

**OFFICE OF GOVERNOR KATE
BROWN**

**REGIONAL SOLUTIONS
PROGRAM UPDATE**



2020

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EXECUTIVE SUMMARY

The Regional Solutions (RS) program is designed as an economic and community development program within the Governor's Office that serves as a one-stop shop for communities, organizations, and businesses across Oregon that interact with state government. This flexible and dynamic program embeds Regional Solutions Coordinators and key state agency staff in communities across the state so that state government has boots on the ground to help in every corner of Oregon.

From the 11 Regional Solutions Advisory Committees to the state agency teams working on economic and community development projects, RS helps to attract and expand businesses and industry, create good jobs, and improve the economy. They bring the right people to the table and coordinate state action to solve problems and streamline government.

RS helps to integrate and align permitting requirements; remove barriers to business recruitment, retention, and expansion; and quickly respond to issues to support community and economic development priorities in each region. This approach recognizes the unique needs of each Oregon region, and the importance of working locally to identify priorities, solve problems, and seize opportunities to get projects done.

For each region, Governor Brown has appointed an advisory committee to represent the private, public, and philanthropic sectors. The regional boundaries align with the 11 federally designated Economic Development Districts. Over 100 local elected officials, business representatives, foundation representatives, and community members serve on Regional Solutions Advisory Committees. These 11 committees establish priorities unique to their respective regions.

State agency staff are co-located in RS Centers around the state to facilitate collaboration and alignment in support of regional priorities. Five core state agencies – the Oregon Department of Transportation, the Department of Land Conservation and Development, the Department of Environmental Quality, Oregon Housing and Community Services, and Business Oregon – co-locate their regional staff in these centers to form RS Teams. Additional state agencies are invited to join the team as needed to address priorities. Coordination for the teams is provided by the Governor's Office.

As with every aspect of life, 2020 has thrown curve balls to every community and Oregonian across the state. Never before has the adaptability and on-the-ground responsiveness of the RS program been more evident than during this challenging time. From the ongoing COVID-19 pandemic response, to the clarion call for racial justice across the nation, to the most catastrophic wildfires seen in our state, RS has been at the forefront of each of these challenges.

In this report, you will see the breakdown of how RS has risen to the call during 2020 including key focus areas on COVID response, centering racial justice in our work, and helping communities respond to and recover from the devastating 2020 Labor Day wildfires. Additionally, you will see the ongoing work of the RS program as we help local communities build, rebuild, and recover from the ongoing challenges of 2020.

REGIONAL MAP

Valley North Coast

- North Coast Region
- Mid-Valley Region
- South Valley/Mid Coast Region

Southern Oregon

- South Coast Region
- Southern Oregon Region

Metro

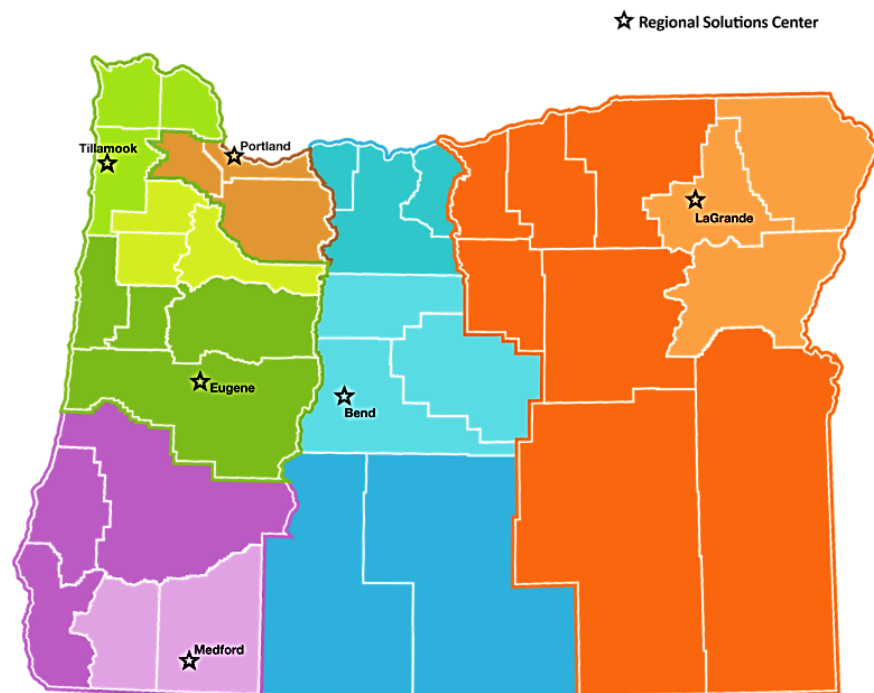
- Metro Region

Central Oregon

- Central Region
- North Central Region
- South Central Region

Eastern Oregon

- Greater Eastern Oregon Region
- Northeast Oregon Region



COORDINATORS BY REGION

North Coast	<u>Jennifer Purcell</u>
Mid-Willamette Valley	<u>Jody Christensen</u>
South Willamette Valley/Mid-Coast	<u>Sarah Means</u>
South Coast-Umpqua & Southern Oregon	<u>Alex Campbell</u>
Metro	<u>Raihana Ansary</u>
North Central	<u>Nate Stice</u>
Central & South Central	<u>Annette Liebe</u>
Greater Eastern & Northeast	<u>Courtney Warner Crowell</u>

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FREQUENTLY USED ACRONYMS

DEQ	Oregon Department of Environmental Quality
DLCD	Oregon Department of Land Conservation and Development
DSL	Oregon Department of State Lands
EPA	Environmental Protection Agency
ERT	Economic Recovery Teams
FEMA	Federal Emergency Management Agency
IOF	Immediate Opportunity Fund
LEOF	Local Economic Opportunity Fund
OBDD	Oregon Business Development Department (Business Oregon)
ODFW	Oregon Department of Fish and Wildlife
ODOE	Oregon Department of Energy
ODOT	Oregon Department of Transportation
OED	Oregon Employment Department
OHA	Oregon Health Authority
OEM	Oregon Emergency Management
ODF	Oregon Department of Forestry
DOJ	Department of Justice
OHCS	Oregon Housing and Community Services Department
OPRD	Oregon Parks and Recreation Department
RIF	Regional Infrastructure Fund
RS	Regional Solutions
RSAC	Regional Solutions Advisory Committee
RSC	Regional Solutions Center
RST	Regional Solutions Team
SRF	Strategic Reserve Fund
USACE	U.S. Army Corps of Engineers
WRD	Oregon Water Resources Department

COVID-19 RESPONSE: REGIONAL ENGAGEMENT

“We have been through a lot together this year.

In addition, through it all, we have endured. We have kept pace and lifted each other up, because we are determined to rise, rebuild, and reinvent a more just and equitable Oregon.”

-Governor Kate Brown, State of the State 2021

Regional Solutions has been engaged in new ways to build capacity in our state’s response to a global pandemic, historic wildfires, and startling injustices. In 2020, a year like no other, the adaptability and capacity of the RS program became more evident. When the COVID-19 pandemic hit Oregon in early 2020, RS was able to pivot and rapidly move to coordinating local partners, disseminating crucial real-time information, and providing feedback to the Governor and the state’s pandemic response team. The Regional Solutions Coordinators served as the primary conduit between the Governor and city, county, business, non-profits, and economic development leaders throughout the state.

At the direction of the Governor, each Regional Solutions Coordinator convened a COVID-19 Economic Response/Recovery Team (ERT) comprising Regional Solutions Advisory Committee members, county and community leaders, economic development specialists, state and federal agency partners, workforce connectors, and community-based organizations. Meeting weekly in the spring and summer, these regional ERTs provided feedback on policy decisions to the Governor’s Coronavirus Economic Advisory Committee and gave updates on the state’s response to the COVID-19 pandemic. As the state moved from the Governor’s Stay Home, Save Lives order to the gradual reopening of the economy, the Regional Solutions Coordinators provided immediate updates to regional partners through the ERTs. This feedback loop was especially helpful for the state to get local on-the-ground responses and insights into the ongoing development of sector reopening guidance.

The regional ERTs continue to play an important role in the response to the COVID-19 pandemic and the economic recovery within our communities. The ERTs continue to be a place for stakeholders to share the challenges of small businesses and a one-stop shop for communities overwhelmed with the latest information. The ERTs also deploy best practices for combating the pandemic and innovative ways for small businesses to adapt in a changing environment. A few examples of the successful ways that the ERTs were established this year include:

- During the Stay Homes, Save Lives order, the Eastern Oregon ERT shared success stories of small businesses across the region that were able to adapt their business models to online or pickup orders. Having local small businesses share their ideas and successes gave other communities a model for how to adapt during a trying time.

- In May 2020, The Gorge ERT was able to develop an online training for businesses across the state to learn about Oregon's sector reopening guidance.
- In the Mid-Valley, regional chamber, economic development, and community alliances were established to increase networks and communication. As an example, the community leaders' alliance convened weekly, coordinated critical resources, elevated concerns, and promoted robust multi-lingual communication for the region's BIPOC communities, including farmworkers and migrants.
- In response to unprecedented tourism activity in spring 2020, RS and Oregon State Parks convened the NW Oregon Outdoor Recreation Coordinating Committee. North Coast communities were overwhelmed by visitors and passed resolutions restricting tourism and short-term lodging, as well as closing parks, campgrounds, beach accesses, public rights-of-way, and boat launches. Outdoor recreation partners, local, state, and federal landowners, and destination management organizations in Tillamook, Clatsop, Columbia, Lincoln, and Lane Counties coordinated reopening strategies and addressed readiness concerns associated with reopening the region for day use and outdoor recreation. The group continues to meet in preparation for the 2021 season.
- The South Valley/Mid-Coast Economic Recovery Team formed out of the need for all regional partners to stay in close contact throughout the pandemic. While the frequency of these meetings decreased in the fall, the region recognized that this convening is the first of economic development practitioners from the four-county region to have been initiated and sustained. RS is now working with the Economic Development District to develop a work plan for the group as we move toward long-term economic recovery.

REGIONAL SOLUTIONS: EQUITY IN RECOVERY

During the spring and summer of 2020, Oregonians saw both the state and nation come to grips with the ongoing systemic racism that persists in our society and the inequities faced by Black, Indigenous, and People of Color (BIPOC) communities. The COVID pandemic has heightened the awareness of both the health and economic impacts in BIPOC communities.

Governor Brown is committed to making sure that we don't move forward without addressing these inequities and we begin to right the wrongs of the past. She is committed to centering racial justice in state budget and policy decisions. The Governor established and convened the statewide

Racial Justice Council (RJC) to lead this charge. In addition, she requested that RS convene Regional Equity in Recovery Councils (RERC) to provide feedback to the RJC and begin to have regional conversations about how we can center racial justice in our work and projects.

RS has proven throughout the years to be a flexible program that helps the state address ways our communities can thrive. Making sure that all our community members regardless of race, income status, or location can thrive is central to economic and community development and to the mission of the state of Oregon and Regional Solutions. Beginning to center racial justice in our work is another example of the adaptability of the RS program.



“(W)e must recognize that going back to the ‘way things were’ will not move us forward.

Every difficult turn of this past year has only proven this point, further exacerbating existing disparities for Oregon’s Black, Indigenous, Latino, Latina, Latinx, Asian, Pacific Islander, Native American, and Tribal communities.

The first step to creating opportunity is recognizing that racism is endemic to our systems, impacting every part of our culture and our economy.”

-Governor Kate Brown, State of the
State 2021

North Coast, North Central, Central and South Central, Northeast and Greater Eastern RS Coordinators convened RERCs during fall 2020. Four of the eight RS Coordinators convened RERCs, as the other four RS Coordinators responded to community needs relating to the catastrophic wildfires faced by the western region of the state and the ongoing economic response and recovery of those communities. The RERCs comprise county commissioners, city and community leaders, Tribes, community-based organizations, and industry leaders. Each RERC has a BIPOC membership of at least 30% and is charged with providing feedback to the RJC subcommittees – Education, Economic Opportunity, Health Equity, Housing and Homelessness, Environmental Equity, and Criminal Justice Reform – on state budget and policy decisions, working to identify policy areas that are barriers to inclusivity, improve diversity of representation in region and state discussions, and advance equity in existing state programs. Additionally, the RERCs are having important conversations about how to address equity in their regions and how to begin centering racial justice at the local level. A few examples of the important work that the RERCs are providing include:

- RERC members across the state are preparing to testify in front of the Legislature on behalf of legislation developed by the Racial Justice Council. This comes after support for the legislation by the RERC members.
- RERCs prioritized feedback from across the state and provided that feedback to each of the RJC subcommittees for their recommendations for the Governor’s budget.
- Regional discussions are occurring related to equity within housing, education, access to capital, workforce, and access to the outdoors.
- RERC members recognize the need to improve diversity of representation in regional and state discussions, leadership positions, local boards and commissions, sharing best practices and strategies for recruitment, retention, and inclusion.
- Connections made for local government to BIPOC leaders across the region.

2020 LABOR DAY WEEKEND WILDFIRES

“...suddenly and furiously swept through our state. Our friends and neighbors lost their homes, entire towns were wiped off the map, and smoke filled our skies for weeks.

We lost nine Oregonians. We lost more than 4,000 homes. More than 1.2 million acres burned.”

-Governor Kate Brown, 2021 State of the State Address

Governor Brown’s Disaster Cabinet met to begin coordinating federal and state wildfire response and recovery efforts. In addition, Governor Brown established the [Wildfire Economic Recovery Council](#) (WERC) to develop a robust set of recommendations with input from regional and local jurisdictions, stakeholders, and non-profits. Governor Brown also directed the Regional Solutions Coordinators in the Southern, South Willamette Valley-Mid Coast, Mid-Valley, and Portland Metro regions to convene Wildfire Economic Recovery Teams (WERTs). These teams included legislators, city and county representatives, non-profits, community-based organizations, and business leaders. The teams provided weekly issues reports to the WERC, disseminated information about state and federal assistance programs, assisted with coordinating debris removal, and engaged with local leaders to focus on ongoing recovery/rebuilding needs.

The WERTs have created new opportunities. An example is the work in Southern Oregon. A broad cross section of community stakeholders came together to form the Southern Oregon Wildfire Economic Recovery Team to help inform the statewide Council about issues related to Almeda Fire recovery. Once that work was complete, the group has continued to meet and is re-forming as the Almeda Fire Recovery Team (ART), to provide cross-sector coordination of long-term community recovery efforts and to support regional collaboration and information sharing.

The WERC sunset its work in December 2020, but the WERTs have continued to meet or have joined the regional COVID ERTs for a blended response and recovery approach.

The RS Coordinators continue to engage with OEM, FEMA, and local jurisdictions to build capacity, regional networks, and provide background on the communities. Many of the recovery projects will be converted to the RS Team work plans and will be developed over the next several years.

LOOKING AHEAD

As we prepare to rebuild and recover from an unprecedented series of events that tested our resilience in 2020, I remain hopeful. Oregonians have proven time and time again that we can come together to face adversity with a spirit of collaboration. Over the past year, I have called upon Regional Solutions to expand their work to include connecting communities to critical information and resources, and to convene diverse stakeholders to provide me with feedback about the needs of local communities. Whether the COVID-19 pandemic and its economic impacts, the devastating wildfires, or the clarion calls for racial justice and equity, Regional Solutions has provided an important and critical regional conduit and feedback mechanism for Oregon's response and recovery efforts.

Through collaborative and innovative problem solving, Regional Solutions is well positioned to advance equity in recovery and economic opportunity in Oregon. As we look to the post-COVID landscape, Regional Solutions is a critical component of my Equity in Recovery Framework. The goals of this framework are to address these once-in-a-century public health and economic challenges, and the extreme disparities and disproportionate impacts on our Black, Indigenous, Latino, Latina, Latinx, Asian, Pacific Islander, Native American, and Tribal communities.

Regional Solutions Advisory Committees (RSACs) provide a framework for centering equity in recovery for these communities, as well as other rural and low-income communities. In the coming months, the RSACs will work to center equity and economic opportunity in regional community and economic development priorities, project identification, and implementation. Regional Solutions Coordinators will work with their Advisory Committees to pull together the work of the Regional Equity in Recovery Councils and Wildfire Economic Recovery Teams under the RSAC umbrella.

I will be calling on RSAC Conveners to bring together newly appointed and expanded RSACs in 2021 and begin work to refine and update their region's mission, vision, and priorities. The strength of Regional Solutions and the effectiveness of the RS Teams lies in the ability to coordinate state agencies in project implementation. Regional Solutions, through its Advisory Committees, Coordinators, and Teams, will identify regional community and economic development priorities and connect technical and financial assistance resources to advance regional projects and support pandemic and wildfire response and recovery.

Regional Solutions remains a strong and vital part of our state enterprise and I am excited and hopeful about the opportunities in the coming year. This has been a year of unprecedented hardships, yet I am confident that Regional Solutions can leverage opportunities to advance equity in recovery, providing a framework for building a stronger, more equitable, and more resilient Oregon.

-Governor Kate Brown

REGIONAL SOLUTIONS 2020 SURVEY

Biennial Stakeholder Survey Results

In July 2020, Regional Solutions (RS) completed its biennial stakeholder survey. There were over 250 respondents (compared to 188 in 2018). The large majority of respondents were the primary targets such as local elected leaders, local government staff, and local/regional economic development practitioners. Other respondents included state and federal staff and a few private sector representatives: 85% described themselves as “knowledgeable” or “very knowledgeable” about RS. There were at least one dozen responses from each of the 11 regions.

The key indicators (timeliness, accuracy, helpfulness, knowledge & expertise) all received high marks, in line with both historic performance and the target score of 90%. (Those scoring a Poor rating was 1% or less in all categories. The percent scoring the program Excellent in these areas varied from 56% for information quality to 67% for helpfulness.)

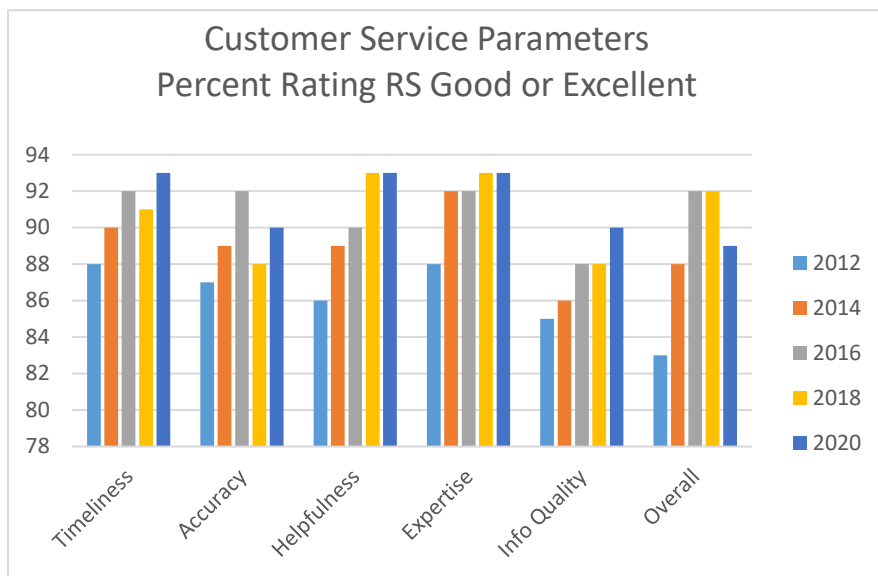
The survey asked respondents to compare/contrast their experience working with state agencies “normally” and through Regional Solutions. A few stated that they generally have good experiences either way, but much more common were comments such as:

- “The experience working with these agencies [BO, OHA, ODA, ODE, OHCS], while working with our Regional Solutions Coordinator, was much more positive than trying to interact with them in an individual basis. There seemed to be a mutual respect and [RS] set expectation that personnel from agencies respond accordingly.”
- “Regional Solutions helped increase accessibility to key contacts leading to important relationship development.”
- “RST
- Brought the challenges in focus and assisted representative of the agency to get beyond black and white to work within [parameters] that still met the intent of their responsibilities.”
- “Having the right point of contact for each agency on an established team is so much more efficient than working through each agency hierarchy to find an answer.”
- “Interactions are more responsive, attentive, knowledgeable, and positive. I can't say enough good things. Thank you!”
- “When working with agencies through RST I find that the responsiveness is improved in timeliness, and quality/creativity of solution.”

When asked about the strengths of Regional Solutions, many respondents were particularly appreciative of RS work in response to the COVID-19 crisis, in general, and the Economic Recovery Teams (ERTs), in particular. Other common responses were the ability to convene/collaborate, build relationships, provide a direct connection to the Governor’s Office, share information, and solve problems.

All of the RS Coordinators received individual compliments from respondents, such as “rock star,” “my ‘go to’ person,” “superstar,” “invaluable,” “tireless advocate,” “fantastic collaborator,” “ball of energy,” “amazing resource,” “great problem solver, great connector,” “fantastic partner, trainer, and mentor,” “INVALUABLE,” “a gem,” and “a lifeline.”

At 94%, the respondents said they were Somewhat or Very Likely to recommend Regional Solutions to a colleague (75% “Very Likely”).



REGIONAL SOLUTIONS: MOVING PROJECTS FORWARD

“Regional Solutions staff live and work in the communities they serve, making sure state agencies work together efficiently and collaborate with local partners. The staff work with a grassroots approach powered by the ability to cross-cut agencies to assist businesses, local governments, and partners to get things done. “

-Governor Kate Brown

An essential part of an effective and responsive state government is hearing the regional voices as we collaborate to execute community and regional projects. Regional Solutions is deployed to support regional priorities, build capacity, and streamline work within Oregon’s 11 economic development districts.

The regional project updates in this report reflect hundreds of hours of technical, tactical, and capacity support. We are highlighting projects beyond the significant amount of work related to COVID-19 response and 2020 Labor Day Weekend wildfire response and recovery.

If you would like to learn more about RS projects, we publish a weekly electronic project report, The Exchange. Sign up for the Regional Solutions Weekly Report [here](#). You can find past reports on our website [here](#).

NORTH COAST REGION

Clatsop, Columbia & Tillamook Counties

To see the North Coast Advisory Committee and the North Coast Team visit [here](#).

2020 NORTH COAST ADVISORY COMMITTEE

Convener	Senator Betsy Johnson
Philanthropic Representative	Mary Jones, Nestucca Ridge
Business Representative	Paul Langner, Teevin Brothers
LOC Representative	Mayor Suzanne Weber, City of Tillamook
AOC Representative	Commissioner Margaret Magruder, Columbia County
Committee Appointment	Kurt Englund, Englund Marine & Industrial Supply Co, Inc.

2020 NORTH COAST TEAM

Governor's Coordinator	Jennifer Purcell
Business Oregon, Regional Development Officer	Melanie Olson
Business Oregon, Regional Project Manager	Becky Bryant
Environmental Quality, Department of	Melyssa Graeper
Housing and Community Services	Kim Travis
Land Conservation & Development, Department of	Lisa Phipps
Transportation, Department of	Jae Pudewell
State Lands, Department of	Chris Castelli
Columbia-Pacific Economic Development District Representatives	Mary McArthur & Ayreann Colombo

NORTH COAST PRIORITIES

Team Mission

Promote and sustain healthy communities through retention, diversification and expansion of the economic base. Job creation is paramount with the goal of expanding the region's economic base while being responsible stewards of the region's natural resources.

Regional Priorities

- Sustain and grow NW Oregon businesses in areas such as aerospace, marine based industry, small manufacturing, tourism, forest products, and agriculture.
- Support innovation, business incubation, and the manufacturing of new product technologies. Assist business start-ups and entrepreneurs.
- Improve the readiness of industrial land by addressing wetlands, transportation access, infrastructure, and other impediments. Work to increase the number of sites that have building-ready status.
- Review, streamline, and address regulatory and permitting impediments to economic development.
- Support comprehensive solutions to barriers limiting business retention and expansion (e.g., housing, workforce development).
- Work with rural communities to plan, coordinate, fund, and install needed infrastructure and advance community development and resiliency initiatives.
- Bring regional support to ongoing Oregon Solutions projects

NORTH COAST PROJECTS

Salmonberry Trail

Priority Alignment: Work with rural communities to plan, coordinate, fund, and install needed infrastructure and advance community development and resiliency initiatives.

Solutions: Envisioned along the former rail alignment from Banks to Tillamook, the Salmonberry Trail will provide a complete coastal trail system, connecting diverse users from the Portland Metro area to the north Oregon coast. The Salmonberry Trail Concept Plan was completed in 2015 and considers the Trail in four segments – Coastal, Valley, River, and Canyon. The Salmonberry Trail Intergovernmental Agency (STIA) was established in 2015 to guide the development and maintenance of the 87-mile mixed-use trail envisioned within the Concept Plan.

In 2020, Regional Solutions and the Oregon Department of Forestry, representing the STIA, co-convened the River and Canyon Segments Plan Review Committee, which is charged with recommending local development, trail alignments, and funding priorities in the River and Canyon segments of the Salmonberry Trail along the Nehalem and Salmonberry Rivers and through the beautiful and rugged Coast Range. The Committee considered specific trail proposals and provided recommendations for resolution of local issues and concerns impacting potential trail development. With completion of the River and Canyon segment plan, the entirety of the Salmonberry Trail master planning is now complete. Attention now moves to project implementation.

RS is working with the Salmonberry Trail Foundation (STF), a 501c3, to convene stakeholders to pursue grant funding for catalyst projects in the coastal segment. Most recently, RS Team members from ODOT and DLCD are supporting project development for two priority sections of the trail in the coastal segment, providing connectivity: 1) between the communities of Garibaldi and Barview, and 2) within the community of Rockaway Beach. Advancing the project's Coastal Segment Plan, adopted in 2017, the project teams are working to scope next steps for project implementation.

"STF is identifying public funding opportunities and convening local coalitions to develop competitive proposals for construction and planning refinement. Regional Solutions is a key partner in piloting, refining, and scaling this approach. Technical input from RS team members is invaluable as the coalitions develop competitive proposals that account for the technical engineering challenges as well as navigating agency priorities."

Jon-Paul Bowles, Interim Executive
Director, Salmonberry Trail Foundation

Oregon Manufacturing Innovation Center Road Extension

Priority Alignment:

Sustain and grow NW Oregon businesses in areas such as aerospace, marine-based industry, small manufacturing, tourism, forest products, and agriculture; support innovation, business incubation, and the manufacturing of new product technologies; improve the readiness of industrial land by addressing wetlands, transportation access, infrastructure, and other impediments.

Solutions:

Constructed in 2020, Charles T. Parker Way establishes access to the Oregon Manufacturing Innovation Center (OMIC) in Scappoose and opens up several acres of industrial land for development. A second project extending Crown Zellerbach Road was also completed in 2020 and provides access to shovel-ready industrial land on the east side of the Scappoose Airport. These important projects would not have happened without legislative appropriations championed by Senator Betsy Johnson in the 2017-19 biennium, and the collaborative partnership with property owners Scott Parker and Airpark Development, Oregon Tech, City of Scappoose, Business Oregon, and Oregon Department of Transportation. Expansion of the OMIC campus will also include Portland Community College's OMIC Training Center. Construction of the workforce-training center began in 2020 and is expected to open in early 2021, preparing the next generation of skilled workers through an innovative apprenticeship model. Programs will include machining, metals manufacturing, mechatronics, career and technical training.

Clatsop Plains Elk Collaborative

Priority Alignment: Bring regional support to ongoing Oregon Solutions projects.

Solutions: Governor Kate Brown designated the Clatsop Plains Elk Collaborative as an Oregon Solutions project on April 26, 2019 to address increasing public safety risks and occurrences of property damage from encounters with elk in several cities and unincorporated areas in northwest Clatsop County. While elk have populated this region for centuries, the interaction between elk and urban development has been on the rise. Co-convened by Mayor Henry Balensifer (Warrenton) and Mayor Jay Barber (Seaside), this Oregon Solutions project kicked off in May 2019. The project team established four subcommittees – Elk Management, Human Management, Land Use, and Data – to collect data, refine definitions, develop matrices for evaluating interventions, and identify recommendations.

The subcommittees completed their work and prepared final recommendations in 2020. Oregon Solutions staff have been working with members of the collaborative to finalize and formalize support for the Declaration of Cooperation (DOC), including the Cities of Warrenton, Seaside, and Gearhart, Clatsop County, Oregon Departments of Fish and Wildlife, Forestry, Transportation, and Land Conservation and Development, Oregon Parks and Recreation Department, Oregon State Police, Oregon Military Department, National Park Service, Columbia River Estuary Study Taskforce (CREST), North Coast Land Conservancy, OSU Extension Services, Greenwood Resources, Gearhart Golf Links, and the Oregon Hunters Association. The DOC proposes a hyper-local, inter-jurisdictional coordinated approach and includes both short-term and long-term actions. Final recommendations will include human interventions, elk management strategies, land use policy considerations, education and outreach tools, and data collection.

Rainier ‘A’ Street Rail Safety Improvements Project: Project Completion

Priority Alignment:

Support comprehensive solutions to barriers limiting business retention and expansion; work with rural communities to plan, coordinate, fund, and install needed infrastructure and advance community development and resiliency initiatives.

Solutions:

The community of Rainier celebrated completion of this innovative and transformational project in October 2020. This project dramatically increased safety for the community and facilitated continued economic development for the region. A number of partners envisioned, facilitated, and championed the project to completion. Special thanks to Senator Betsy Johnson, the City of Rainier, Oregon Department of Transportation, Regional Solutions, Business Oregon, Oregon Department of Environmental Quality, Portland & Western Railroad, Port of Columbia County and local partners.



Photo: Aerial view of the City of Rainier's 'A' Street corridor

MID-VALLEY REGION

Marion, Polk & Yamhill Counties

To see the Mid-Valley Advisory Committee and the Mid-Valley Team visit [here](#).

2020 MID-VALLEY ADVISORY COMMITTEE

Convener	Representative Ron Noble, District 24
Philanthropic Representative	Lane Shetterly, Oregon Community Foundation
Business Representative	Sofia Torres-McKay, Cramoisi Vineyards
LOC Representative	Mayor John McArdle, City of Independence
AOC Representative	Commissioner Craig Pope, Polk County
Committee Appointment	Commissioner Rick Olson, Yamhill County
Committee Appointment	Commissioner Kevin Cameron, Marion County
Committee Appointment	Chris Mercier, Confederated Tribes of Grand Ronde
Committee Appointment	Steve Powers, City of Salem
Committee Appointment	Erik Andersson, SEDCOR
Committee Appointment	Jessica Howard, Chemeketa Community College

2020 MID-VALLEY TEAM

Governor's Coordinator	Jody Christensen
Business Oregon, Regional Development Officer	Dennie Houle
Business Oregon, Regional Project Manager	Michelle Bilberry
Environmental Quality, Department of	Mary Camarata
Housing and Community Services	Kim Travis
Land Conservation & Development, Department of	Angela Carnahan
Transportation, Department of	Jae Pudewell
Agriculture, Department of	Gary Neuschwander
Employment Department, Oregon	Patrick O'Connor & Thomas Erhardt
Fish & Wildlife, Department of	Brian Wolfer
Parks & Recreation Department	Ryan Sparks
State Lands, Department of	Chris Castelli
Water Resources Department	Mike McCord
Mid-Willamette Valley Council of Governments	Renata Wakeley

MID-VALLEY PRIORITIES

Vision

The Mid-Valley will be a thriving center of agriculture, natural resources, and manufacturing innovation, collaboration and entrepreneurship.

Priorities

To achieve the vision, Mid-Valley Regional Solutions will work to:

- Increase access to workforce housing, childcare supply, and talent pipelines
- Promote efficient, effective transportation and multi-modal systems
- Stimulate improved broadband connectivity
- Identify resources to unlock underutilized sites and land
- Engage in local government infrastructure to support development
- Support opportunities for agriculture, farmhouse, and hospitality enterprises to highlight crops and value-added production
- Foster outdoor recreational opportunities by supporting access to lakes, rivers, parks, and natural amenities

MID-VALLEY PROJECTS

Support a Regional Diesel Mechanic Program

This project has increased access to workforce housing, childcare supply, and talent pipelines.

Problem: With growing heavy equipment users and transportation businesses in the Mid-Valley, there is a high demand for skilled diesel technicians, but no regional training program.

Solution: The Regional Solutions Advisory Committee moved forward a priority project from Chemeketa Community College to launch a regional diesel training center. The project received support from the 2017-19 Regional Infrastructure Fund.

This project supports the Mid-Valley's priority for innovative workforce training. In addition, Marion County contributed \$100,000 towards infrastructure and equipment. In early 2021, Chemeketa Community College held a ribbon cutting for the new Diesel Technology Training Center at their Brooks campus.

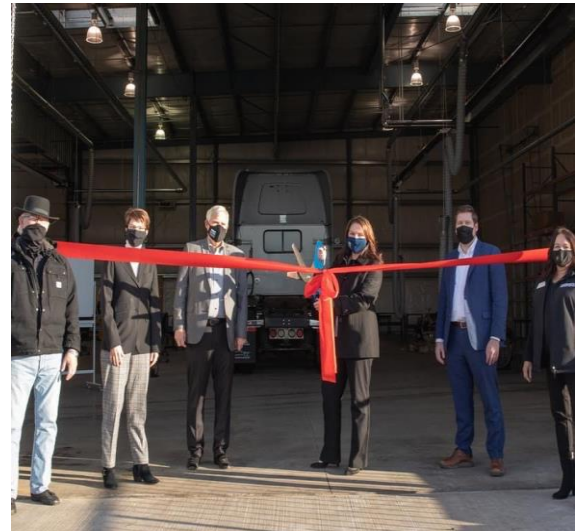


Photo (January 2021): Chemeketa Community College (CCC) Executive Dean Marshall Roache, CCC President Jessica Howard, Marion County Commissioners Kevin Cameron, Danielle Bethell, Colm Willis, and CCC Executive Dean Holly Nelson at the ribbon cutting.

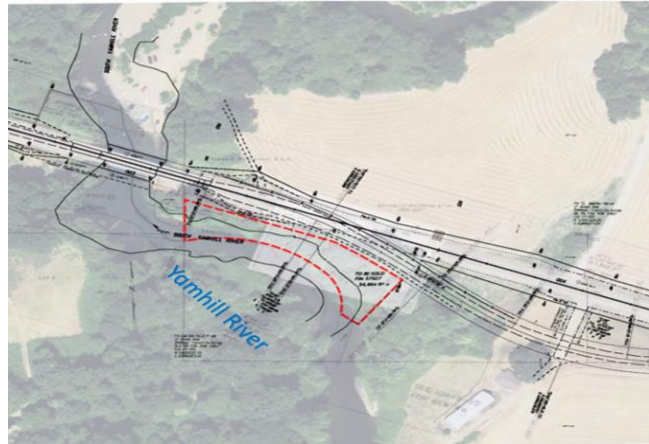
City of Amity Water Improvement Project

Problem: The city faced a barrier navigated by two separate funds sources, USDA and CDBG, which support the project; associated with rules under the CDBG program controlling the property acquisition process and navigating acquisition of property from ODOT while all under a hard deadline for work within waterways.

Associated Priority: Engage in local government infrastructure to support development.

Solution: In 2016, the City of Amity secured CDBG funding to complete a water improvement project, which included an upgrade for an intake facility, new pump station, and other critical assets. As construction costs escalated, the City Council realized they needed to secure additional construction funds via USDA in order to complete all project requirements, including cultural resource mitigation.

In early 2020, the city reached out to Mid-Valley Regional Solutions for help with the timely acquisition of an Oregon Department of Transportation (ODOT) surplus parcel in order to meet the critical deadlines for the project. The city had to meet the timeline of the USDA loan program requirement. ODOT RS Team member Jae Pudewell began to work with the city to purchase the property in time to meet the city's deadline.



"This purchase would not have been possible without the amazing assistance of Renata Wakeley at the Mid-Willamette Valley Council of Government and her staff, Aneta Synan at ODOT, U.S. Representative Bonamici's office, along with many other individuals. Additionally, Jae Pudewell at ODOT was a significant part of the process, ensuring that Amity's needs were met at every step of the purchase. He was instrumental to us navigating through this purchase request through ODOT!" - Michael Thomas, City Administrator

City of Falls City Wastewater Improvement Project

Problem: Securing funding to replace a failing drain field under the high school football field

Associated Priority: Engage in local government infrastructure to support development.

Solution: Since mid-2020, the RS Team, in partnership with USDA and the Mid-Willamette Valley Council of Governments, has been working closely with city staff on the planning process for abandoning the current treatment system and constructing a new system - two lagoons, new wastewater outfall, and associated piping. The team has helped to navigate the state and federal permitting process and identified several funds such as CDBG, DEQ Clearwater State Revolving Fund, and USDA -RD. Thank you to Holly Halligan (USDA), Michelle Bilberry (Business Oregon), Mary Camarata (DEQ), Alexis Cooley (DEQ), Renata Wakeley (MWVCOG), and Arthur Chaput (Business Oregon) for their continued work on this project, which is expected to be in construction by summer 2022.

SOUTH VALLEY/MID-COAST REGION

Benton, Lane, Lincoln & Linn Counties

To see the South Valley/Mid-Coast Advisory Committee and the South Valley/Mid-Coast Team visit [here](#)

2020 SOUTH VALLEY/MID-COAST ADVISORY COMMITTEE

Convener	Senator Lee Beyer, District 6
Philanthropic Representative	Vacant
Business Representative	Nick Fowler, Orion Ventures
LOC Representative	Mayor Biff Traber, City of Corvallis
AOC Representative	Commissioner William Tucker, Linn County
Committee Appointment	John Pascone, AMEDC
Committee Appointment	Commissioner Annabelle Jaramillo, Benton County
Committee Appointment	Julie Manning, Samaritan Health Services
Committee Appointment	Mark Lieberman, Oregon State University
Committee Appointment	Commissioner Doug Hunt, Lincoln County
Committee Appointment	Lisa Avery, LBCC
Committee Appointment	Birgitte Ryslinge, Oregon Coast Community College
Committee Appointment	Commissioner Joe Berney, Lane County

2020 SOUTH VALLEY/MID-COAST TEAM

Governor's Coordinator	Sarah Means
Land Conservation & Development, Department of	Patrick Wingard
Housing and Community Services	Kim Travis
Transportation, Department of	Jae Pudewell
State Lands, Department of	Kirk Jarvie
Business Oregon, Regional Development Officer	Melissa Murphy

Vision

The SVMC region is an area where all communities are livable, prosperous and provide opportunities for residents and businesses to thrive.

Mission

The SVMC Regional Solutions Advisory Committee will, through the work of the Regional Solutions Team, advance a diversified and inclusive economy where integrated infrastructure, sustainable natural resources, and family wage jobs intersect with an entrepreneurial culture and regional collaboration that engages innovative solutions addressing complex challenges particularly as they relate to climate resiliency.

Regional Priorities

- Entrepreneurial Culture – Encourage and support continued development innovation and entrepreneurship in SVMC.
- Engage and leverage current projects with the University of Oregon, Oregon State University and our community college partners in the entrepreneurial space so as to ensure a culture of innovation and entrepreneurship reaches all parts of the region and underrepresented populations.
- Continue engagement in defining and implementing strategies for a blue (maritime) economy in our communities proximate to water.
- Engage with key partners in the arts and culture economy throughout the region to ensure connection to appropriate resources.
- Engage with new and emerging agricultural markets in the region to understand needs and how RS can assist.
- Infrastructure – Partner and assist in local and regional infrastructure projects in SVMC.
- Work with local partners to find solutions and resources for priority (and resilient) infrastructure projects including water, wastewater, traditional and multi-modal transportation, and broadband facilities.
 - Engage with the Millersburg transload facility project team as the development of that site and adjacent properties continues to move forward.
- Assist local partners in developing infrastructure that is consolidated and in cooperation with other systems as appropriate.
- Residential/Industrial Land Development – Partner with local and regional

stakeholders to address the challenges to land development as it relates to the housing and industry sectors in SVMC communities.

- Engage with local, regional and statewide partners to understand and document the challenges to developing land with wetlands and work toward solutions that will benefit both the conservation of our environment and the development necessary for the residential and industrial sectors.
- Work with local partners on local wetland inventories, buildable lands inventories, housing needs analyses, economic opportunity analyses, and other documents needed for successful planning and execution of development in communities.
- Assist communities and local partners with re-development opportunities on brownfield sites, including but not limited to abandoned and foreclosed properties where engagement with multiple state agencies is required to achieve success. Existing opportunities in the region include multiple abandoned mill sites in Linn County.
- Assist communities with local ordinances for employment lands, vacation rentals, residential/ADU lands, and agritourism opportunities as both state and local requirements and needs evolve.
- Community Capacity Building – Support SVMC communities with their re-vitalization projects that transition underused/served areas to innovative development areas.
- Engage with local partners on transformative priority projects for their communities to ensure access to appropriate resources and enhanced engagement with state agencies as needed. For example: rural fiber expansion, main street development, essential community facility development, childcare, business recruitment opportunities, BR&E capacity, workforce development and other workforce opportunities.

SOUTH VALLEY/MID-COAST PROJECTS

Oakridge Air - Partnership, Investment, and Momentum for Cleaner Air

Priority Alignment: Entrepreneurial Culture, Infrastructure, Community Capacity Building

Solutions: The RS Team has assisted in both the convening of this project and ongoing technical assistance.

Following an Oregon Solutions process, DEQ assisted in woodsmoke funding that served as a critical step to developing the Oakridge Air program and accessing a \$4.9M EPA Targeted Airshed Grant (TAG) for Oakridge/Westfir Airshed. The EPA grant funds the mitigation plan, which was developed during the Oregon Solutions process where RS and local and regional partners outlined a combination of strategies to take on woodsmoke and particulate matter. Though 2024, the EPA funding will support nearly \$3M in home heating upgrades cleaner woodstoves, alternative electric heat and weatherization to help reduce emissions but also increase comfort, resilience, and economic development. The program also integrates other strategies including air filtration and purifiers for residents and public buildings, an expanded community firewood program, local police support on code enforcement, and watershed council education on air quality for local schools.



Project Highlights

- Serving vulnerable residents: Oakridge Air is focused on extending programs to those that need them the most due to health, income, or location (low lying areas of town that have more smoke exposure).
- COVID response: Oakridge Air started in the beginning of 2020 with initial plans to introduce the program to the community via town halls and listening sessions. The program pivoted to an online series of webinars and a virtual town hall.
- Cleaner air space: In summer 2020, MERV-13 filters were installed in the elementary and high school HVAC systems to allow the schools to be cleaner air spaces day to day, but also to provide refuge during significant smoke inundations.



- 300-plus individual air purifiers were distributed into the community via the local health clinics, which identified their populations that are at higher risk from respiratory or cardiac issues.

- The community firewood program purchased \$115,000 in processing equipment and upgrades to an Oakridge Industrial Park site, which will help to get 200 dry cords into the community with the majority of that firewood going to seniors, low-income, and disabled residents.



- Building off of Oregon DEQ support for the woodshed project in 2019, Oakridge Air will be working with the Oakridge School District to run a summer program in 2021 for students to participate in building woodsheds, which will in turn help residents be able to store and properly season their firewood prior to burning to reduce emissions.

Oregon Ocean Innovation Hub

Priority Alignment: Entrepreneurial Culture, Community Capacity Building

Solutions: The RS Team participated in the convening of this project and continued to provide direct technical assistance and support.

In early 2020, the Lincoln County Board of Commissioners brought together a group of stakeholders to build an economic recovery plan for coastal communities in Lincoln County. The goal

was to support workforce development and economic diversification efforts that would lead to long-term resilience in the face of COVID-19 and other emergencies. This effort quickly expanded beyond Lincoln County into a public-private, multi-stakeholder initiative. The Oregon Ocean Innovation Hub grew out of collaborative discussions with stakeholders and has garnered significant momentum over the last several months.

The Oregon Ocean Innovation Hub will add significant capacity for economic development and job growth in the Blue Economy, leveraging partnerships, intellectual and facility assets on the Oregon Coast to support workforce development; innovation and entrepreneurship; and research. This project represents a critical and timely investment in Blue Economy infrastructure that will provide an anchor for recovery from COVID-19 for the region.

“Investing in small business and the marine economy is an essential economic development and job creation strategy for Lincoln County. We look forward to the collaborative opportunities the Oregon Ocean Innovation Hub will create for the region and beyond with our partners in innovation, workforce and business development.”-

- Doug Hunt, Lincoln County Commissioner

SOUTH COAST-UMPQUA REGION

Coos, Curry & Douglas Counties

To see the South Coast-Umpqua Advisory Committee and the South Coast-Umpqua Team visit [here](#).

2020 SOUTH COAST-UMPQUA ADVISORY COMMITTEE

Convener	Commissioner Keith Tymchuk, Port of Umpqua
Philanthropic Representative	Jim Seeley & Marie Simonds, Wild Rivers Coast Alliance
Business Representative	David Kronsteiner, West Coast Contractors
LOC Representative	Councilor Summer Matteson, City of Gold Beach
AOC Representative	Commissioner John Sweet, Coos County
Committee Appointment	Commissioner Chris Boice, Douglas County
Committee Appointment	Commissioner Sue Gold, Curry County

2020 SOUTH COAST-UMPQUA TEAM

Governor's Coordinator	Alex Campbell
Business Oregon, Regional Development Officer	Sean Stevens
Business Oregon, Regional Project Manager	Tawni Bean
Environmental Quality, Department of	Kate Jackson
Housing and Community Services	Kim Travis
Land Conservation & Development, Department of	Josh LeBombard
Transportation, Department of	Chris Hunter
Agriculture, Department of	Vacant
State Lands, Department of	Kirk Jarvie
Employment, Department of	Guy Tauer

Regional Priorities

- Access to Natural Resources, Support of Natural Resources
- Supporting Rural Economies
- Supporting the Marine Economy

- Business Retention, Expansion, and Creation:
 - Workforce training
 - Regulatory streamlining, and technical assistance
 - Population retention
 - Workforce housing

SOUTH COAST-UMPQUA PROJECTS

Coos Bay Village

Priority Alignment: Supporting Rural Communities; Business Retention, Expansion, and Creation

Opportunity: The project site is roughly two acres and was a challenging brownfield. It was formerly a chip processing and shipping facility, with multiple concrete bunkers, contamination, and a decaying dock. Several low-lying areas, although paved, had become wetlands over the years. It borders both a state highway and a shortline railroad.

Solutions: The RS Team has assisted with multiple facets of this complex project for several years. DEQ assisted with multiple regulatory conversations. The RST ODOT member has served as a single point of contact for the development team. In early 2020, the developer came to the team with a critical cash-flow problem for financing tenant improvements. Business Oregon stepped in and provided the financing to allow the project to move forward. The first five buildings were completed in 2020 and several tenants are moved in and operational, including a new location for Face Rock Creamery. The development will also be home to the second location of Coos Bay's 7 Devils Brewing.

"I wanted to say Thank you!!! ... It is great to know that there is help available and we appreciate all that you have done and continue to do!"

Daniel Graham,
Coos Bay Village Developer

Charleston Ice House Rebuild

Opportunity: The Charleston Ice House, owned and operated by the International Port of Coos Bay, burned down in December 2019. The operation is the only commercial-scale flake ice producer on the south coast, supporting hundreds of fishing and seafood processing jobs.

Priority Alignment: Supporting Rural Economies; Supporting the Marine Economy; Business Retention, Expansion, and Creation

Solutions: Immediately after the fire, the Port's CEO reached out to the RS Team for assistance. Business Oregon provided the project financing, and the Governor's RS Coordinator worked with the Building Codes Division to make sure that all resources were available to expedite plan review and make sure the ice house was up and running as soon as possible. The rebuild was completed in late summer 2020.



Figure 1: The Charleston Ice House on Fire in December 2019.

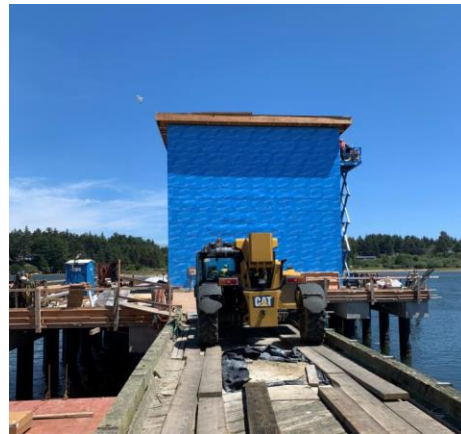


Figure 2: The replacement ice house under construction.

SOUTHERN REGION

Jackson & Josephine Counties

To see the Southern Region Advisory Committee and the Southern Region Team visit [here](#).

2020 SOUTHERN ADVISORY COMMITTEE

Convener	Bill Thorndike, Medford Fabrication
Philanthropic Representative	Katherine Bryon, Gordon Elwood Foundation
Business Representative	Steve Roe, Roe Motors
LOC Representative	Councilor Criss Garcia, City of Jacksonville
AOC Representative	Commissioner Robert “Bob” Strosser, Jackson County
Committee Appointment	Commissioner Darin Fowler, Josephine County
Committee Appointment	John Roberts, Oregon Water Resources Commission
Committee Appointment	Dr. Linda Schott, Southern Oregon University

2020 SOUTHERN TEAM

Governor’s Coordinator	Alex Campbell
Business Oregon, Regional Development Officer	Marta Tarantsey
Business Oregon, Regional Project Manager	Tawni Bean
Housing & Community Services	Kim Travis
Land Conservation & Development, Department of	Josh LeBombard
Transportation, Department of	Art Anderson
Agriculture, Department of	Amy Gilroy
Environmental Quality, Oregon Department of	Kate Jackson
State Lands, Department of	Kirk Jarvie
Employment, Department of	Guy Tauer

Regional Priorities

- Maintain and enhance forest industry infrastructure, active forestry management on O&C timber lands
- Business retention, expansion, creation, and recruitment
- Regulatory streamlining
- Water conservation and stream restoration
- Workforce training
- Downtown revitalization
- Agricultural economy
- Recreational economy
- Community infrastructure
- Community Resilience

SOUTHERN REGION PROJECTS

Butte Falls Community Forest Acquisition

Opportunity: The City of Butte Falls is working to purchase and establish a community forest that includes historic Big Butte Creek Falls, a picturesque waterfall in the Cascade foothills and the town's namesake, roughly 25 miles northeast of Medford. The City of Butte Falls is a small town (pop. under 500) that like many others still struggles with the economic fallout of changes in the forestry industry. The town is surrounded on all sides by private timber lands.

Priority Alignment: Workforce Training; Downtown Revitalization; Recreational Economy; Community Infrastructure

Solutions: Purchase of the property immediately surrounding the town would support fire resilience and community development in multiple dimensions. For instance, the local charter school has a natural resources focus.

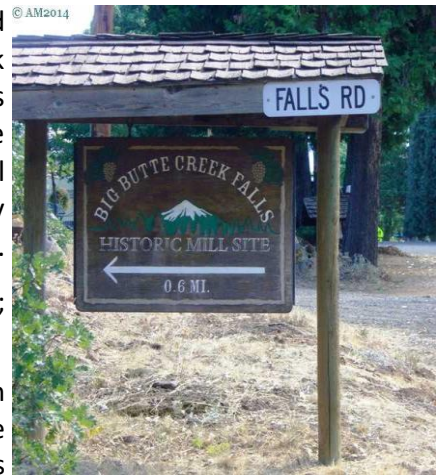


Figure 3 Signage for Butte Falls.

Members of the RS Team have assisted with the project in numerous ways. Business Oregon and Southern Oregon Regional Development, Inc. (SOREDI) have helped to identify economic development opportunities the purchase could unlock. DLCD staff have worked on land use issues related to possible park development on the land. In addition, team members have assisted with many important connections, including Oregon Solutions. At the request of Governor Brown, Oregon Solutions has established a team to support the project, which launched in July 2020. Another important project milestone occurred when the city secured their first major grant for the project from USFS for \$400,000, which would cover almost half of the acquisition.

Multi-Family Housing Developer Attraction

Problem: Demand for housing in the Rogue Valley, like much of Oregon, exceeds supply, driving up costs, and acting as a barrier to economic growth. Local businesses commonly have offers for employment rejected due to lack of housing. Post great recession, residential development has still not yet rebounded to historical averages. The Almeda Fire, of course, greatly exacerbated the problem, destroying roughly 2,500 total units.

Priority Alignment: Business Retention, Expansion, Creation, and Recruitment; Downtown Revitalization; Community Infrastructure

Solutions: Existing local developer capacity is “maxed out” and few local/regional developers typically do multi-family development. Working under the auspices of the [One Rogue Valley](#) coalition, RS Team members from Business Oregon, the Employment Department (research on market conditions), DLCD (connecting with local jurisdictions about available sites), the Governor’s RS Coordinator (project management/coordination), and local communities are collaborating on a multi-family developer recruitment campaign.

METRO REGION

Clackamas, Multnomah & Washington Counties

To see the Metro Region Advisory Committee and the Metro Region Team visit [here](#).

2020 METRO REGION ADVISORY COMMITTEE

Convener	Catherine Ciarlo, City of Portland
Philanthropic Representative	Vacant
Business Representative	Cara Rene, Greater Portland Inc.
LOC Representative	Vacant
AOC Representative	Commissioner Martha Schrader, Clackamas County
Committee Appointment	Commissioner Lori Stegmann, Multnomah County
Committee Appointment	Tom Hughes
Committee Appointment	Carl Talton, Portland Family of Funds
Committee Appointment	Dave Robertson, PGE
Committee Appointment	Kristen Leonard, Port of Portland

2020 METRO REGION TEAM

Governor’s Coordinator	Raihana Ansary
Business Oregon, Regional Development Officer	Bryan Guiney
Environmental Quality, Department of	Vacant
Housing & Community Services	Kim Travis
Land Conservation & Development, Department of	Jennifer Donnelly Anne Debbaut
Transportation, Department of	Vanessa Vissar
Agriculture, Department of	Erick Garman

Building Codes Division	Tom Phillips
Employment Department	Christian Kaylor
Energy, Department of	Roger Kainu
Fish & Wildlife, Department of	Jeff Boechler
Parks & Recreation Department	Ross Kihs
State Lands, Department of	Melinda Butterfield
Water Resources Department	Mike McCord

Vision

The Portland Metro region (Clackamas, Multnomah, and Washington Counties) is livable and prosperous for all residents, including historically marginalized communities.

Mission

Advance inclusive community and economic development priorities for the metro region by solving complex problems, developing innovative solutions, and leveraging resources.

Priorities

- Inclusive Economic Development – Grow and retain businesses and quality jobs to help ensure that all individuals have the opportunity to reach their full potential and thrive.
- Workforce Development – Bolster efforts to train and employ individuals for current and emerging markets.
- Housing – Promote affordable and workforce housing development.
- Infrastructure – Modernize the region’s key transportation and infrastructure systems.
- Brownfield Redevelopment – Expedite the cleanup and reuse of brownfields to promote the growth and development of housing and industrial land.
- Clean Energy and Climate Resiliency – Support clean energy initiatives and greenhouse gas reduction efforts.

METRO REGION PROJECTS

Oregon Museum of Science & Industry (OMSI) Campus Redevelopment

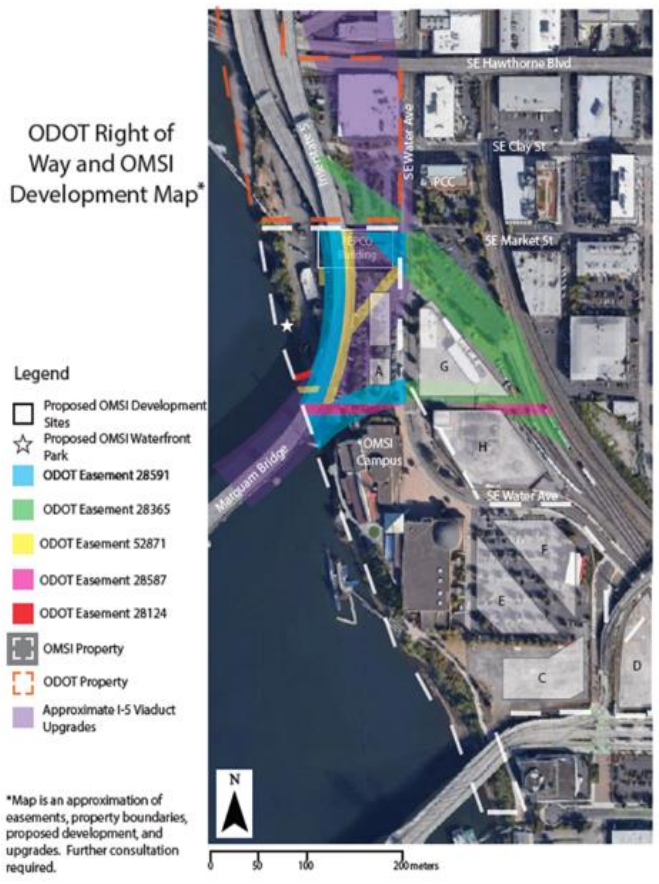
Opportunity: OMSI's campus redevelopment project includes over 11 undeveloped acres and over a quarter-mile of river frontage (one of the largest remaining riverfront parcels in Portland's central city).

Priority Alignment: Inclusive economic development, brownfield redevelopment, infrastructure and clean energy and climate resiliency.

Solutions: A master planning process is underway for the redevelopment of OMSI's campus. Metro RS has worked with OMSI over 2020 to coordinate relevant state agencies including but not limited to, Business Oregon, the Department of Environmental Quality (DEQ), Department of Transportation (ODOT) and the Department of State Lands. Many thanks to Dan Hafley and Rebecca Wells-Albers at DEQ for reviewing past certificates of completion that were issued to OMSI to understand prior environmental evaluations, findings, and requirements. In addition, OMSI was provided cost estimates for potential DEQ oversight of the project. This would include coordination meetings to discuss previous environmental site investigations, data gaps, and proposed redevelopment scenarios, as well as the development of a consent order and scope of work. Many thanks also to Karen Homolac, Brownfields Coordinator at Business Oregon, for providing information on brownfield funding that may assist with potential cleanup work.

Metro RS has also convened meetings with OMSI, Gerding Edlen (the master developer for OMSI), and ODOT to review ODOT's facilities and easements within OMSI's campus and begin to reevaluate the need for ODOT to retain those easements or sell to OMSI for their redevelopment (refer to map of approximate easements/boundaries).

Many thanks to ODOT Region 1 Director Rian Windsheimer for his willingness to identify ODOT's facility needs and for revisiting options around ODOT's existing easements within OMSI's redevelopment area. Metro RS continues to engage and looks forward to ongoing collaboration and coordination between the parties.



“OMSI has received valuable support from the Governor’s Metro Regional Solutions team. We appreciate the team’s willingness to look for creative solutions to the challenges of the OMSI District’s complex public/private partnership development,”

**Carol Gossett, Property Development Specialist,
OMSI**

Kellogg Creek Dam

Opportunity: Kellogg Creek Dam under OR-99E in Milwaukie prevents effective fish passage into the nine miles of Kellogg Creek tributary to the Willamette River. A full dam removal and bridge reconstruction project estimated to cost upwards of \$20 million is prohibitively expensive and has no funding strategy to move forward. The City of Milwaukie and the North Clackamas Watersheds Council are working with the Governor’s Metro Regional Solutions Team (RST)—specifically the Oregon Department of Environmental Quality (DEQ), the Oregon Department of Fish and Wildlife (ODFW), the Department of State Lands (DSL), the Oregon Department of Transportation, and the Governor’s Natural Resource Office (GNRO)—to examine the viability and pros and cons of potential lower-cost fish passage alternatives that meet the needs of all state agencies and the City of Milwaukie.



Priority Alignment: Inclusive economic development, infrastructure and clean energy and climate resiliency.

Solutions: In 2020, Metro RS convened multi-stakeholder meetings including with City of Milwaukie leadership (Mayor Mark Gamba and Councilor Lisa Batey), North Clackamas Watersheds Council, and interagency state partners including DLCD, ODFW, ODOT, DSL, Business Oregon, DEQ, and the GNRO to provide feedback on the conceptual channel design scope of work and proposals, and to discuss respective state agency criteria for a potential redesign and or removal of the dam.

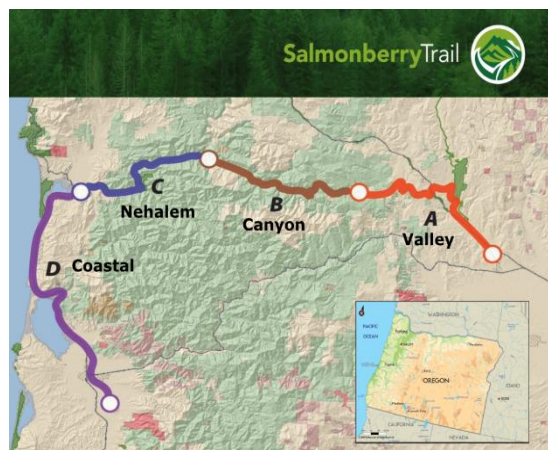
Many thanks to Vanessa Vissar, Metro RS Team member and ODOT liaison, for continuing to work with ODOT Region 1 leadership and technical staff to review an earlier 2014 cost estimate of bridge replacement/dam removal and to provide updated estimates on potential replacement costs and assumptions. The North Clackamas Watersheds Council and the City of Milwaukie would like to get this project in the queue for potential federal stimulus infrastructure funding, small dam removal funds attached to proposed legislation related to the Snake River Dams, mitigation bank funding, and Water Resources Development Act funding. Metro RS continues to engage and will coordinate and convene parties moving forward.

Salmonberry Trail (Valley Segment)

Opportunity: [The Salmonberry Trail](#) is a rail-trail project that seeks to enhance physical connections between communities with a new 86-mile mixed-use, non-motorized path. The project is a priority for the Metro and North Coast RS Teams and will provide a trail system connecting the Portland Metro region to the north Oregon coast. The Salmonberry Trail Concept Plan considers the trail in four segments – Coastal, Valley, River, and Canyon. The Valley Segment of the trail (about 25 miles) is in Washington County.

Priority Alignment: Inclusive economic development, infrastructure and clean energy and climate resiliency.

Solutions: As a new priority project for Metro RS, we are now participating in quarterly Salmonberry Trail Intergovernmental Agency (STIA) meetings as an ex-officio member with partners including OPRD, ODF, and the Confederated Tribes of the Grand Ronde, Washington County, Washington



County Visitors Association, Tillamook County, Port of Tillamook Bay, Salmonberry Trail Foundation (STF), and North Coast RS.

The STF is working on a “backbone funding model” that would consist of a group of partners who would provide a baseline amount on an annual basis to the Salmonberry Trail Foundation to help further establish the organization and help move the project forward.

Many thanks to Metro RS team member and DLCD liaison, Anne Debbaut, for identifying and sharing information on ODOT’s 2021 Oregon Community Paths Grant Program with the Salmonberry Trail Foundation. Many thanks to Metro RS team member and ODOT

liaison, Vanessa Vissar, for connecting the Salmonberry Foundation to ODOT's Community Paths Grant Program Manager for more information. Metro and North Coast RS Teams wrote a joint letter of commitment for the Salmonberry Trail to assist the STF in garnering additional funding for the project. Metro RS will continue to engage in the project and will coordinate relevant state agencies as need for implementation of the Valley Segment of the Trail. Metro RS team members will review the Valley Segment Master Plan for the Salmonberry Trail and develop a list of action items such as permitting/regulatory items that would be required by their respective state agencies for implementation of the Master Plan.

NORTH CENTRAL REGION

Hood River, Sherman & Wasco Counties

To see the North Central Region Advisory Committee and the North Central Region Team visit [here](#).

2020 NORTH CENTRAL ADVISORY COMMITTEE

Convener	Maui Meyer, Copper West
Philanthropic Representative	Celeste Hill-Thomas, Mid-Columbia Health Foundation
Business Representative	Nicole Bassett, The Renewal Workshop
LOC Representative	Mayor Kate McBride, City of Hood River
AOC Representative	Commissioner Scott Hege, Wasco County
Committee Appointment	Judge Joe Dabulskis, Sherman County
Committee Appointment	Commissioner Rich McBride, Hood River County
Committee Appointment	Rita Wilson, City of Grass Valley
Committee Appointment	Carol Von Borstel, Business Representative
Committee Appointment	Dr. Marta Yera Cronin, Columbia Gorge Community College
Committee Appointment	Amanda Hoey, MCEDD
Committee Appointment	Andrea Klaas, Port of The Dalles
Committee Appointment	Ken Bailey, Orchard View Farms
Committee Appointment	Keith Mobley, Attorney

2020 NORTH CENTRAL TEAM

Governor's Coordinator	Nate Stice
Business Oregon, Regional Development Officer	Michael Held

Business Oregon, Regional Project Manager	Matt Mattia
Environmental Quality, Department of	Greg Svelund
Housing & Community Services	Kim Travis
Land Conservation & Development, Department of	Scott Edelman
Transportation, Department of	Brad DeHart
Agriculture, Oregon Department of	Erick Garman
State Lands, Department of	Nancy Pustis

North Central Priorities

- Attainable Housing
- Infrastructure
 - Waste water
 - Water
 - Broadband
 - Public transportation, access, freight
- Providing Support for Target Sectors
 - High tech: Unmanned systems
 - Manufacturing
 - Value-added agriculture, fermentation science
 - Health care
 - Renewable energy
 - Forest/wood products
 - Arts/culture/tourism
- Workforce training
 - Increase skill levels (focus on target sectors)
 - Develop more internships, including paid opportunities
 - Enhance regional participation in workforce investment boards
- Regulatory integration/streamlining
 - Develop Regulatory Road Map
 - Facilitate industrial site readiness
 - Work with the Columbia River Gorge Commission to obtain clarity about urban area expansion and promote the implementation of the economic prosperity section of the National Scenic Act

NORTH CENTRAL PROJECTS

Attainable Housing: signs of hope as the gap continues to grow

Priority Alignment: Attainable housing

Solutions: The lack of attainable/workforce housing remains one of the top barriers to economic development in the Mid-Columbia. The North Central RS Team has deployed a two-prong strategy to promote attainable housing in the region that is starting to produce results:

- Provide capital/incentives for attainable housing development
- Provide communities help in clearing barriers to housing.

The North Central region used its 2013 legislative Regional Infrastructure Fund allocation to seed a \$2M revolving loan fund to gap financing for attainable housing in Hood River, Wasco, and Sherman Counties. The team continues to use the fund as a tool to attract and encourage developers to move projects forward. This year saw the completion of a rehab of six units in downtown The Dalles and two more projects moving further down the pipeline: a 36-unit project in Hood River that the team has been working on for about three years and received its final permits and funding, and another 32-unit project has started the application process.

Charlie Foote and Ed DeVlaeminck used the Regional Solutions loan fund to rehabilitate six units in a burned out building that sat vacant for most of a decade. Ranging from studios to two bedrooms, they came online in 2020 with rents ranging from \$850 to \$1,092 with water, sewer and gas including, putting them well within the attainable—and even in the affordable—range (affordable to the population making less than 80% of the area’s median income.)

In addition to working with developers, the team continues to work with communities to remove barriers to housing in codes, understand housing needs, and think about further partnerships. This work extends to the smaller communities with the City of Maupin currently completing a housing needs analysis.

Despite all of these efforts, housing continues to grow less affordable with rents often reaching and exceeding those found in urban areas.



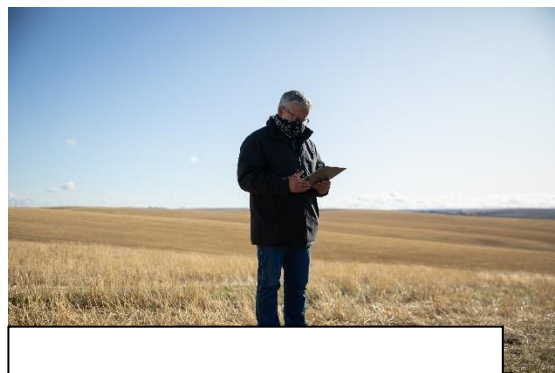
“They made it easy. It was not like a traditional construction loan. It helped our project significantly.”

—Charlie Foote, Developer who rehabilitated the six units pictured above

Increasing broadband access

Priority Alignment: Broadband

Solutions: Thanks to the partnership of RS, the Mid-Columbia Economic Development District, counties, and local internet service providers, the more rural communities in Wasco and Sherman Counties were a bit more prepared for the online learning and telecommuting necessitated by the pandemic. Through funding partnership and collaborative efforts, RS helped to bring fiber to homes in Maupin in Wasco County and in Sherman County's rural communities. As the pandemic started in 2020, the final fiber was being laid to the small town of Rufus—a project, which like all of those mentioned above, matched RS funding with private investment. Thanks to the allocation of COVID-19 Relief funding through Business Oregon, Sherman County was able to purchase solar power wireless trailers to provide bandwidth to students and outlying properties. This boost to their wireless system will continue to provide increased service after the pandemic. The story was [profiled on OPB](#).



Sherman County and Advisory Committee Member Judge Joe Dabulskis works on the installation of solar wireless trailers to increase access to the remote stretches of Sherman County.

The Mid-Columbia Economic Resilience Team

Priority Alignment: Resilience

Opportunity: In February of 2020, RS and Mid-Columbia Economic Development (MCEDD) staff met to begin planning for an initial convening and trial run of the Mid-Columbia Economic Resilience Team. The team was created in MCEDD's Business Oregon-funded [Regional Resilience Assessment](#), and drew on the experience of Regional Solutions-led responses to previous natural and human-caused disasters, such as wildfires, train derailments, and ice storms. The report imagined a bi-state team covering MCEDD's and Regional Solutions' service territory in Oregon and Washington comprising key staff and elected leaders in Oregon and Washington, representing counties, ports, chambers, state agencies, community based organizations, cities, and others.

MCEDD and RS formally stood up the team in response to the pandemic in March, and the model was utilized by RS to create similar teams throughout the state. Over 2020, it has served as a hub for information sharing, a platform for collaboration on trainings, and resources deployment, and at times a support group for community leaders trying to find a path forward. The work was profiled in the [Ford Family Foundation's Community Vitality Magazine](#).



CENTRAL REGION

Crook, Deschutes & Jefferson Counties

To see the Central Region Advisory Committee and the Central Region Team visit [here](#).

2020 CENTRAL REGION ADVISORY COMMITTEE

Convener	Michael Hollern, Brooks Resources
Philanthropic Representative	Anne George, Oregon Community Foundation
Business Representative	Amy Tykeson, Bend Broadband
LOC Representative	Mayor George Endicott, City of Prineville
AOC Representative	Commissioner Mae Huston, Jefferson County
Committee Appointment	Judge Seth Crawford, Crook County
Committee Appointment	Commissioner Tony DeBone, Deschutes County
Committee Appointment	Mayor Steve Uffelman, City of Prineville
Committee Appointment	Mayor Dan Richer, City of La Pine
Committee Appointment	Mayor Richard Ladebey, City of Madras
Committee Appointment	Councilor Bruce Abernethy, City of Bend
Committee Appointment	Councilor Michael Preedin, City of Sisters
Committee Appointment	Dr. Becky Johnson, OSU Cascades
Committee Appointment	Roger Lee, EDCO
Committee Appointment	Benny Benson, Energyneering Solutions
Committee Appointment	Melanie Widmer, Madras Sanitary
Committee Appointment	Tammy Baney, Central Oregon Intergovernmental Council
Committee Appointment	Wally Corwin, Jeld Wen, Inc.
Committee Appointment	John Gilbert, Pacific Crest Affordable Housing
Committee Appointment	Matt Abrams, Seven Peaks Ventures
Committee Appointment	Jay Head, Black Butte Ranch
Committee Appointment	George Neilson, Bean Foundation
Committee Appointment	Betty Roppe, Citizen

2020 CENTRAL REGION TEAM

Governor's Coordinator	Annette Liebe
Business Oregon, Regional Development Officer	Carolyn Meece
Business Oregon, Business Finance Officer	Tom Schnell
Business Oregon, Regional Project Manager	Matt Mattia
Business Oregon, Brownfields Specialist	Karen Homolac
Environmental Quality, Department of	Greg Svelund
Housing & Community Services	Kim Travis
Land Conservation & Development, Department of	Scott Edelman & Jon Jinings
Transportation, Department of	Theresa Conley
Employment Department, Oregon	Damon Runberg
Energy, Department of	Rob Del Mar
Fish & Wildlife, Department of	Michael Harrington
Parks and Recreation, Department of (Main Street)	Sheri Stuart
State Lands, Department of	Nancy Pustis
Water Resources Department	Kyle Gorman
Department of Agriculture	Theresa Yoshioka

Regional Priorities

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.

- Grow OSU Cascades
- Increase workforce housing
- Ensure the region has land and infrastructure available to retain and attract employers
- Encourage water conservation and restoration; improve water availability
- Vibrant downtown cores
- Emergency preparedness/response
- Childcare availability

Support Priorities

For support priorities, the Committee, Coordinator, and Team will monitor, engage, and support as needed and requested. The Coordinator and Team will continue working with communities opportunistically to address these priorities and to serve as a catalyst for their successful accomplishment.

- Integrate workforce training opportunities
- Enhance transit
- Support the regional creative economy
- Outdoor recreation

CENTRAL REGION PROJECTS

Partnering on Emergency Preparedness

Priority Alignment: Emergency Preparedness/Response

Opportunity: Given the region's history with large wildfires and natural disasters, the Central Oregon RS Team focused on partnering with local leaders in emergency response and recovery.

Solution: The RS Coordinator participated in an emergency recovery workshop hosted by Deschutes County Emergency Management Services to learn about opportunities for partnership. Deschutes County met with RS Team members to identify agency participants for various recovery-related topics. These relationships were critical as the region took on COVID-19 response. The team also supported the Regional Emergency Services Training and Coordination Center (RESTCC) project led by Central Oregon Intergovernmental Council. RS participated in the diverse multi-agency Steering Team composed of regional and statewide partners, and developed a Strategic Business Plan for the RESTCC. The RESTCC will include all the high-priority training needs to ensure that critical law enforcement, fire/EMS, and other emergency and preparation needs are met. The facility will also offer a turnkey Emergency Operations Center in the event of a major regional, statewide, or larger-scale disaster (e.g. Cascadia or future pandemics). The team continues to identify and align funding and technical assistance resources.



Photo: Site plan, Central Oregon Intergovernmental Council

Confederated Tribes of Warm Springs (CTWS) Critical Projects

Priority Alignment: Employment land and infrastructure to retain and attract employers; improve Water Availability; Childcare Availability

Opportunity: Support the tribe in ensuring reliable potable water delivery, safe travel on the Hwy 26 corridor through the reservation, and identify funding opportunities for critical needs such as maintenance projects at the Early Childhood Education Center.

Solution: RS and Business Oregon worked closely with the Confederated Tribes of Warm Springs (CTWS) on several drinking projects funded through the Emergency Board and special legislative session (\$7.8M). These funds will address the Shititke Creek Crossing and system improvements to Simnasho/Schoolie Water System, Sidewalter Water System, Simnashio Wastewater System, and Le-Claire Water System, as well as a community water system distribution analysis. Business Oregon provided a \$40,000 grant to CTWS to hire a project manager to assist with the legislatively funded projects. CTWS and Business Oregon selected a project manager through an RFP process in fall 2020. Business Oregon also worked closely with the Oregon Health Authority and CTWS to secure an EPA grant (\$556,000) for disadvantaged communities. The Tribes met weekly with Business Oregon and federal partners, including EPA, U.S. Housing and Urban Development, Bureau of Indian Affairs, and Indian Health Service on a progressive design build project for the Dry Creek Water Treatment Plant. CTWS has entered into an agreement with a contractor and the project is underway. The EPA grant supports the Dry Creek Water Treatment Plant's Monitoring, Instrumentation, Control, Automation, and Reporting (MICAR) and community telemetry system.



Photo courtesy of The Bend Bulletin

ODOT US 26 signed the project bid for the Warm Springs Safety Improvement project December 7, 2020 for approximately \$6.5M. The project includes repaving eight miles of highway between Warm Springs and Gumwood Lane, culvert repair and replacement, improving the roadside cut at milepost 105 to reduce the risk of rock fall, constructing a multi-use path along US 26 between the Warm Springs downtown commercial area to the Museum at Warm Springs, an enhanced pedestrian crossing at the Museum at Warm Springs, enhanced signing, and a raised highway median.

RS convened two meetings with the Early Learning Division, the regional early learning hub, the childcare resource and referral manager and tribal leaders to discuss the site maintenance progress and needs to ensure that the center retains its state license and maximizes space available. RS connected a philanthropic donor with the ECE Executive Director; the donor contracted with the Warm Springs Community Action Team to provide the most critical maintenance services.

SOUTH CENTRAL REGION

Klamath & Lake Counties

To see the South Central Region Advisory Committee and the South Central Region Team visit [here](#).

2020 SOUTH CENTRAL ADVISORY COMMITTEE

Convener	Jane O’Keeffe, O’Keeffe Family Ranch
Philanthropic Representative	Charles Massie, Oregon Community Foundation
Business Representative	Tricia Hill, Gold Dust Farms
LOC Representative	Mayor Carol Westfall, City of Klamath Falls
AOC Representative	Commissioner Bradley Winters, Lake County
Committee Appointment	Commissioner Kelley Minty Morris, Klamath County
Committee Appointment	Michele Parry, Town of Lakeview
Committee Appointment	Chairman Don Gentry, The Klamath Tribes
Committee Appointment	Betty Riley, South Central Oregon Economic Development District
Committee Appointment	Jim Walls, Lake County Resources Initiatives
Committee Appointment	Peter West, Energy Trust of Oregon
Committee Appointment	Barry Imler, Fremont-Winema National Forest
Committee Appointment	Todd Andres, Pacific Power
Committee Appointment	Sandra Fox, Oregon Institute of Technology
Committee Appointment	Randy Cox, Klamath County Econ Dev Association
Committee Appointment	Jessica Bogardus, Lake County Chamber
Committee Appointment	Roberta Vanderwall

2020 SOUTH CENTRAL TEAM

Governor’s Coordinator	Annette Liebe
Business Oregon, Regional Development Officer	Larry Holzgang
Environmental Quality, Department of	Greg Svelund
Housing & Community Services	Kim Travis
Fish & Wildlife, Department of	Trevor Watson
Land Conservation & Development, Department of	Jon Jinings & Scott Edelman
Transportation, Department of	Jarod Johnson
Energy, Department of	Rob Del Mar
Parks & Recreation, Department of	Susan Bethers
Parks & Recreation, Department of (Main Street)	Sheri Stuart
State Lands, Department of	Nancy Pustis
Water Resources Department	Kyle Gorman
Department of Agriculture	Theresa Yoshioka Beth Pietrzak

Vision

The South Central RS Team provides regulatory technical assistance, aligns funding, and shares information to support job retention and attraction. The South Central RSAC has identified the following priorities to guide the team's work.

Priorities

- Infrastructure
- Shovel-ready employment land
- Support entrepreneurship and small businesses
- Workforce housing
- Downtown revitalization
- Water quality and quantity
- Workforce development especially trades and internships
- Improve forest health/restoration economy
- Agriculture

SOUTH CENTRAL REGION PROJECTS

Red Rock Biofuels, Lakeview

Priority Alignment: Associated SC Priority: Infrastructure; shovel-ready employment land

Opportunity: The Project – Red Rock Biofuels (RRB) is constructing a \$250M biofuels refinery in Lakeview. The project is funded by State of Oregon Tax Exempt Bonding Authority, and a \$70M federal Department of Defense grant and private investors. Once operational, the facility will employ 42 people full time, with 55-60 indirect jobs created in the nearby forest; 250 jobs are estimated for construction. RRB intends to convert 163,000 bone-dry tons of woody biomass into 16.1 million gallons per year of renewable jet fuel, diesel, and naphtha. Byproducts will include bio char and liquid CO2 to be sequestered. RRB broke ground in July 2018, and the plant will become operational in 2021.



Red Rock Biofuels Jan 29, 2021.

Solution: The RS Team continued to work with RRB, the town, the county, and South Central Oregon Economic Development District to provide assistance on state permitting approvals, incentives and COVID protocols/testing. The RS Coordinator convened monthly conference calls to ensure good coordination. DEQ facilitated environmental permitting for construction and operations, and helped RRB obtain appropriate air and water quality authorizations.

Business Oregon approved a \$2.9M loan to assist Lake County finance improvements on the Lake County Rail line to allow for transport of the fuels produced by RRB.

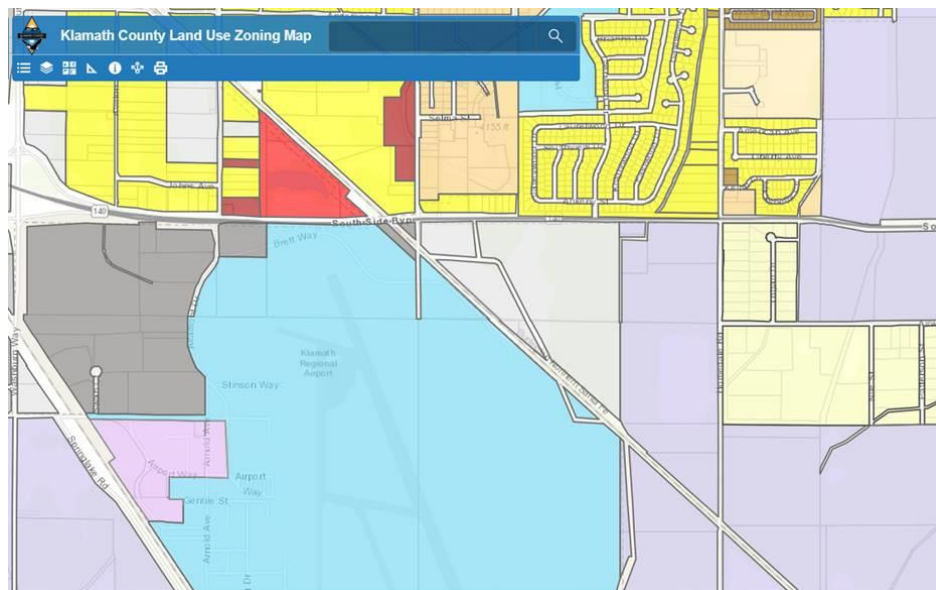
Brett Way Intersection Improvement

Priority Alignment: Associated SC Priority: Infrastructure; shovel-ready employment land

Problem: The City of Klamath Falls has very little remaining developable industrial land, and the current configuration of Summers Lane and Brett Way poses serious safety concerns.

Solution: In 2020, ODOT completed project engineering/design; construction is scheduled to begin in spring 2021. The City of Klamath Falls is contributing a total of \$2.8M to the project. This includes their match contribution and the cost of extending city water and sewer services along Brett Way. In addition, the city and county agreed to the necessary temporary and permanent easements for the project. Klamath County is contributing \$850,000 to the project. ODOT has also worked with Klamath County on a detour route for freight mobility during project construction, and has partnered with the local community to come up with a sculpture and landscape design for the center of the roundabout. This adds significant aesthetic appeal and the sculpture is a great representation of the area. The zoning of the

developable land, the Zbinden site, made accessible/available by this project is zoned light industrial. Prior to this project, the site had been land locked and not considered developable. Business Oregon is working with the City of Klamath Falls and Klamath County to enroll the Zbinden Industrial site into the Regionally Significant Site program.



The Zbinden site is the light grey triangle

GREATER EASTERN REGION

Gilliam, Grant, Harney, Malheur, Morrow, Umatilla & Wheeler Counties

To see the Greater Eastern Advisory Committee and the Greater Eastern Team visit [here](#).

GREATER EASTERN ADVISORY COMMITTEE

Convener

Representative Lynn Findley, House District 60

Philanthropic Representative	Timothy Mabry, Oregon Community Foundation
Business Representative	Donald Rice, GreenWood Resources
LOC Representative	Mayor Mike McLaughlin, City of Vale
AOC Representative	Commissioner Melissa Lindsay, Morrow County
Committee Appointment	Commissioner Bill Elfering, Umatilla County
Committee Appointment	Commissioner Scott Myers, Grant County
Committee Appointment	Judge Elizabeth Farrar, Gilliam County Commission
Committee Appointment	Judge Pete Runnels, Harney County
Committee Appointment	Judge Dan Joyce, Malheur County
Committee Appointment	Joe DeLaRosa, Chairman, Burns Paiute Tribe
Committee Appointment	Bill Tovey, Confederated Tribes of the Umatilla Indian Reservation
Committee Appointment	Bob Levy, Windy River Farms
Committee Appointment	Fred Flippence, Harney Electric
Committee Appointment	Rick Minster, Retired
Committee Appointment	Peter Mitchell, Port of Arlington

2020 GREATER EASTERN TEAM

Governor's Coordinator	Courtney Warner Crowell
Business Oregon, Regional Development Officer	Melisa Drugge
Business Oregon, Regional Development Officer	Scott Fairley
Environmental Quality, Department of	Randy Jones
Housing & Community Services	Kim Travis
Land Conservation & Development, Department of	Scott Edelman
Transportation, Department of	Ken Patterson

Vision

Advance the regional economy and help support current and emerging businesses in Greater Eastern Oregon. Support for traded sectors and small business, as well as entrepreneurial job growth and retention, is the overarching goal of these priorities.

Regional Priorities

- Natural resource utilization
 - Support forestry, agriculture, mining, and recreation sectors.

- Water management and development
 - Helping promote the regional workforce development opportunities to meet current and future industry needs and address issues related to workforce availability such as childcare, training, and education.
- Workforce housing availability
 - Increase housing availability across types and values.
- Competitive rural communities
 - Access to services that create competitive rural communities including broadband, child care services, an engaged entrepreneurial ecosystem, downtown revitalization, and multi-modal transportation to attract growth, development, and workforce.
- Infrastructure for marketable industrial lands
 - Increase availability of sewer, water, roads, and other investments to be competitive in attracting business development opportunities.
- Broadband
 - Support rural Oregon broadband development as a key economic development driver for rural communities.

GREATER EASTERN PROJECTS

2020 Umatilla Flooding

Priority Alignment: Competitive Rural Communities, Workforce Housing Availability.

In early February 2020, Umatilla County was hit with the worst flooding event in hundreds of years. In some portions of the county, the water was over the 500-year flood mark. This event was devastating for many communities within the county, and RS spent much of 2020 dealing with the aftermath of the flooding and helping communities recover.

Solution: Shortly after the flood, RS brought together, in partnership with the Office of Emergency Management, all the federal, state, and local partners in a community meeting to talk about the process for recovery. Since so many homes were destroyed, this event would qualify for both FEMA public assistance and individual assistance. Additionally, the Emergency Board allocated \$11.8M for Umatilla County for housing, infrastructure, and business support. RS was instrumental in pulling together local, state, and federal partners to help the community come up with a plan for the funding. After months of coordination and collaboration with state agencies, Oregon Housing and Community Services approved the City of Pendleton’s plan to develop a project that would create up to 100 new units of affordable housing for both flood victims and to address the need for housing in the community.



Drone footage of flooding in Pendleton, February 7, 2020 (Courtesy: Wayne Green/City of Pendleton)

RS continues to help communities recover from last year’s devastating flooding. The banks of the Umatilla River and many creeks within the county have been altered significantly. RS continues to help with the permitting process for both communities and private landowners to get ready for the next high water event, and planning mitigation projects to prevent this type of flooding in the future.

NORTHEAST REGION

Baker, Union & Wallowa Counties

To see the Northeast Advisory Committee and the Northeast Team visit [here](#).

2020 NORTHEAST ADVISORY COMMITTEE

Convener	Tim Seydel, Eastern Oregon University
Philanthropic Representative	Aletha Bonebrake
Business Representative	Kathy Gover-Shaw, Behlen Mfg. Co.
LOC Representative	Councilor Corrine Dutto, City of La Grande
AOC Representative	Commissioner Susan Roberts, Wallowa County
Committee Appointment	Curtis Martin, VP Ranch
Committee Appointment	Nils Christoffersen, Wallowa Resources

Committee Appointment	Chelsea Judy, Anthony Lakes Mountain Resort
Committee Appointment	Mayor Allan Duffy, City of Elgin
Committee Appointment	Commissioner Donna Beverage, Union County
Committee Appointment	Lindsay Warness, Woodgrain Millwork
Committee Appointment	Superintendent George Mendoza, La Grande School District

2020 NORTHEAST TEAM

Governor's Coordinator	Courtney Warner Crowell
Business Oregon, Regional Development Officer	Brian McDowell
Environmental Quality, Department of	Randy Jones
Housing & Community Services	Kim Travis
Land Conservation & Development, Department of	Tamra Mabbott
Transportation, Department of	Ken Patterson

Regional Priorities

The following priorities are all required to advance the regional economy and help support current and emerging businesses in Northeast Oregon. Support for traded sectors and small business, as well as entrepreneurial job growth and retention, is the overarching goal of these priorities.

- Natural resources utilization
 - Support forestry, agriculture, mining, and recreation sectors.
- Water management and development
 - Secure agricultural, industrial, and municipal water supply.
- Promoting workforce development and stability
 - Helping promote the regional workforce development opportunities to meet current and future industry needs and address issues related to workforce availability such as childcare, training, education, housing and transportation.
- Workforce housing availability

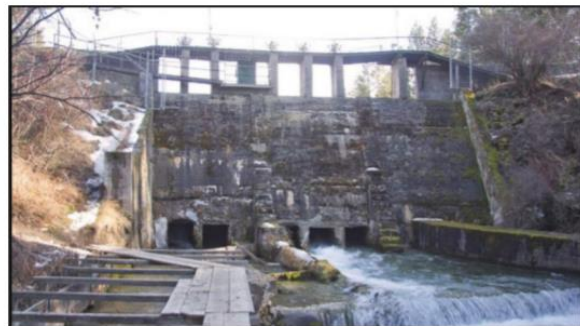
- Increase housing availability across types and values.
- Competitive rural communities
 - Access to services that create competitive rural communities including broadband, child care services, an engaged entrepreneurial ecosystem, downtown revitalization, and multi-modal transportation to attract growth, development, and workforce.
- Enhance local infrastructure
 - Increase availability of broadband, sewer, water, roads, and other investments to be competitive in attracting business development opportunities.
- Working lands recreation economy
 - Support the working lands recreation economy of the region by enhancing and supporting projects that capitalize on the natural landscape of our working lands and history of the region.

NORTHEAST REGION PROJECTS

Wallowa Lake Dam Project

Priority Alignment: Water management and development, natural resources utilization.

Wallowa Lake Dam is considered “high risk” for failure and could cause loss of human life and significant damage to adjacent property if it were to fail. The dam, built in 1919, is a critical piece of water infrastructure for the economy, supporting recreation, agriculture and other future water needs. The repair cost is estimated to be over \$16M. The reservoir has been maintained at only 72% of historical capacity in order to reduce the risk of dam failure.



Above: A ground view of the 20th century built dam shows the need for immediate repair.

Solution: In 2019, the Governor and Legislature awarded \$14M to restore the Wallowa Lake Dam.

During 2020, Regional Solutions convened the Wallowa Lake Irrigation District, the Nez Perce Tribe, the Confederated Tribes of the Umatilla Indian Reservation, OWRD, and ODFW to develop a memorandum of agreement (MOA) to protect the instream water rights to be effective when the new dam is completed.

This MOA was signed in spring 2020. In the summer of 2020, the funding from the legislature was cancelled due to reduced bonding capacity because of COVID-19. The project is currently in the Governor's 2021-23 Recommended Budget. Regional Solutions has continued to keep all the stakeholders at the table to ensure that when funding is restored, the project is ready to proceed. Stakeholders have signed an updated MOA to show their ongoing commitment to the project.

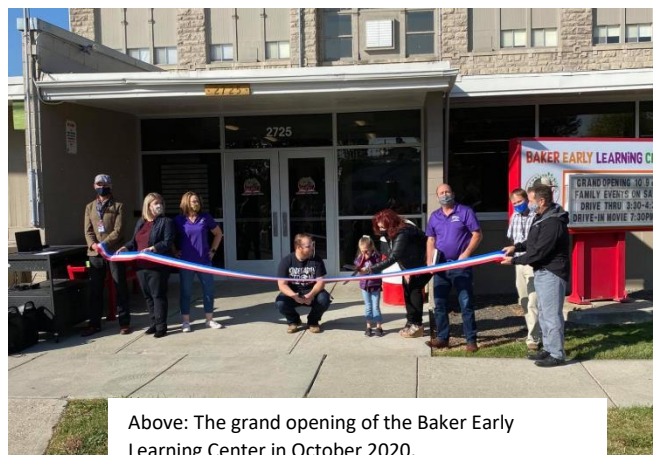
Baker Early Learning Collaboration

Priority Alignment: Competitive rural communities, promoting workforce development and stability

Problem: Need to address the lack of childcare that is creating a workforce problem across the community.

Opportunity: Regional Solutions continues to participate in the Baker Early Learning Collaborative (BELC), which is a community-led project to develop an early learning center in Baker City. The goal has been to transform an old elementary school into a comprehensive early learning center that includes childcare, Head Start and preschool programs, community wrap around services, and Kindergarten.

Solution: In 2020, the BELC was able to make huge strides forward with getting additional Head Start and Preschool Promise slots for the community, renovating the building, and opening up the new Baker Early Learning Center to Head Start, Preschool Promise, Kindergarten, and community wrap around services. As this project moves into 2021, Regional Solutions will continue to engage as the BELC works with community partners and local businesses to open up a childcare center on site.



Above: The grand opening of the Baker Early Learning Center in October 2020.