estimate)	*12,485*	*1,490*	*13.6%*

The State of Oregon's Office of Economic Analysis has done population projections for Oregon counties through the year 2040. As shown in Table 2, Morrow County is expected to show a steady annual increase averaging almost 10%. This will bring the 2040 population to more than double what is was in the beginning of the 21st century and over 500% of the population at the turn of the 20th Century.

Table 2

Year	*Population Projections*	*Change*	*% Change*
2000	*10,995*	*N/A*	*N/A*
2008	*12,485*	*1,490*	*13.6%*
2010	*13,581*	*1,096*	*10.5%*
2015	*15,011*	*1,430*	*10.5%*
2020	*16,520*	*1,509*	*10.1%*
2025	*18,101*	*1,581*	*9.6%*
2030	*19,703*	*1,603*	*8.9%*
2035	*21,358*	*1,654*	*8.4%*
2040	*23,122*	*1,764*	*8.3%*

City of Ione Population

Of the 241 incorporated cities in Oregon, Ione is currently ranked as 196th in size. The 2008 estimated population of the city of Ione is 350, the same as in 1960. The 1990 Census showed a 26% drop in population, but by 2000 it had largely rebounded and continues to grow. ***Table 3 shows some historical census figures.***

Table 3

Census Year	*Population*	*Change*	*% Change*
1960	*350*	*N/A*	*N/A*
1970	*355*	*5*	*1.4%*
1980	*345*	*-10*	*-2.8%*
1990	*255*	*-90*	*-26%*
2000	*321*	*66*	*25.9%*
2008 (estimate)	*350*	*29*	*9%*

Portland State University's Population Research Center makes annual population estimates for all municipalities in Oregon. Although the population of Ione dipped substantially at the 1990 Census, the current estimate shows that the population is back to historic levels. ***Table 4 shows the annual population estimates for Ione during the current decade.***

Table 4

Year	*2000*	*2001*	*2002*	*2003*	*2004*	*2005*	*2006*	*2007*	*2008*
Population	*321*	*320*	*340*	*340*	*340*	*340*	*340*	*345*	*350*

<u>City of Ione Population Characteristics – 2000 Census</u>

As of the 2000 Census, the population of Ione was listed as 321 with a breakdown as to sex as follows:

Table 5

Gender	*Count*	*Percentage*
Male	*170*	*53%*
Female	*151*	*47%*

The 2000 Census determined the median age of Ione residents to be 38.2. This was up from 35 in 1990. The age distribution was as follows:

Table 6

Under 5	*5-19*	*20-44*	*45-64*	*65+*
19	*83*	*102*	*66*	*51*
5.9%	*25.9%*	*31.8%*	*20.6%*	*15.9%*

314 listed their race as white, with the remaining 7 people being of two or more races. A total of 10 of any race were Hispanic. There are a total of 142 housing units in Ione, with an average household size of 2.53 persons. Of the citizens reporting a marital status, 154 were currently married.

Of the 200 people 25 years of age and over, 181 had at least a high school diploma, with 24 holding a bachelors degree or higher. There are 40 veterans that reside in Ione.

Economic Characteristics – 2000 Census

Of the 237 Ione residents over the age of 15, 140 were considered to be in the labor force. Of these, 129 were employed at the time of the Census. 91 worked for a private business, while 32 were government employees. An additional 6 were self-employed in an unincorporated business. ***Table 7 shows these occupations.***

Table 7

Occupation Type	*Count*	*Share*
Management, professional, and related	*32*	*24.8%*
Service occupations	*28*	*21.7%*
Sales and office	*21*	*16.3%*
Farming, fishing, and forestry	*7*	*5.4%*
Construction, extraction, and maintenance	*24*	*18.6%*
Production, transportation, and material moving	*17*	*13.2%*

Below are some economic statistics for the city of Ione as determined by the Census.

Table 8

Median Household Income	*$37,500*
Median Family Income	*$43,750*
Per Capita Income	*$14,531*
Families Below Poverty Level	*5*
Individuals Below Poverty Level	*20*

Employment within the City of Ione

This section focuses on jobs within the city. The latest available employment data on the city level is from 2006. At that time, there were 158 people employed within the city limits of Ione. The following tables contain some interesting statistics regarding those workers.

Table 9 – Workers by Age

Age Group	*Count*	*Share*
30 and younger	*28*	*17.7%*
31 to 54	*98*	*62.0%*
55 or older	*32*	*20.3%*

Table 10 – Jobs by Earnings Paid

Monthly Wages	*Count*	*Share*
$1,200 or less	*37*	*23.4%*
$1,201 to $3,400	*44*	*27.8%*
More than $3,400	*77*	*48.7%*

Table 11 – Jobs by Industry Type

Industry Type	*Count*	*Share*
Educational Services	*88*	*55.7%*
Wholesale Trade	*35*	*22.2%*
Finance and Insurance	*12*	*7.6%*
Transportation and Warehousing	*7*	*4.4%*
Retail Trade	*5*	*3.2%*
Admin and Support, Waste Management, and Remediation	*4*	*2.5%*
Information	*3*	*1.9%*
Health Care & Social Assistance	*3*	*1.9%*
Accommodation & Food Services	*1*	*0.6%*

Table 12 – Where Ione Workers Commute From

City	*Count*	*Share*
Heppner	*34*	*21.5%*
Hermiston	*14*	*8.9%*
Boardman	*12*	*7.6%*
Lexington	*8*	*5.1%*
Baker City	*6*	*3.8%*
Ione	*5*	*3.2%*
Kennewick, WA	*3*	*1.9%*
Umatilla	*2*	*1.3%*
Longview, WA	*2*	*1.3%*
All Other Locations	*69*	*43.7%*

Education in Ione

Until 2003, Ione schools were part of the Morrow County School District. In that year, Ione formed their own district and began operating the Ione Community Charter School. This is a K-12 school with a current enrollment of about 170 students. During the 2005-2006 school year, the teacher-student ratio was 13.4, with an average elementary class size of 15.8 students.

The Oregon Department of Education measures Average Yearly Progress as required by the No Child Left Behind Act. During the 2008-2009 school year, Ione Community Charter School met or exceeded the performance targets in all categories that are rated.

Another measure of local school district performance is the annual Report Card as mandated by state legislation. The first year of the Ione Community Charter School, the district was rated as Satisfactory and has rated increasingly higher since that time. In both the 2004-2005 and 2005-2006 school years, the rating increased to Strong. In the two most recent years available, the school achieved a rating of Exceptional, the highest classification made by the Oregon Department of Education.

IV. ECONOMIC AND COMMUNITY DEVELOPMENT ISSUES

Many of the community and economic development issues that impact Ione, have the same effect on the other two communities in the Willow Creek Valley of Morrow County. The community of Ione understands the need for a cooperative effort between the Willow Creek Valley communities of Heppner, Lexington and Ione to achieve community viability in all three communities. The resource based economy of the area and the impacts of state and federal legislation could have a tremendous impact on the already declining population base. These identified community and economic development issues are:

- Inadequate residential housing, including senior housing, to meet present and future housing needs.
- The need for economic diversification in Ione and the Willow Creek Valley communities.
- The current infrastructure cannot keep up with expectations for a growing community – needed improvements include curb sidewalks and paved roads.
- A new wastewater system to replace existing septic systems would allow for growth.
- Urban renewal is needed – clean-up or demolish uninhabited residences for re-construction/rehabilitation.

- Address transportation-related concerns associated with curve at the “Horseshoe Bend” section of Highway 74. (See goal #2)

- Support and encourage the study of a new highway section between North and South Morrow County; providing an alternative route if Interstate 84 were closed. (See goal #2)

V. STRATEGIC PLANNING PROCESS

The City of Ione and its residents worked with Willow Creek Valley Economic Development Group, Morrow County and Greater Eastern Oregon Development Corporation to facilitate the strategic planning process for its update. The Ione Strategic Planning committee members addressed present issues and assessed the existing strengths, weaknesses, opportunities and threats (SWOT Analysis) for the community. From the SWOT Analysis, goals and action plans were developed to help guide the city in the community and economic development efforts over the next five years. The goals established at this meeting are reflected in this document.

VI. IMPLEMENTATION

As noted in the previous Strategic Plan, Ione continues to see a sense of community pride and motivation to insure a viable community among its residents. The prioritized goals, strategies and action plan set a focus for continue economic and community development for the Ione community. It is important to maintain the Ione strategic plan as a living document, retiring completed projects and bringing new goals into the plan. This will be accomplished by an annual update of the document, beginning in September of each year. The annual update will allow community members an opportunity to bring new issues to the attention the strategic planning committee. The annual update will also allow the Ione City Council an opportunity to budget for prioritized projects, where possible.

VII. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT Analysis)

BUSINESS DEVELOPMENT

STRENGTHS

1. Adequate commercial zoning
2. Available buildings.
3. Affordability
4. Centralized, accessible businesses
5. Overnight accommodations

WEAKNESSES

1. Small population and remoteness
2. Inadequate infrastructure; including no city-wide wastewater facility
3. No fuel
4. Lack of part-time workforce
5. Lack of diversification in business community – dependant on wheat and dryland farming.
6. Floodplain/floodway issues

OPPORTUNITIES

1. Expansion of value added agriculture
2. Cell service
3. Funding potentials
    a. Morrow County - tippage fees
    b. Morrow Equity Fund / MDC/GEODC
4. Service industry attraction
    a. Building Trades
    b. Day Care
    c. AC/DC Power Conversion – plant proposal
    d. Wind Farms
6. Tourism – Agriculture-related and OHV/Motorcyclists/Cyclists
7. Marketing
8. Website Development

7. Internet businesses / fiber optics

THREATS

1. Continued consolidation of farms
2. Uncertainty of school funding
3. Competition to dryland wheat farming from farming activity in western Oregon

WORKFORCE

STRENGTHS

1. Productive workforce
2. Competitive wages
3. Livability / lower cost of living
4. Community support for education; K-12 and higher
8. Mobile workforce

WEAKNESSES

1. Small population
2. Increased costs and time commitment associated with a mobile workforce
9. Export of future workforce

OPPORTUNITIES

1. Fiber optics to area, telecommuting
2. Workforce training for youth and community; including distance learning
10. School to work program, expanding opportunities

THREATS

1. Available workforce and jobs

QUALITY OF LIFE

STRENGTHS

1. Distinctly rural and affordable way of life
2. High level of volunteerism and community pride
3. Accessible health care
4. Outstanding fire protection
5. Strong spiritual community
6. Outstanding educational opportunities
7. Numerous civic organizations
8. Array of personal services available to community
9. Community identity
10. Comfortable distance to major shopping

WEAKNESSES

1. Available Housing
2. Volatility of available services

OPPORTUNITIES

1. Housing development - residential
2. Business development
3. High quality rural environment
4. Higher education opportunities
5. Senior Housing - 4 or 8-plex
6. Health and wellness complex for activities and facilities

THREATS

1. Flood issues
2. Agricultural prices
3. Mobility people—take business out of area

PHYSICAL INFRASTRUCTURE

STRENGTHS

1. Clean water
2. Low-density population base
3. Well-maintained roads, parks (infrastructure)
4. Buildable lots

WEAKNESSES

1. Wastewater system
2. Inadequate access in and out of area

OPPORTUNITIES

1. Future development of Urban Growth Boundary
2. Wastewater system improvement

THREATS

1. Regulatory requirements
2. Flood control
3. Loss of available funding due to unstable economy
4. Government regulations – rural vs. urban (urban regulations imposed in rural areas)

VIII. Community Goals and Work Plan

Shown below are the prioritized goals and work plan developed by the strategic planning committee during the fall of 2009.

Goal 1:

Wastewater Treatment Facility

STRATEGY 1:

Conduct study of current system, identify weaknesses or contamination, do mapping of community to determine elevations and options for placement of facility. Determine cost of collection system and treatment facility. This will be a detailed study that will provide full information and not require a repeat if the decision to move forward is made.

ACTION PLAN A:

- Engage Anderson-Perry Associates
- Apply for Technical Assistance Grant through Oregon Business Development Department - $20,000.00
- Council and Community to work together through public meetings to determine need and economic impact on City.

TIMELINE: Six (6) months from date of engagement with engineering firm.

RESPONSIBLE PARTY: City of Ione

BUDGET: $40,000 to $45,000 less $20,000 grant from OBDD. Loan funds are available to the City at a low interest rate. City is expected to match at least 10% or $4,000 to $4,500.

SUCCESS INDICATORS: As part of the study completion, mapping for collection system and treatment facility options, costs of the total system as well as financing options will be presented to City of Ione. The project will be ready to move forward at the direction of the council.

STRATEGY 2:

Communication with citizens by conducting "Town Hall" style informational meetings to inform community members of Wastewater Treatment Facility study results

ACTION PLAN A: Set date of meeting 30 days after final report is presented to City Council.

- A meeting agenda will be mailed to all citizens; the water billing list will be used to prevent any oversight. Notices will also be posted in local businesses. Every effort will be made to invite every community member and property owner.

- Special consideration will be given to meeting location to assure easy access and adequate seating. There will be a sound system in place and other audio/visual aids to assure all are able to hear and see the presentation.
- Council members will be prepared to participate in the discussion but the presentation will be led by the City Engineer to assure all facts are presented.
- At the conclusion of the meeting, a straw poll will be conducted by asking those in favor of moving to the next step stand. If the majority are in favor the council will move forward.
- A date for a second community meeting will be set within the next two week period. The purpose of this meeting will allow those unable to attend the first meeting to get the information. And, those attending the first meeting may have questions that came up during the past two week period. Conduct a second straw poll if favorable, council will contact engineer to move forward.

ACTION PLAN B: Council will meet with Engineer within the next 60 days to determine final location and finance options. Council will choose reasonable/desirable finance option and give engineer the go ahead to aid in property acquisition and applications for necessary permits.

- Continue outreach to the community through all phases of development to assure buy-in from the citizens. Success will come with open communication.
- Engineers or attorney will determine if a vote of the city taxpayers is required depending on the finance option chosen by Council.

TIME LINE: TBD

RESPONSIBLE PARTY: City of Ione

COLLABORATORS/RESOURCES: City Ione, Department of Environmental Quality, Oregon Business Development Department, others as determined

BUDGET: TBD

SUCCESS INDICATORS: A community of proud citizens on the completed, modern, easy-to-maintain wastewater treatment system with all households on the system at year end of 2011. Continued development and rehabilitation of existing properties as well as new businesses that were previously limited due to lack of a wastewater facility. Population growth as this new infrastructure comes on line.

Goal 2:

Improve road access to and from Ione and surrounding areas.

STRATEGY 1:

Work with ODOT and the County to provide a more direct route to Boardman. This is needed in order to make travel, commute, and day to day living a safer, easier and more economically feasible option for residents, businesses, consumers and visitors. The commute time to Boardman would be cut in half with a more direct route North and South of the county. If Interstate 84 was closed for any reason an alternate route would be beneficial to everyone.

ACTION PLAN A

- Meet with Morrow County Commissioners and contact Governor's Office to review project and previous commitments towards the project.
- Form a strategic committee to work on goal and follow through with this important issue for all of Morrow County.

TIMELINE: TBD

RESPONSIBLE PARTY: City of Ione, Morrow County

COLLABORATORS/RESOURCES: City of Ione, Morrow County Commissioners, WCVEDG, ICABO, Ione Community, ODOT, Governor's Office, Nature Conservancy Group and private landowners

BUDGET: $ TBD

SUCCESS INDICATORS: A direct and safe travel route between Boardman and Ione and surrounding areas.

STRATEGY 2:

Work with ODOT and Morrow County to either straighten or eliminate the turn by cutting a road straight through the bluff at the "Horseshoe Bend" on Highway74. Another option to consider is to widen the corner and "soften" the corners at this location.

ACTION PLAN A:

- Meet with ODOT and Morrow County officials to determine the feasibility of the project.

- Work with Morrow County NEACT representative to have project mentioned at the monthly NEACT meetings in order to stress its importance as well as put on the ODOT STIP listing for funding consideration.

TIMELINE: To be determined

RESPONSIBLE PARTY: City of Ione, Morrow County

COLLABORATORS/RESOURCES: City of Ione, Morrow County Commissioners, ICABO, NEACT, ODOT, and Ione community

BUDGET: $ TBD

SUCCESS INDICATORS: Project is on ODOT's STIP list and completed.

GOAL 3:

Provide adequate and affordable housing to meet existing needs and future demand

Note: *The primary obstacle for all development is the unresolved wastewater issue. These obstacles include affordability, DEQ permitting requirements to fit existing and future housing/commercial needs, lot size requirements, business revenue loss; which is an inhibiting factor for the community.*

STRATEGY 1:

Support the Development Corporation for future development within the Ione community.

ACTION PLAN A:

- Actively seek projects.

TIMELINE: Ongoing

RESPONSIBLE PARTY: Grow Ione, Inc. (partnership between ICABO/IEF)

COLLABORATORS/RESOURCES: Port of Morrow, City of Ione, Morrow County, ICABO, Ione Education Foundation, Bank of Eastern Oregon, Morrow Development, WCVEDG

BUDGET: $1,000-$1,500

SUCCESS INDICATORS: Continued operations of Grow Ione, Inc., including sale of lots with construction of housing. Continued success will be weighed

on ability to obtain additional buildable land and complete additional development.

STRATEGY 2:

Acquire and develop buildable sites within the city of Ione, and develop senior citizen housing options.

ACTION PLAN A:

- Acquire and develop buildable sites within the Emert Addition, the City of Ione, and develop senior citizen housing options.

TIMELINE: 2012

RESPONSIBLE PARTY: Outside private investors, community investors, City of Ione, community development corporation and existing groups

COLLABORATORS/RESOURCES: City of Ione, Port of Morrow, Morrow County, Grow Ione, Inc., ICABO, Bank of Eastern Oregon, WCVEDG, Morrow Development Corporation, OHCS

BUDGET: $400,000

SUCCESS INDICATORS: Buildable lots on the market and senior housing in place; either a 4-plex or 8-plex unit.

STRATEGY 3:

Work with local and State partners to rehabilitate existing housing stock in need of repair and maintenance.

ACTION PLAN A:

- Contact CAPECO, GEODC, OHCS, USDA Rural Development for potential grants and zero to low-interest loans for qualified homeowners. Advertise program.

TIMELINE: Ongoing

RESPONSIBLE PARTY: City of Ione

BUDGET: $TBD

SUCCESS INDICATORS: Reduced inventory of vacant housing, and improved quality of rental inventory.

ACTION PLAN B:

- Participate in a neighborhood revitalization program and or implement the necessary steps to demolish uninhabited residence in order to improve the housing situation in Ione.

TIMELINE: Ongoing

RESPONSIBLE PARTY: City of Ione

BUDGET: $TBD

SUCCESS INDICATORS: Homes considered uninhabitable are demolished and clean buildable lots become available. (It's important to note the majority of lots will only be considered buildable with a citywide wastewater system in place).

GOAL 4

Market schools and livability of Ione to maintain and encourage growth in Ione-for businesses and residents alike

STRATEGY 1:

Create informational brochure that will be available throughout the community.

ACTION PLAN A:

- Create informational brochure and website that will be available throughout the community, Morrow County and beyond.

TIMELINE: TBD

RESPONSIBLE PARTY: City of Ione

COLLABORATORS/RESOURCES: City of Ione, ICABO, Ione High School, Ione Education Foundation (IEF)

BUDGET: Unknown

SUCCESS INDICATORS: Informational brochure(s) available and functioning website.

STRATEGY 2:

Institute aggressive marketing campaign for Ione community and tie in with South Willow Creek Valley marketing efforts.

ACTION PLAN A:

- Explore expertise from different organizations in developing marketing plan.

TIMELINE: TBD

RESPONSIBLE PARTY: City of Ione, ICABO

COLLABORATORS/RESOURCES: City of Ione, WCVEDG, Port of Morrow, ICABO, Realtors, BMCC

BUDGET: $0

SUCCESS INDICATORS: Marketing plan in place

STRATEGY 3:

Maintain and create jobs. Encourage cottage industries and services/education for existing business and potential businesses.

ACTION PLAN A:

- Encourage cottage industries and work with WCVEDG, Morrow County, Port of Morrow to identify job opportunities and development as well as necessary training to maintain existing business and encourage growth.

TIMELINE: TBD

RESPONSIBLE PARTY: City of Ione, ICABO

COLLABORATORS/RESOURCES: WCVEDG, Port of Morrow, ICABO, City of Ione, Morrow County, BMCC, CAPECO/WRT, GEODC

BUDGET: $0

SUCCESS INDICATORS: a robust workforce

GOAL 5:

Continue efforts to resolve flood issues in northwest part of the City of Ione

STRATEGY 1:

Develop cooperation of landowners for floodwater diversion project.

ACTION PLAN A:

- Acquire permission of landowners to divert floodwaters through property, at minimal impact to landowners.

TIMELINE: TBD **RESPONSIBLE PARTY:** City of Ione

COLLABORATORS/RESOURCES: City of Ione, Morrow County, ODOT, NRCS

BUDGET: $0

SUCCESS INDICATORS: Agreements have been signed between the City of Ione and private landowners for water diversion project.

STRATEGY 2:

Secure funding for flood diversion project.

ACTION PLAN A

- Research and develop funding opportunities for flood diversion project.

TIMELINE: TBD

RESPONSIBLE PARTY: City of Ione

COLLABORATORS/RESOURCES: City of Ione, Morrow County, FEMA, Soil and Water Conservation District, USDA Rural Development

BUDGET: $20,000-$45,000

SUCCESS INDICATORS: Funding is secured and project completed.

GOAL 6:

Sustain and invigorate the community through South Willow Creek Valley planning efforts

STRATEGY 1:

Work with WCVEDG, City of Heppner, Town of Lexington, County, State, Local partners and organizations to work on goals and issues identified in Appendix A as the "South Willow Creek Valley Common Threads and Potential Cluster Development".

ACTION PLAN A:

- Nominate community members and city officials to participate in the Willow Creek Valley planning effort.

TIMELINE: Ongoing

RESPONSIBLE PARTY: Ione Strategic Planning Committee

COLLABORATORS/RESOURCES: City of Ione, ICABO, WCVEDG, City of Heppner, Town of Lexington, Morrow County, State and Federal Partners, CAPECO, BMCC, GEODC

BUDGET: $0

SUCCESS INDICA TORS: One project per year has been implemented identified from the Willow Creek Valley collaborative planning efforts.

GOAL 7:

Install curb sidewalks and pave City roads in order to meet the needs and expectations of a growing community

STRATEGY 1:

Identify and prioritize streets in need of curb sidewalks and paved roads as well as seek funding partners.

ACTION PLAN A:

- Submit list and/or funding applications
- Seek funding partners

TIMELINE: Ongoing

RESPONSIBLE PARTY: City of Ione

COLLABORATORS/RESOURCES: City of Ione, Morrow County, ODOT

BUDGET: $TBD

SUCCESS INDICATORS: New curb sidewalks and paved roads.

IX. Goals Accomplished Since Last Update:

At the September 29, 2009 meeting, the strategic planning committee reviewed the short and long term goals developed by a previous strategic plan update done on April 12, 1993. These goals were reviewed and were either incorporated in goals 1 through 7 above; or **completed**; as shown below:

- ✓ Maintain safe drinking water.

  Re-roof reservoir, present roof is deteriorating and must be replaced before another winter. Due to limited funds, this city has opted to use volunteer labor to complete this job in late fall when water usage is low.

- ✓ Aid in maintaining swimming pool, the only source of summer family recreation.

  We have encouraged a group of concerned citizens to organize and plan for improvements to keep the pool in safe condition.

- ✓ Main street improvement

  The city has applied for a state street allotment grant in the amount of $25,000 to improve Main Street from Spring Street East to A Street. Property owners have been contacted about improving Main Street sidewalks.

- ✓ Fire protection.

  There is a need to extend water mainline to high school to create a loop for additional fire protection. At the present time the only fire hydrant is at the corner of the elementary school, if a fire were to occur at the high school hoses would have to be connected here and pulled to the high school.

APPENDIX

A. SOUTH WILLOW CREEK VALLEY "COMMON THREADS",

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A. SOUTH WILLOW CREEK VALLEY "COMMON THREADS", POTENTIAL STRATEGIES AND POTENTIAL CLUSTER DEVELOPMENT

Below are common threads and potential "clusters' for the South Willow Creek Valley:

1. Housing: Provide adequate and affordable **housing** to meet existing needs and future demand in each community.
2. Utilize Modern **Technology** to promote area - improve or create websites for each community and promote the "community niche"
3. **Green Energy** Development – be proactive to develop green energy development in the South Willow Creek Valley, e.g. Wind farms, Bio fuels
4. Medical Services and Providers: Promote and support the local **medical services and providers** in developing healthier communities.
5. Tourism/Marketing: Work together to promote local events and recreational opportunities to promote increased **tourism** by developing combined **marketing strategies**; e.g., OHV Park, Motorcycle and Bicycle groups, Outdoor and Seasonal Recreation.
6. Encourage joint education programs by Ione and Morrow County School Districts.

Note: Information below is provided by the State of Oregon for existing clusters in Oregon

What are business clusters?

Oregon defines **clusters** as groups of companies that interact based on systemic relationships among firms and organizations in a region. These relationships are based on common or complementary products, production processes, core technologies, natural resource requirements, skill requirements and/or distribution channels. Clusters are geographically bound and defined by transportation systems, and are linked to the social and cultural values of their communities.

Where are clusters located?

Business clusters are located all around the state and can be small or large. The size of the business is irrelevant—clusters can be composed of all sizes of companies.

Why are clusters important?

Cluster and sector strategies build on existing economic development efforts and strengthen Oregon's economy by clearly defining needs. These strategies enable the state to provide a more comprehensive and coordinated package of services to businesses. State agencies can provide better service by: 1) Linking workforce and economic development policy; 2) Providing important coordination mechanisms for training; and, 3) Regulatory and product development efforts.

B. PARTICIPANTS' LIST

Individuals listed below attended one or more strategic planning meetings:
Gayle Eynetich
Ed Rollins
Arlynda Gates
Tucker Rice
Linda LaRue
Deacon Heideman
Virgil Morgan
Betty Gray
Debbie Morgan
Karl Ostheller
Helen Crawford
Taranna Patton
Stacy Shelton
Laurel Cannon
Leann Rea
Craig Holland
Sheryll Bates

C. ACRYONYMS

BMCC	Blue Mountain Community College
CAPECO	Community Action Program of East Central Oregon
DEQ	Oregon Department of Environmental Quality
FEMA	Federal Emergency Management Agency
GEODC	Greater Eastern Oregon Development Corporation
ICABO	Ione Community Agri-Business Organization
IEF	Ione Education Foundation
K-12	Kindergarten through 12th Grade
MDC	Morrow Development Corporation
NEACT	Northeast Area Commission on Transportation
NRCS	Natural Resources Conservation Service
OBDD	Oregon Business Development Department

ODOT	Oregon Department of Transportation
OHV	Off Highway Vehicle
OHCS	Oregon Housing and Community Services
S&WC	Soil & Water Conservation
STIP	Statewide Transportation Improvement Program
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBD	To be Determined
USDA	United States Department of Agriculture
WCVEDG	Willow Creek Valley Economic Development Group
WRT	Workforce Response Team