



# Oregon

John A. Kitzhaber, M.D., Governor

## Department of Land Conservation and Development

635 Capitol Street NE, Suite 150

Salem, Oregon 97301-2540

Phone: (503) 373-0050

Fax: (503) 378-5518

[www.oregon.gov/LCD](http://www.oregon.gov/LCD)



July 2, 2013

TO: Land Conservation and Development Commission

FROM: Jim Rue, Director  
Grant Young; Northeast Regional Representative

SUBJECT: **Agenda Item 6, July 25-26, 2013, LCDC Meeting**

## REGIONAL SOLUTIONS TEAM PLAN

### I. BACKGROUND

Information regarding Regional Solutions Teams (RSTs) and centers can be found at in Attachment A and at <http://www.oregon.gov/gov/ERT/Pages/index.aspx>. The RST carries out the mission as paraphrased in the May 2011 publication from the Governor's Office titled "Regional Solutions Centers & Teams Outcome Based Implementation": "The focus of these centers will be on completing specific, tangible projects that will bring new jobs to communities or retain existing ones."

A team is comprised of representatives from five state agencies; the Eastern Oregon RST includes:

- Scott Fairley, RST Coordinator;
- Craig Sipp, Oregon Department of Transportation Region 5 Manager;
- Randy Jones, Department of Environmental Quality Regional Solutions Liaison;
- Melisa Drugge, Business Oregon Eastern Region Business Development Officer;
- Tawni Bean, Business Oregon Infrastructure Finance Authority Regional Coordinator; and
- Grant Young, Department of Land Conservation and Development Northeast Regional Representative.

The Eastern Team covers Baker, Gilliam, Grant, Harney, Malheur, Morrow, Umatilla, Union, Wallowa, and Wheeler counties, and is headquartered in Suite 233, Badgely Hall, Eastern Oregon University, La Grande, Oregon.

Each region's activities are overseen by an advisory committee comprised of regional community members representing a variety of public, private, education, and non-profit interests. An advisory committee member roster can be found on the website and attached as

Attachment B. The advisory committees establish priorities to help guide the activities of the region's team. The priorities for the Eastern Region are:

- Adequate workforce housing
- Business retention, expansion and recruitment
- Marketable industrial land
- Enhance local capacity, particularly in small cities
- Infrastructure enhancements (transportation, sewer/water, communications, etc.)
- Brownfield/abandoned site redevelopment
- Alternative energy development
- Management of public lands to meet local economic and community development needs
- Post-secondary education to meet regional workforce needs
- Access to natural resources on federal lands
- Regulatory technical assistance

RSTs identify and carry out projects that address one or more regional priority. An RST project involves more than one agency.

## **II. EASTERN REGION PROJECTS**

Each team has a goal of completing two projects per agency representative per year. The Eastern RST project tracking sheet is utilized and is accessible to each team member (Attachment C).

DLCD serves as the lead agency for one project, titled "Project Capacity." The project involves using Eastern Oregon University students to build capacity in small community planning offices in the region; the project scope is in Attachment D.

The Eastern RST and Eastern Oregon University have a relationship that enables the use of student interns for specific projects. A website is used to post a scope of work to department heads who select suitable students to be interviewed by RST members. Team members also have relationships with individual professors on campus who assist with student selection for specific projects, which is the route taken for the noted project. Team member Randy Jones is to credit for the lion's share of developing this relationship with the university.

Many of the 45 small communities in the northeast region do not have access to Geographical Information System (GIS) and no professional planner. The city recorder or similar local official acts as the planner. The lack of capacity has significant impact. These communities have the majority of their land use program, including GIS mapping, in written form. They have not undertaken any comprehensive update of their plans in many years. As small communities, grant applications for significant projects are often not very competitive. Utilizing a student intern and grant funding, we were able to accomplish conversion of all program documents to a digital format, including GIS shapefiles of all maps, new flood hazard maps, and implementing regulations for two communities in the summer of 2011. A similar project for three communities

in spring quarter of this year was not completed; however, all materials from the three communities participating are on file in the field office and are waiting for the next student.

The benefit to the communities is twofold. First, the community enters the “space-age” with digital products and new, more usable maps. Second, the project serves to educate new planning commission and council members and staff. It also puts land use planning on the radar screen. Several communities who are now interested in accomplishing everything they can do themselves (with RST member and university assistance) to complete elements of a plan update that will save money when the time comes to hire a professional to finalize the work and get the product adopted.

The benefit to the student intern is familiarization with land use program and its elements, and participation in the community’s planning process through adoption of the products. The student serves as the planner to prepare the material for adoption and in the actual adoption process. This includes formatting and sending all required notices of hearings, staff reports, notices of adoption and submittal of the adoption package to DLCD. The objective is a student that has more actual experience than most entry-level planners I have hired from 2002 through 2007.

### **III. ATTACHMENTS**

- A. Regional Solutions Summary
- B. Eastern Region Advisory Committee Members
- C. Eastern RST Project Tracking Sheet
- D. “Project Capacity” Scope



**JOHN A. KITZHABER, M.D.**

**GOVERNOR**

---

**REGIONAL SOLUTIONS CENTERS & TEAMS  
OUTCOME BASED IMPLEMENTATION  
MAY 2011**

**Purpose**

Rebuilding a strong economy for Oregon requires a level of collaboration and integration that goes far beyond current practices. The Governor's goal is to approach community and economic development by recognizing the unique needs of each region in the state and working at the local level to identify priorities, solve problems, and seize opportunities to get specific projects completed. Leveraging all funding opportunities to address the highest regional priorities is necessary for sound and long-term economic growth. The Governor believes the state can no longer afford single-objective spending. Agency work and investments and projects need to be better integrated and focused on regional priorities. To grow Oregon's economy and create jobs, all resources in the community – public, private, and civic – must join forces to shape the state's future and to successfully accelerate and complete on-the-ground projects.

**Regional Solutions Centers**

A partnership between state government and institutions of higher education will create a network of Regional Solutions centers and satellite offices designed to serve all Oregonians. Centers will be located at universities in Bend, Medford/Ashland, Eugene, Portland, Tillamook, and La Grande; they will be large enough to provide permanent office space, temporary work stations, teleconferencing, and meeting rooms. Smaller satellite offices will be housed at community colleges or universities in cities such as The Dalles, Klamath Falls, and Coos Bay; they may consist of just one workspace with access to meeting rooms, but can be larger as space allows and needs grow.

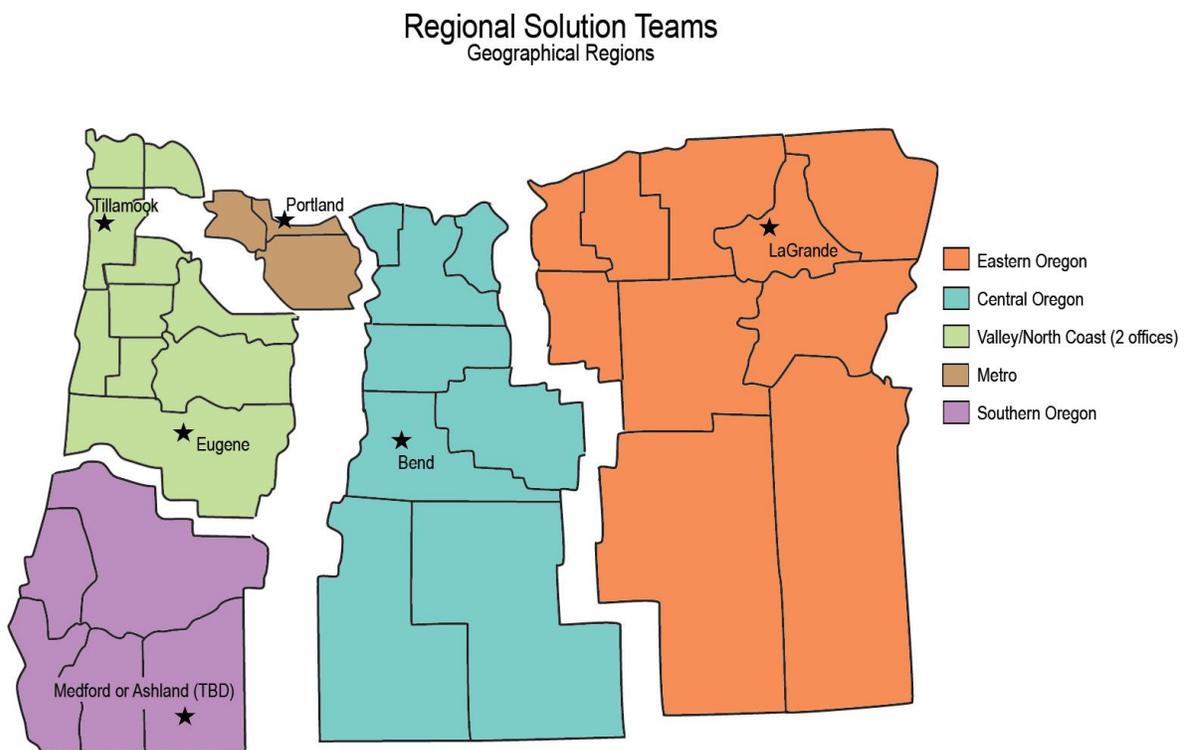
The entire network of centers will address the needs of all Oregon counties and cities by providing a neutral forum and a place for state agencies to work collaboratively with local governments, as well as civic and private interests, to help solve problems and seize opportunities that local communities have identified as regional priorities. Housing the centers at universities and community colleges will connect government to research and innovation and will give students opportunity to work on real, on-the-ground projects. Citizens will see integrated government service connected to institutions of higher education addressing regional priorities identified by and for local communities. The focus of these centers will be on completing specific, tangible projects that will bring new jobs to communities or retain existing ones.

Centers will be created out of existing budgets with no increase in cost. The goal is to have all six centers and at least four satellite offices fully operational, with a local advisory committee in place, no later than mid- 2011.

## Regional Solutions Teams

Regional Solutions teams will build on the foundation of the previous models of Community Solutions and Economic Revitalization teams. Five state agencies will be part of all teams: the Department of Environmental Quality (DEQ), the Department of Land Conservation & Development (DLCD), the Department of Transportation (ODOT), the Department of Housing & Community Services (OHCS), and the Business Development Department (OBDD). Each of these five agencies has identified staff that will be permanently located in the Regional Solutions centers. Regional Solutions teams will serve each of the economic development regions that represent all 36 counties.

Additional state agencies will be added to the team based on the regional priorities but will not be expected to permanently locate at the centers. For example, if availability and use of water is a critical issue, the Water Resources Department (WRD) would be part of a region's team. If development of alternative energy is a priority, the Department of Energy (ODOE) would be added to the team. Participating on a solutions team does not take the place of an individual agency's responsibilities or authorities. Rather, state agencies will work in collaboration with other governments, as well as the private and civic sectors, on priorities and issues for which a single agency solution is not sufficient. The state agencies on each solutions team will meet as determined by the Governor's regional coordinator.

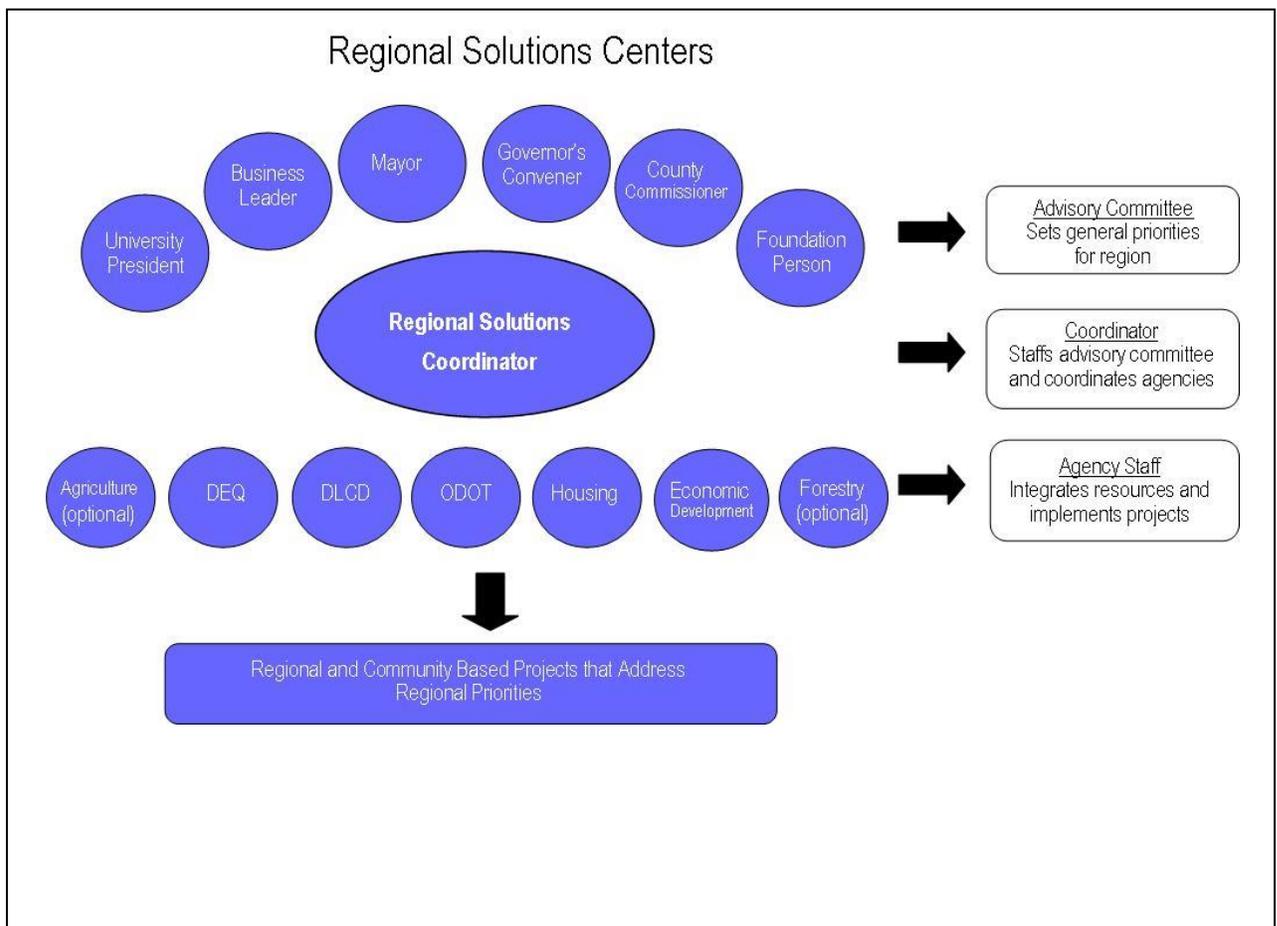


## Local Advisory Committees

Local advisory committees will be formed for two purposes. First, they will help coordinators and solutions teams identify high level priorities for the region. At least for the next two years priorities will be focused on economic development and job creation. Second the advisory committees will help connect resources from the community to expand our collective capacity to solve problems and seize opportunities.

The Governor will name a local convener for each advisory committee who will work with the Governor's regional coordinator and others to identify advisory committee members from civic and business organizations, government, foundations, and higher education. The makeup of each advisory committee will vary depending on the needs and priorities of the region.

There will be an advisory committee (supported by the Regional Solutions Team) for each of the eleven economic development districts. For example, one advisory committee and solutions team will cover Hood River, Wasco, and Sherman counties while another will cover Jefferson, Crook, and Deschutes counties. Each local advisory committee will determine its meeting schedule, which should include at least two meetings per year, with its state Regional Solutions Team.



## **Agency Directors**

Agency directors who have staff permanently located at the Regional Solutions centers will meet once a month with the Governor, the Governor's intergovernmental/regional solutions director, and the chief operating officer of the state. At these monthly meetings, the directors will review the progress of the Regional Solutions centers and teams. They will also discuss administrative issues, as well as community-based solutions and project, and, to the extent possible, remove barriers that have been identified by the team to ensure smooth operations. Other agency directors will attend the directors meeting at least twice a year and on an as needed basis.

## **Governor's Regional Coordinators**

Regional coordinators' primary job is to be the catalyst for action in their regions. In addition to being the Governor's representative in the region, they will assist in the formation and staffing of advisory committees and will bring state agencies, local governments, and the other sectors together to undertake projects that address regional priorities.

These five regional coordinators will be based in the Regional Solutions centers in Bend, Medford/Ashland, Eugene, Portland and La Grande. The coordinators will work out of the satellite offices as needed to address local issues, coordinate Regional Solutions teams, and support each local advisory committee in their region. For example, the coordinator for the central corridor will work with three local advisory committees. The coordinator will be based in Bend but will also work out of satellite offices established at Columbia Gorge Community College and the Oregon Institute of Technology in Klamath Falls.

## **Sustainable Community Objectives**

These sustainable community objectives were adopted by the Oregon State Legislature as part of the Oregon Revised Statutes in the 2001 Legislative Session. Regional Solutions teams will use them as a guide in leveraging investments and achieving multiple objectives in projects on the ground.

### **Economy**

- A resilient economy that provides a diversity of good economic opportunities for all citizens.
- Workers whose knowledge and skills are globally competitive and supported by life-long education.

### **Community**

- Independent and productive citizens.
- Youth who are fully supported by strong families and communities.
- Vital and active downtowns and main streets.
- Efficient development that saves infrastructure investments and natural resources.
- Quality affordable housing that is available to those who need it.

### **Environment**

- Healthy urban and rural watersheds and species abundance and diversity.
- Clean and sufficient water for human and natural use.
- Efficient use and reuse of resources, and the elimination of harmful toxins in the environment.

## **Community Projects**

To keep the team oriented to action, the measure of success for the Regional Solutions Team will be the number of community-based projects that are completed in each region that:

1. Address regional priorities.
2. Involve multiple agencies and achieve multiple objectives, as defined by the state's sustainable community objectives.

For each regional priority selected, the regional coordinators will develop a priority work plan that includes objectives, expected outcomes, agency involvement, targets, and milestones. The five regional coordinators will assemble a statewide measures report on the overall outcome of priority work. This report will help guide the work being done and highlight the needs to make overall priority work successful. Initially the measurement will be tied to those projects that create or set the stage for the creation of jobs.

When conflicts arise and need resolution in order to achieve job creation and economic objectives, coordinators will call on the resources of Oregon Consensus, the state's dispute-resolution program. When solutions require the engagement and joint action of the public, private, and civic sectors, the coordinators will call on the resources of Oregon Solutions, the state's collaborative implementation program. Coordinators will work with universities to identify capacity and expertise in undertaking community projects in their regions. They will also develop connections to private and philanthropic resources to assist in project delivery.

## *Attachment B*

### **Eastern Region Advisory Committee Members**

Bob Davies	Eastern Oregon University	President
Art Andrews	Malheur Lumber Company	
Vernita Ediger	Rural Development Initiatives	
Steve Grasty	Harney County	Judge
Phil Houk	City of Pendleton	Mayor
Jim Jones	Northwood Manufacturing	CEO
Bob Levy	L & L Farms	
Mike McLoughlan	City of Vale	Mayor
Gary Neal	Port of Morrow	General Manager
Daniel Pokorney	City of La Grande	Mayor
Dennis Sands	City of Joseph	Mayor
Steve Shaffer	Gilliam County	Judge
Fred Warner	Baker County Board of Commissioners	Commissioner

# Eastern Region Priorities - New Projects

*EXHIBIT C*

Project Name	Project Location	Project Start Date	Project End Date	Project Description/Expected Outcome	Regional Priorities	Lead Agency	Partners	Status Update (include date)
<b>Burns Connect Oregon Assistance</b>	Harney County	December-12		The City of Burns is working to complete their \$1.2 million Connect Oregon III grant to install a fire suppression system at the Buns Airport. The intent of the grant is to remove the development moratorium at the airport and allow new development and economic opportunities. The city requested assistance to make sure they did not miss Connect Oregon deadlines that could put the project at risk.	Regulatory technical assistance, economic development	State Fire Marshalls Office	Governor's Office, ODOT, City of Burns	City and state agencies have been coordinating OSFM requirements for Burns to meet Connect Oregon grant project milestones. OSFM has given the city approval to move ahead with bid letting. ODOT has been informed and the project is still within contracted deadlines. Bid came in high. Project is being rebid and rescope (updated May 2013).
<b>Halfway Snow-mobile Parking</b>	Halfway	July-05		The Regional Solutions Team is working with the city of Halfway to acquire a an old gas station in downtown Halfway that could be used as a combination snow-mobile parking and snow storage in the winter and for parking in the summer. The site has been reviewed by DEQ and ODOT can help with demolition and site preparation.	Regulatory technical assistance, economic development	ODOT	ODOT, DEQ, City of Halfway	Looking into funding opportunities to purchase property. Possible coordination with ODOT maintenance for snow storage - updated 1/2013 City still looking for funding opportunities to purchase property - updated April 2013 CS.
<b>Halfway (Pine Cr) Flooding</b>	Halfway	July-05		Perform alternate analysis to determine possible corrective work to help alleviate flooding of Pine Cr. This will include working with the City of Halfway and DEQ with potential sewer treatment plant changes and ODOT with highway access.	Regulatory technical assistance	ODOT	ODOT, DEQ, City of Halfway	ODOT will perform alternate analysis to explore options that will help alleviate flooding along the highway section - updated 1/2013

# Eastern Region Priorities - New Projects

Project Name	Project Location	Project Start Date	Project End Date	Project Description/Expected Outcome	Regional Priorities	Lead Agency	Partners	Status Update (include date)
<b>ODOT Internship</b>	La Grande	March-13		Work with EOU to establish internship	Post secondary education to meet workforce needs	ODOT	ODOT, EOU	Establish internship with ODOT to help with public transit studies - working with Robin Phillips. Internship opportunity will be posted by EOU summer 2013 for Fall internships. 6.19.13
<b>Quon Design &amp; Communications Internship</b>	Bend	April-13	June-13	Work with Quon Design & Communications to develop newsletter, marketing and outreach strategies for regional school districts. Reports, presentations, and technical marketing strategies are expected outcomes.	Post secondary education to meet workforce needs	DEQ	EOU, Crook County Schools, Jefferson County Schools, Quon Design & Communications	Draft Scope of Student Assistance to be reviewed and approved by 3.22.13. No action taken. Deal is dead. 6.19.13
<b>City of Sumpter Wastewater Treatment</b>	Sumpter	December-12		Continue intense collaboration with Infrastructure Finance Authority and the State Revolving Fund to assist City in its quest to acquire effective wastewater treatment and protection of public health and natural resources.	Regulatory technical assistance, economic development, enhance local capacity, infrastructure enhancement.	DEQ	IFA, Clean Water SRF, RST	DEQ, IFA, and Clean Water SRF are working closely to prepare a permitting, funding, and implementation strategy that the City can execute to meet its goals and obligations. City is clear to accept loan indebtedness. Next steps: technical assistance, One-Stop, and administrative assistance. 6.19.13
<b>ConAgra Business Expansion</b>	Port of Morrow - Boardman	March-13	June-14	The ConAgra Lamb Weston, Inc. line-5 plant, located immediately north of the I-84 Interchange, and an adjacent parcel of land purchased by the company will be the primary area for the proposed expansion. Transportation improvements will need to be made including 6,250 added lanes and lane transitions along Columbia Avenue; 1000 feet of public access road that will be relocated; and one new rail crossing. Estimated job creation of 130.	Business Expansion, Retention and Recruitment	ODOT	OBDD, Port of Morrow	IOF application approved by ODOT commission. Construction has begun; 2nd draw request is being processed; updated 6/2013

# Eastern Region Priorities - New Projects

Project Name	Project Location	Project Start Date	Project End Date	Project Description/Expected Outcome	Regional Priorities	Lead Agency	Partners	Status Update (include date)
<b>Cottonwood Crossing Summer Institute</b>	Cottonwood Canyon State Park, Gilliam/Sherman Counties	November-12	June-13	Eastern Oregon University in partnership with Oregon State Parks and Recreation Department will launch the new Institute for Summer Term 2013. Direct Connection will be made to High Schools in the John Day River basin, where students and teachers will be offered academic and educational credit for attendance. Natural Resources data acquired during the Institute will be utilized by the OSPRD staff, including any design products generated by students and teachers. EOU will provide logistical support, as well as mentoring undergraduate and graduate students to assist OSPRD staff.	Post secondary education to meet workforce needs; Access to natural resources; Enhance local capacity; Management of public lands to meet local economic and community development needs.	DEQ	EOU, OSPRD, Grande Ronde Model Watershed, 9 various Watershed Councils, 6 School Districts.	EOU and partners will continue to meet to insure curricula alignment with State Environmental Literacy Guidelines can be met, logistics are planned, and communications are clear. On-the-ground project lists will be generated in April and approved by EOU and OSPRD. Marketing and Communications/Outreach Planning is underway. Updated 6.19.13
Oregon Energy Pre-Permitting Technical Assistance	Malheur County	October-13		Oregon Energy is proposing to develop a uranium mine near McDermitt. The company is hesitant to begin the permitting process because of uncertainty around sage grouse regulations concerning "core habitat" designations and opportunities for habitat mitigation. The company needs to understand the state's position on habitat designation and mitigation potential before beginning the permitting process	Business expansion; access to natural resources; regulatory technical assistance	DOGAMI	DOGAMI; ODFW; Oregon Energy; Governor's Office, DEQ	Oregon Energy has met with ODFW and Governor's Office. NOI pending outcome of sage grouse habitat mitigation workgroup efforts to identify off-site mitigation opportunities (updated May 2013)
City of Baker City Distinguished Budgeting Award Internship	Baker County	January-13	June-13	EOU is providing the City an MBA student to assist the City in its efforts to develop strategies for pursuing the "Distinguished Budgeting Award", devising budget presentations and analysis templates, developing conceptual financing policies, and identifying and describing current budgeting Best Management Practices.	Regulatory Technical Assistance; Enhance local capacity; Post secondary education to meet regional work force needs.	DEQ	EOU, LOC	Intern has assisted in the development of the City's Annual Report, has completed the Draft Phase of the BMP development, and has aggregated and prepared the presentation and analysis templates provided by the League of Oregon Cities - updated 3/2013

# Eastern Region Priorities - New Projects

Project Name	Project Location	Project Start Date	Project End Date	Project Description/Expected Outcome	Regional Priorities	Lead Agency	Partners	Status Update (include date)
Prairie City Industrial Lands	Prairie City	Feb-13	Dec-13	Prairie City is proposing to remove a city-owned parcel of Industrially-zoned land from the UGB and then expand the UGB to include an equal-sized parcel; a "like-for-like" trade. The existing UGB property is primarily old Gold-Dredging tailings with wetlands and as such is considered constrained and unsuitable as marketable industrial lands; possibly uncertifiable and expensive to develop.	Business expansion; retention; recruitment and Marketable Industrial Lands	DLCD	OBDD; Governor's Office; Grant County; Prairie City	June 19th, 2013. RST members and Grant County Economic Development Officer Sally Bartlett met attended Prairie City Council meeting on the evening of June 12, 2013, to discuss process and ascertain Council support. Received full Council support and next steps have been assigned to RST, Council and Grant County.
Northwood RV - workforce	Union County	Apr-13	Dec-13	Business Oregon and Governor's Regional Coordinator has been meeting with Northwood RV management to discuss workforce issues and to help identify additional recruitment efforts the company could use to locate workforce for available positions. It will be Northwood's decision to implement as many of the ideas provided. Follow-up with management scheduled for 6 months.	Business Expansion, Retention and Recruitment	OBDD	Governor's Office	OBDD Business Development Officer met with Northwood's HR department to discuss ideas to help with additional recruitment efforts. BDO and Regional Coordinator will provide contact information for Veterans placement officer; high school administration for 6 high schools in Union County; EOU recruitment office; DOC Administrator. Updated 6/2013
Select Onion - wastewater	Malheur County	May-13			Business Expansion, Retention and Recruitment		DLCD; DEQ; OBDD; Governor's Office	

# Eastern Region Priorities - New Projects

Project Name	Project Location	Project Start Date	Project End Date	Project Description/Expected Outcome	Regional Priorities	Lead Agency	Partners	Status Update (include date)
<b>Wallowa Rails and Trails</b>	Elgin to Joseph	7.15.13		The RSC will provide collaborative connections between OSPRD and Union-Wallowa Railway Authority to evaluate the feasibility of establishing a regional multi-modal pathway parallel to the existing rail lines between Elgin and Joseph.	Business Expansion, Retention, Recruitment; Regulatory Technical Assistance; Infrastructure Enhancements; Access to Natural Resources	DEQ	DLCD, ODFW, OSPRD, ODSL, EOVA, Union County, Wallowa County, Elgin, Wallowa, Lostine, Enterprise, Joseph, Nez Pierce Tribe, Freashwater Trust, Irrigation Districts,	OSPRD has made intial request for coordination assistance. 6.17.13

## **Project Capacity**

### **Project Description/Parameters:**

- I. Capacity: Update all existing Land Use Program elements.
  - A. Convert to electronic files all written Land Use Program Documents i.e. Comprehensive Plan, Transportation System Plan and Implementing Regulations (Zoning, Land Division, Floodplain, etc. Ordinances). Digitize and convert to electronic format all Land Use Program Maps i.e. Comprehensive Plan Map, Zoning Map, Floodplain Maps, etc.
  - B. Oversee City Adoption of new material. This will include providing appropriate notice to State Agencies, community groups, newspapers and individual property owners; scheduling required Planning Commission and City Council meetings; creating Staff Reports; overseeing the public hearings before both bodies; creating a formal, written decision reflecting the decision of the legislative body; providing required notice of decision to State Agencies and parties to the decision.
  
- II. Upgrade: Create a Buildable Lands Inventory
  - A. Using existing information, create a comprehensive list of parcels within the Urban Growth Boundary and determine, according to Oregon Administrative Rule, which are available for development, for employment and residential lands.

### **Immediate Opportunity Cities:**

Cities canvassed and positive include Haines, North Powder, Halfway and Burns. Contact will be needed to ascertain definitely whether or not the individual cities will have the time and staff to handle the scope of work.