



REGIONAL SOLUTIONS OFFICE
GOVERNOR KATE BROWN

Central Oregon Regional Solutions Advisory Committee

Representing Crook, Deschutes, and Jefferson Counties

AGENDA

Thursday August 10, 2017

9:00 am – noon

Dining Hall Room 207
OSU Cascades
1500 SW Chandler Ave, Bend

Call in: 1-888-557-8511
Participant code: 9470233

- I. Introductions
- II. Legislative De-Brief (60 mins)
 - A. Governor's Office and Regional Solutions Budget – Annette Liebe
 - B. OSU Cascades – Becky Johnson, VP OSU Cascades
 - C. Economic Development Programs - Business Oregon
 - D. Transportation Package and upcoming project identification process – Gary Farnsworth
 - E. Other action related to the RS priorities
 - a. DLCD – Madras UGB, Scott Edelman
- III. Regional Priorities check in (45 mins)
 - A. Review of dash board
 - B. Public comment
- IV. Break

- V. Creative Economy Panel (60 mins)
 - A. Follow up on Creative Economy Action Plan - Kevin Barclay, ACA President
 - 1. Arts and Culture Alliance Strategic Plan (attached)
 - 2. Overview of Americans for the Arts Economic Impact Study
 - B. Arts panel – (economic overview and challenges/opportunities)
 - 1. Carol Leone, Museum at Warm Springs
 - 2. Pam Beezley, Sunriver Music Festival
 - 3. Christian Brown, The Workhouse
 - 4. Rene Mitchell, Scalehouse
 - 5. Jaclyn Abslag, Redmond Art in Public Places

Adjourn

The meeting location is accessible to persons with disabilities. To request an interpreter for the hearing impaired or for other accommodations for persons with disabilities, please make requests at least 48 hours before the meeting to Lisa Howard at 503-378-6502; at Lisa.Howard@Oregon.gov; or by TTY: Oregon Relay Services at 1-800-735-2900

Central Oregon Regional Solutions Center

PROJECT TRACKING MATRIX

Updated: 7-27-17

CENTRAL OREGON REGIONAL SOLUTIONS TEAM



Annette Liebe - Governor Office - RSC Coordinator
Della Mosier - Oregon Department of Transportation
Scott Edelman & Jon Jinings - Oregon Dept. of Land Conservation & Development
Kelly Hill- Oregon Department of Environmental Quality
Robert Del Mar- Oregon Department of Energy
Tom Rowley & Tom Schnell- Business Oregon
Nancy Pustis, Department of State Lands
Damon Runberg, Employment Department
Brett Hodgson, Oregon Department of Fish and wildlife
Kyle Gorman, Water Resources Department

Governor Kate Brown's Regional Solutions Centers (RSCs) are places for state agencies to collaborate with each other, local governments, and with other public, private, and civic interests to solve problems and seize opportunities. Regional Solution Center Advisory Committees, made up of Oregonians appointed by the Governor from business, civic organizations, government, foundations, and higher education, identify priorities to guide the work.

Central Oregon Regional Solutions Advisory Committee

Michael P. Hollern Brooks Resources Corporation	Mae Huston Jefferson County Commissioner	Betty Roppe, Mayor City of Prineville	Amy Tykeson Tykeson and Associates
Erin Borla Roundhouse Foundation	Dr. Rebecca Johnson, VP OSU Cascades	Dennis Scott, Mayor City of LaPine	Melanie Widmer Madras Sanitary
Seth Crawford Crook County Court	Karen Friend, Exec Dir Central OR Intergovt'l Council	Roger Lee, Exec Dir EDCO	Lonny Macy Warm Springs Tribes
George Endicott, Mayor City of Redmond	Bruce Abernethy, Councilor City of Bend	Wally Corwin JeldWen, Inc	John Gilbert Pacific Crest Affordable Housing

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Tony DeBone, Commissioner
Deschutes County

Corey Schmid, Partner
Seven Peaks Ventures

Benny Benson, PE
Energyneering Solutions, Inc.

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Regional Priorities (DRAFT 7-2017 by Regional Solutions Committee)

HIGH FOCUS PRIORITIES:

1. Grow OSU Cascades
2. Retain and Grow Jobs
3. Ensure the region has land and infrastructure available to retain/attract employers
4. Enhance Transit in Central Oregon (COIC led priority)
5. Support the Regional Creative Economy
6. Increase Work Force Housing
7. Encourage Water conservation and restoration. Improve Water Availability

For High Focus Priorities, the committee, coordinator and team will actively engage in seeking solutions and projects that contribute to successful outcomes for the priority.

SUPPORT PRIORITIES

1. Improve Sewer Infrastructure
2. Support Regional Agriculture (COIC led priority)
3. Improve forest health (COIC led priority)

For Support Priorities, the committee, coordinator and team will monitor, engage and support as needed and requested. The coordinator/team will continue working with communities opportunistically to address these priorities and to serve as a catalyst for their successful accomplishment.

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HIGH FOCUS PRIORITIES

<p>Grow OSU Cascades</p> <p>Outcomes: Campus continues to grow as demonstrated by increased square footage, enrollment and employment.</p>	<p>Partners</p>	<p>Milestones</p>
<p>1. Innovation Center for Entrepreneurship</p> <p>Creation of center that supports industry partnerships and entrepreneurs in Central Oregon</p> <p>PROJECT GOALS:</p> <ul style="list-style-type: none"> • Provide funding for build out of the Center. • Support OSU in seeking state and federal funds for programming, equipment, etc. • Partner in creating an innovation district. 	<ul style="list-style-type: none"> • Business Oregon (OBDD) will: include ICE as a partner in the state’s Innovation and Entrepreneurship efforts. • RS Coordinator will work to identify sources of support. • As requested, DLCD/ODOT will support Innovation District Efforts. Potential for planning grants related to enhancing the built environment. 	<ul style="list-style-type: none"> • 2015-17 priority project: Committee recommended state funding (\$524,800) for construction of the Center. Contract was signed, funds disbursed. • Assisted in developing grant proposal to the US economic Development Administration for biosciences lab equipment. Worked to secure letters of support. • Participated in interviews for Executive Director.
<p>2. OSU Cascades Site Evaluation and Planning and Preparation</p> <p>PROJECT GOALS:</p> <ul style="list-style-type: none"> • Support clean up and re-use of the former landfill site through funding and technical assistance. 	<ul style="list-style-type: none"> • Departments of Land Conservation and Development (DLCD) and Transportation (ODOT) will: identify grant opportunities to support planning for the campus. 	<ul style="list-style-type: none"> • Transportation and Growth Management grant awarded to support west side Bend planning (\$257,500) • Business Oregon and DEQ are working with OSU Cascades and Deschutes County on clean up needs and funding resources for former county landfill site. DEQ provided \$100,000 in funding as well as technical

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<ul style="list-style-type: none">• Support continued build out of the campus by providing technical assistance on regulatory issues for proposals such as, biomass and water re-use.	<ul style="list-style-type: none">• DLCD will serve as the state's land use expert and work planning departments as needed.• Department of Environmental Quality (DEQ) will: provide technical assistance on clean up, storm water, air quality and waste water issues related to design and construction of the campus. Explore federal and state funding for any environmental clean-up needed at prospective sites.• Business Oregon will: provide information about funding opportunities for clean-up of the former landfill site and local infrastructure.• COIC will work with transit partners in implementing the Transformative Transportation project.• Oregon Department of Energy will: provide technical and financial support for facility planning related to energy efficiency and renewable energy.	<p>assistance for the county to conduct site investigation. Project is complete. DEQ provided letter of support for EPA Grant application for an EPA Area Wide Assessment Grant. Campus was granted \$175,000 and DEQ is providing technical assistance as the campus evaluates the rest of the landfill site.</p> <ul style="list-style-type: none">• DEQ and City of Bend providing technical assistance on potential water re-use projects.• Team provided info on local infrastructure financing options.• DEQ and ODOE providing technical assistance on potential biomass project.• Pre-certified for a \$30,347 tax credit through the Oregon Department of Energy Commercial Buildings Energy Incentive Program.• 2015-17 priority project: Committee recommended state funding to support the Transformative Transportation system. \$738,000 received. Contract signed.
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<i>Retain and Grow jobs</i>		
Outcomes:		
	Partners	Milestones
<ul style="list-style-type: none"> State programs are leveraged to support traded sector job retention and expansion. Team serves as one stop for understanding regulatory issues and state programs. 		
<p>1. Daimler, Madras (31 new jobs)</p> <p>PROJECT GOALS:</p> <ul style="list-style-type: none"> Remove regulatory barriers to providing sewer service for expansion Leverage state incentives to support private investment. 	<ul style="list-style-type: none"> Business Oregon (OBDD) will: partner with EDCO and local governments to leverage incentives. Department of Land Conservation and Development (DLCD) will: provide land use planning guidance. Department of Transportation (ODOT) will: work with Business Oregon and local partners to develop funding packages for projects eligible for the Immediate Opportunity Fund. Department of Environmental Quality (DEQ) will: Prioritize environmental reviews and permit applications needed to support business retention/recruitment; work to reduce barriers to business expansion. Department of State Lands: will prioritize wetland reviews. 	<ul style="list-style-type: none"> DLCD and DEQ provided regulatory technical assistance to allow the site to be hooked up to the wastewater treatment plant outside the UGB. \$150,000 Sewer and water system incentives from Business Oregon. \$880,744 Immediate Opportunity Fund incentives from ODOT. DSL completed wetland review and permitting.
<p>2. Project Titus, Prineville. (potential expansion 30-50 jobs) Applicant seeking initial agency input on a potential site for his business to relocate and expand.</p> <p>PROJECT GOALS:</p>	<ul style="list-style-type: none"> ODOT providing info on transportation (road and rail), DEQ/Business Oregon offering assistance re: clean-up of old mill site. Business Oregon providing grant assistance for Strategic Business Planning and financing. 	<ul style="list-style-type: none"> Multiple meetings with the state agency team and individual members (Business Oregon, DEQ and ODOT) Information has been provided on applicable grant, loan and incentive programs.

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<ul style="list-style-type: none"> • Leverage state programs to support expansion of business. • Regulatory technical assistance, 	<ul style="list-style-type: none"> • DSL providing TA on potential wetlands 	<ul style="list-style-type: none"> • Business Oregon has provided a Business Retention Consultation grant to assist the company with key issues. • DEQ provided technical assistance on site history, permitting and potential liability protection via a prospective purchaser agreement. Regulatory technical assistance
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<p><i>Ensure the region has land and infrastructure available to retain/attract employers</i></p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Communities in the region have an adequate supply of readily developable employment/industrial land. • Land that is developed is replenished. • State funds are leveraged to provide critical infrastructure to high priority sites. 		
	Partners	Milestones
<p>1. Redmond DSL large lot site</p> <p>PROJECT GOALS:</p> <ul style="list-style-type: none"> • Bring ~ 900 acres into the Redmond Urban Growth Boundary to support traded sector job growth. • Provide infrastructure needed to serve all or a portion of the site. 	<p>ODOT, DEQ, DLCD, DSL, City of Redmond</p>	<ul style="list-style-type: none"> • SE Sewer interceptor was funded by DEQ loan • ODOT, DLCD and consultants are working through transportation analysis and mitigation needs for this site.

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<p>2. Madras industrial land</p> <p>PROJECT GOAL:</p> <ul style="list-style-type: none">• Airport master plan industrial land is under the management/taxation authority of the city.	<p>DLCD</p>	<ul style="list-style-type: none">• DLCD providing technical assistance on annexation opportunities.• DLCD will implement HB 2745 to bring airport into the UGB.• DEQ regulatory technical assistance.
<p>3. DSL property in Prineville</p> <p>PROJECT GOALS:</p> <ul style="list-style-type: none">• Satisfy mandate to maximize return for the Common School fund• Property is developed to retain and attract jobs	<p>DSL, DLCD, ODOT, Business Oregon</p>	<ul style="list-style-type: none">• Property was marketed for sale, no offers received• Align state process to sell the property with economic development needs.• Complete an appraisal and recommend method of sale (October 2017 land board meeting).

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Enhance Transit in Central Oregon Outcomes: <ul style="list-style-type: none"> Increased access to employment; increased attractiveness of the region by firms considering locating in Central Oregon. Maintain and improve system performance in core development areas such as, Bend Westside. 		
	Partners	Milestones
1. Transformative Transportation project PROJECT GOALS: <ul style="list-style-type: none"> Enhance regional access to OSU Cascades 	ODOT, COIC OSU Cascades	<ul style="list-style-type: none"> 2015-17 priority project: Committee recommended state funding to support the Transformative Transportation system. \$738,000 received. Contract signed. Low floor bus for service in Bend was purchased Enhanced Bend Bus stops in Bend – OSU Cascades completed; COCC and St. Charles will be completed Summer 2017. Remaining 4 are being planned. COIC working with Oregon Correctional Enterprises on these. COIC working on Wifi and real-time arrival boards. Connect Oregon grant was secured for Redmond Transit Hub/Park and ride lot. Property purchased La Pine Park and ride enhancements.

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Support the Regional Creative Economy		
Outcomes:		
	Partners	Milestones
<p>1. Creative Economy Action Plan</p> <p>PROJECT GOAL:</p> <ul style="list-style-type: none"> Enhance the regional creative economy 	<ul style="list-style-type: none"> Arts Commission/Cultural Trust will provide information about state grant programs. 	<ul style="list-style-type: none"> Cultural Trust awarded ~ \$12k to Arts Central for the development of a Creative Economy Action Plan. Recommendations deliver October 2016 Committee to hear from the Arts and Culture Alliance about implementation of the recommendations August 2017.
<p>2. State Support for Regional Creative Economy</p> <p>PROJECT GOAL:</p> <ul style="list-style-type: none"> Leverage state investments in infrastructure to support creative economy. 	<ul style="list-style-type: none"> Oregon Housing and Community Services will: work with affordable housing developers to include art in the design of low income housing projects. Oregon Department of Transportation will: <ul style="list-style-type: none"> Make otherwise-unusable property available for art installations; ODOT will request Federal Lands Access Program (FLAP) funds to install art in roundabouts; Work with communities to develop, fund, and construct streetscape projects (La Pine). 	<ul style="list-style-type: none"> ODOT secured funding for roundabout arts in Sisters. ODOT and DLCD funded community design discussion in La Pine for downtown revitalization including street scape.

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	<ul style="list-style-type: none"> ○ Install interpretive kiosks for tourist locations. ○ Support the Scenic Byways/Highways, and bikeways programs. ● Department of Land Conservation will: <ul style="list-style-type: none"> ○ Support downtown revitalization. 	
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<i>Increase Work Force Housing:</i> Outcomes:	Partners	Milestones
<ul style="list-style-type: none"> ● More housing for all income levels ● Upgrade Existing housing stock 		
<p>1. Transfer of ODOT property on Greenwood to Habitat for Humanity (Dec. 2016).</p>	<p>ODOT, Habitat for Humanity, City of Bend</p>	<ul style="list-style-type: none"> ● ODOT worked with City of Bend and Habitat for Humanity to successfully transfer surplus property for low income housing development.
<p>2. Transfer of ODOT property on Larkwood to Central Oregon Veterans Outreach (in progress).</p>	<p>ODOT, Central Oregon Veterans Outreach, City of Bend</p>	<ul style="list-style-type: none"> ● Purchase is in process.

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3. Work with DSL to support development of the Stevens Road parcel.

PROJECT GOALS:

State is partner in executing Bend UGB

1000 additional housing units

130 acres of employment land

- DSL will work with the City of Bend and state agencies to maximize return for Common School fund and develop `330 acre site recently included in the UGB.
 - Business Oregon will provide info on funding available for local infrastructure for job retention/expansion and housing.
 - DEQ will provide info on funding available for local infrastructure.
 - OHCS may develop pilot program applicable to this site to assist with predevelopment work and innovative financing
- Initial discussions with City of Bend
 - Regional Solutions Cabinet (State agency directors) have inventoried state programs to support market rate and affordable housing.
 - Focus group meetings with developers and employers (May & June 2017)

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Encourage Water conservation and restoration. Improve Water Availability

Outcomes:

- Prioritize conservation and efficiency opportunities through all means including the BOR basin study.
- Identify opportunities to create mitigation credits.

Partners

Milestones

1. Deschutes Basin Efficiency Project

PROJECT GOALS:

- Secure federal funding for irrigation system improvements
- Increase instream winter time flow to ~ 200 cfs in the Upper Deschutes

- Water Resources Department will: provide guidance on water rights issues, participate in basin planning to provide policy advice and technical assistance re: state and federal funding requests.
- Oregon Watershed Enhancement Board will provide information on funding opportunities.
- DEQ will review environmental reports and provide info on funding.
- Business Oregon will provide information on state funding options.
- Oregon Department of Fish and Wildlife will review environmental reports.

- RST met to discuss project with Farmer's Conservation Alliance, Natural Resources Conservation Service and US Fish and Wildlife July 2017.
- DEQ completed review and comments on environmental reports and is managing loan applications.

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<p>2. Bowman Dam Hydro project</p> <p>PROJECT GOALS:</p> <ul style="list-style-type: none"> • Generate electricity • Generate revenue 	<ul style="list-style-type: none"> • Water Resources Department will: provide guidance on water rights issues and technical assistance re: state and federal funding requests. • Oregon Watershed Enhancement Board will provide information on funding opportunities. • DEQ will provide information about gas bubble disease in fish. • Oregon Department of fish and Wildlife will provide technical assistance on fish passage statute and mitigation opportunities. • Business Oregon will provide information on state funding options. 	<ul style="list-style-type: none"> • RST has met twice with irrigation district, City of Prineville and Crook County to discuss funding and fish passage.
<p>3. Pronghorn Golf Course Water Supply</p> <p>PROJECT GOAL:</p> <ul style="list-style-type: none"> • Evaluate all options for providing interim water supply at Pronghorn • Water needed to ensure golf course serves as an economic development amenity. 	<ul style="list-style-type: none"> • Water Resources Department will: provide guidance on water rights issues and brainstorm options for meeting water supply needs. • DEQ will provide technical assistance on water reuse and permitting. 	<ul style="list-style-type: none"> • RST met twice with Pronghorn and the City of Bend to explore options and provide guidance re water re-use. Water Resources Department, DEQ and City of Bend outlined options.

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SUPPORT PRIORITIES

Improve Sewer Infrastructure Outcomes: <ul style="list-style-type: none"> Sewer service is provided to support economic development and protect public health. State loan and grant funds are leveraged to provide critical wastewater infrastructure. 	Partners	Milestones
1. South Deschutes County PROJECT GOALS:	Deschutes County, DEQ, DLCD	<ul style="list-style-type: none"> DLCD and DEQ working together with Deschutes County on LUBA remand of the land use goal exception to allow sewer service outside the UGB; this is needed to implement local committee recommendations.
2. La Pine PROJECT GOALS: <ul style="list-style-type: none"> Sewer service to Cagel subdivision 	DEQ, Business Oregon Infrastructure Finance, State Historic Preservation Office (SHPO)	<ul style="list-style-type: none"> IFA and DEQ provided technical assistance and funding for updated facilities plan and Community Development Block Grant for preliminary engineering to serve the Cagel and Glenwood subdivisions. SHPO and the Governor’s Office worked to ensure agreement on approach to cultural resources so that grant funds can be obligated. DEQ has prioritized Clean Water State Revolving Loan funds for these projects (over \$8M).
3. City of Prineville waste water project PROJECT GOALS:	<ul style="list-style-type: none"> Oregon State Parks, Oregon Watershed Enhancement Board, Business Oregon and DEQ will 	<ul style="list-style-type: none"> State grants and/or forgivable loans: Oregon Watershed Enhancement Board (\$750k), Oregon State Parks (\$913k), IFA (\$1.5 M; 750K

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<ul style="list-style-type: none"> Design, permit and fund innovative wastewater treatment using natural systems. 	<p>provide information about state grant and loan programs.</p> <ul style="list-style-type: none"> DEQ and DSL will provide permitting technical assistance (waste water and removal fill). 	<p>is grant and \$750k is loan). DEQ \$3.5M interim loan to be paid off with USDA RD funding.</p> <ul style="list-style-type: none"> DEQ worked closely with EPA and US Army Corps of Engineers to resolve permitting issues. Project received all permits, was constructed, and came in on time and under budget.
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<p>Support Regional Agriculture (COIC led)</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Increase direct markets for farmers. Increase access to fresh food for low income populations, consumers, businesses and institutions. Increase # of jobs and dollars in the “local food economy.” Reduce barriers for large agricultural producers in the region. 	<p>Partners</p>	<p>Milestones</p>
<p>Letters of support for grant applications</p>		
<p>Looking for surplus property/equipment to host the food hub</p>		

<p>Improve Forest Health (COIC led)</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Fuel and wildfire risk is reduced. Biomass resources are used to create thermal energy and/or electricity 	<p>Partners</p>	<p>Milestones</p>
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<ul style="list-style-type: none">• Markets for new wood sources (e.g., juniper) are expanded and supported.• Timber is accessed to support local mills and timber products businesses.		

Press Release
6/21/17

For Immediate Release

Contact:
Jasmine Barnett, Community Coordinator
artsandculturealliance@gmail.com
Kevin Barclay, Chair 541-948-7658

Local Nonprofit arts and culture organizations generate \$34.7 million in annual economic activity

Central Oregon 6/21/17-The Central Oregon, non-profit arts and culture sector is a \$34.7 million dollar industry-one that supports 968 full-time equivalent jobs and generates \$2.4 million in local and state government revenue, according to the new Arts and Economic Prosperity Economic Impact Study.

This is the fifth year that Americans for the Arts launched the study and the first time for Central Oregon. The regional study was supported by Central Oregon Arts and Culture Alliance (ACA) and the Oregon Arts Commission. "We were very pleased with local participation in the study and happy with the results. This proves that Central Oregon arts and culture has a significant impact on our local economy," said Kevin Barclay, ACA Chair.

Nonprofit arts and culture spending in Central Oregon was \$10 million in 2015. The return on that investment was a whopping \$25 million which was pumped into the local economy via hotels, restaurants, retail stores and other local businesses. This proves that local arts and culture not only enhances our quality of life they also have a significant economic impact in the region.

Furthermore, arts means business. The study proves that spending by nonprofit arts and culture organizations is far-reaching. They pay their employees, lease spaces, purchase supplies and much more. This is invested back into the community and helps Central Oregon thrive.

Nationally, the study reports, the nonprofit arts industry produces \$166.3 billion in economic activity every year, resulting in \$27.54 billion in federal, state and local tax revenue. In addition, it supports 4.6 million full-time equivalent jobs and generates \$96 billion in household income.

The Central Oregon Arts and Culture Alliance will be providing presentations on the study throughout the summer. In the Fall, the Oregon Arts Commission invited Randy Cohen, Americans for the Arts Vice President of Research and Policy to speak in Bend. Please contact the ACA if you have questions about the study or want to attend an upcoming presentation on the topic.

More information regarding the AEP5 survey can be found here at [Americans for the Arts](#)

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The Arts and Culture Alliance of Central Oregon

Is made up of over 50 arts and culture organizations, non-profits, and individuals working together to promote, enhance & expand arts & culture in Central Oregon. <https://www.artsandcultureco.org/>

DRAFT for review/comment – 6/1/17

Arts & Culture Alliance
Three-Year Strategic Plan
April 2017 – March 2020

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**Arts & Culture Alliance Strategic Plan:
April 2017 – March 2020**

Introduction

A lot has changed since the inception of the Arts & Culture Alliance [ACA] in 2010 and the development of our first strategic plan in 2012. We established ourselves as a nonprofit organization in 2013 and hired our first part time staff member in 2015. During this period we also grew our membership from 30 members to our current collaborative of 49 members.

This second planning process was made possible through generous support from the Central Oregon Regional Solutions Advisory Committee [CORSAC] and follows on the heels of CORSAC's fall 2016 report on Central Oregon's creative economy prepared by consultant Paul Nicholson.

In considering the next steps in its own growth, the ACA board investigated the successful efforts of other arts and culture alliances in the state. Reflecting on input gathered during these investigations and the CORSAC 2016 report, the planning team agreed that the ACA's unique contribution to the region's creative economy is as a membership organization that supports the growth and collaboration of a diverse group of arts organizations, businesses and artists.

In preparing the Strategic Plan on the following pages, the ACA planning team opted to engage in a simple planning process that built on the foundations of its first strategic plan. Consultant Jen Rusk, who helped the ACA to develop its first strategic plan, was contracted to guide the board in developing this current plan. The full board was engaged in the planning effort and all interested ACA members were invited to participate in work sessions and small groups. The strategic plan on the following pages outlines the organization's growth in four key areas over the next few years: (1) Developing the Arts & Culture Alliance, (2) Creative Economy, (3) Networking and Collaboration, and (4) Visibility and Marketing.

Joining with others, we will continue to grow a Central Oregon creative economy that is visible, robust and thriving.

Sincerely,

Kevin Barclay, Board Chair (Individual Member)
Kelly Cannon-Miller, Vice Chair (Deschutes Hist. Museum)
Pam Beezley, Treasurer (Sunriver Music Festival)
Amanda Bird, Board Member (The Tower Theater)
Alexis Chapman, Board Member (Atilier 6000)
Carol Leone, Board Member (Warm Springs Museum)
Jenny Malone, Board Member (ABC Commission, City of Bend)
Dana Whitelaw, Board Member (The High Desert Museum)
Jenny Green, Board Member (Jenny Green Gallery)
Jasmine Helsley-Barnett, Secretary and Project Manager

Members of the Arts & Culture Alliance
Planning Team
Dave Fox (Art in the High Desert)
Todd Looby (BendFilm Festival)
Jeanette Pilak (Sisters Quilt Show)
Ann Richardson (Sisters Folk Festival)
Liz Rink (Individual Member)
Chantal Strobel (Deschutes Public Library)
Cate O'Hagan (Individual Member)
Consultant:
Jen Rusk, Rusk Coaching & Consulting

II. Vision, Purpose and Values

Vision: Central Oregon’s creative economy is visible, robust and thriving.

Purpose: We support the success of a diverse collection of arts organizations, businesses and artists throughout Central Oregon.

Values:

- **Shared Purpose:** We focus on our collective vision and achieve results.
- **Integrity:** We are inclusive, honest and treat each other with respect.
- **Collaboration:** We participate, cooperate and work together effectively.
- **Innovation:** We encourage inquiry, learning and creativity in our work.

III. History

The founding of the Arts & Culture Alliance was the culmination of more than a decade of public and private effort at both the state and local level to elevate Central Oregon’s unique arts, humanities and cultural heritage.

2005: The Bend City Council initiated the Bend 2030 community-wide visioning process. As part of this process, a detailed action plan was created to help support ‘A Creative Learning Culture’ that included education, higher education and lifelong learning, arts and culture. As the regional arts and culture council for Central Oregon, Arts Central was identified as the lead partner for many actions within the Arts and Culture portion of the action plan.

2010: Arts Central launched the Arts & Culture Alliance [ACA]. By February 2012, the ACA consisted of 30 arts and culture organizations, businesses, and public agencies with Arts Central fulfilling the role of fiscal sponsor, administrator and convener. Arts Central’s unique role as the regional arts and culture council for Central Oregon facilitated connections and relationships with the county cultural coalitions and other regional partners including the Oregon Arts Commission, Oregon Scenic Byways, Central Oregon Visitors Association, and Economic Development of Central Oregon. Arts Central also funded a strategic planning process that guided the ACA in identifying common interests, needs, and a vision; an operating structure and working agreements; initial goals and actions for the ACA’s first 5 years; and election of a 5-person ACA Steering Committee.

2013: The ACA became an independent 501c3 nonprofit when Arts Central could no longer serve as its fiscal sponsor. During 2013, the ACA also helped to promote Measure 9-94 and the creation of the Bend Cultural Tourism Fund, a cultural tourism grant funded with a portion of Transient Room Tax revenue. Convened by Visit Bend and at their request, members of the ACA Board of Directors aided in dialogue with local hoteliers, advocated at City Council meetings, and spoke on behalf of the effort, which passed in November 2013. The Bend Cultural Tourism Fund Commission includes one commissioner from the Arts & Culture Alliance.

**Arts & Culture Alliance Strategic Plan:
April 2017 – March 2020**

2014: At the request of the Oregon Arts Commission, the ACA agreed to coordinate and host Oregon’s first annual Arts Summit—a small, regional art and culture conference designed to move around the state each year. The ACA successfully coordinated and hosted the conference at the Riverhouse in Bend, Oregon in October 2014.

2015: The ACA identified an opportunity to fulfill one of its original strategic plan goals: an economic impact survey of the region’s creative industries. With funding from a Deschutes Cultural Coalition grant and the Oregon Arts Commission, the ACA joined the national Americans for the Arts and Economic Prosperity VI economic survey. This 3-year project provided critical data on the economic impact of arts and culture in our region. ACA member organizations gathered survey data from 16 arts and culture events in the region. Survey results are expected fall of 2017.

2016: In late 2016, the region faced the closure of Arts Central as the regional arts and culture council. In response to this loss, the ACA Board of Directors entered into a Memorandum of Understanding with the Deschutes Cultural Coalition to serve as the fiscal agent for the Deschutes Cultural Coalition grant cycle. Simultaneously in 2016, the Central Oregon Regional Solutions Advisory Committee assessed and reported on Central Oregon’s growing creative economy. With the recent loss of the regional arts and culture council and the many opportunities identified in the CORSAC report as a backdrop, the ACA entered into a second cycle of strategic planning. Central to this process was determining how to balance sustainably growing the organization, continuing to support the needs of alliance members, and participating with other partners in the region who are involved in growing Central Oregon’s creative economy.

IV. Strategic Issues

The ACA’s successful work as a largely volunteer-driven collaborative is seen and valued at the local, regional and state level. The planning group identified four strategic issues below that are important to the organization’s growth and success over the next several years:

- 1. Solidify our business model, develop our systems, and staff appropriately.** During its first five years, the board of directors and interested ACA members carried out the work of the organization. A high priority in the next strategic plan is investigating an appropriate business model and building the organization’s infrastructure, systems, administrative capacity and resource base. At the same time, it is important that this scaling-up be deliberate and paced so that it does not overwhelm the organization.
- 2. Establish a sustainable revenue model and fundraise to reach our annual goals.** The ACA’s primary source of revenue is earned income from membership and fiscal sponsorship fees, and a small amount from private foundation grants. While the ACA wants to remain lean and largely volunteer-driven, it is also important to ensure the organization’s stability and sustainability. The ACA board recognizes that it needs to identify fundraising strategies appropriate to its mission and then create and carry out an annual fundraising plan with realistic revenue targets.

Arts & Culture Alliance Strategic Plan:
April 2017 – March 2020

- 3. Develop and support the board of directors in leading our volunteer-driven organization.**
Developing and supporting the ACA’s board of directors is especially critical given this group both leads and carries out the work of the organization. The board of directors needs to identify a sustainable level of involvement for its officers and members, clarify specific roles and responsibilities, and recruit and develop new leaders (including preparing members to fill officer positions and lead committees). The current board is in the process of recruiting new members as some founding board leaders prepare to transition out.
- 4. Grow and involve our membership, especially in Jefferson and Crook Counties.** The ACA’s greatest asset is its diverse and growing membership of arts organizations, businesses, artists and creatives. Unlike most communities in the state, there is no dedicated funding for arts and culture from our local governments. While our success as a membership organization is rather unique among arts and cultural alliances in Oregon, we recognize that Crook and Jefferson Counties are both under-represented in our collaborative as are individual artists, and creatives such as brewers, designers, makers, etc.

V. Focus Areas, Goals and Objectives

With ACA’s vision, purpose and values as a foundation, this strategic plan looks at four focus areas that the group identified as important and asks the question **‘what does success look like in three years?’** Using input gathered during a simple member survey, and large and small group work sessions, this section identifies goals and objectives for each focus area. The high degree of connection between each of these focus areas will necessitate that the ACA approach and carry out its work in a comprehensive and coordinated manner.

Focus Area 1: Developing the Arts & Culture Alliance

Goal: Build and invest in the organizational capacity of the Arts & Culture Alliance while maintaining a membership-oriented structure.

Objectives:

- 1.** Develop and implement a Business Plan (or canvas) that documents the ACA’s key activities, management structure, cost structure, revenue streams, key resources, target markets, personnel needs, and key partners.
- 2.** Increase the organization’s membership by 50% within three years, targeting especially under-represented areas such as Jefferson and Crook Counties and individual artists and ‘creatives’ such as brewers, designers, makers, etc.
- 3.** Establish a sustainable funding model for the organization and fundraise to reach annual income targets.
- 4.** Recruit, develop and support the board members, officers and committees responsible for leading and carrying out the work of the organization.

Focus Area 2: Networking and Collaboration

Arts & Culture Alliance Strategic Plan:
April 2017 – March 2020

Goal: Increase networking and successful collaboration among members and across counties.

Objectives:

1. Implement rotating pop-up social "show and tell" gatherings at different venues.
2. Increase members' ability to reach, engage and promote each other through the use of social media platforms best suited for this purpose.
3. Explore possibilities for collaborating with other stakeholders in the region (COVA, EDCO, Madras Performing Arts Center, Bend Park and Recreation, etc.)

Focus Area 3: Creative Economy

Goal: Advocate collectively for arts and culture as important economic drivers within the region.

Objectives:

1. Participate in research, collect data, and produce a dashboard report that documents the collective needs, interests and economic impact of arts and culture organizations, businesses and individuals in the region.
2. Educate state and local leaders about Central Oregon's creative economy and advocate for their support and participation.

Focus Area 4: Visibility and Marketing

Goal: Utilize clear messaging and select a few effective strategies that communicate to targeted audiences who we are, our impact in the region, and our vision.

Objectives:

1. Identify marketing and communication strategies for effective internal communication between members and external communication between the ACA and key stakeholders (partners, local and state leaders, etc.)
2. Maintain clear and current messaging that the organization and all members adopt and consistently use in communicating with stakeholders and the general public.

Annual Work Plans: Each year, the ACA board of directors and staff will create a one-year work plan that identifies specific activities, responsibilities, a timeline and budget that will lead to the fulfillment of this Strategic Plan within three years time. The purpose of the annual work plan is threefold:

- It will guide the work of board and staff during the course of the year,
- It will assist board and staff in reviewing and reflecting on successes, challenges, and key learnings from their work, and
- It will support the ACA in making appropriate change to the strategic plan along the way.

**Arts & Culture Alliance Strategic Plan:
April 2017 – March 2020**

Appendix A.

ACA Planning Team Members:

Kevin Barclay, Board Chair (Individual Member)	Dave Fox (Art in the High Desert)
Kelly Cannon-Miller, Board V.Chair(Deschutes Hist. Museum)	Todd Looby (BendFilm Festival) Jeanette Pilak (Sisters Quilt Show)
Pam Beezley, Treasurer (Sunriver Music Festival)	Ann Richardson (Sisters Folk Festival)
Amanda Bird, Board Member (The Tower Theater)	Liz Rink (Individual Member)
Alexis Chapman, Board Member (Atelier 6000)	Chantal Strobel (Deschutes Public Library)
Carol Leone, Board Member (Warm Springs Museum)	Cate O'Hagan (Individual Member)
Jenny Malone, Board Member (ABC Commission, City of Bend)	
Dana Whitelaw, Board Member (The High Desert Museum)	
Jenny Green (Jenny Green Gallery)	
Jasmine Helsley-Barnett, Secretary and Project Manager	

ACA Members:

ABC Commission, City of Bend	The Museum at Warm Springs
Rebekah Altman	The Old Stone Church
Art in the High Desert	Raven Makes Gallery
Art in Public Place	Redmond Community Concert Assoc.
Atelier 6000	Liz Rink
Kevin Barclay	The Roundhouse Foundation
Base Camp Studio	Lisa Marie Sipe, Artist
Bella Acapella Harmony	Second Street Theater
BendFilm	Scalehouse
Brent Barnett, Future Filmworks	Sisters Folk Festival
Caldera	Sisters Outdoor Quilt Show
Cascade Arts & Entertainment	The Source
Cascade Chorale	Sunriver Music Festival
Cascade School of Music	Sunriver Stars Community Theater
Cascades Theatrical Company	Terpsichorean Dance Studio
Cate O'Hagan	The Tower Theatre Foundation
Deschutes County Historical Society & Museum	Tumalo Art Company
Deschutes Public Library	Jefferson County Arts Association
Deschutes Public Library Foundation	Waylon Rhoads Jewelry and Design Willow Lane Creative
Donna Burklo, Realtor	Artists Workhouse
Gary Calicott , Gary Calicott Photography	The Wilds
Jenny Green, Jenny Green Gallery	
High Desert Museum	
Les Schwab Amphitheater	
Lubbesmeyer Studio & Gallery	
Mockingbird Gallery	

ACA Community Partners:

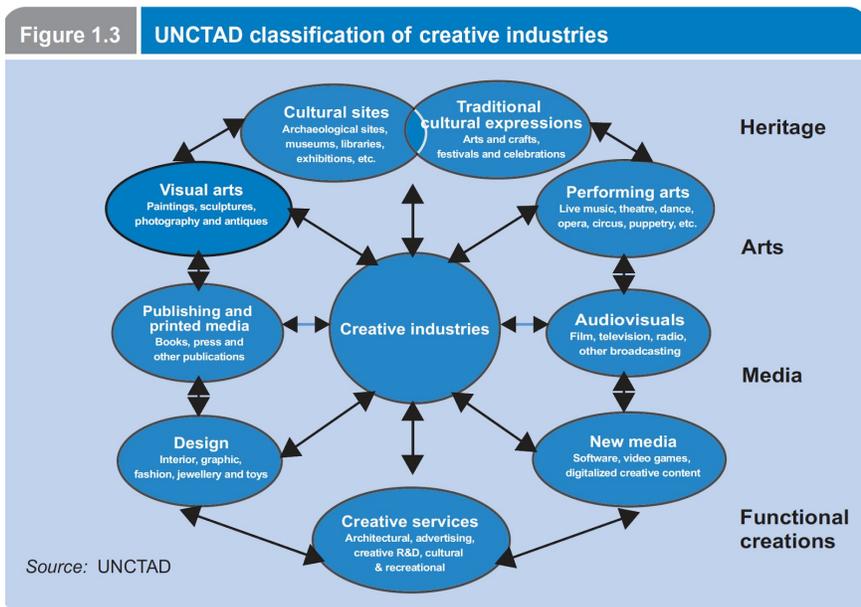
Bend 2030
Bend Chamber of Commerce
Central Oregon Regional Solutions
Madras-Jefferson County Chamber

Appendix B. Creative Economy and Creative Industries

The United Nations definition of Creative Economy and the Creative Industries is helpful in understanding these two concepts. In its 2010 Creative Economy Report, the United Nations defines the “*creative economy*” in the following way:

- The creative economy is an evolving concept based on creative assets potentially generating economic growth and development;
- It can foster income generation, job creation and export earnings while promoting social inclusion, cultural diversity and human development;
- It embraces economic, cultural and social aspects interacting with technology, intellectual property and tourism objectives;
- It is a set of knowledge-based economic activities with a development dimension and cross-cutting linkages at macro and micro levels to the overall economy;
- It is a feasible development option calling for innovative multidisciplinary policy responses;
- At the heart of the creative economy are the creative industries.

The “*creative industries*” comprise a set of knowledge-based activities that produce tangible goods and intangible intellectual or artistic services with creative content, economic value and market objectives. Creative industries constitute a vast and heterogeneous field dealing with the interplay of various creative activities ranging from traditional arts and crafts, publishing, music, and visual and performing arts to more technology-intensive and service-oriented groups of activities such as film, television and radio broadcasting, new media and design. The creative sector has a flexible and modular market structure that ranges from independent artists and small-business enterprises at one extreme to some of the world’s largest conglomerates at the other.



UN Commission on Trade and Development http://unctad.org/en/docs/ditctab20103_en.pdf (pg. 8)



2021-2024

Statewide Transportation
Improvement Program





What's a STIP?

Capital Program Funds
Federal and State Funds

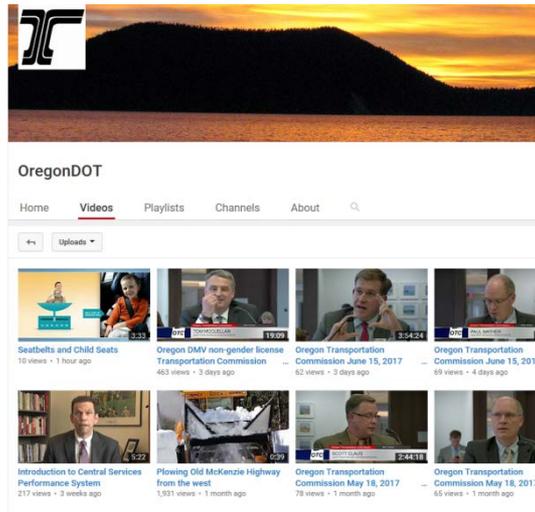
**Maintaining
and Operating
the System**

**ODOT
Regulatory,
Financial
and Other
Functions**





Transparency



Accessibility



Openness





How ODOT will engage stakeholders

Engage at meetings

Regular e-mail updates and online OTC materials

Actively seek input to OTC





2021-2024 STIP Schedule

Program Allocation	Project Selection	Public Review And Approval
Summer-Fall 2017	Winter 2017-Fall 2019	Fall 2019-Summer 2020
Commission allocates funding among programs	Review STIP considerations	Develop draft STIP
	Develop preliminary project lists (150% lists)	Commission releases for public comment
	Scope preliminary projects	Commission approves final STIP
	Develop and finalize recommended project lists (100% lists)	FHWA and FTA approval



The Big Question

How should the state allocate funds among the categories?

- How much funding should we dedicate to non-highway and local programs?
- What is the appropriate funding level for highways?
- Among highway programs, what is the appropriate split between Fix-It, Safety, and Enhance?





Timeframe for Program Allocation

July

August

September

October

November

Timeline
and
funding
framework

Non-
highway
and local
programs

Highway
conditions
and
funding
scenarios

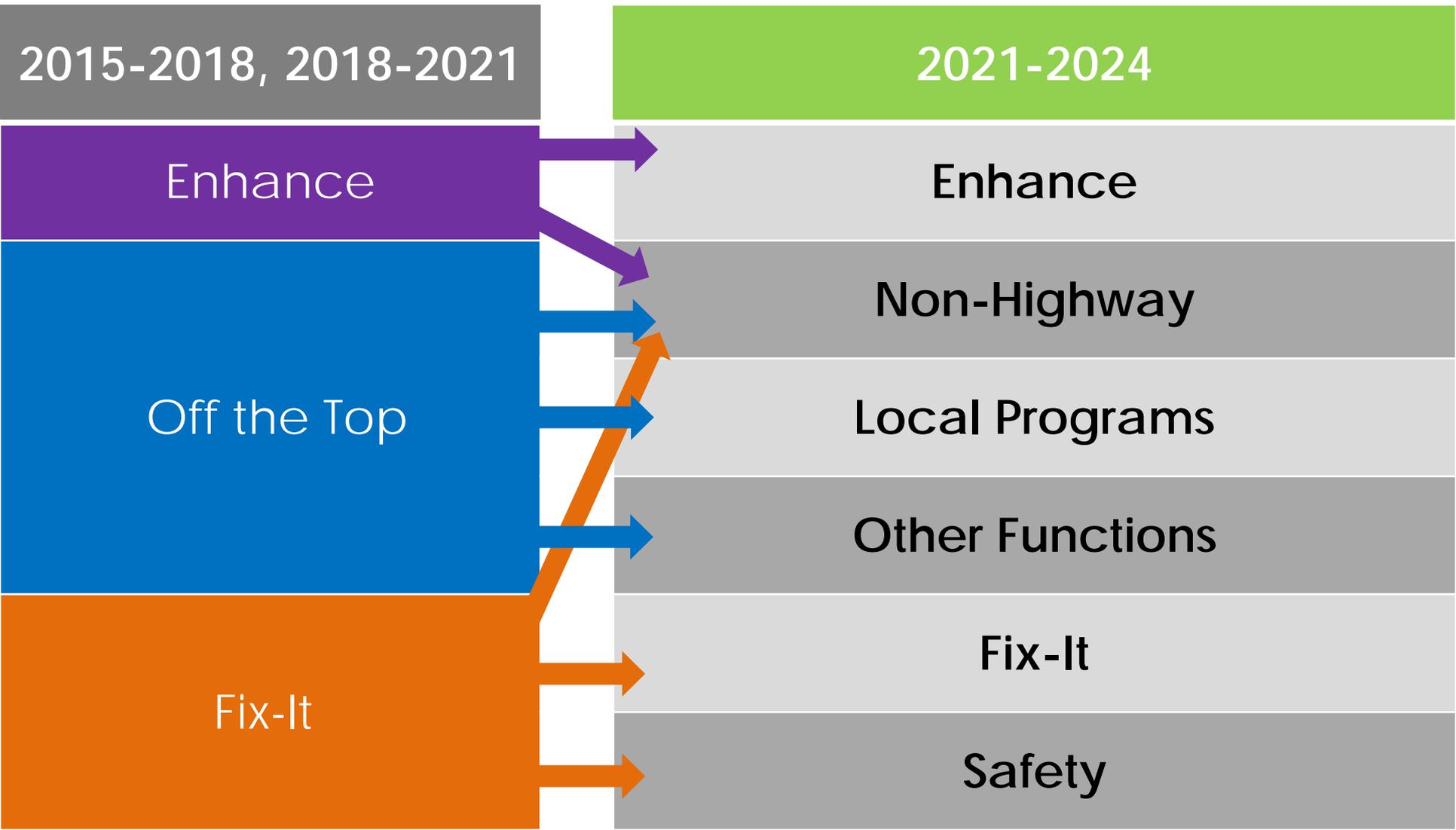
Discuss
funding
scenarios
with stake-
holders

Approve
funding
scenario





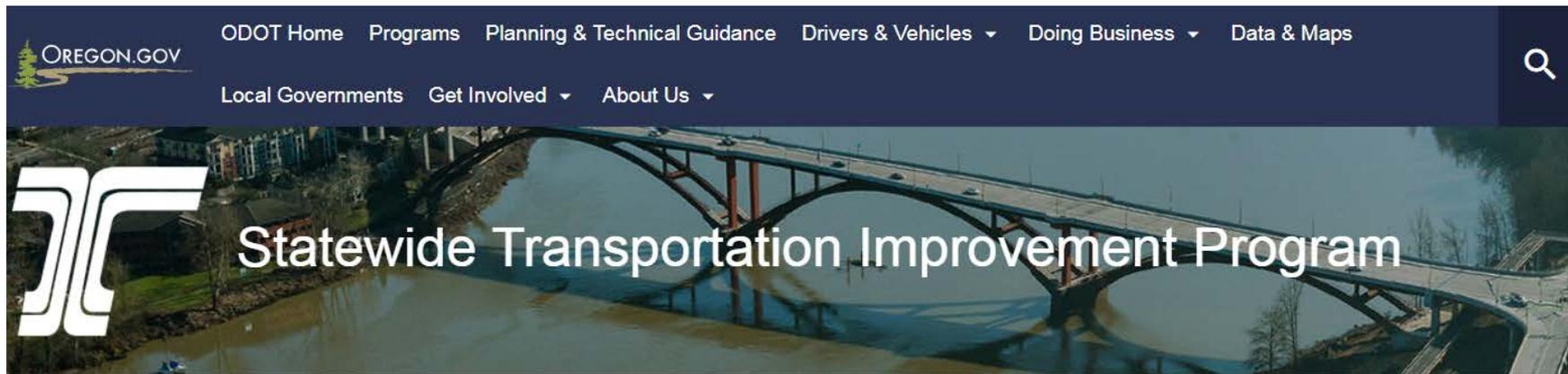
Funding Categories for 2021-2024



For More Information

Go to www.oregon.gov/odot/stip

To sign up for e-mails, take our survey, or get additional information



About the STIP

- [What is the STIP?](#)
- [STIP Basics Video](#)
- [Transportation Funding](#)



Project Lists

- [Projects Under Construction](#)
- [Project Map](#)
- [Current STIP \(2015-18\)](#)
- [Future STIP \(2018-21\)](#)



Get Involved

- [Sign Up for Email Updates](#)
- [Transportation Funding Survey](#)
- [Submit a Comment](#)
- [Area Commissions on Transportation](#)
- [Region and Statewide Contacts](#)



HB 2017-10

- a brief overview -

Transportation Investments



Safety, Preservation, Maintenance & Seismic

Raises funds to improve state's bridges, highways and culverts, and make safety and seismic investments.

Provides historic levels of investment to cities and counties for maintenance of local infrastructure.



Multimodal Transportation

Provides funding in the first biennium to Connect Oregon program and directs funds for both the Treasure Valley Transmodal Facility and the MidWillamette Valley Transmodal Facility. Creates a funding mechanism that makes Connect Oregon a permanent program.



Public Transit

Makes new substantial statewide investment in public transit to improve the connectivity and frequency of bus service in rural and urban communities.



Bicycle & Pedestrian

Creates dedicated investments for bicycle and pedestrian commuter paths in Connect Oregon.

Provides \$10 million per year for Safe Routes to Schools increasing to \$15 million in 2023. Plus 1 percent of state highway fund revenue for bike and pedestrian projects on the highway system.



Marine Investment

Provides funding for marine dredging and derelict vessel removal.



Electric Vehicles

Provides \$12 million per year for rebates for electric and other zero emission vehicles to promote their use in Oregon.



Roadside Rest Areas

Adds six rest areas and three state parks to the portfolio of rest areas managed by the Travel Information Council and provides funds to upgrade facilities.



Congestion Relief & Freight Mobility

OR 217: Makes full investment in bottleneck relief.

I-205: Widens northbound I-205 from Powell Boulevard to I-84. Uses technology to ease congestion. Requires planning to widen the freeway from Stafford Road to the Abernethy Bridge.

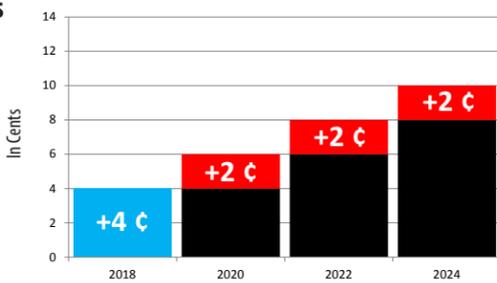
I-5 Rose Quarter: Invests in new lanes to improve reliability and plan for connectivity improvements across the freeway.

Funding Investments

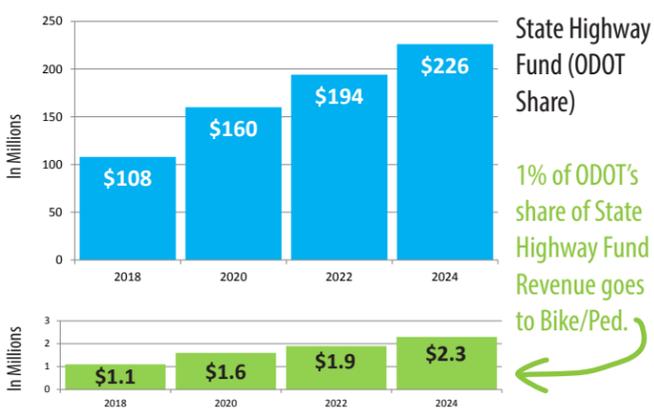
Vehicle Registration Fees, Title Fees, and Fuels Tax

Four increases stair-stepped over six years.

Last three increases conditioned on accountability.



Vehicle Registration Fees, Title Fees and Fuels Tax Annual New Revenue Estimate



State Highway Fund (Local Government Share)

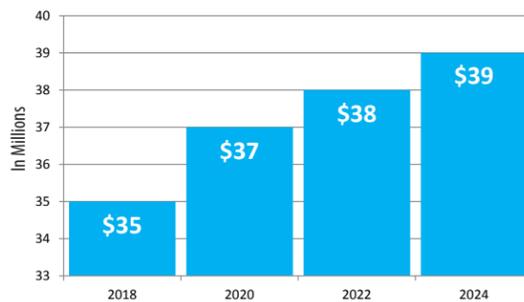


New Light Vehicle Dealer Privilege Tax



The privilege tax revenue is dedicated to **electric vehicle rebates & Connect Oregon.**

New Light Vehicle Dealer Privilege Tax Annual Revenue Estimate



Bicycle Excise Tax

\$15 fee

Only adult bicycles that cost \$200 or more with wheels 26 inches or larger. The bicycle excise tax is expected to generate an **annual average revenue of \$1.2 million.** Dedicated to bicycle and pedestrian projects in Connect Oregon.

Statewide Payroll Tax

1/10th of 1% of wages, deducted by employer from payment to employee.



A worker earning minimum wage pays:

39 ¢ per week **About \$20.28** per year

The payroll tax revenue is dedicated to



public transit

Statewide Payroll Tax Annual Revenue Estimate



Policy

Accountability

Directs the commission to create a Continuous Improvement Advisory Committee for ODOT, measure and report on transportation system condition for all jurisdictions, create a transparency website, conduct benefit cost analysis for capacity building projects and create a stronger connection between the commission and the internal auditor of ODOT.

Value Pricing

Creates a pathway for use of value pricing to relieve Portland Metro area congestion.

Clean Fuels

Guarantees certainty with cost containment measures in statute for consumer protection.

Use of Salt

Requires a statewide winter maintenance strategy that includes the use of salt.

Jurisdictional Transfers

Transfers Outer Powell Boulevard in Portland, Pacific Highway West in Eugene, Springfield Highway in Springfield, Territorial Highway and Springfield-Creswell Highway in Lane County to local governments. Transfers Cornelius Pass Road in Multnomah and Washington Counties to ODOT.