



Oregon

Theodore R. Kulongoski, 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



July 8, 2010

TO: Land Conservation and Development Commission

FROM: Richard Whitman, Director
Michael Morrissey, Policy Analyst

SUBJECT: **Agenda Item 8, July 22-23, 2010, LCDC Meeting**

DLCD STRATEGIC PLAN

I. AGENDA ITEM SUMMARY & RECOMMENDATION

The department has revised and updated its strategic plan for incorporation into the 2011-2013 budget, and use for additional purposes. The department recommends that the commission hold a public hearing on this agenda item and provide feedback to the department on whether the plan aligns with the commission's priorities.

For more information about this agenda item, contact Michael Morrissey at (503) 373-0050, ext. 320, Michael.Morrissey@state.or.us.

II. DLCD STRATEGIC PLAN

DLCD is currently operating under a strategic plan created in 2002. Since that time, increasingly modified versions of the plan have appeared in the department's budget, publications and website. Eight years having passed since 2002, it is timely to revisit the strategic plan not only to reflect current conditions and values, but also to commit to a stable and commonly understood direction for the department. The strategic plan is intended to be a "living" document that helps communicate the agency's direction, while at the same time evolving over time as state and local needs and priorities change,

A series of staff trainings in 2008 and 2009 focused on improving communications within the department. The trainings revealed that a key staff concern was a lack of a clearly articulated or agreed upon strategic direction for the department. This proposed strategic plan incorporates staff input and recommendations, as reviewed and revised by the department's management team.

The department is required to incorporate a strategic plan into the biennial budget. The mission, goals and strategic initiatives in the strategic plan are to be identified throughout elements of the budget. For example, the budget calls for the goals to portray a six-year strategic direction, while strategic initiatives, supportive of those goals, are meant to apply to a two-year time frame. In addition, all policy option packages (POPS) and key performance measures (KPMs) are explicitly linked to specific goals in the department's strategic plan.

The format of the strategic plan contains a mission statement, guiding principles as identified in House Bill 2229 and derived from the Big Look Task Force, six year strategic goals and two-year strategic initiatives. Two issues that come to the fore in this strategic plan as compared to past versions are 1) leadership, which reflects the need for new approaches to achieve policy objectives that do not rely solely on regulatory tools to motivate people and institutions, and 2) an enhanced level of assistance to and communication with local governments and individuals about how to use comprehensive planning to create and foster sustainable communities.

III. DEPARTMENT RECOMMENDATION

The department recommends the commission review the DLCD Strategic Plan after taking public testimony, and provide feedback to the department on whether the plan aligns with the commission's priorities.

ATTACHMENTS

- A. DLCD Strategic Plan, July 2010
- B. DLCD Vision, Mission and Goals, 2002

DLCD Strategic Plan
July 2010

Mission: To help communities and citizens plan for, protect and improve the built and natural systems that provide a high quality of life. As stewards of Oregon's visionary land use planning program, we foster sustainable and vibrant communities and protect our natural resources legacy in a dynamic partnership with citizens and communities.

Guiding Principles:

- Provide a healthy environment;
- Sustain a prosperous economy;
- Ensure a desirable quality of life; and
- Provide fairness and equity to all Oregonians.

Strategic Goals

1. **Secure Oregon's Legacy.** Preserve coastal, farm, forest, riparian and other resource lands. Promote sense of place in the built and natural environments. Protect unique and threatened resources by guiding development to less sensitive areas.
2. **Promote sustainable, vibrant communities.** Integrate land use, transportation and public facilities planning; provide for housing choices; and encourage economic development.
3. **Engage citizens and stakeholders** in continued improvements of Oregon's land use planning program. Support regional perspectives and strengths. Ensure equitable application of regulatory programs. Develop strong, collaborative partnerships with citizens and communities.
4. **Provide timely and dynamic leadership.** Develop and coordinate strategic initiatives with other state agencies and local governments. Seek solutions that address immediate and long-range challenges, including climate change, in collaboration with local governments, community and academic partners.
5. **Deliver resources and services that are efficient, outcome-based and professional.** Provide local governments with services and resources to support their comprehensive planning process. Communicate with the public in a timely and transparent manner. Focus on communications, staff training and administrative systems to ensure continued improvement of customer service.

DLCD Strategic Initiatives

1. Farm/Forest Lands:

Develop non-regulatory tools, including transfer and purchase of development rights programs, to complement regulations designed to ensure a sustained land supply for Oregon's agricultural and forest industries. Improve the department's ability to monitor, evaluate and communicate how areas are performing in terms of conversion of farm and forest uses to non-resource uses. The conversion of resource lands to non-resource (residential and commercial) uses continues to be of concern. The department will increase partnerships with other state agencies, higher education and other institutions to measure and communicate how rural land uses are changing over time. Work with local governments to enable ancillary uses that are subordinate to resource uses in ways that support long-term resource use.

(Strategic Goal 1, HB 2229—"provide a healthy environment", and policy agenda--statewide Goal 4 cleanup)

2. Land Supply/Sustainable Economic Development:

Seek new solutions for public facility and infrastructure planning and finance and for other urban growth management issues in order to promote orderly and efficient urban development. Promote area-wide approaches to planning for employment lands.

(Strat. Goal 2, urban forum, HB 2229—"help communities achieve sustainable development patterns.")

3. Climate Change:

Natural hazards implementation—Implement a RiskMap program, based on a 2010-2015 plan. Urban transportation—Assist local governments in linking land use and transportation planning to effect greenhouse gas reductions.

(Strat. Goal 2, POP 106)

Adaption Strategies—Facilitate a multi-year coordinated state agency and local government initiative to create a climate change adaptation framework.

(Strat. Goal 4, HB 2229 "help communities...manage the effects of climate change")

4. Information Management and DLCD Services to Local Governments and Stakeholders:

Increase the department's ability to create, store, and analyze key policy, planning, research and geo-spatial documents and information. Create new methods, including web-based tools, to make this information available to local governments, citizens and stakeholders to be informed about,

understand and more readily participate in all aspects of the department's mission. (Strat. Goal 5)

5. Education and Outreach:

Increase the capacity and effectiveness of the department's communications program in order to raise awareness and understanding of the statewide land use program. Increase the participation of a wider range of stakeholders in local and state decision-making. Increase contact with Oregon's tribal governments through the department's Government to Government program. (Strat Goal 3, e-learning for citizens and local officials)

6. Implementation of Ballot Measure 49:

Successfully conclude the Measure 49 program.
(Strat. Goal 4)

7. Supporting Local Jurisdictions:

Increase the capacity of local jurisdictions to refresh and update their comprehensive plans. Focus technical and grant assistance to help communities address emerging land use and resource challenges. (Strat. Goal 4, POP, 103, POP 104, POP 105)

8. Streamline the Land Use Program:

Streamline the periodic review and plan amendment processes through development of legislative concepts, rulemaking and stakeholder collaboration. (Strat. Goal 4, legislative concept, urban forum)

9. Coastal Resources and Energy

Coordinate a planning process to prepare a comprehensive plan for ocean wave energy development. (Strat. Goal 2)

10. Staff Development and Training:

Increase the opportunities for professional staff development and Training. (Strat. Goal 5)

LCDC and DLCD VISION

Final - July 22, 2002

Our *purpose* is to guide land use policy to protect farm and forest lands and other natural resources, foster livable, sustainable development in urban and rural communities, conserve coastal and ocean resources, and improve the well-being and prosperity of citizens, businesses and communities throughout Oregon.

Our *philosophy* is a commitment to land stewardship and public service, achieved through our shared values:

- | | |
|-------------------|------------------|
| ⌘ teamwork | ⌘ integrity |
| ⌘ professionalism | ⌘ responsiveness |
| ⌘ accountability | ⌘ fairness |

Our *position* as the nationally recognized leader in the arena of land conservation and development is established by:

- ⌘ a *dedication* to resource protection and growth management;
- ⌘ an *aspiration* for innovative, sustainable urban development;
- ⌘ our *contribution* to the state's economic competitiveness; and
- ⌘ a *pledge* to always work to earn the public's trust.

LCDC and DLCD MISSION

Support all of our partners in creating and implementing comprehensive plans that reflect and balance the statewide planning goals, the vision of citizens, and the interests of local, state, federal and tribal governments.

LCDC and DLCD STRATEGIC GOALS

- I. Secure Oregon's Legacy:*** Protect farm, forest, coastal and other natural resources.
- II. Promote Quality Development:*** Increase the range of projects that enhance livability and sustainability in our communities.
- III. Improve Collaboration:*** Establish a network of public and private sector partners to identify and promote shared interests.
- IV. Build Workforce Excellence:*** Improve the quality and productivity of employees and volunteers.
- V. Improve Service:*** Deliver the highest level of customer service possible.

LCDC and DLCD STRATEGIC INTENT

In this decade, we will redouble our efforts to focus on:

- ❖ Assuring a shared vision of a livable Oregon,
- ❖ Promoting regional collaboration and coordinated local decision making,
- ❖ Striving for predictability and certainty in land use plans and decisions,
- ❖ Integrating state agency plans and programs, and
- ❖ Aligning public revenue and investment with statewide planning objectives.

LCDC and DLCD STRATEGIC OBJECTIVES

1. Increase the percentage of fully serviced land in urban growth boundaries.
2. Increase the percentage of land within UGBs that is planned for efficient, livable development, and developed to its planned level of use.
3. Increase the percentage of environmental resources and natural hazards that are mapped, protected, and appropriately considered in buildable land inventories.
4. Increase public understanding and civic engagement in land use planning.
5. Increase the efficiency and effectiveness of the department's services to citizens, local governments, and agencies.
6. Expand funding sources to support new initiatives and on-going efforts while maintaining baseline funding for core programs.
7. Increase the percentage of department core activities that generate and provide data in a form and time frame that is beneficial to staff and stakeholders.