ECONOMIC ELEMENT

Introduction

Upon undertaking a substantial update to the Comprehensive Plan (Plan) in 2015 the Planning Commission opined that "economics" is something that should play a role throughout the Plan. The Planning Commission determined that to best understand the role of economics the best place to begin an update was with the Economic Element. Through discussion the Planning Commission hypothesized that four economic sectors should be evaluated - the large industrial sector, agriculture and food processing, energy, and tourism. This Economic Element will provide the foundation for the economic situation in Morrow County in 2015 and will design a program and set forth policies for land use purposes for the next 20 years and beyond.

Over the past couple of years three studies have been completed that will serve as the basis for this Economic Element. They are:

1. Regional Economic Opportunities Analysis: Morrow and Umatilla Counties (Prepared for the Umatilla Army Depot Reuse Authority by Johnson Reid LLC and Angelo Planning Group July 2013)
2. Port of Morrow Strategic Business Plan Strategy and Economic Impact Analysis (Prepared for the Port of Morrow by Berger ABAM and FCS Group October and June 2013)
3. Greater Eastern Oregon Development Corporation (GEODC) Comprehensive Economic Development Strategy (Prepared by staff at GEODC 2014)

These economic studies can assist the Planning Commission and County Court understand the current economic climate and provide insight and opportunity for growth and investment, further informing the Comprehensive Plan.

Another source document assisting the Planning Commission and County Court is Oregon's Statewide Planning Goals and Guidelines, specifically Goal 9 Economic Development. The Goal states the following: "To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's Citizens." It is further supported with the following concerning Comprehensive Plans and Policies: "Comprehensive Plans and policies shall contribute to a stable and healthy economy in all regions of the state. Such plans shall be based on inventories of areas suitable for increased economic growth and activity after taking into consideration the health of the current economic base; materials and energy availability and cost; labor market factors; educational and technical training programs; availability of key public facilities; necessary support facilities; current market forces; location relative to markets; availability of renewable and non-renewable resources; availability of land; and pollution control requirements." These factors will be further addressed throughout this Economic Element.

General Discussion of the Economy

Since Morrow County's first Comprehensive Plan was adopted and acknowledged in the 1980s Morrow County has seen growth and experienced a setback or two. But overall the Morrow County economy has grown and new industries have brought diversification. At the time of acknowledgment by the Land Conservation and Development Commission the Port of Morrow

had a vision and had started implementing that vision, but the economic impact of the Port and its businesses was not yet regionally felt. That is different in 2015 with the Port of Morrow now being the second largest Port in Oregon, behind only the Port of Portland. It serves as a main point for freight distribution, export and value-added production of agricultural products that are primarily grown in Oregon, Washington, Idaho, Montana and Wyoming.

The sawmill just outside of Heppner has closed, creating economic hardship. The Umatilla Army Depot has gone through the Base Realignment and Closure (BRAC) process adding over 1,800 acres of (soon to be) available industrial land for future development. A major motor speedway has been planned and zoned for at the Tower Road interchange adjacent to the Boardman Airport, although the economic downturn of 2007 through 2009 halted development. Technology has brought data centers to the Port of Morrow. The Columbia River Enterprise Zone (a State of Oregon tax abatement program) has provided discretionary financial resources to the community. These represent just some of the changes that have occurred in Morrow County since acknowledgment. All have had an impact on the economy of Morrow County.

Resource Base, Historical Development and Local Perceptions

Morrow County's history is based in agriculture with many early settlers being shepherds. The agricultural sector grew and today, as in decades past, Morrow County continues to rank in the top one-third of Oregon counties for many crops and often rank in the top five counties for select crops. The continuing innovation of crop irrigation and new technologies continue to provide opportunity for new types of crops and the ability to grow multiple crops in a single year. Along with a thriving beef industry, Morrow County has a burgeoning dairy industry as well, which has brought new processing plants to the Port of Morrow.

The timber industry is not what it once was in Morrow County with the closure of the Heppner mill in the late 1990s, but harvest and forest health activities continue in the Blue Mountains of Morrow County. The Greater Eastern Oregon Development Corporation (GEODC) discusses in the 2014 Comprehensive Economic Development Strategy (CEDS) the Forest Sector, outlining differences in the approach from the U.S. Forest Service and the timber industry. With the Blue Mountain National Forest Lands Management Plan still under revision at the time of this update it is unclear what potential outcomes there might be that would be beneficial to Morrow County. If the timber industries harvest plan was implemented both direct and indirect jobs could be added to total Morrow County jobs. Should the U.S. Forest Service harvest plan be implemented there would be little or no change to jobs in Morrow County or the region. During both the development of the CEDS and the ongoing updates to the Forest Lands Management Plan, the County continues to advocate for and participate in forest management and other forest collaborative activities.

Focused Economic Sectors

As stated previously when the Planning Commission undertook this 2015 endeavor the focus was on four specific economic sectors, understanding that the Economic Element needed to address those and the economy in general. Those four sectors are further discussed here.

Large Industrial Activity

Industrial activities or areas are located throughout Morrow County and include the Boardman

Industrial Park, the East Beach Industrial Park, the Airport Industrial Park and the South Morrow Industrial Park. Much of the early development at the Boardman Industrial Park was focused on potato storage and processing, with later investment in energy production. Recently the Sustainable Agriculture and Energy (SAGE) Center was built and just to the north of that location a Recreation Center and Workforce Training Center are being planned and built.

Development of the East Beach Industrial Park began in 2005 with the installation of the first rail loop. Since then a rail siding has been added and plans include additional rail infrastructure. Development of the transportation network includes several new roads and the County's first round-about. Industries siting in this area are diverse and include food processing, ethanol production, reclamation activities, data centers, and warehouse and transfer activities.

Both the Boardman and East Beach Industrial Parks are located at the intersection of three transportation opportunities - Interstate 84 and the nearby Interstate 82, the Columbia River with barge opportunities to the Port of Portland and the Pacific Ocean, and the Union Pacific Railroad connecting the Port to the Pacific Coast and to the east. According to the Regional Economic Opportunities Analysis (July 2013) these "transportation linkages are arguably the region's best asset" and have served the Port of Morrow well.

The Airport Industrial Park is home to the Boardman Airport, owned and managed by the Port, servicing the local agricultural community, charter flights and military activities. There are farm and farm related activities that have historically taken place and will continue into the foreseeable future. A speedway and speedway associated uses has been given land use approval for a portion of this site, but the economic downturn in 2007-2008 idled plans. As the Port sees increased development in the East Beach Industrial Park and management looks to the future the land resource at the Boardman Airport is a site that has been identified for future industrial development investment. Future development could include food processing, light manufacturing and renewable energy development.

Land across Tower Road from the Airport Industrial Park is owned by the City of Boardman and development includes a truck stop near the interchange and agricultural activity south of Kunze Lane. Agricultural activity has moved closer to the interchange with new circle irrigation investment and the development of additional potato storage.

The South Morrow Industrial Park sits mostly idle since the closure of the Kinzua mill in the late 1990s. Flood concerns along the Willow Creek and its upriver tributaries place the lions share of this Industrial Park in the floodplain, hampering development opportunities. Miller Manufacturing remains active and the mill office building on the east side of Highway 207 is occupied by multiple state agencies and the Oregon State University Extension Service. Before additional development can be undertaken at this site issues with the floodplain will need to be addressed. The limitations of this property raise questions as to the viability of this as industrial land to serve south Morrow County. Should other lands be identified to fill the need for industrial lands?

Added to the industrial land inventory in 2013 was approximately 1,800 acres at the Umatilla Army Depot in the southwest corner. The Army Depot was listed both in 1988 and again in 2005 in the Department of Defense Base Realignment and Closure process, first to be realigned for disposal of chemical weapons and then to be closed. Once the property transfers, or is included in a master lease, to the Columbia Development Authority (CDA) these additional acres will be available to the CDA and the Port of Morrow for development. All 1,800 acres are

designated for industrial development and zoned Port Industrial; approximately half of the land has an overlay protecting habitat assets.

Agriculture and Food Processing

The following comes from the 2014-2019 Comprehensive Economic Development Strategy published by the Greater Eastern Oregon Development Corporation: “Morrow County contains more than one million acres of gently rolling plains and broad plateaus. This rich agricultural land can be roughly divided into three occupational zones - increasing amounts of irrigation farming in the north, vast fields of wheat yielding to cattle ranches in the center, and timber products in the south. With the advent of center pivot irrigation technology, Morrow County became one of Oregon’s fastest growing areas in terms of population, personal income, and agricultural and industrial development.”

The variety of crops grown in Morrow County has changed from the once staple of wheat and, with the advent of irrigation, potatoes and watermelon, to include the following as a sample: alfalfa, beans - lima and green, blue berries, carrots, corn - field and sweet, grass seed, onions and peas. And while the first livestock in the County was sheep, today there are sheep, beef cattle and a growing dairy industry.

An important input to agriculture is water which needs to be mentioned here in the economic element as well as discussed in relation to both Goal 5 Natural Resources and Goal 6 Air, Water and Land Resources Quality. Water quantity and quality have been discussed in the Umatilla Basin for more than five decades with farmers and residents living with designations for both. Cattle ranching and dry land production, taking place mostly in central and southern Morrow County, have smaller water components or needs. Irrigated agriculture in the northern third of the County relies on groundwater and Columbia River water to facilitate the growing and processing of value added products. While an acre foot of water can produce alfalfa, with two or three acre feet of available water crops with a higher value can be grown such as corn, potatoes, various varieties of beans or blueberries.

The Port of Morrow Boardman and East Beach Industrial Parks are home to a number of food processing facilities processing primarily potatoes, onions and milk respectively into hashbrowns and french fries, chopped dehydrated onion and cheese. The various crops that are grown in Morrow County are processed and distributed throughout Oregon, the Pacific Northwest and the world.

Energy Sector

The first Comprehensive Plan identified the vast opportunity available in and to Morrow County relative to energy - it’s development, movement and consumption. Installed energy development in Morrow County in 2016 includes the Boardman Coal Fired Power Plant (slated for closure or repurposing in 2020), two gas fired power plants - Coyote Springs and Carty Generating, and wind energy development on both the western and eastern boundaries of the County with numerous other wind and solar projects being proposed. Portland General Electric, with interests in several of these power production facilities, is one of the County’s largest employer and largest taxpayer as of this update. The Columbia River on the northern boundary of the County is home to several dams, both east and west of the County, operated by the Bonneville Power Administration (BPA) which supplies reasonably priced hydro power throughout the Pacific Northwest.

The BPA and PacifiCorp both own and operate major bulk market transmission lines with another proposed by Idaho Power Company. Gas Transmission Northwest operates a large interstate gas line that traverses Morrow County with two lateral lines that serve Coyote Springs and Carty Generating. There are also a number of small energy developments that include small scale hydro and conversion of methane to electricity, an ethanol processing facility, a demonstration facility designed to process cellulosic ethanol, and two small scale power facilities currently not operational (Port of Morrow and Kinzua Mill Site).

Agriculture and food processing are consumers of energy. And with the growth of personal electronic devices the need for data storage has seen the development of data centers in Morrow County which are large consumers of energy. As these industries continue to grow in Morrow County the need to deliver energy within the local service delivery areas of both the Umatilla Electric and Columbia Basin Electric Cooperatives will also grow as is evidenced by the continuing installation of larger voltage service delivery lines.

For purposes of land use planning energy may best be considered in four major categories: generation and related transmission, bulk market transmission, local service delivery and consumption. Comprehensive Plan Goals and Policies, found later in this element, need to outline the benefits of the energy sector and provide mechanisms to maintain and improve energy generation and movement in and through Morrow County.

Tourism Sector

Morrow County, along with Umatilla County, makes up Oregon's Rugged Country, a tourism marketing moniker. Working through the Easter Oregon Visitor's Association (EOVA) the Boardman and Heppner Chambers work diligently to market Morrow County's variety of tourist opportunities such as the SAGE Center, Heritage Trail, parks along the Columbia River and in the Blue Mountains, various hunting and fishing opportunities, and experiences along the Historic Oregon Trail to name just few.

Morrow County has three parks in the Blue Mountains serving hunters, backpackers, and riders of off highway and all terrain vehicles. The Morrow County Off Highway Vehicle Park, which opened in 2003, has grown to over 9,500 acres with additional land added in Grant County in 2005. Also in the southern portion of the county are several hunting preserves offering both bird and big game hunting opportunities. Bicycling and bicycling tours are an emerging offering with the City of Heppner hosting an annual ride through the Blues. The Blue Mountain Scenic Byway traverses Highway 74 from Interstate 84 to Heppner, then continues on to Ukiah through the Blue Mountains along Willow Creek Road and then the Forest Service Highway also known as the 53 Road. Along the Columbia River two marina parks serve boaters, fishermen and campers. Agriculture and energy in Morrow County are explained and celebrated at the SAGE Center. The United States Forest Service has staff and activities based out of Heppner, serving recreational users and contributing to the employment base of the County.

Tourism was not discussed in the 1980 Comprehensive Plan, but is more fully discussed in this version with the intention of supporting the emerging tourism industry in Morrow County and will include Goals and Policies designed to support current tourism activities and to assure that future tourism development is supported and encouraged. The Recreation Element, most recently updated in 2011, focuses mostly on the Morrow County parks and has been most recently used to support the Parks Master Plan.

Other County Sectors

Other County sectors are important sources of employment and most have realized significant growth in response to increased County population. The largest sectors include construction, government (county, schools and the Forest Service), health care and manufacturing. Forest lands in the County and the timber industry also contribute to County revenues through payments in lieu of taxes (federal payments on the basis of timber sales). Transportation, trade, finance and service employment have all increased in recent years and improved service in each of these support sectors has in turn benefitted the County's basic industries.

The following table provides the various industrial and commercial use zones and their acreage, including a geographical reference to their location. This is also repeated and then represented graphically on the Industrial Lands Map adopted as part of this Economic Element. It should be noted that there are industrial and commercial lands available within the County near every community. A rezone of land in the Lexington Urban Growth Boundary in 2015 added 20 acres to the available land supply for industrial uses.

Industrial and Commercial Lands Table

	Industrial Lands						Commercial Lands		
	MG	PI	RLI	SAI	AI	RRI*	CG	RSC	TC
Tower Road	7455.3			13839.7	4232.2				50.1
Boardman/Port	629.1	2955.1							
Irrigon	118.6						9.0	8.3	
I-84 South of Irrigon	63.9	1773.3	11.0			48.2			
Ione							1.3		
Lexington			20.5						
Heppner	138.4								
Hardman/Ruggs*								54.5	
Total Acres	8405.3	4728.4	31.5	13839.7	4232.2	48.2	10.3	62.8	50.1
	Industrial Acres: 31,285.3						Commercial Acres: 123.2		

* While identified as Industrial Land no Goal 3 or other exceptions have been taken for this property.

Problems and Opportunities

Water: Mark Twain is attributed with saying that whiskey is for drinking and water is for fighting; there is some truth to that. Here in Morrow County, along with our neighbor Umatilla County, there have been designations affecting water from the perspective of both quantity and quality. There are four Critical Groundwater Areas (CGWA) based on quantity affecting agriculture and other activities in the central and northern portions of Morrow County. Oregon Water Resources Department manages the following CGWAs: Buttercreek, Ordnance, Ordnance Basalt and Ella Butte (more can be found on the Oregon Water Resources website). Northern Morrow County is also part of the Lower Umatilla Basin Groundwater Management Area (LUB GWMA), a designation by the Oregon Department of Environmental Quality based upon groundwater quality concerns around nitrite and nitrate (more can be found on the Oregon

Department of Environmental Quality website). Morrow County has been engaged with many activities over the past 20 or more years with both quantity and quality water concerns.

From 2010 until early 2015 the County was a member of the Umatilla Basin Water Commission working to improve water supplies, but the Commission disbanded. The County is now supporting efforts of the Northeast Oregon Water Association working to develop Columbia River water resources and promoting wise, sustainable water and related natural resource-based economic development in Eastern Oregon. Water depletion of the regions aquifer's is documented, but the efforts of some are showing that we can recover those aquifers if best practices continue, access to Columbia River water is made available, and adequate water storage is developed.

In the early 1990s the Oregon Department of Environmental Quality began the process to quantify the level of nitrite and nitrate in groundwater in the Lower Umatilla Basin. In 1995 the northern portion of Morrow County was designated as part of the LUB GWMA and the County has participated with the Citizen's Advisory Committee since then. The first Action Plan has been completed and a second Action Plan is being developed. Significant changes to agricultural practices have changed based upon the findings of the LUB GWMA, but also based upon the cost of doing business. At this time the trend lines are mostly inconclusive, so work continues with a focus on the following areas identified as potential contributors: agriculture; confined animal feeding operations; small farming and livestock operations under 40 acres; land application of food processing waste water; and management of residential, open and green spaces relative to on-site waste water, application of fertilizers, and pasture management. This work will continue into the foreseeable future.

Both water quantity and quality will be further addressed in Goal 5 Natural Resources, Scenic and Historic Areas, and Open Spaces and Goal 6 Air, Water, and Land Resources Quality.

Industrial Diversification: In the 1980 Comprehensive Plan concern was outlined that the opportunity for growth and development should become more diversified. While that has taken time diversification away from just an agricultural economic base has been happening. More energy generation projects have been sited in Morrow County and the use of personal computing and other devices has created the need for electronic data storage, or data centers. Two new developments at the Port of Morrow are driven from the need to create cleaner fuels and do less harm to the environment. While diversification has been taking place, it should continue as new opportunities emerge.

Industrial Sites and Port Planning: A concern raised in the 1980 Comprehensive Plan was about the need to assure adequate industrial land into the future and a request that the Port of Morrow complete a master plan. Over the intervening years the Port of Morrow has acquired additional land at the Tower Road interchange, both south and north of Interstate 84; acquired the Kinzua Mill Site just north of Heppner; and will soon have available to them 1,800 acres of industrially zoned land on the former Umatilla Army Depot. All of these locations, along with expansion of the East Beach Industrial Area, assures an adequate supply of industrial land for the current planning time frame. Planning and infrastructure work will need to continue to ensure that these industrial sites have adequate transportation, energy and utility investment. Floodplain concerns will also need to be addressed at the Kinzua Mill Site north of Heppner to facilitate development opportunities.

As to the request that the Port of Morrow complete a master plan, the Planning Department recognizes that through a variety of planning processes the Port of Morrow has met this requirement, although not directly. The recently updated Port of Morrow Strategic Plan, rail planning activities, and various transportation system planning processes provide the Port of Morrow, along with the City of Boardman and Morrow County, significant information to accomplish the necessary planing to support future growth and development at various Port of Morrow facilities and locations.

Transportation Planning: Since adoption of the 1980 Comprehensive Plan the Oregon Department of Land Conservation, working cooperatively with the Oregon Department of Transportation, have further defined the requirements of cities and counties relative to planning for transportation infrastructure with a guiding principle to maintain functionality of state investment. In 1998 Morrow County adopted its first Transportation System Plan which has had two major updates and a number of minor updates. The County has also adopted a Corridor Refinement Plan for the portion of Highway 730 from Irrigon to the Umatilla County line; and Interchange Area Management Plans for four interchanges: the Port of Morrow Interchange, the Interstate 84/Highway 730 Interchange, the Patterson Ferry Interchange, and the Army Depot Interchange as the access location for the Army Depot industrial land in Morrow County. See the Transportation System Plan and support plans for more information.

It should be noted that in Morrow County there are 922 miles of roads with 593 miles being gravel. Funding to maintain the current road system is limited and those limitations are expected to continue. The Morrow County Public Works Department works with a Road Committee to review potential projects that are then forwarded through the Planning Department for adoption first by the Planning Commission and then the County Court as part of the Transportation System Plan. This process of public involvement assures that those impacted by county decisions concerning roads have multiple opportunities to have their voice heard.

Labor Market Factors: Agriculture has seen many changes as technology and cost saving advancements originally shrunk the necessary work force. But in 2015 the emergence of the organic market is changing workforce needs once again, increasing the need for more farm workers. As the County continues to diversify, additional work force diversity will be needed, such as high skilled employees for work within data centers. Morrow County voters supported a bond in 2014 for a new workforce training center to be owned and operated by Blue Mountain Community College located in Boardman and serving the needs of various industries. A continuum of work force needs is emerging, from unskilled workers, to more skilled workers, culminating in a growing need for highly skilled and professional workers. A major finding of Port management and the Columbia River Enterprise Zone Board is that current residents make better long-term employees than importing new workers. This is also advantageous in keeping the next generation of Morrow County residents close to home.

Needed Housing: Housing will be further discussed in Goal 10 Housing, but for this discussion in the Economic Element it needs to be stated that without adequate housing the County will not experience needed population growth. Specifically there is a need for additions to the housing inventory for both affordable and workforce housing. There is also a desire to increase housing that would be attractive to those at higher income levels. In the Regional Economic Opportunities Analysis for Morrow and Umatilla Counties (2013) comment from the Industrial

Land Forum was summarized as “lack of housing and housing diversity is a threat to regional economic development success.”

Efforts are underway to encourage and fund housing opportunities throughout the County. Using discretionary funds from the Columbia River Enterprise Zone grants are available for purchasers of homes, and the City of Boardman has a gap financing program for housing development. During the first year of implementation increases in home ownership have been realized, and new home development is underway.

Most conversations with state agencies or housing advocates often focus on affordable housing, which to some means low income housing. The need in Morrow County, and across eastern Oregon, is for what might be called market housing or workforce housing. While housing needs to be affordable what is needed is housing that is not specifically tied to income levels or poverty guidelines. Needed housing that is affordable is being realized in the community of Ione within the Emert subdivision as the community has worked together to find economic opportunity when developing the infrastructure for the subdivision.

Commute Patterns: Various studies done and reports written between 2005 and 2015 discussing workforce needs, housing and transportation have a common theme - many of the workers in Morrow County live elsewhere. Hermiston and Kennewick, Washington appear to be the communities of choice for these workers. The Regional Economic Opportunities Analysis for Morrow and Umatilla Counties (2013) discusses commute patterns and found linkages, but at a lower rate than initially thought. An interesting conclusion of the analysis is that “communities with greater housing diversity tend to have lower commuting rates.”

Poverty: According to the Greater Eastern Oregon Development Corporations 2014 Comprehensive Economic Development Strategy the poverty rate in Morrow County in 2012 was 15.5 percent. This represents the percentage of all people with an income below poverty level for the previous 12 months. The highest rate at 35.4 percent was among families with a single female household with children under the age of 18. This is in contrast to personal income which in Morrow County exceeds the statewide average. Credit is given to recent success at the Port of Morrow, which has placed workers employed in Morrow County as being the fifth highest paid workers in Oregon, a statistic tracked by Business Oregon influencing Enterprise Zone activities.

Another input to poverty is educational attainment, an area that Morrow County could improve in. The 2013 Regional Economic Opportunities Analysis for Umatilla and Morrow Counties discusses the need for an appropriately trained workforce being among the most critical input to successful economic development. Educational attainment is also an important determinate of wage levels. Morrow County needs to increase high school graduation achievement, but most importantly needs to encourage further educational opportunities including college and technical training opportunities.

Communication: In a world where connectivity is becoming a necessity, Morrow County often finds itself lagging. Making a call on a cell phone along Interstate 84, or in Boardman doesn’t pose any challenges. But when traveling other regional highways or county roads achieving connectivity can be problematic. This can be a safety problem for travelers, but also of concern is that business and economic development in the highly technical world of 2016 requires a certain level of connectivity. Without that connectivity businesses cannot reach potential customers. Enhancement of current installations and new installations are needed to provide

better cell phone and internet connectivity throughout Morrow County.

Summary

In 1980 the Comprehensive Plan identified that Morrow County's economy has been, is and will continue to be based on its agricultural potential. Thirty five years later that still holds true. Expansion of the County's base economy, diversification in agri-business, new energy generation and new industrial opportunities have and will continue to influence the economy through increased population and through increased trade and services.

Interestingly the 1980 version of the Comprehensive Plan foretold of the growth of the Port of Morrow, starting with a single food processing plant and growing to a major food processing park. Other development has securely placed the Port of Morrow as the second largest port in Oregon and has seen the statement "place the County as one of the most important shipping, processing, manufacturing and distribution centers on the Columbia River" to come to fruition.

Economic Element Goals and Policies

Goal 1: To provide adequate, economical housing facilities, utilities, and services to meet the needs of permanent residents and temporary populations.

Policy 1A: To encourage and facilitate the continued cooperation between those public and private sources who provide funding assistance for such services and utilities.

Policy 1B: To encourage the continued support of educational and other local amenities that make Morrow County a desirable place to live.

Policy 1C: To encourage and facilitate the siting of the necessary infrastructure to increase the availability of the most current communication technologies to residents.

Goal 2: To expand job opportunities and reduce unemployment, reduce out-migration of youth, and accommodate the growth of the County work force.

Policy 2A: To maximize the utilization of the local work force as job opportunities increase.

Policy 2B: To increase the income level of County residents by providing good job training and educational programs in response to employer needs and by encouraging the location of industries in the County which will hire local residents.

Policy 2C: To facilitate and encourage communications and coordination between industry and education to assist in the development and maintenance of a quality work force.

Goal 3: To diversify local businesses, industries and commercial activities and to promote the economic growth and stability of the County.

Policy 3A: To encourage local producers to new markets for local products and to seek out new products that are in demand in the market place and that can be produced locally.

Policy 3B: To develop, maintain and encourage private investment in recreational and tourism activities and facilities.

Goal 4: To encourage the development of compatible land uses throughout the County and to protect areas suitable for industrial development from encroachment of incompatible land uses.

Policy 4A: To limit uses on or near sites zoned for specific industrial and commercial uses to those which are compatible with industrial and commercial development.
Policy 4B: To utilize appropriate mechanisms in implementing regulations to ensure that any development adjacent to or in the vicinity of the Boardman Airport is a compatible use and will not impede future growth of the airport.

Goal 5: To minimize high noise levels, heavy traffic volumes, and other undesirable effects of heavy commercial and industrial developments.

Policy 5A: To utilize appropriate mechanisms in implementing regulations to reduce undesirable impacts from industrial and commercial developments, including the establishment of buffer zones or other mitigation measures if determined to be necessary.
Policy 5B: To cluster commercial uses intended to meet the business needs of the County residents and highway travelers only in designated areas to prevent the undesirable effects of spot zoning.

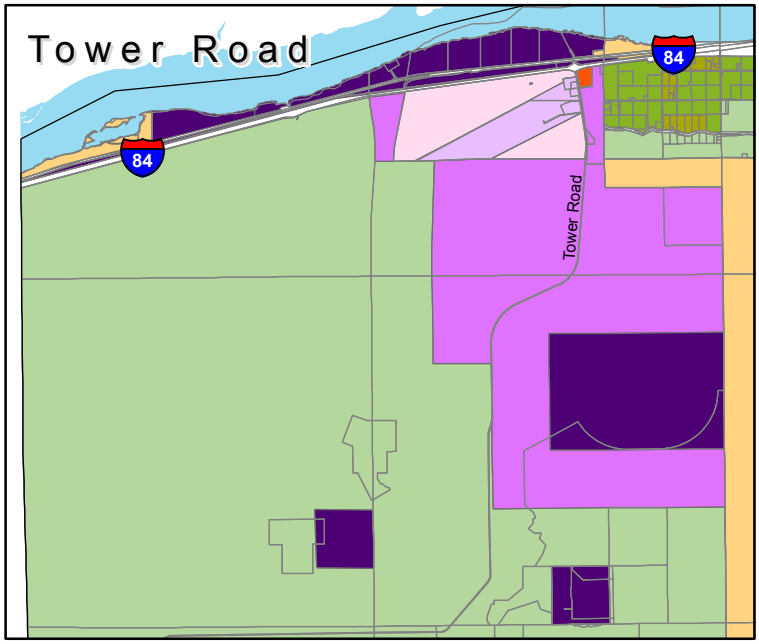
Goal 6: To maintain an economic-environmental balance in all resource management and allocation decisions.

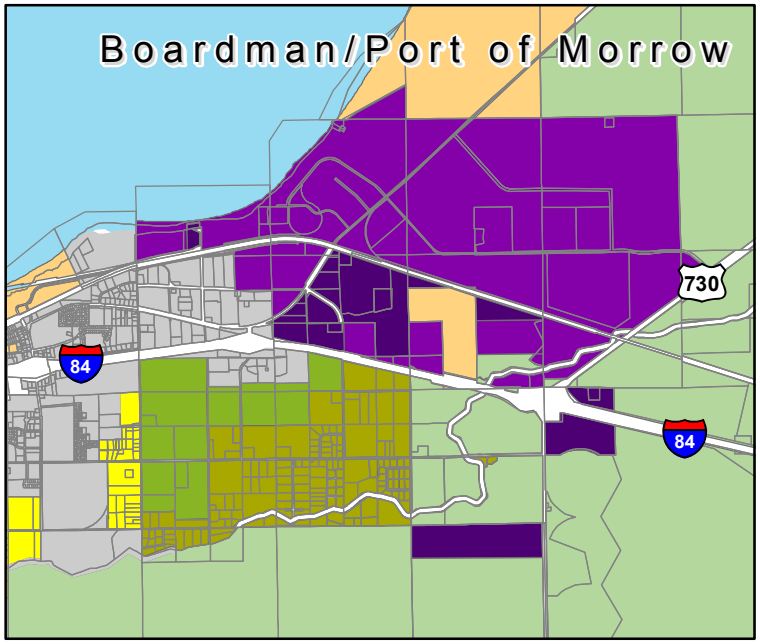
Policy 6A: To coordinate all planning programs and decisions concerning economic base resources in the County.
Policy 6B: Participate and collaborate with federal land management agencies, particularly the US Forest Service and Bureau of Land Management in decisions affecting the County's timber resource base.
Policy 6C: To require that development plans be based on the best economic information available, comply with applicable environmental standards, and take into account the effects of the development on the existing economy and available resources, including transportation and work force.

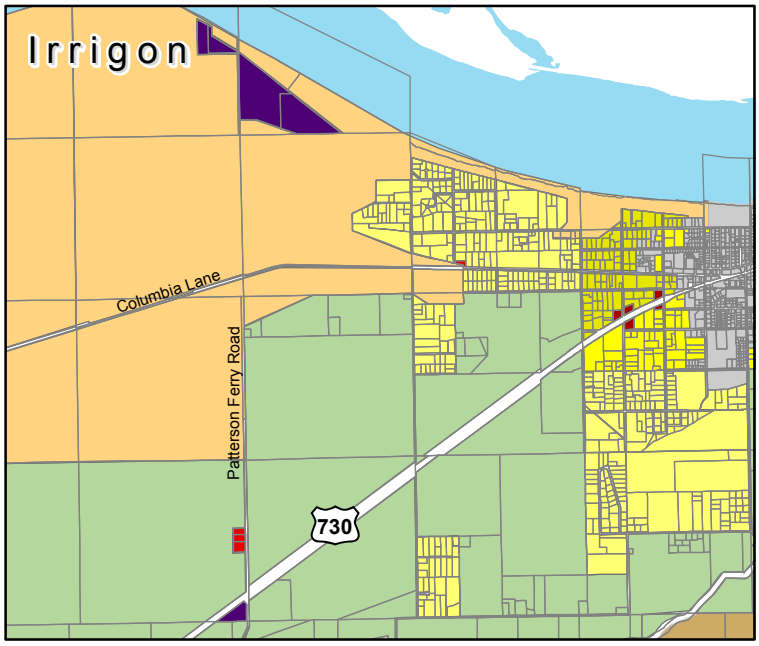
Goal 7: To ensure that the County receives adequate water supplies to meet the needs of all domestic, agricultural, industrial, power and natural resource interests.

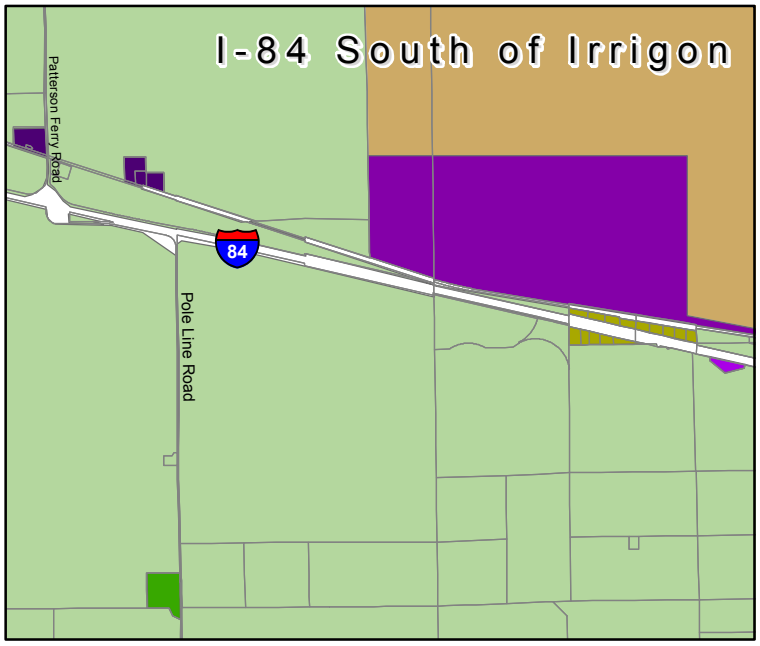
Policy 7A: To participate and collaborate with public and private agencies promoting wise, sustainable water use in Eastern Oregon.
Policy 7B: To ensure implementing regulations require the use of best management practices to protect surface and groundwater supplies.

Industrial and Commercial Zoning - North









- Other
- EFU - Exclusive Farm Use
- SF40 - Small Farm 40
- RRI - Resource Related Industrial
- FU - Forest Use
- RR - Rural Residential
- SR1 - Suburban Residential within UGB
- SR1A - Suburban Residential outside UGB
- FR2 - Farm Residential
- MG - General Industrial
- PI - Port Industrial
- RLI - Rural Light Industrial
- SAI - Space Age Industrial
- AI - Air Industrial
- ALI - Airport Light Industrial
- CG - General Commercial
- RSC - Rural Service Center
- TC - Tourist Commercial
- PUB - Public
- UADM - Umatilla Army Depot Military
- UDHW - Umatilla Depot Wildlife Habitat

Morrow County Planning Department
September 2016
Map for reference use only.

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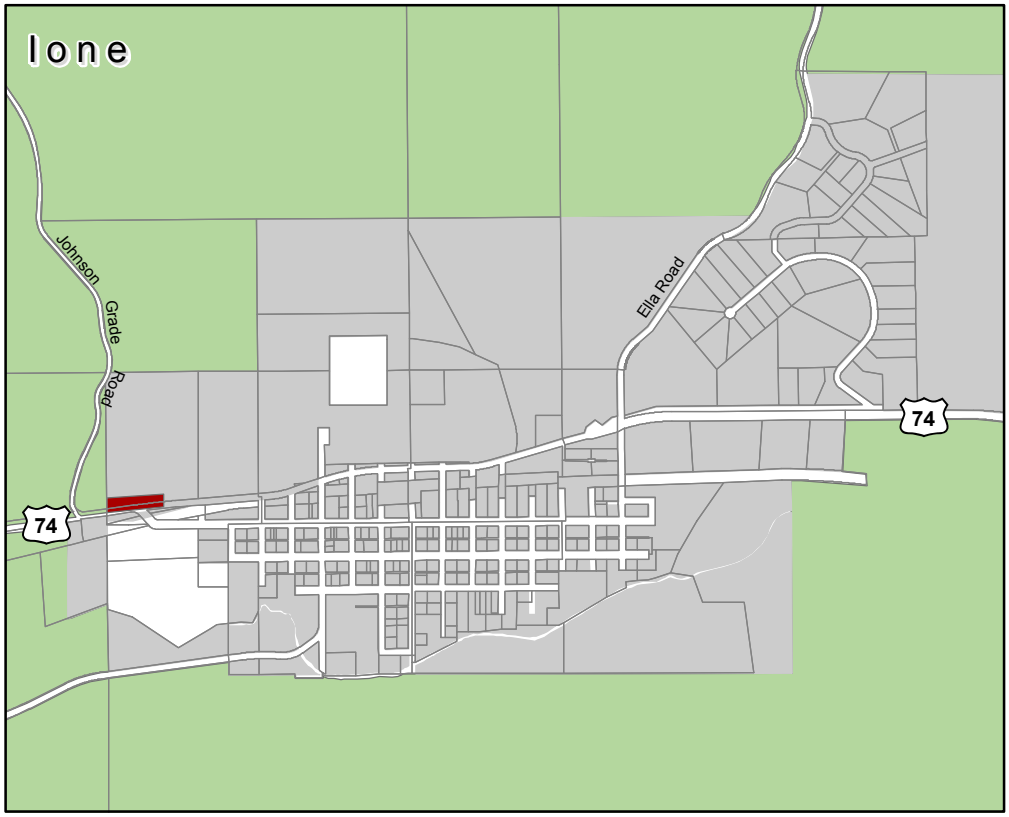
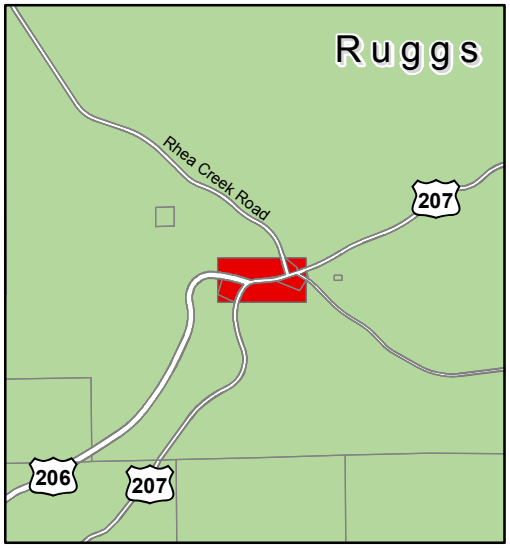
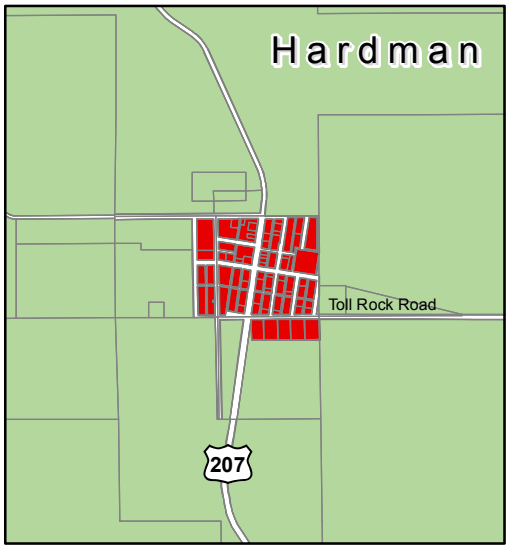
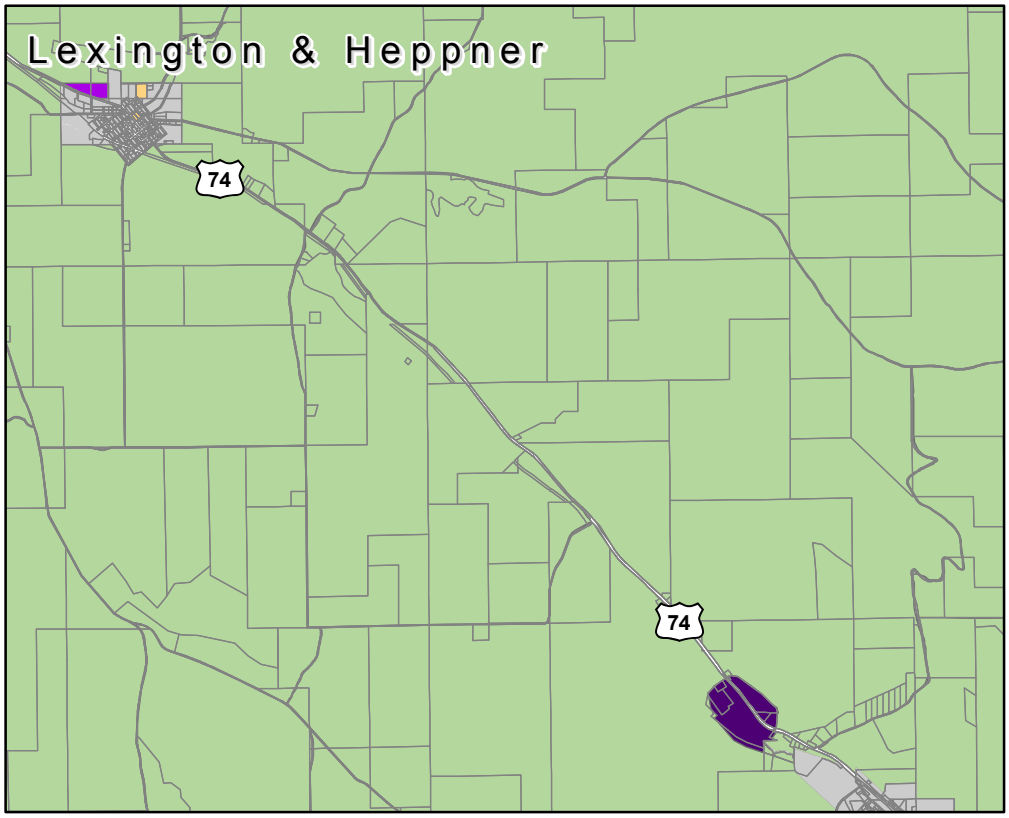
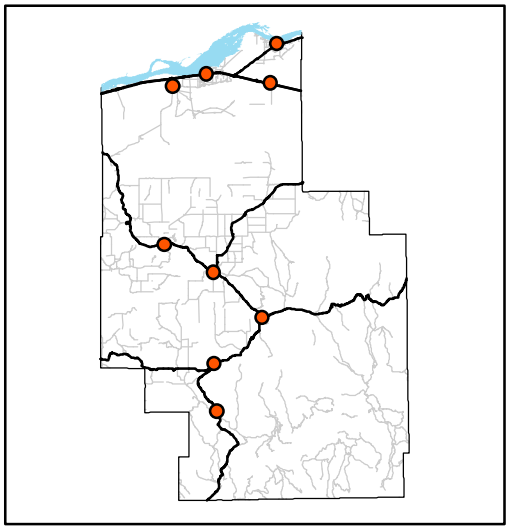
Industrial and Commercial Zoning - South











Morrow County Planning Department
March 2016
Map for reference use only.

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