

Wallowa County Economic Action Team

Rural Development Assistance Team Report - May 2007

Table of Contents

<i>A Brief History of Wallowa County</i>	2
<i>Wallowa County Economic Action Team</i>	3
<i>Introduction to the RDAT Report.</i>	5
<i>Visioning Rallies</i>	6
<i>Economic Action Team Surveys.</i>	7
<i>Executive Summary</i>	8
Section 1. Integrated Vision and Strategic Priorities	
<i>Goals</i>	9
<i>Business Value Added Center</i>	9
<i>Wallowa County Campus</i>	9
<i>Workforce Housing.</i>	10
<i>Fees</i>	10
<i>Critical Resources and Land Use.</i>	10
<i>Wallowa County Brand.</i>	11
Section 2. Sector Analysis	
<i>Forestry.</i>	12
<i>Agriculture</i>	14
<i>Tourism.</i>	16
<i>Land Use.</i>	17
<i>Downtown Development.</i>	22
<i>Housing</i>	23
<i>Arts and Culture</i>	25
<i>Infrastructure</i>	27
<i>Education: An Integrated Economic Strategy</i>	31
Section 3. Implementation Timeline	
<i>Timeline</i>	39
<i>Comments by Joseph McCabe.</i>	41
<i>Frameworks.</i>	42
Appendices	
<i>What is RDAT?</i>	43
<i>Community Coordination.</i>	44
<i>RDAT Team Members.</i>	45
<i>Contributors & Donors.</i>	47

Click on the subject you want to view and you will automatically be taken to that page.

A Brief History of Wallowa County

By Diane Snyder

Wallowa County is home to 7000 residents. People have been living, working, enjoying and shaping the landscape for over 9,000 years. Wallowa County's diverse and stunning landscapes include the beautiful Wallowa River winding its way through the valley; the rims of Hells Canyon, the deepest gorge in North America; Wallowa Lake, with the most perfect geologic moraines on the continent; and the Wallowa Mountains that peek at an elevation of nearly 10,000 feet.

About 58% of the land is owned by the public and managed by the USDA Forest Service. Our economy is primarily derived from agriculture, forestry and tourism.

Agriculture is an important component of the county's economy. Unfortunately agricultural producers suffer because the cost of producing food and fiber continues to increase without much residual increase in price to the producer.

Since the early 1900's, timber was a king pin for the economy of Wallowa County. This peaked in the 1980's when more than 85 million board feet of timber was harvested from public land alone. However, for more than fifteen years, forestry on public lands has been a hotbed of conflict. The timber wars, modernizations of the industry's technology and the declining federal budgets have had a huge impact on the economic and social health of Wallowa County.

Our remote location has always been a challenge to economic development, making it difficult to compete in business recruitment. There is a difference between rural communities and rural remote communities. It is more profitable for a business to locate where there is freeway access and a larger available workforce pool.

During the past decade, an average 14.3% of Wallowa County's population lives in poverty and unemployment is occasionally as high as 19%. The decline in the skilled workforce and the family wage jobs has other social consequences. With the loss of benefits and more people qualifying for aid, federal health care coverage at the County hospital increased from 40% to 80% during the 1990's.

While Wallowa County has been losing the demographic sector of young families, the population remains constant. Retirees and people who bring their jobs with them, or conduct their business electronically have moved to the area increasing the price of real estate.

During the past 10 years, the cost of housing has tripled yet the annual wage only increased about 3%. Agriculture and forestlands are being converted to accommodate this changing demographic. As new owners purchase large tracts of land, the management of those lands is changing from active resource management to hunting preserves. The financial incentive for development and resale is much larger than the incentive to continue to actively resource-manage these private lands.

Beginning in 1999, income generated in Wallowa County from transfer payments exceeded the amount of income generated from jobs. These transfer payments include all types of state and federal subsidy programs, as well as retirement, pension, dividend and rental income sources.

In 1994, zero timber harvest occurred on public lands. All three sawmills in the community began to shut down. The mill owned by Boise Cascade was dismantled and sold. As a result, nearly 400 wood products manufacturing jobs were lost. Numerous logging companies left the area or went out of business. This impacted many other job reductions, such as in tire companies, fuel companies, and local grocery stores. On top of all this, some environmental groups had filed a Court injunction to stop public land grazing permittees from turning their herds out on public lands in Hells Canyon.

Typical of Wallowa County folks, quitting isn't a word in our vocabulary. Several actions were taken under the leadership of the County Commissioners that set a course for a proactive approach to these challenges. These actions included the drafting and adoption of the Wallowa County Nez Perce Tribe Salmon Recovery Plan, the creation of a non-profit to provide local leadership in natural resource collaboration (Wallowa Resources) and the utilization of a Natural Resource Advisory Committee to coordinate policy level responses to natural resource issues.

These kinds of collaborative efforts provide a peek into the future of Wallowa County by restructuring areas around our competitive advantage, including sustainable resource management, maintaining a skilled workforce, increasing family wage jobs, and identifying those "niche" areas that will reduce the need for direct economic competition with commodities. Impacts of global influences can be changed from threatening to empowering if we collectively pursue engaging in our future.

Wallowa County Economic Action Team

To enhance the economic environment and vitality of Wallowa County while maintaining our quality of life, aesthetic beauty, and environmental attributes.

As Wallowa County citizens and communities look to the future, we are faced with challenges as well as opportunities to further develop and maintain a vigorous economy; sustain our natural environment; and enhance and uphold a desired and unique quality of life. Essential for success is the identification of opportunities and actions that can lead to the achievement of these desired outcomes. Likewise, citizen participation is key to bringing about these results.

Wallowa County Takes Action: In April 2005, Wallowa County was introduced to the concept of a Rural Development Assistance Team (RDAT). This is a program coordinated by North Carolina State University's Rural and Urban Design Assistance Program.

What is an RDAT? What can it accomplish for a community? For the past 40 years, RDATs have been assisting America's rural and urban communities solve tough problems. An RDAT program guides communities and organizations in assessing their current circumstances and provides recommendations tailored to their unique location with situation-specific characteristics and circumstances. The value of RDAT expertise and the resulting "Team Report" to a selected community is estimated at more than \$250,000.

The RDAT is comprised of volunteers drawn from a variety of professional disciplines. No two communities are the same. Similarly, no two Teams are comprised of the same professionals. Team members volunteer their time, giving up at least a week of their professional practice for an area they have usually never visited. They are selected on the basis of their skills and knowledge matched with the issues and needs of a specific locality. It is not uncommon for a Team to possess over two hundred years of cumulative professional experience.

Wallowa County Selected: In October 2005, Wallowa County received the good news of selection as the 2006 RDAT community! The competition is keen because only one community in the United States is selected annually to be an RDAT recipient.

RDAT Visit: After 12 months of preparation both by the Team and the County, in October 2006 the RDAT arrived in Wallowa County. Local companies provided the equipment and facilities, logistical and financial support and other items needed by the RDAT for the weeklong workshop.

The Team interacted with the community, looked at sites, and analyzed our situation. Their findings were based on extensive County stakeholder input and their own research to understand our needs, values and assets, our County culture, the social, financial, cultural, human, political. They considered the physical aspects including buildings and infrastructure, along with the local understanding and wisdom of what works in the County, together with the knowledge and exper-

tise present among Wallowa County individuals and groups.

RDAT Findings – After a hectic week of meetings and tours throughout the County, a public forum was held on the last day for the Team to prioritize and summarize their findings on how to improve the area's economic vitality. An implementation schedule was included as a guide for the Economic Action Team to follow until the final written Team Report has been completed.

Six Action Areas – These six areas serve as priorities, the base of support for everything the community says it wishes to accomplish and what the RDAT recommended. These take precedence in terms of the community's activities.

- *Branding and Marketing –* Develop a broadly recognizable Wallowa County brand to market Wallowa County, its products and services.
- *Education/Knowledge (the County as the Campus) –* Study ways of enhancing education and knowledge dissemination to strengthen life skills and to add value to all sectors, citizens and economic strata.
- *Value Added Center –* Add value to existing economic activities and facilitate and support new ones focusing on profits and incomes.
- *Affordable Housing –* Establish and implement mechanisms so working families can afford housing enabling them to live and work in Wallowa County.
- *Natural Resource/Environment Sustainability –* Conduct programs and activities to sustain the natural environment as the foundation of the county's present and future, and the resultant health and well being of the economy, citizens and communities. A subcommittee is already addressing the Mount Howard Fuel Reduction program.
- *Revenue from Fees –* Increase city and county revenues through methods such as development impact fees, application/plan review fees, indirect administrative expenses associated with grants administered in the county, and real estate transfer fees. These fees should cover the cost of the cities' or county's staff time and pay the all-too-real costs that are incurred with new development.

To be successful the RDAT team stressed:

- *Any implementation should be Wallowa County stakeholder directed and approved. Citizen input and participation is central. This is a citizens' program.*

Continued on page 4

- *Priorities for action must be established, but not limited to, the appointment of an Economic Action Team Board of Directors and Executive Committee. These groups will hold meetings open to the public and be guided by the information from the County visioning activities, the Economic Action Team survey and the RDAT report. The Team stressed the importance of continued dissemination of information to the County and inclusion of local citizens at every level in the implementation, monitoring and evaluation of the progress and accomplishments.*

The Wallowa County Team Report - The Team's written evaluation and recommendations are contained in the Team Report. This Report provides Wallowa County with a roadmap to identify unmet needs, opportunities and solutions to address them; strengthen existing organizations and their programs; establish and operate, if feasible, new entities and activities; access additional resources; enhance the economy, incomes and jobs; coordinate existing and new activities for positive impacts; and assist in the accomplishment of the County's strategic plan.

The Report is not cast in stone. It represents the consolidation of RDAT member's best professional recommendations for Wallowa County's improvement based on the input from constituents, local commitment and expertise, and available resources. Wallowa County is under no obligation to adopt any of the RDAT recommendations.

Making It Happen – The successful implementation of this plan represents a unique opportunity for progress. It has great potential for broad benefits and positive impacts. Critical for success are the ideas, input and participation of Wallowa County's valued citizens and organizations. Committees of local citizens are where "The rubber meets the road" to accomplish these priorities.

Key Organizations – Effective, mutually beneficial relationships and collaborations between existing and new organizations and entities are important. The Economic Action Team does not intend to compete with existing organizations. They will work with and support their ongoing activities, fill gaps and take advantage of opportunities to combine resources for a common goal. Utilizing strategic partnerships is vital to support these collaborations. Coordination of diverse, but related activities is one of the mandates. Wallowa County citizens and organizations will continue to work to make this plan a reality, just as they have during the 18-month process to facilitate the RDAT visit.

In the Beginning – A Wallowa County Economic Action Team was formed to facilitate the RDAT application process. To guide them in this endeavor, the committee developed a Mission Statement: To enhance the economic environment and vitality of Wallowa County while maintaining our quality of life, aesthetic beauty, and environmental attributes.

The Economic Action Team facilitated the many requirements of the application process. An initial site visit was required for the County to demonstrate a committed citizenry, show the ability to organize community support and provide the necessary resources to support an RDAT visit. There is no cost to communities for the actual RDAT program, but there are other costs involved. There are costs for travel, meals, accommodations, minimal honorarium expenses for the professionals, and a contribution to the support the Rural and Urban Design Assistance Program at North Carolina State University.

Once selected, countywide task teams were formed to help facilitate the RDAT visit, both financially and logistically. The Economic Action Team partnered with the Northeast Oregon Economic Development District (NEOEDD) to bring a facilitator to Wallowa County to conduct a series of community rallies. These provided input to the committee as part of the Public Forums Task Team and gave all county citizens an opportunity to have their voice be heard.

Our RDAT Professionals – The Team members selected possessed the expertise and knowledge to compliment the unique attributes of Wallowa County. It was important that these people had the skills to respond to our local uniqueness. The RDAT members brought no agendas, nor did they have any preconceived formulas. A successful RDAT visit requires objectivity, fairness and neutrality with respect to special interest groups, both public and private.

Gathering Information - Prior to their arrival, RDAT members prepared themselves by reading studies and County history. They reviewed input gathered by the Economic Action Team from all aspects of the community. Their extensive research was conducted to best understand issues and problems facing Wallowa County. The result was a wealth of useful information about the desires, concerns, needs, opportunities and priorities related to the County, its economy and its citizens.

The Team findings are based on their own research to understand our needs, values and assets, our County culture, the social, financial, cultural, human, political; the physical including buildings and infrastructure, along with the local understanding and wisdom of what works in the County, together with the explicit knowledge and the expertise present among individuals and groups.

Get involved - Attend an Economic Action Team meeting. Join one of the many subcommittees now forming. To receive information, Economic Action Team meeting notices, minutes and upcoming meeting agendas, please send your name and email address to skip@espritinc.net or become involved by contacting the Wallowa County Chamber of Commerce at (541) 426-4622, or Skip Novakovich at (509) 586-7858.

*Wallowa County Economic Action Team
Working together, building a great future in Wallowa County!*

Peter Batchelor's Introduction to the Wallowa County Rural Development Assistance Team report

My first visit to Wallowa County occurred in the summer of 2004 at the time of the Oregon Mountain Cruise. The streets of Joseph were filled with car owners displaying their exquisitely restored classic automobiles. On this sunny day the mountains formed a majestic backdrop for the crowds that spilled out over the sidewalks and mingled with car enthusiasts. Like every other visitor to Wallowa County I was impressed with the sheer physical beauty of the valley.

This, of course is what attracts tourists and retirees. An abundance of wildlife, combined with good fishing and camping facilities guarantees that the county will continue to lure the outdoorsman in all of us. However, neither tourism nor investment in homes is sufficient to attract permanent jobs and opportunities for young and established families.

The future of the county depends on balancing its current resources in agriculture and forestry with the necessity to attract a population willing to settle and raise families. Some citizens see this in black-and-white terms as a conflict between growth and the preservation of Wallowa's natural and cultural environments. Nothing could be further from the truth. It has been shown elsewhere in the nation that growth can be managed through careful stewardship of land, and that its impact can be minimized through ecologically sensitive approaches to land use and development patterns.

These were some of the many issues facing the Wallowa County Rural Development Assistance Team (RDAT) in the fall of 2006. Team Chair Jane Willeboordse assembled skilled professionals from across the United States to study the problems of the county and to create the guidelines for a plan for its future. This team studied the area and gave strong recognition of the community's value and in this case, land resources and jobs directly tied to the land. The strength of all the many local connections to the land were highlighted by this team report with a BVAC center that promotes jobs and benefits of learned stewardship. This Center will also begin to add resilience to the local economy and will be better for the county in the long run. Assistance teams such as the Wallowa County team have been helping America's urban and rural regions solve difficult problems – sometimes seemingly intractable ones – for the past forty years. These teams have visited communities ranging in size from a few thousand to several million persons, and from densely developed urban regions to rural counties. My first experience

with such a team occurred thirty eight years ago when we were able to save a vital historic district from destruction by an interstate highway system. Since that time I have devoted my energies to building the Urban and Rural Design Assistance Program, first within the State of North Carolina and spreading more recently to Maryland, Washington State, and Oregon.

Design assistance teams are comprised of volunteers drawn from a variety of professions which in this unique case included the following disciplines and areas of expertise: Forestry, architecture, business & education, landscape architecture, agriculture, horticulture and sustainable development. Most teams possess 200 years or more of cumulative professional experience. Over the years teams have generated hundreds of millions of dollars of value-added investment, and have left a legacy of active local organizations, potentially forming community development corporations.

Under Jane's leadership the ten-member team Wallow Rural Development Assistance Team created the following plan for the future of Wallowa county. The plan is based on issues and needs defined by the citizens of the county during a week-long workshop. Achieving the objectives laid out in the plan will not be easy, but the first step laid out here as the BVAC Center can move from dream to reality under a united and motivated citizenry and the leadership of the Economic Action Team.

*Peter Batchelor, FAIA, FAICP
Director, Urban and Rural Design Assistance Program.*

VISIONING RALLIES

By Sara Miller

In March of 2006, residents were invited to participate in a series of community conversations about the future of the county. These conversations took place during four facilitated evening community rallies and several daytime sessions. Daytime visits included area high schools, a senior meal site, Rotary, Wallowa County Chamber, Wallowa Merchants, Joseph City Council, and arts and natural resources interest groups. In total, more than 720 people from across a range of sectors, ages, communities and backgrounds participated.

Participation was encouraged in many ways. Press releases were sent to local newspapers and radio. Flyers and posters were posted in incorporated and unincorporated communities. Flyers were handed out at community events and meetings, sent home with school children, and included in the County Chamber newsletters. Verbal invitations were made at meetings and events. Volunteers handed out flyers and postcards to businesses and residents, and made phone calls. Babysitting and a meal were provided to encourage participation of young families and working people.

Each rally consisted of:

- *A meal*
- *Examples of successful rural communities who mobilized around a shared vision*
- *An assessment by participants of their community strengths and weaknesses based on ten community attributes*
- *Small group discussion*
- *Creation of a shared vision statement*
- *The opportunity to sign up to work toward achieving the shared vision*

Participants left each rally with a copy of the vision statement and a table showing the scoring of attributes by participants at each rally. A complete report on the Community Rallies, including the definitions of the successful rural community attributes and the community vision statements for the Troy, Enterprise, Wallowa and Joseph areas, is included as Appendix A in the Wallowa County Strategic Plan.

Although the vision statements produced at each of the rallies was slightly different, there were strong similarities. Following the rallies, a task team of citizen volunteers reviewed the four community vision statements to identify common themes. The task team then used the common themes, elements and language from the community visions to craft the following county-wide vision:

Wallowa County Vision Statement

Heritage and culture are a strong presence in Wallowa County where people enjoy and celebrate a rural way of life. We share our healthy environment and unique natural landscapes with newcomers with similar values. Together we value wide-open spaces and intact ranchlands. We create opportunities to carry agriculture and ranching forward into the next generation. We intentionally nurture and connect year-round residents, including young people and families, through new community-building and leadership opportunities. Our small towns, local businesses and active volunteers collaborate to create a shared future.

Wallowa County cultivates a balance of compatible locally-owned small businesses which add to our diverse and innovative economy. We strongly support local entrepreneurship and opportunities that add value to our natural, cultural and agricultural resources. We capture the value of local businesses and high quality agriculture

through new products and niche markets serving residents, visitors and customers outside the area. A vibrant and entrepreneurial environment fosters businesses enjoyed by residents throughout the year in a County with no mega anything.

The vision statements are being utilized by a variety of groups, organizations, and decision makers. These include the Wallowa County Strategic Plan, the Wallowa County Commission on Children and Families Comprehensive Plan, the Joseph City Council, and the Wallowa County Economic Action Team. Community level groups have organized in Joseph, Troy/Flora, Enterprise and Wallowa to work on coordination and support of actions to implement the visions in their separate communities and among the different communities. These activities provide many opportunities for citizens to be involved in creating a desired future.

County Survey – Summary of Adult Responses

By Jean Pekarek & Jim Henson

In 2006 many activities were conducted to determine the desires of Wallowa County citizens for their future. These included community visioning activities, a survey of county citizens to determine desired actions and priorities and the site visit by a Rural Development Assistance Team (RDAT), to examine the economy and other dimensions of the county. The RDAT would make their recommendations for actions based upon local citizen’ comments, the team’s interactions with citizens and organizations, and the expertise of the RDAT’s members.

The following is a summary of the desires and priorities of county citizens in response to three open ended questions about what they wished to KEEP, what they wished to CREATE and what they wished to CHANGE in the county. The questionnaires were widely distributed to adults and students. Citizens were asked to indicate five priorities for each of the above-indicated categories beginning with the most important to the least important of the five.

The results of questionnaires were collated by Jean Pekarek. Because of the open-ended nature of the questions there are many different responses. The following is a summary of the responses indicating trends and the general opinions expressed by citizens. These are based only on the adult respondents and do not include student responses.

According to the surveys, these are the most important topics/issues to KEEP, CREATE and CHANGE. The topics listed as most important reflect all five priorities for each category. Thus, only the most important topics listed by the respondents are given.

The priorities have been totaled according to the following general subjects to indicate trends and summarization of responses:

- Quality of life/Environment - Included are low population; small town atmosphere; rural lifestyle; open spaces; natural landscapes; controlled/managed growth; maintain or enhance land use planning; and pristine environment;
- Economy - Included are economic opportunities including natural resources, timber industry and agriculture; enhanced business base including small businesses; family living wages; affordable housing;
- High quality education and opportunities for youth;
- Quality Health Care;
- Culture/Arts/Heritage;
- Transportation;
- Law Enforcement;
- There were many other individual topics given with the above being the most numerous by general subject.

In the table the responses are given according to the number of total responses for each subject. They are ranked as 1 being the most numerous, 2 being the next most responses and so on. The number of responses is given in parentheses after the numeric ranking. In every case the first two ranked responses were the most numerous. The total responses by each topic are given as the bottom line in the table. The Economic Action Team wishes to thank Jean for her tremendous efforts to compile the survey responses.

Topic	KEEP	CREATE	CHANGE
Quality of Life	1 (123)	3-4 (7)	1 (32)
Economy	2 (54)	1 (90)	2 (28)
Education/Youth	3 (9)	2 (31)	4 (10)
Culture/Arts/Heritage	5 (5)	0	0
Transportation	0	3-4 (7)	0
Law Enforcement	0	0	3 (12)
Health Care	4 (8)	0	0
Total Responses	228	204	202

Rural Development Assistance Team

Executive Summary

A traditional strength of Wallowa County residents has been their internal connections. The early residents struggled together creatively to wrest an existence from the natural resources at hand, building very personal connections – and a competent knowledge base – with the land, its seasons, and the inherent vagaries of terrain and climate. The sheer diversity of land-based activities was enabled by strong family/neighbor connections producing informal cooperatives that functioned for the common good. Thus, with meager resources, the early residents collaborated to build a resilient economy with relatively little dependency on outside inputs.

Progress brought increased interactivity with external markets, societal and political forces, and economic prosperity that peaked in the boom years of the forestry industry. As external markets opened to Wallowa County the residents began to import essentials of food and fiber that had historically been supplied internally. A direct, but long-term, consequence of these external connections has been the dilution of internal connections and the vital interdependencies of Wallowa County residents.

A parallel activity was the growth of tourism, creating what is generally regarded as the third sector of a three-legged economy based on agriculture, forestry, and tourism. An arts-based business and the influx of {Lone Eagles}[1], retirees and second-home buyers added other legs to the economy. As the economy segmented, the historically strong {local} connections began to weaken. The RDAT finds these connections among economic sectors weakened – but still in place.

Economic dynamics have reduced the Real Average Wage Earning/Job from an indexed (1969 = 100) high of 132 in 1972 to 82 in 2000. [2] RDAT takes seriously Jim Henson's cautions regarding a business-as-usual slide into a Scenario III economy dominated by external {market forces}. [3] In response: A striking opportunity lies in building Value Adding Activities integrated across all economic sectors. A current example is the timber industry provides only 9.4% of the total value added in Wallowa County [4] – but a huge percentage of the natural resource “bulk” leaving the county.

The team recommends immediate steps be taken to restore the county's job base, resilience and competitiveness by business planning, site planning, funding, and construction of a Business Value Added Center (BVAC). Wide participation in the BVAC from all the sectors identified in Section 2 is essential. This is envisioned as a center where business sectors are reconnected and strengthened by collaboration, resource and space sharing. Underpinning the entire activity is the growth of an educational sector using the entire county as a campus, integrating agriculture, forestry and culture. Co-locating these collected activities provides a visible place where a critical mass of cross-sectional creativity emerges – as people work elbow-to-elbow – with each other to promote job creation.

This will occur by adding value to local goods and services, the introduction of a technology component, co-generation and shared energy use (solar augmented), and lively interactions within a younger generation enthused with the potential for a vigorous economic future for their home county.

The team proposes this bold action of strengthened connections in light of the words of John Tanaka, et al. – that the county work to “...increase the resilience of its economy”. [5] Our experience with the people of the county leaves no doubt that the bold leadership and can-do attitudes of its people can accomplish the work recommended herein.

The team greatly appreciates the enthusiastic and candid participation (and patience) of the people of Wallowa County who joined with us in this work. It would have been impossible otherwise.

Section 1. Integrated Vision and Strategic Priorities

Goals.	9
Business Value Added Center.	9
Wallowa County Campus	9
Workforce Housing	10
Fees.	10
Critical Resources and Land Use	10
Wallowa County Brand	11

GOALS

The community of Wallowa County has a clear and unified vision of the future. From meeting and talking with many people, it is apparent that the citizens intend to accomplish the following:

1. Preserve the county's natural resources and working lands.
2. Preserve the county's rural lifestyle and sense of community.
3. Provide opportunities for the retention of youth – or employment sufficient to encourage their return.
4. Create new economic opportunities.

While the RDAT team looked at eight sectors of the Wallowa County community in detail it has recommended areas for growth and improvement in each sector within this report. There are six top priority areas that should be addressed now. These six areas serve as a strong base of support for everything the community says it wishes to accomplish and, therefore, should take precedence in terms of the community's activities. These ideas include the Business Value Added Center, the concept of the county as a campus, workforce housing, fees, which need to be instituted immediately to help pay for the suggested strategies, and the branding of Wallowa County goods and services.

BUSINESS VALUE ADDED CENTER (BVAC)

RDAT envisions an integrated approach to achieving the above four goals. The centerpiece of this vision is the Business Value Added Center (BVAC). The BVAC is a place where diverse interests and sectors of the county intersect with the specific objective of providing adequate wage jobs through added value. The center will be newly constructed, perhaps using recycled materials, with the involvement of Wallowa County youth, who will learn from the direction of skilled trades people. The building will be of sufficient quality to be LEED platinum-certified by the US Green Building Council (www.usgbc.org). The BVAC will become the central location for adopting and demonstrating

innovative renewable energy options appropriate to Wallowa County. Sufficient waste wood and solar energy are available to permit the development of a strong and distributed energy producing capability which lessens the county's dependence on this critical outside input. The center will be strategically sited with adequate room for growth, access to forestry and agricultural products, a labor force, and transportation. BVAC also houses entrepreneurial support - professional assistance for those individuals, non-profits, or existing businesses desiring to start or expand their businesses and create new jobs.

WALLOWA COUNTY CAMPUS

In tandem with BVAC, citizens should take steps to establish the county as a comprehensive and integrated destination educational "center". The campus will coordinate, develop

and leverage the educational resource of the county to create new jobs, assist in career development, and bring more revenue into the county per tourist visit.

WORKFORCE HOUSING

The community needs to support local government in providing all housing types for diverse income levels in Wallowa County, both existing and proposed. In particular, supplying a strong percentage of workforce housing will be critical in housing teachers, nurses, young families and labor for all sectors. The city and county governments must take an active role in the provision of renovated and new workforce housing by partnering with a to-be-formed community development corporation, or more specifically,

a community housing development organization, that can handle federal funds geared towards income qualified homebuyers. This new housing nonprofit should partner with the local government to ensure the proper mix of housing types and costs through the downtown development areas and where other opportunities exist. In addition, the county should also require that 30% of all subdivision homes be developed as affordable/moderate income homes.

REVENUE FROM FEES

Several methods of increasing city and county revenues have been identified. These methods include development impact fees, application/plan review fees, indirect administrative expenses associated with grants administered in the county, and real estate transfer fees.

· Impact fees should be charged on new development to help communities pay the all-too-real costs that are incurred when new development occurs. Oregon statute allows communities to charge impact fees for sewer, water, roads and parks – all services provided by local government to its residents. When new development occurs, it will use those services; impact fees help pay the use costs associated with new development.

· Application/plan review fees charged by local governments should cover the cost of the cities' or county's staff time when they review, evaluate and approve/disapprove applications for development. County officials state that the current fees charged do not cover the actual time required to properly review applications and make recommendations to decision-makers.

· Indirect administrative expenses are a typical line item for grants obtained by non-profit organizations and/or government entities, and to date have not yet been collected by the Wallowa County. Many government and foundation grants allow up to ten percent for indirect costs to communities. In Wallowa County, where approximately \$3 to 8 million dollars are estimated in grants to non-profits, approximately \$300,000 to \$800,000 could be realized annually and added to the county budget.

· Real estate transfer fees are captured when property is sold, is paid by buyers, and could represent up to 2 to 3 percent of the sales price. Most of the resulting revenue could be dedicated to a fund used to purchase community forest, community agricultural lands, and conservation easements.

CRITICAL RESOURCES AND LAND USE

Critical resources include the identification and protection of cultural lands, and agricultural and forestry lands. Lands that contain some element of hazard, such as the extreme fire danger on Mt. Howard and potential resulting floods could pose long-term impacts on potable water sources and the general economy of the county. These should, should be addressed immediately so that imminent dangers can be avoided and/or mitigation measures can

be implemented. To be effective, the community must also reach consensus on which lands are critical to protect and/or preserve as working landscapes, and which lands pose threats to the community. These decisions must be made during a public process where the entire community is involved, and the costs and benefits are thoroughly presented and evaluated.

WALLOWA COUNTY BRAND

What is the Wallowa County brand?

The brand is a visual image that can be printed on a broad range of projects, marketing materials and packaging used by county businesses, non-profits and governmental agencies. The brand should be featured on products created at the Business Value Added Center (though not limited to these products) and, eventually, the Wallowa County Campus. In addition to the logo, the brand may include text printed on products that explains the uniqueness of products and services coming from Wallowa County (e.g., Tom’s of Maine, Newman’s Own, Ethos Water, etc.) and it could even ask consumers to give donations to a special Wallowa County fund, which will be used to preserve the county’s working landscapes and raw, natural beauty.

Why a Wallowa County brand?

The brand projects a desired image both internally and externally. Residents will gain a heightened sense of identity with Wallowa County – a constant reminder of the community and the values and vision that are held in common. Visitors and outsiders will remember and identify Wallowa County as a special place with unique products and services.

The brand should have impact in three areas:

1. A positive emotional response – When one sees the brand, a feeling of well being should be evoked; of connection to the land, the beauty of the natural resources and the closeness of community; a feeling of restoration and renewal; a sense of inner resilience, independence,

freedom and empowerment. The brand should evoke these feelings immediately, compelling people to link positive feelings to Wallowa County’s land, people, products and experiences.

2. A perception of unique value – Products carrying the Wallowa County brand are “clean, green and high quality.” The consumer knows the product has been produced locally with attention to the sustainable use of natural resources and is of exceptionally high quality. Retailers, wholesalers, educators and service providers use the brand. It connects the consumer with a high quality experience of learning and feeling a part of the land of Wallowa County.

3. A call to action – The consumer feels compelled to support the people of the county in their quest to protect the land, while maintaining the values and character of their community.

Who owns the Wallowa County brand?

The brand is “owned” by the community. Administration of the brand should reside with a non-governmental oversight committee that is charged with establishing and upholding standards for use.

Section 2. Sector Analysis

Forestry	12
Agriculture	14
Tourism	16
Land Use	17
Downtown Development	22
Housing	23
Arts and Culture	25
Infrastructure	27
Education: An Integrated Economic Strategy . . .	31

The following sections are organized into two columns entitled strategies and connections. The strategies column includes ideas and suggestions on how to improve a given sector. The connections column indicates how the impact of each idea links to other sectors and how these linkages can create a positive feedback loop across sectors, thereby multiplying the economic impact of each idea.

FORESTRY

~Sustainable forests sustain us

Private forests, which cover 330,000 acres, (approximately 200,000 controlled by Forest Capital) are at risk for parcelization and fragmentation. Private forestland tends to be a component of agricultural ownership or utilized for grazing under leases. Traditional timber production is a major economic contributor, yet this resource is threatened by parcelization, fragmentation, fire, insect infestation, disease, and exploitive harvesting practices. Large harvesting and milling operations that draw on the resource tend to limit competition and flexibility. Alone, they may be more vulnerable than an industry with a mix of large and small operations. Furthermore, several small operations may be less vulnerable to market swings and other problems. They should be able to shift and adjust more easily than large operations. Also, there may be opportunities to expand markets into

non-traditional forest products including food, medicinal, and ornamental products, as has been done in New York state with its Agroforestry Resource Center (www.news.cornell.edu/stories/Oct5/agroforestry.center.ssl.html).

The key to enhancing private forest stewardship and retention of large tracts is to link forest management to education, tourism, economic development and agriculture. It requires the same land use protection tools needed by the agricultural sector. A combination of acquisition and conservation easement strategies, coupled with a required educational program for new owners will promote retention of manageable forest tracts and provide a source of wood products needed to stabilize one of the county's core economic foundations.

STRATEGIES	CONNECTIONS
<p>I. Maintain traditional harvesting and land use. -- See same land use control measures as proposed for the agriculture sector.</p> <p><i>Important: Undertake a campaign for passage of General Obligations Law, which would limit landowner liability for activities related to education and tourism on private ranches, farms, and forests.</i></p> <p>A. Implement mandatory management or lease policies. <i>HOW: Develop regulation that new owners of classified forest and agricultural lands attend a seminar regarding historical use and the need to retain those uses for economic and environmental health of the region. And, to assure that use continues, require the owner to manage for those uses or lease to those who will; otherwise owners will face stiff annual penalties in addition to loss of preferred tax status.</i></p> <p>B. Create incentive payments to land owners for controlled public access. <i>This program would be administered by the state in order to release the landowner from liability related to access; fees would be paid by users/the state to landowners; minimal landowner work load due to state oversight.</i> <i>HOW: Catalyze political action to create new programs.</i></p> <p>C. Purchase forest capital or other lands as “community forest” to prevent fragmentation, loss of productive forestland, and to serve as a model forest. <i>HOW: Empower the community and/or the county to buy strategic parcels to manage for profit as model farms and forests. Raise funds.</i></p> <p>D. Encourage smaller scale operations (e.g.: 2 or 3 people, skidder, truck) to allow efficient operation on smaller tracts. <i>HOW: Scaling down both logging and processing facilities (i.e. sawmills) should stabilize the forest industry and broaden the range of product markets. Offer small businesses low cost loans for planning and business establishment. Educate forest owners to utilize smaller scale and more frequent management actions.</i></p> <p>E. Encourage whole tree harvesting to capture waste wood (tops, branches, etc) for new markets (pellets, fire-starter logs, fuel cells, etc.) and to reduce fuels for wildfires. <i>HOW: Connect this with an effort to create new markets (pellets, fuel cells, biofuel, fire-starters, etc.) Small business loans and planning can help create new businesses. For example, loggers who have a straight job log truck with integral hydraulic loader and tag-along trailer (for efficient small scale operations) could buy one load of landowner-harvested material efficiently.</i></p>	<p>Education: “Project Learning Tree” (American Forest and Pulp Association), uses natural resources as a foundation to teaching math, science, art, language, etc.</p> <p><i>In addition, a “Master Forest Owner” program, analogous to the program in New York state could be started. Landowner volunteers could assist neighbors and schools, exposing them to management concepts through peer activity, i.e., Tree Farmer Leo Goebel. See: www.dnr.cornell.edu/ext/mfo/.</i></p> <p><i>Develop an “Agro Forestry Resource Center” concept (not necessarily in a building) as a mobile program that could be presented in Flora, Troy, Prairie Creek Center, (a pavilion or a woods walk, along an interpretive trail or with kiosks). Examples of programs that might be offered include:</i></p> <ol style="list-style-type: none"> 1) Logger training 2) Forest Ownership For Tree Huggers <i>(demonstrating that timber harvesting can achieve multiple goals)</i> 3) Mushroom growing 4) Youth earth awareness 5) Training for elected officials 6) Continuing education for natural resource professionals 7) New York state has a successful agroforestry program. <i>See: www.news.cornell.edu/stories/Oct05/agroforestry.center.ssl.html</i> <p><i>Tourism and recreation – healthy forests lead to other potential income-producing activities: bird watching, astronomy, hiking, cross-country skiing, etc.</i></p> <p><i>Health care – medicinal plants, tinctures, oils, teas.</i></p> <p><i>Agriculture and infrastructure – site manufacturing facilities for efficient utilization of heat, etc.</i></p>
<p>II. Develop markets for small wood, waste wood (slash), and salvage wood, such as “fence-post” – (existing new, small wood market initiated by Wallowa Resources).</p> <p>A. Encourage smaller harvesting operations – less overhead to allow profitable operation – to overcome difficulty in obtaining wood. <i>HOW: Smaller logging and processing facilities (i.e. sawmills): see above</i> <i>HOW: Whole tree harvesting: see above</i></p> <p>B. Through grant program, allow salvage of under story thinning on federal land to reduce fire and insect risks. <i>HOW: With grant, harvest pre-commercial thinning materials on federal and private lands to allow reduced fuels and material in which invasive insects can breed.</i></p> <p>C. Utilize salvage wood – insect infested trees, trees with root rot or blight, and/or fire-killed trees to capture economic loss and reduce fuels.</p> <p>D. Utilize waste wood – whole tree harvesting; take stem, limbs, and top as total unit to landing area. This allows efficient means of fuel reduction and potential resource for new markets (needles, fine branches, defective wood utilized for wood pellets, fuel cells, fire-starter logs, etc.). <i>HOW: Whole tree harvesting: see above</i></p>	

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>III. Emphasize Agroforestry.</p> <p>Agroforestry promotes traditional forest products as well as new and innovative, niche markets and products. Traditional products include: smaller diameter trees; medium density, fiber board; oriented strand board; waferboard; fence posts and rails, related rustic furniture.</p> <p>Some potential products of the forest fall into the “hunter/gatherer” form. Niche products include: Food (mushrooms, pine nuts, oils, herbals, medicinal plants); fuel (wood pellets, biofuels, and fire-starters); Art (ornamentals, carving, wildcrafting); Restoration economy (fuel reduction, native plant materials for sensitive site restoration and invasive plant control).</p>	<p>Promote new products; teaching skills, job creation.</p> <p>Education: Youth project-based learning.</p> <p>Forest-related educational programs (flower hikes, photo tours, etc) can encourage entrepreneurs to pursue unique activities that do not need much start-up funding.</p>
<p>IV. Reduce fire risk on federal lands.</p> <p>Priority area: federal lands surrounding Wallowa Lake pose a serious risk.</p> <p>HOW: Obtain grants to provide fuel reduction jobs. Implement a public relations campaign using celebrities to change federal policy. Create pilot project – grazing, coupled with thinning, control of invasive weed species, and removal of waste wood which further reduces fuel.</p>	
<p>V. Ensure safety net re-authorization.</p> <p>If that effort fails, consider creating a permanent “Forest for Wilderness” payment system. If wilderness is deemed a higher societal benefit than timber production, then in-lieu payments should equal or exceed prior timber related payments to balance the loss of industry in the region.</p> <p>HOW: Create a task force that interfaces with the county commissioners and the governor’s office and approach Congress, the Senate, and U.S. Forest Service.</p>	

AGRICULTURE

Agriculture represents a foundational activity for the county because of its economic impact and the role it plays in maintaining a working landscape tied to a healthy resource base. Production of livestock, hay, and small grains (wheat and barley) are the backbone of the agricultural sector. It is characterized by forward-looking ranchers who have identified specialty products and markets (branded beef, high-quality hay sold to Japan) to increase their profitability while they continue to produce traditional products for conventional markets. Although external forces threaten local agriculture, maintaining the land base devoted to agriculture/forestry is the single greatest challenge that the county can directly control. Consequently, we recommend strong actions (purchasing community-held lands dedicated to agriculture/forestry, establishment of conservation easements, and changes in land use policy to favor agriculture and forestry over other uses) in order to safeguard and even increase the portion of the county’s land base dedicated to agriculture. Without these actions, dramatically rising land prices, coupled with the influx of developers and new residents uninterested in, or even hostile to, agriculture will reduce the agricultural/forestry land base, seriously threatening the viability of these sectors with cascading and far-reaching harmful effects across the county. We also recommend the formation of an agricultural co-op to coordinate housing and sequenced seasonal labor and to oversee marketing activities across the county for agricultural/forestry products.

But safeguarding the land base for agriculture/forestry is not sufficient. External forces (rising fuel prices, federal policies,

global trends and markets) over which county residents have little or no control demand innovative local actions to protect and expand agriculture in Wallowa County. First, agriculture must become central to all residents regardless of their level of participation in livestock and crop production. It should penetrate cultural, political, and social life. Everyone should be able to describe the role that agriculture plays in the local economy and its impacts on natural and human landscapes. Agriculture can be embedded within the community, interacting with every sector. For example, we recommend that agriculture be central to the local school curriculum, shaping the teaching of history, literature, math, and science for all age groups. Wallowa County is uniquely situated to use this approach with its long history of using animal and plant resources, beginning with the Nez Perce and other indigenous groups with their extensive knowledge systems based on the management and harvest of natural resources. Descendants of homesteading families represent an extraordinary source of historical knowledge, agricultural science, and natural history. Linking knowledge from all groups who have used and continue to manage plants and animals across space and time through a range of ecosystems and bio-environments powerfully connects people at multiple levels and provides, engaging place-centered curricula. Many communities use agriculture as a teaching tool in schools and their experiences and resources can be modified or used as a template locally.

Continued on page 15

SECTION 2 – SECTOR ANALYSIS

Continued from page 14

Second, the agricultural sector must expand to include new products and people who have not been part of the traditional agricultural sector. Development of new products should take advantage of agricultural activities already in place and exploit unique characteristics of the county's natural resource base, as well as of the proposed BVAC. The diversity of bio-climatic environments coupled with the influx of tourists and visitors offers multiple opportunities to develop new products and market them to new customers. Examples of new products and customers include beef jerky, cultivated and wild mushrooms, sheep milk cheese, fruit and vegetable leathers, jams, chutneys, herbal products, whole grain and specialty flours. These products can be processed and packaged with renewable energy systems that make use of waste and salvage products from forestry and other sectors. Further, embedding agricultural activities within multiple educational venues (kindergarten through 12th grade curriculum, adult and youth vocational training, student and adult exchange programs, and workshops/short courses) for adult and youth audiences will make agriculture visible across the county and more economically productive. Additionally,

local food products featured in county restaurants and stores serve as visual reminders of agriculture's importance to the community.

Finally, connecting agriculture to tourism multiplies and expands its economic effects while it increases awareness. For example, through agri-tourism, visitors pay to stay, work at and/or observe ranches and ranching life. Other opportunities might include:

1) Offering workshops that teach pioneer skills and wilderness survival

2) Matching new agricultural products to specific tourist activities such as beef jerky and fruit leathers for hiking, horseback riding, hunting, and fishing trips. Opportunities that tap into local expertise will capture more dollars per tourist; add higher paying jobs; create year-round jobs; increase the base of higher-end tourists and provide experiences for local citizens. Wallowa County can become known as a learning destination, where education overlays with tourism and the county's resources.

STRATEGIES	CONNECTIONS	RESOURCES
<p>Safeguard/increase agricultural and forestry lands</p> <ol style="list-style-type: none"> 1. Purchase Community Agricultural Lands to keep land in agricultural production. HOW: Empower community and/or county to purchase agricultural land to manage as a model and for profit. Research and use same mechanism as community owned forests. 2. Develop conservation easements to keep land in agricultural production. HOW: Use land trust organization to obtain perpetual conservation easements. 3. Require leasing of land of absentee/non-active landowners for grazing and/or timber, otherwise stiff annual penalties apply and preferred tax status is lost. HOW: Develop regulations at county level that link land sales with continued agricultural land use. 4. Charge "new owner" fees but reduce them in exchange for leasing land for agriculture/forestry. HOW: Develop countywide regulations that reduce these fees. 5. Require daylong seminar on "Code of the West" for new residential landowners. HOW: Develop countywide regulation to implement and enforce. 6. Establish and collect impact, building permit fees, and real estate transfer fees. HOW: Develop county regulations to establish and implement. 	<p>Increase/stabilize agriculture and forestry sector, preserving or increasing jobs and other economic opportunities.</p> <p>Tourism - maintain scenery and views.</p> <p>Provides funds for other initiatives.</p> <p>These fees should be dedicated to a fund that purchases community forests, community agricultural lands, and conservation easements.</p> <p>Infrastructure - maintenance of water systems and roads.</p>	
<p>Establish Agricultural Coop to:</p> <ol style="list-style-type: none"> 1. Coordinate housing for seasonal labor. 2. Develop pool of seasonal shared labor (with forestry, tourism, etc.) to extend time of employment. 3. Implement countywide marketing and branding. 4. Develop website for all Wallowa County agricultural/food products. 5. Develop mobile slaughter house. <p>HOW: Form a group of stakeholders to implement (Wallowa Resources? Cooperative Extension?). Explore expanding local custom slaughter facilities to become USDA certified. (USDA Agricultural Marketing Services Division offers grants to assist with establishing agricultural cooperatives.</p>	<p>Supports efforts to attract year-round residents.</p> <p>Creates year-round jobs. Enables locals to stay in county.</p> <p>Leads to need for increased local printing capacity and marketing positions (jobs).</p> <p>Increases jobs and marketing opportunities.</p> <p>Branding</p>	<p>Refer to Oregon Department of Agriculture website for resource links: oregon.gov/ODA</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS	RESOURCES
<p><i>Embed agriculture within the community</i></p> <ol style="list-style-type: none"> 1. Develop school curriculum (K through 12) that uses agriculture to teach math, science, social studies, and language arts. <p><i>HOW: Identify curricular models using agriculture and forestry models. Food Land and People Project may train local teachers in this area. Contact Nez Perce Tribal Executive Committee for input and participation.</i></p> <ol style="list-style-type: none"> 2. Implement exchange programs for high school, college, and international students that focus on agricultural production. <p><i>HOW: Work with local school districts and new countywide educational coordinator to identify existing programs.</i></p> <ol style="list-style-type: none"> 3. Establish apprenticeships for local and external youth with ranchers, farmers, agricultural businesses, food processors etc. <p><i>HOW: Work with local schools to identify programs.</i></p> <ol style="list-style-type: none"> 4. Develop workshops for adults (local and external) that teach agriculture skills and knowledge. <p><i>HOW: Work with Oregon Cooperative Extension and Wallowa Resources to determine feasibility and implementation.</i></p> <ol style="list-style-type: none"> 5. Identify intersections and multiplier sites for agriculture with arts, non-profits, governmental organizations, and businesses. 	<p><i>Enhances local schools with relevant, experiential curriculum focused on agriculture. Intersects with Campus/Education components.</i></p> <p><i>Intersects with Campus/Education.</i></p> <p><i>Increases number of students in schools.</i></p> <p><i>Makes agriculture visible throughout the community at many sites and times.</i></p> <p><i>Assists local youth to see agriculture as career path.</i></p> <p><i>Increases knowledge and connection of whole community to agriculture.</i></p> <p><i>Can interact with Agroforestry Resource Center. Connects to Flora School.</i></p> <p><i>Can enhance and partner with harvest festivals, music events, art show etc.</i></p>	<p><i>See Food, Land, and People www.foodlandpeople.org/</i></p> <p><i>See Agriculture in the Classroom www.agclassroom.org/</i></p> <p><i>See Harvest of History www.harvestofhistory.org/</i></p> <p><i>See Project Learning Tree www.nhplt.org/aboutNHPLT.htm</i></p> <p><i>See The Oregon Agricultural Education Foundation, a nonprofit charitable organization for possible funding etc. www.open.org/~oae/</i></p> <p><i>See OHS Curriculum Guide: Schools to Careers program www.oregon.k12.wi.us/ohs/curriculum/career.htm</i></p> <p><i>See Forestry section of this report</i></p>
<p><i>Expand Agriculture</i></p> <ol style="list-style-type: none"> 1. Develop branded, high-value, new products (organic and conventional). <p><i>Examples include: Beef jerky, mushrooms, heritage fruits/vegetables, jams, fruit/vegetable leathers, greenhouse crops, local flours/pancake mixes, cheeses, native plants for site restoration, herbals, WC spring water, etc.</i></p> <p><i>HOW: Connect with BVAC planning and implementation group; Consult with the Food Innovation Center:</i></p> <ol style="list-style-type: none"> 2. Develop vocational training for local youth in greenhouse, food processing and specialty crops. <p><i>See apprenticeships above</i></p>	<p><i>Process and package new food products with renewable, distributed energy by using salvage/waste forestry/agriculture products in carbon neutral, closed loop system. Connects with BVAC. Creates jobs and economic multiplier effects.</i></p> <p><i>Branding</i></p> <p><i>Increases jobs. Keeps youth in community.</i></p>	<p><i>See Oregon.gov/ODA</i></p> <p><i>Also check out TransFair USA as a potential branding and marketing model. They work to give fair prices and community support to farmers abroad and the concept may have interesting linkages to farmers here in the USA: www.fairtrade.org www.eq.tv/#</i></p>
<p><i>Connect Agriculture to Tourism</i></p> <ol style="list-style-type: none"> 1. Develop agricultural and working ranch experiences for tourists, and participate in year-long domestic or international exchange student programs. <p><i>HOW: Inventory interested ranches and farms. Work with Education Coordinator referenced in Education Sector strategies.</i></p> <ol style="list-style-type: none"> 2. Link new food products to culinary activities, high-end restaurants, beer/food pairings, using tours, workshops, short courses, etc. <p><i>HOW: Match local restaurants, chefs, class sites with producers. See Tourism strategy.</i></p> <ol style="list-style-type: none"> 3. Match new food products (beef jerky, fruit leathers) to recreational activities (hiking, snowmobiling, fishing/hunting). <p><i>HOW: See Tourism strategy.</i></p>	<p><i>Expands tourism.</i></p> <p><i>Creates jobs. Increases agricultural visibility.</i></p> <p><i>Branding</i></p> <p><i>Tourism/Recreation</i></p>	<p><i>See Agri-Business Council of Oregon Agri-Tourism Workbook http://www.aglink.org/</i></p>

TOURISM

The beauty and natural resource base of Wallowa County is a powerful tourist draw. Enhancing and managing the tourist experience can be an asset rather than a liability and can support a high quality of life for all residents. Protecting the beauty and natural resources can be pro-actively included in tourist activities. Well-designed tourist opportunities that tap into local expertise will capture more dollars per tourist;

add higher paying jobs; create year-round jobs; increase the base of higher-end tourists and provide experiences for local citizens. Wallowa County can become known as a learning destination, where education overlays with tourism and the county's resources.

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>1) Expand traditional recreational activities, such as hiking, rafting, fishing and horseback riding to include educational and cultural experiences (examples):</p> <p>Geology hikes Fly fishing seminars Ski techniques River guide training Raft trips to locations to do sketching/painting</p> <p>2) Expand hospitality lodging provider services to include guided tours, hikes, raft trips, etc.</p> <p>HOW: Inventory local providers of specialist skills and knowledge. Work with countywide education coordinator to develop events and programs using local and/or outside providers. Create marketing strategies and supporting materials, such as brochures, websites and advertising.</p>	<p>Agriculture, Forestry, Arts/Culture, Tourism</p>
<p>3) Create/expand educational tourism with new offerings, such as:</p> <p>Railroad workshops Native American culinary traditions, site visits Agri-tourism: ranch and farm management/lifestyle farm stays and tours Birding tours, classes Ecology/ecotourism Art workshops/foundry tours Music camps Wood carving workshops Wilderness photography classes History/historical buildings Stargazing/astronomy Snow/wilderness survival workshops Vacation packages that are volunteer-based (clear trails, help ranchers). Culinary classes/workshops featuring local products</p> <p>HOW: Inventory local providers with specialist skills and knowledge. Work with education coordinator to develop events and programs using local and/or outside providers. Create marketing strategies and supporting materials, such as brochures, websites, etc.</p>	<p>Agriculture, Forestry, Arts/Culture, Tourism, Branding</p>
<p>4) Enhance traditional shopping activities to highlight/include more local food and forestry products: beef jerky, soft wheat muffin mix; dried mushrooms, dried vegetables (could be greenhouse grown), fruit snack bars; wood furniture; herbals; jewelry (like metal dipped pine cone earrings; clothing; handmade packs and sport kits filled with local products).</p> <p>HOW: Identify take-home products (ideally made in local processing facility/home-based manufacturing, or co-packed elsewhere). Provide showcases for merchants to see/taste new products.</p>	<p>Agriculture, Forestry, Tourism, Branding</p>
<p>5) Develop/expand “wellness” tourism, which taps into aging population trend and also serves local needs: massage therapy, yoga, health workshops, aromatherapy.</p> <p>HOW: Inventory local providers with specialist skills and knowledge. Work with education coordinator to develop events and programs using local and/or outside providers. Create marketing strategies and supporting materials, such as brochures, websites, etc.</p>	<p>Tourism, Branding, Infrastructure</p>
<p>6) Offer connective tours: bicycling from B&B to B&B, or solo (with or without van support).</p> <p>HOW: Develop bike paths; create maps showing bicycle routes.</p> <p>Develop inclusive brochures describing countywide sites, lodging, trails, activities, and services, such as guides, tours. Distribute to every tourist site (lodging, restaurant, business, welcome centers, internet, etc).</p>	<p>Tourism, Arts/Culture, Agriculture, Forestry</p> <p>Refer to Travel Oregon (Oregon Tourism) for development materials.</p>

LAND USE

Land use is the over-reaching framework that blends all of the other planning segments and is the most important tool for protecting working landscapes and creating workforce housing. It provides guiding principles, with direction for Wallowa County and the small towns and communities that make up the centers of development in the county. It gives broad perspective to issues that transcend city boundaries, and specific direction to the locations, patterns, focus, and intensity of development. It allows a community to proactively plan for growth, to create the sense of “place” the

community wants, and to adequately charge for growth so that services and a high quality of life can be maintained.

Here, the land use objectives are organized according to the level of government and responsibility: Wallowa County objectives, general city and town objectives, and specific city or town objectives. Our overarching intent is to protect the agricultural lands and forestry/grazing lands and to concentrate development in cities and towns, thereby preserving the rural way of life and community values.

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>I. WALLOWA COUNTY LAND USE PLANNING</p> <p>The unincorporated areas of Wallowa County should remain primarily as agriculture, forestry, open space, and undeveloped lands.</p>	
<p>A. Maintain agricultural and forestry/grazing large lot size – do not allow for subdividing.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Begin an effort to repeal House Bill 3326. · Pass a measure or require large building application/huge building permit fees that will discourage the parcelization of heavily timbered forestlands. · Maintain the large 160- and 240-acre zoning in the county. 	<p>Branding</p> <p>Agriculture, Forestry</p> <p>Tourism</p> <p>Housing</p> <p>Infrastructure</p> <p>Education</p>
<p>B. Identify critical natural resource, hazardous areas, and cultural lands (moraine, steep slopes, American Indian sites), and protect them.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Utilize a public process to identify them. · Develop mechanisms and options preserving natural features by acquiring land or conservation easements, and other means of protecting them from development. · Take the reduction of forest fuels load issue to the state and federal government level for resolution. · Continue to partner with local governments, non-profit organizations, and community resources to address the forest fuel load concerns on Mt. Howard, and in other locations in the county. · Work with the Nez Perce tribes to locate and identify critical American Indian cultural sites for protection and preservation. 	<p>Agriculture, Forestry, Grazing</p> <p>Tourism</p> <p>Arts and Culture</p> <p>Education</p>
<p>C. Identify critical working landscapes and protect them.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Utilize community forestry and community agriculture programs and other options for acquiring land, conservation easements, or other means of protecting them from development. · Working with non-profits and government, raise a pool of funds that will be used for preserving working landscapes. · Partner with local landowners (ranchers and farmers) to identify and develop means of supporting continuing agricultural uses and working landscapes. 	<p>Branding</p> <p>Agriculture, Forestry, Grazing</p> <p>Tourism</p> <p>Infrastructure</p> <p>Education</p>
<p>D. Change regulations to capture fair property tax on EFU lands that are not used for agricultural/forestry uses.</p>	
<p>E. Try to limit Measure 37 impacts by:</p> <ul style="list-style-type: none"> · Requiring efficient patterns of development (e.g.: cluster development). · Requiring self-sufficiency, (e.g.: green architecture and low-impact site development). · Requiring self-contained development (i.e., “off the grid”), which provides its own water, sewer, power, and communications. · Requiring high application/review and development fees for housing outside of designated (city) area limits. (Fees should be based on the size of the dwelling and its value.) 	<p>Agriculture, Forestry, Tourism, Arts and Culture,</p> <p>Housing, Infrastructure</p> <p>Education</p> <p>Resources:</p> <p>Rural by Design written by R. Arendt</p> <p>www.cottagecompany.com</p> <p>www.communitygreens.org</p>
<p>F. Develop fee structures/activities that support the community, such as:</p> <ul style="list-style-type: none"> · An impact fee structure that covers new development’s fair share for transportation and parks (as allowed by state statute (it is assumed that developments outside the urban growth boundary of local communities will provide their own sewer and water, thus impact fees are not applicable). · Implement a real estate transfer tax (2 to 3% of sales price) payable by buyer at time of sale. Funds to be dedicated to certain uses related to agriculture/forestry, such as a fund to purchase community forests and community agricultural lands as well as conservation easements. · Re-evaluate plan review fees and criteria used to assure that the actual costs of county labor are recovered. · Require a one-day course for of new purchasers to the “Code of the West” that, among other things, would explain the historic and current importance of agriculture and forestry to the region, the long-time residents’ perception of the impact of absentee owners on the community, and the community’s hopes for contributions (financial and intellectual) of the newcomers. 	<p>Housing</p> <p>Infrastructure</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>G. Provide space within the county planning office for a part-time or full time planner that is shared and funded by the cities and towns.</p>	<p>Housing Infrastructure</p>
<p>II. CITIES AND TOWNS – GENERAL</p>	
<p>A. Encourage development within city limits. HOW: · Use density bonuses and other tools to help focus new development within the urban growth boundary of cities and towns. · Spell out clear guidelines for development limitations within both city and unincorporated town limits. · Maintain large lot (160-240-acre) zoning outside the urban growth boundaries.</p>	<p>Agriculture, Forestry Tourism Housing Infrastructure</p>
<p>B. Revisit land use plans at both county and city levels and identify developable land. HOW: · Make adjustments as needed to accommodate actual land use conditions. · Make adjustments to accommodate a mix of uses, including commercial, a variety of residential types, industrial development, parks and trophy homes. · Each community should include a mix of uses, including a variety of housing types in all price ranges.</p>	<p>Agriculture, Forestry Tourism Housing Infrastructure</p>
<p>C. Focus commercial and industrial land within cities and towns - economic opportunities are focused here. HOW: · Help identify the spirits of the various downtowns found within the county through signs, street furniture, benches, etc., while tying each community into the Wallowa County Brand. · Create an economic development policy that facilitates implementation of the uses. · Identify obstacles and ways to creatively overcome them. · Market the available economic development sites and the community's preferred use to create additional family wage jobs. · Develop a marketing/recruiting person responsible for identifying potential companies that can bring new jobs to the community and that fit the community's available land and potential sites.</p>	<p>Agriculture, Forestry Branding Tourism Arts and Culture</p>
<p>D. Develop fee structures/activities that support the community, such as: · An impact fee structure that covers new development's fare share for transportation, sewer, water, and parks (as allowed by state statute). · Implement a real estate transfer tax (2 to 3% of sales price) payable by buyer at time of sale. Funds to be dedicated to certain uses related to county's agriculture/forestry, such as the purchase of community forests, community agriculture lands, and conservation easements. · Re-evaluate plan review fees and criteria used to assure that the actual costs of city labor are recovered. · Require one-day course of new purchasers to the "Code of the West" to explain the historic and current importance of agriculture and forestry to the region, the long-time residents' perception of the impact of absentee owners on the community, and the community's hopes for contributions (financial and intellectual) of the newcomers.</p>	<p>Agriculture, Forestry Housing Infrastructure</p>
<p>III. JOSEPH SPECIFIC FOCUS The City of Joseph should focus on planning activities and development that support the concept of an Arts destination and tourism hub in the county.</p>	
<p>A. By building on existing arts activities and expanding more, ensure that Joseph remains a recreation and visual arts center. HOW: · Create an arts and entertainment district overlay that offers incentives and start-up funds for implementation. · Consider day spas as a recreation destination use.</p>	<p>Branding Tourism Arts and Culture Housing</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>B. Revisit land use plans and identify developable land. HOW:</p> <ul style="list-style-type: none"> · Modify land use ordinances/designations and maps to conform. · Make adjustments as needed to accommodate actual land use conditions. · Make adjustments to accommodate a mix of uses including commercial, a variety of residential types, industrial development, parks and trophy homes. · Consider recreation-oriented industries, i.e. Chums, Black Diamond, recreation equipment manufacture, etc. · Develop artist/studio space in downtown. · Review underutilized foundry facilities for reuse. · Consider day spas as a recreation destination use. 	<p>Housing Infrastructure</p>
<p>C. Wallowa Lake Dam.</p> <ul style="list-style-type: none"> · Determine its safety and address disaster planning. 	<p>Agriculture, Forestry, Grazing Branding Tourism Arts and Culture Housing Infrastructure</p>
<p>IV. ENTERPRISE SPECIFIC FOCUS</p> <p>The City of Enterprise should focus on planning activities and development that support the concept of a civic, cultural, health, and education center of the county. The County Government Center, new hospital, planned performing arts center, and educational campus center which extends throughout the county are ideal examples either existing or in planning.</p>	
<p>A. Through the Business Value Added Center (BVAC) and other means, develop uses in Enterprise so that the city becomes a civic, education, health, cultural and performing arts center.</p>	<p>Branding Tourism Arts and Culture Education Jobs</p>
<p>B. Establish a historic district with design guidelines.</p> <ul style="list-style-type: none"> · Identify historic structures and cultural features in Enterprise. · Develop design guidelines that are flexible and provide general guidance. · Implement facade improvement programs. · Implement streetscape, sidewalk, and landscape improvements. 	<p>Branding Tourism Culture Housing Infrastructure Education</p>
<p>C. Reinforce and expand educational opportunities (see education sector).</p>	<p>Agriculture, Forestry Branding Tourism Arts and Culture Education</p>
<p>D. Establish a health center to take advantage of “spin off” activities from the new hospital. HOW:</p> <ul style="list-style-type: none"> · Explore feasibility of health-related offices; mainstream medicine or “alternative” health practices. · Services for the elderly, assisted living, senior center. · Establish short to medium-range housing opportunities for patients requiring out-of-hospital recovery. 	<p>Branding Tourism Arts and Culture Housing Education</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>E. Establish a cultural hub in Enterprise.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Support development of the EM&M building redevelopment as a performing arts center and mixed-use development. · The project should include housing, retail, rehearsal, and flex-arts space. 	<p>Agriculture, Forestry, Grazing</p> <p>Branding</p> <p>Tourism</p> <p>Arts and Culture</p> <p>Housing</p> <p>Education</p>
<p>V. WALLOWA SPECIFIC FOCUS</p> <p>The City of Wallowa should focus on planning activities and development that support the concept of a Gateway to Wallowa County.</p>	
<p>Establish a welcome center that serves as the “gateway” to the area.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Work with ODOT to develop an official “Welcome Center”. · Introduce visitors to the county and its many diverse opportunities. · Introduce the “Code of the West” as well as the Wallowa County brand and its significance. · Create a mixed-use center to attract visitor who stop at the welcome center to spend some time and money there on Wallowa County branded goods. 	<p>Agriculture, Forestry, Grazing</p> <p>Branding</p> <p>Tourism</p> <p>Arts and Culture</p> <p>Housing</p> <p>Infrastructure</p> <p>Education</p>
<p>VI. LOSTINE/MINAM SPECIFIC FOCUS</p> <p>The City of (Lostine) Minim should focus on planning activities and development that support the concept of establishing a sense of rural quality and small town atmosphere so that visitors begin to slow down and experience their arrival in Wallowa County.</p>	
<p>Continue to be a great example of a small, rural, charming town.</p> <p>HOW: Depending on resident interest, work through specific plans for a mix of housing and/or businesses.</p>	<p>Agriculture</p> <p>Housing</p> <p>Infrastructure</p> <p>Education</p>
<p>VII. TROY SPECIFIC FOCUS</p> <p>The City of Troy should focus on planning activities and development that support the concept of an outdoor recreation destination.</p>	
<p>Remote recreation center privately run. Offer:</p> <ul style="list-style-type: none"> · Fishing, hunting, camping, cabins, guided trips. · In order to gain control of the town, continue to pursue a cooperative relationship with the major landowner; seek to buy/ exchange land in town for land elsewhere. <p>Other:</p> <ul style="list-style-type: none"> · Seek a family that could take in a paying international (or domestic) yearlong exchange student (or foster child) to keep the Troy school open. · Advertise for a family of 4+ to move to Troy in exchange for free/reduced housing and job assistance. (Interview them just like you would any job applicant.) 	<p>Branding</p> <p>Tourism</p> <p>Education</p>
<p>VIII. FLORA SPECIFIC FOCUS</p> <p>The City of Flora should focus on planning activities and development that support the concept of a regional folk-life education center.</p>	
<p>Focus on history of the area and folk-life education. Courses could take advantage of the town’s remoteness, limited water resources, and the independent, self-sufficient lifestyle.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Identify partners (sister community) to restore historic and other buildings; hands-on preservation effort. 	<p>Agriculture, Forestry</p> <p>Branding</p> <p>Tourism</p> <p>Arts and Culture</p> <p>Education</p>

SECTION 2 – SECTOR ANALYSIS

DOWNTOWN DEVELOPMENT

Additional considerations: Land Use

STRATEGIES	CONNECTIONS
<p>City</p> <p>Pursue a historic district designation for Enterprise.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Must include design standards. Focus on major character defining features like setbacks, window placement/size, orientation of the front door to the street, etc. Do not focus on details like paint color. · Identify similar communities with design standards in place and amend those standards to fit the local community. · Be sure to create a clear, concise document/resource book (in addition to the ordinance) that both explains and pictorially shows how the design standards work. See the Clinton, IA example attached to the report. 	<p>Branding – highlight the area’s traditional architecture as a way to reinforce the brand of this rural community.</p> <p>Tourism – encourage heritage tourism. Typical heritage tourists spend more dollars and stay longer than other tourists.</p> <p>Downtown – encourage the retention and enhancement of the traditional downtown atmosphere.</p> <p>Arts/Culture – retain and enhance a place where arts and culture can thrive.</p>
<p>Create a façade improvement grant/loan program to stimulate investment in downtown buildings.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Search the Main Street web site (www.mainstreet.org) Knowledge Database to see the guidelines, application forms, etc. created by other communities. Amend these programs to fit the local community. Dedicate time to recruiting participants to the façade grant/loan program – in many communities, an intensive sales process is needed to kick off the first few projects. · If the community finds raising the necessary dollars for a façade program is not feasible, consider the example set by Meredith, New Hampshire, where the community initiated an Extreme Makeover: Small Business Edition contest. The community could complete the makeover using sweat equity and the talents of the local community members, potentially with minimal in-kind contributions to the improvement project. 	<p>Branding – enhance the area’s traditional architecture by providing funds to ensure good maintenance of the building stock.</p> <p>Tourism – attract additional tourists through the enhanced appearance of the business districts.</p> <p>Downtown – improve the appearance of the downtown communities.</p> <p>Arts/Culture – create the opportunity for the use of art in the renovation of buildings as well as potentially result in additional spaces for arts related businesses.</p>
<p>Develop a technical assistance program focused on marketing for the downtown business communities.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Hire a consultant to assist existing businesses with developing marketing ideas to target customers within the county – possibly as an expansion of the business plan assistance currently available. · Develop cross-promotional marketing ideas for existing businesses – how can each existing business work with other county businesses to attract each other’s clientele, beginning with the Business Value Added Center. · Address either the perception or the reality of poor customer service by community members – see as example the Hampton, IA: Service is Our Signature Campaign. 	<p>Branding – utilize the consultant to help businesses capitalize on the branding of Wallowa County and BVAC.</p> <p>Tourism – increase the number of customers to further support existing businesses.</p> <p>Downtown – strengthen the downtown economies through the increased viability of individual businesses.</p> <p>Education – offer additional educational opportunities to the downtown business communities.</p>
<p>Create a micro loan program to provide additional opportunities for downtown entrepreneurship.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Develop a micro-loan product that focuses on the entrepreneur who has difficulty in accessing financing thru traditional sources. · Focus on small grant amounts (under \$5,000). · Tie financial support to participation in the free business training already available in the county. · Encourage new businesses to fill downtown vacancies. 	<p>Branding – potentially use the dollars to increase the marketing budgets for area businesses.</p> <p>Tourism – increase the number of businesses that serve both locals and tourists.</p> <p>Downtown – decrease the number of downtown vacancies.</p> <p>Education – offer a link to existing and planned educational programs to increase the effectiveness of the micro-loans.</p>
<p>Hold a business plan competition to reduce downtown vacancies.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Offer an incentive package for potential business plan competitors that could include items like free rent for a limited time period, access to free technical assistance, free web access, printing support, etc. · Potentially focus the business plan competition on specifically desired businesses – as identified by community members and supported by market analysis – tie the business category to each community’s land use focus. 	<p>Branding – recruit businesses that tie into the Wallowa County brand.</p> <p>Downtown – result in a new business that could fill a downtown storefront.</p> <p>Education – offer access to educational programming to the business plan competition winner to further enhance his chance for success.</p> <p>Tourism – increase the vibrancy of the Main Street experience.</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>Support the creation and/or development of merchant associations in the county's downtown areas.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Utilize merchant associations to create or strengthen communication links between businesses – e-mail list serves, newsletters, etc. · Offer additional networking opportunities where businesses can learn more about each other so that the knowledge gained can be used to make better referrals to their existing clientele. · Focus the discussion on what the group can do –manageable small projects – make the efforts of the group action oriented. · Take on key improvement projects to enhance the appearance, customer friendliness and/or business atmosphere in a downtown. · Utilize the downtown streetscape as a place to describe and interpret the community's history – the interpretation could be signs or art, or it could be incorporated into the street furniture – benches, light poles, etc. 	<p>Branding – revisit merchant activities and events to ensure a strong tie to the Wallowa County brand.</p> <p>Downtown – strengthen the viability of downtowns through better coordination and communication.</p> <p>Arts/Culture – celebrate the communities' history through improvement projects.</p> <p>Education – serve as a forum for identifying and organizing educational opportunities.</p>
<p>Offer a mix of uses – commercial, service, dining, residential, institutional, etc – in the downtown cores of the county's communities.</p>	<p>Land Use – offer a development pattern that can discourage car trips/additional traffic while creating a lively core.</p> <p>Housing – encourage a diversity of housing types.</p>
<p>Identify areas in need of additional streetscape improvements.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Provide on-street parking to the extent possible. · Look to provide additional street trees – celebrate the variety of the natural landscape by planting and identifying the different tree types. · Create “bulb-outs” or wider sidewalks at intersections to improve the pedestrian friendliness of the main streets and to allow for additional landscaping. 	<p>Branding – incorporate the Wallowa County brand into the streetscape elements.</p> <p>Land Use – offer enhanced street amenities to further support the pedestrian friendliness of the communities.</p>
<p>Add a landscape element at the intersection of Highway 82 and Main Street to increase awareness of the Performing Art Center and Main Street businesses.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Create a sense of arrival and refocus attention on the west/east axis of Main Street through the use of a landscape element (circular with a pavement change). 	<p>Branding – incorporate the Wallowa County brand into the streetscape elements.</p> <p>Downtown – promote downtown Enterprise to passing traffic as an activity center.</p>

HOUSING

Housing is a critical component of any community. In Wallowa County, the housing demands include residents with a variety of income levels, seniors who may have special housing needs, part-time residents and both short and long term visitors. The community needs to continually work to find the best balance between the various housing types with an eye toward protecting the working landscapes as well as creating housing for returning youth and the new Wallowa County Campus.

The community has clearly expressed that the current housing market is out of balance relative to the provision of workforce housing. The demand for workforce housing – generally expressed to be in the range of \$90,000 to \$130,000 – is not met by the current supply. The lack of workforce housing is an issue in many communities across the nation. The issue requires intervention by the local community to create additional housing resources. These interventions can vary

from enacting new policies to providing actual funds to support the community's housing goals. Whichever route or combination of routes traveled, the community needs to work to create appropriate incentives that result in more workforce housing.

To the largest extent possible, new housing should be focused within the urban areas found in the county. This framework will ensure that the adjoining natural resources continue to serve the county as working landscapes. The addition of housing within existing communities also can help to create new clients for the area businesses.

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>Cities' Role</p>	
<p>Have city and county governments take an active role in the provision of new workforce housing.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Identify potential housing development sites within each city. · Set the preferred parameters for new housing development – price of the new units, ownership vs. rental, single family, duplex, etc. · Recruit existing housing developers or create new housing developers within the County – a CDC, a Habitat for Humanity chapter, an affordable housing land trust, etc. · Form partnerships – potentially including funding - to see the projects to fruition. 	<p>Agriculture/Forestry – maintain working landscapes by locating residential development within cities.</p>
<p>Develop policies and programs to support the provision of workforce housing.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Allow for smaller lot housing development. As an example, see www.cottagehousing.com. · Require future developments to set aside a percentage (30% is suggested) of the housing units as workforce housing – utilize existing ordinances from other communities as models. · Develop financial incentives for the renovation of existing homes, possibly through an expansion of the downtown façade improvement program. · Create programs that utilize sweat equity in the provision of workforce housing. For example, Habitat for Humanity. · Offer apprentice opportunities for community members to learn new or additional skills during the construction process. 	<p>Land Use – creates supportive land use policies to discourage residential development outside the urban growth boundary and encourage residences inside the cities.</p>
<p>Take advantage of existing opportunities to provide additional workforce housing.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Develop second floors of downtown commercial buildings as residences – consider residences, arts live/work spaces, housing for attendees of educational programs, dorms, etc. · Renovate and offer for sale existing vacant residential properties – help support CDCs that can acquire properties for renovation. Take advantage of state and federal government programs to assist with the provision of housing. 	<p>Downtown - increases the use of existing community resources and helps to further activate the downtowns.</p>
<p>Encourage a mix of housing types, price ranges and owners, as well as rental units, within each neighborhood.</p>	<p>Arts/Culture – helps retain the community's culture, which values diverse neighborhoods.</p>
<p>Provide senior rental housing opportunities for the growing mature population in the county.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Identify housing opportunities or sites that offer easy access to the hospital and services. 	<p>Land Use – offers an opportunity to address a housing need that impacts a growing section of the community's population.</p>
<p>Provide longer-term rental housing opportunities to serve people who are taking advantage of the restorative powers of the local landscape – people recovering from severe injuries, professionals on sabbatical, etc.</p>	<p>Education – creates an opportunity to house educational tourists.</p>
<p>Limit the maximum square footage size of new housing within each city.</p>	<p>Land Use – creates policies to support the mix of housing types.</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>Encourage green building in the new housing stock.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Pursue grants for local green technologies. · Offer training for local professionals to expand their skills base to include green building techniques. · Provide a density bonus for building green. <p>Resources:</p> <p>Rural by Design by R. Arendt</p> <p>The US Green Building Council www.usgbc.com</p> <p>Community Greens www.communitygreens.org</p> <p>Rocky Mountain Institute www.rmi.org</p> <p>Consider the use of green roofs in new projects and use low impact development techniques during the construction period.</p> <p>Check out the publication Environmental Building News, www.buildinggreen.com</p>	<p>Branding – position the Wallowa County brand as one that promotes building techniques that protect working landscapes.</p> <p>Education – offer additional training to enhance the skill sets and potential income of area residents.</p>
<p>Implement impact fees to begin to recover the cost of development.</p>	<p>Land Use – create policies that support the fiscal health of the community.</p>
<p>County's Role</p>	
<p>Offer recreational housing opportunities.</p> <p>HOW:</p> <ul style="list-style-type: none"> · Focus on green building, small scale, rental opportunities – for example yurts, small cabins, etc. to assist with creating additional full-time, year-round recreational based jobs. 	<p>Agriculture/Forestry – create a housing alternative that allows for expanded recreational opportunities without negatively impacting the natural areas.</p>
<p>Require homes built outside the urban growth boundary to provide their own water, sewer, electric, etc – subsist off the grid.</p>	<p>Agriculture/Forestry – diminish the impact of housing on the natural landscape.</p>
<p>Increase the permit application fee for new residences constructed outside of the urban growth area based on square footage and home value.</p>	<p>Land Use – create policies that support the fiscal health of the community.</p>
<p>Capture property tax revenue from any residential properties located on agricultural lands when lands are not in productive use.</p>	<p>Land Use – create policies that support the fiscal health of the community.</p>

ARTS and CULTURE

Wallowa County is a place of unique history with an enormously important indigenous presence that began centuries before the arrival of Euro-Americans and continues today. This is coupled with an American homesteader history and immense scenic and natural resources. The art and culture of Wallowa County celebrate and reflect this abundance. The aspects of Wallowa County that are valued by local artisans are expressed by the greater community as things the community holds dear – a long history of native (Nez Perce) and Euro-American engagement with the natural environment, natural

beauty, isolation and quiet, variety of landscape, affordability and a real place where people live and work. The artistic and cultural community can be a part of preserving working landscapes by artistically celebrating the natural resource base as well as serving as an attractor for jobs. Art works can be used to further depict and promote the community's long history of human habitation with its multiple connections to natural resources and shared values.

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>Cities</p> <p><i>Develop an arts institute.</i></p> <p>HOW:</p> <ul style="list-style-type: none"> · Feature opportunities to learn from local artists in a workshop setting. · Explore the possibility of college level courses in the arts. · Utilize the local environment, culture and history as teaching tools. For example, pack trips to specific painting locations, canoe trips to specific sites to sketch, local artisans teaching traditional crafts, etc. · Develop workshops that showcase Nez Perce art. · Workshops for all ages, locals as well as visitors. · Focus workshops in the winter months to extend the tourist season. · Utilize the arts institute to fill empty storefronts in downtowns. · Include space within the institute to display both professional and amateur art. · Utilize Fishtrap as a model for the creation of the arts institute. 	<p><i>Branding – strengthen the brand, as all arts institute offerings include Wallowa County logo.</i></p> <p><i>Involve Nez Perce Tribal Executive Committee at all levels and activities.</i></p> <p><i>Tourism – attracts visitors to the new educational opportunities available, can help to extend the season and create more full time jobs.</i></p> <p><i>Downtown – locate the workshops/artist housing in a downtown area to increase the number of potential customers of nearby shops & restaurants. Additional customers can help increase the viability of the existing business base.</i></p> <p><i>Education – offer educational opportunities to a mix of ages as well as residents and visitors. Tie to the Wallowa County Campus.</i></p>
<p><i>Inventory all small-scale existing arts education programs to better understand the arts resources available in Wallowa County.</i></p> <p>HOW:</p> <ul style="list-style-type: none"> · Examples include the pioneer workshops held at the Flora school and the Winter Fishtrap Photo Gathering at Wallowa Lake with the Wallowa Lake Photography Club. 	<p><i>Branding – encourage existing programs to include the Wallowa County brand.</i></p> <p><i>Agriculture/Forestry – document programs that celebrate and/or explain the county’s working landscapes.</i></p> <p><i>Tourism – market the resulting list to increase the tourist dollars spent within the County and to extend the season.</i></p> <p><i>Education – offer programming to a variety of ages.</i></p>
<p><i>Further capitalize on the local artisans currently in place in the community.</i></p> <p>HOW:</p> <p>Examples:</p> <ul style="list-style-type: none"> · Consider extending the Arts in Education program offered through the Eastern Regional Arts Council in the La Grande area to Wallowa County. · Encourage the Friends of the Wallowa County Museum to continue and possibly expand their mobile education program. · Once complete, encourage the usage of the Alvin Josephy Library at Fishtrap by educators and community members. · Contact Nez Perce Interpretive Center to include and expand art initiatives. 	<p><i>Branding – encourage existing programs to include the Wallowa County brand.</i></p> <p><i>Agriculture/Forestry – document programs that celebrate and/or explain the county’s working landscapes.</i></p> <p><i>Tourism – market the resulting list to increase the tourist dollars spent within the County and to extend the season.</i></p> <p><i>Education – offer programming to a variety of ages.</i></p>
<p><i>Promote the art communities’ support of outdoor education.</i></p> <p>HOW:</p> <ul style="list-style-type: none"> · Examples of places to conduct outdoor arts education include the Nez Perce National Historic Trail that can promote linkages between art, the outdoors and history, as well as the Zumwalt Prairie and raptors program. 	<p><i>Branding – carries Wallowa County logo.</i></p> <p><i>Agriculture/Forestry – help promote the need to retain existing working landscapes as people personally interact with the land and better understand its importance.</i></p> <p><i>Tourism – create an opportunity to support the educational tourism efforts underway in the county.</i></p>
<p><i>Promote the creation of artist residency programs to celebrate local heritage, educate community members and help extend the tourist season into the winter months. Consider special programs to attract Native American artists.</i></p>	<p><i>Branding – carries the Wallowa County logo.</i></p> <p><i>Agriculture/Forestry – base of the program is to use local resources as a source of inspiration for artistry.</i></p> <p><i>Tourism – serve as an attractor of educational tourists housing downtown – locate residency program within a downtown to further activate the storefronts.</i></p> <p><i>Education – utilize as a unique educational format.</i></p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>Utilize the community's natural resources in the production of arts and crafts. For example, the creation of furniture using the local forestry resources.</p>	<p>Branding – include the Wallowa County logo on all crafts created using local resources.</p> <p>Agriculture/Forestry – further support existing industries through partnerships with the artistic community.</p>
<p>Investigate the foundries as an arts and culture resource in the Business Value Added Center (BVAC) and in Wallowa County.</p>	<p>Branding – include the Wallowa County brand on items forged in the county.</p> <p>Education – include the arts in the educational programming developed in Wallowa County.</p>
<p>Create the necessary city policies to allow and encourage the development of art live/work spaces, focused on the downtown areas found within the county.</p>	<p>Branding – identify the area as supportive of artists and arts related projects.</p> <p>Downtown – create uses to fill existing vacancies.</p>
<p>Support the development of a performing arts center in downtown Enterprise, including an auditorium for musical performances.</p>	<p>Branding – offer programming that carries the Wallowa County logo.</p> <p>Tourism – attract visitors and use events to extend the season. Use tourists to improve the health of local businesses.</p> <p>Downtown – create a new generator for downtown Enterprise.</p> <p>Education – offer coursework that extends the community's knowledge of, and involvement in, the performing arts.</p>

INFRASTRUCTURE

~the things that keep us functioning and moving forward

By and large, much of the infrastructure of Wallowa County is sound. However, in order to move the county forward and allow it to be the driver of change, rather than the victim of it, certain critical improvements must be made. These are noted below. In addition, two potential community-devastating risks need to be addressed before they significantly impact the land and the economy - namely, fixing the Wallowa Lake dam and reducing the fuel load in the forests, especially those surrounding the lake.

In addition to reducing the forest fuel loads and fixing the dam, the other two top priority infrastructure needs are the capture of the indirect costs of grants that come into the county and dedication of those funds (estimated at \$300,000 - \$900,000 annually) to the purchase and creation of community forests/agriculture lands and to funds for conservation easements. This would also fund salaries for three new

non-governmental staff that will serve countywide industries, individuals, non-profits, and government in the areas of business marketing/branding, personal financial advice, and educational-activity coordination. (For other suggested fees, such as a real estate transfer tax, application/review fees and development impact fees, see the land use section.)

Infrastructure needs have been classified into two categories, the obvious “hard” infrastructure elements such as roads, water, and communication capacity, as well as the equally important “soft” community infrastructure items such as non-profits, governance, venture finance, and new county-wide legal, marketing and educational assistance. The time frames below indicate the estimated amount of time for initial planning and execution.

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>I. HARD INFRASTRUCTURE</p> <p><i>Power/Energy: Utilize natural resources to become a leader in local-renewable energy products/processes.</i></p> <p><i>Time Frame: start now; see first results in 1-2 years. While this is not a current crucial infrastructure improvement, it is worth trying to get ahead of the “peak oil” curve and its potential devastating effects. The communities that do get ahead of the curve will find that they will be more economically resilient and prosperous.</i></p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> a. Biofuel; fuel cells b. Wind c. Solar (net metering and passive-solar construction design) d. “Closed loop production facilities” where waste in one manufacturing process becomes fuel in another e. Emissions trading <p><i>HOW:</i></p> <p><i>For “a” and “d”: Create a team that will investigate mutually beneficial financing arrangements - see “Financing” below under Soft Infrastructure.</i></p> <p><i>For “b”: Citizens, tribe, and energy company to decide if they can resolve tribal and land issues to allow for wind power. If not, drop for now.</i></p> <p><i>For “c”: Solar will be driven and paid for by residential home owners/businesses converting to solar. Awareness by contractors of these products as a value-added option is all that is necessary for now.</i></p> <p><i>For “e”: Assemble group to determine if this route could be useful for forestry in the county; check out their web site at www.chicagoclimatex.com.</i></p>	<p>I. HARD INFRASTRUCTURE</p> <ul style="list-style-type: none"> a. Creating biofuels will necessitate the sowing of crops such as hybrid sunflowers, acquisition of intellectual property that could lead to the manufacture of biofuel processing equipment, small (2 to 5 horsepower) engines as well as hydrogen for fuel cells. (agriculture, jobs, education). b. Wind will result in the hiring of skilled workforce for maintenance/operation. (jobs). c. Solar is already in use. As fuel prices increase, more customers will want solar, resulting in more construction services for new and retrofit real estate development. (jobs, education). d. “Closed loops” will foster cooperation of industries and efficiency of operations, allowing for waste in one process to be food in another (e.g.: hydrogen for fuel cells) which leads to more new employment and profits. (jobs). e. “Polluters” are looking to buy “carbon credits” to offset their pollution. The first exchange in the USA, the Chicago Climate Exchange, has been established that might provide partial funding of community forest purchases. (forestry, jobs).
<p><i>Transportation: Maintain roads while providing alternative means of transportation.</i></p> <p><i>Time Frame: now/on-going</i></p> <ul style="list-style-type: none"> a. Continue countywide busing next year. b. Maintain roads. c. Create marked/signed bike paths from Troy to Joseph. <p><i>HOW: Delegate a citizen-staffed working group, overseen by county commissioners, to seek state funds for all of above. Contact Wallowa Resources to help with obtaining private grants if public grants do not materialize.</i></p>	<ul style="list-style-type: none"> a. Supports local economy and workforce; improves tourism; allows elderly to get out more; reduces commuting expenses for residents and pollution; creates jobs. (tourism, jobs). b. Ensures public safety and product delivery; tourism, maintain roadwork jobs (jobs, health, agriculture, forestry, tourism). c. Enhances tourism activities; exercise for public health (tourism, health).
<p><i>Communications: Obtain more high-speed internet capacity.</i></p> <p><i>Time Frame: Uncertain; outside area of citizens’ direct control; subject to corporate decision.</i></p> <p><i>HOW: Emphasize the “education of youth” to the CEO of Verizon. Will Anderson, RDAT member, can help make introduction.</i></p>	<p><i>Encourages the relocation of more Lone Eagles, allows for telecommuting, exporting of local products, establishment of internet businesses and adjunct learning. (jobs, education).</i></p>
<p>Water/Fuels Reduction: FIX THE DAM/REDUCE THE FUELS!!</p> <p><i>Time Frame: Uncertain, but should be ASAP</i></p> <p><i>HOW: Convene a working group that will bring in federal help.</i></p>	<p><i>A breach of the dam could lead to loss of life, reduction of recreation and tourism, and devastation of agriculture in the county for years, not to mention personal liability lawsuits for the owners. A forest fire could similarly lead to loss of life as well as reduction of tourist interest in the lake/mountains for a long period of time. (tourism, agriculture, health, housing).</i></p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>II. SOFT INFRASTRUCTURE - Strategies</p>	<p>II. SOFT INFRASTRUCTURE - Connections</p>
<p>Capture indirect costs of grants: Each year the county is not collecting an estimated \$300,000 to \$900,000 in indirect grant costs.</p> <p>Time Frame: 6 months to 1.5 years for staffed position.</p> <p>HOW: Create a fundraising team that will seek an initial “capacity building” grant that will allow the county to hire a full-time grants manager and purchase new accounting software that will be used at the county level to seek “indirect” grant costs. After the first year, the position will be paid by the indirect grant proceeds themselves.</p>	<p>Excess funds, beyond the annual cost of a grants manager, should be used for 3 new county-wide positions that will benefit all sectors and industries on a county-wide basis (see below) and other high priority county needs such as funds for the purchase of community forest/community agriculture lands or conservation easements. These funds should be dedicated funds and not used to fund other county operations. (jobs, agriculture, forestry)</p>
<p>Countywide personnel: Create countywide non-government positions that will provide specific services “a la Myron Kirkpatrick” to government, non-profits, and businesses.</p> <p>Time Frame: 1.5 – 2.0 years to allow for the capture of indirect costs and/or grant funds.</p> <p>Crucial services include:</p> <p>Marketing advisor (Wallowa County branding, entrepreneurial businesses).</p> <p>Financial advisor (focuses on intergenerational land transfers, personal financial budgeting/planning, preparing children to return to the county).</p> <p>Educational coordinator (helps ranchers, farmers, and foresters to create and manage “short courses”, yuppie work vacations that pay the host family, semester or year-long student work credit courses that pay the host family, and other educational programs that will serve residents of the county-wide “campus”).</p> <p>HOW: Fund via private grants or the recapture of indirect costs of grants as noted above.</p>	<p>Will spur the demand for more Wallowa County goods and experiences. (branding, jobs, tourism).</p> <p>Will allow for more land to stay in family hands. (agriculture, tourism, forestry).</p> <p>Will allow for residents to manage finances better; increase financial options for their children to return.</p> <p>Will allow people who have never engaged in “teaching” to start and manage new “educational” side-line businesses with minimal burden.</p>
<p>Governance: Encourage and support governance that embraces and celebrates change. Encourage excellence and innovation in elected government leaders; ensure official accountability and enforcement of laws, fees, etc.</p> <p>Time Frame: 6-12 months; certain “education” could be started right away; on-going curriculum could be created over time as funds are received.</p> <p>Educate in: The basics of “green” economics, land use planning benefits, development impact and real estate transfer fees, and other issues as suggested by citizens or the commissioners.</p> <p>HOW: Funded via private and public grants.</p> <p>Enforcement: Officials must be willing to enforce laws and prosecute “scoff-laws”. (E.G.: people who build houses in industrial zones and pay industrial rate real estate taxes on both the industrial and the residential portions.)</p>	<p>This is a critical historic moment to elect officials who will embrace and follow through with courageous and bold new initiatives. Effective and innovative governance will move the county toward a future that is determined by local citizens, rather than one that is imposed from the outside. Courageous, thoughtful, innovative approaches are needed now!</p> <p>In order to embrace and implement new ideas that the community is surfacing, elected officials may need to understand the basics of a variety of fields. An innovative curriculum may need to be developed which in turn could lead to new job creation. (education).</p>
<p>Airport: Ensure that the area airports are not open to commercial passenger aircraft.</p> <p>Time Frame: Uncertain, due to political process.</p> <p>HOW: County commissioners assign a citizen-driven task force (that reports to the Commissioners) to pressure the state to cease installation of {IRF=IFR?} and/or pass a countywide ordinance that will ensure that runways are not extended in length.</p>	<p>Keeping the airport closed to commercial traffic will maintain community structure, slow the dislocation of remaining agriculture/forestry workers, and slow the rate of escalation of real estate prices. If the airport is opened up to passenger traffic, “Aspenization” of Wallowa County is not far behind.</p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p><i>Non-Profits: Ensure robust, efficient non-profit sector.</i></p> <p><i>Time Frame: now/on-going.</i></p> <p><i>Create association that individuals can join to obtain health benefits at a group rate (E.G.: Cultural Alliance of Greater Washington D.C. provides this service to its members www.cultural-alliance.org).</i></p> <p><i>HOW: Amend by-laws of existing non-profit to allow for membership and the offering of health insurance to its members or create a new entity that will do the same. Explore possibility of HMO services from the new hospital.</i></p> <p><i>Re-start Round Table to discuss sharing of resources/joint training, reduce (future) redundancy of activities and competition for funds.</i></p> <p><i>HOW: Find meeting space, set up regular schedule, determine topics of mutual interest that make meeting worthwhile.</i></p> <p><i>For deeply discounted software, check out Tech Soul, www.techsoup.org.</i></p> <p><i>For business training for artists Empowered Women International is a good model of training; www.ewint.org.</i></p>	<p><i>Creates benefits that are good for families; may allow for more part-time job holders to live here (health).</i></p> <p><i>Allows for different non-profits to combine forces in synergist activities and joint grant proposals that will net more money than if they were operating alone.</i></p>
<p><i>Financing: Seek financing/training from angel and venture capital investors, micro-lenders, and program-related investments from foundations.</i></p> <p><i>Time Frame: now/on-going</i></p> <p><i>Examples of Potential Funders:</i></p> <p><i>MIT Enterprise Forum (enterpriseforum.mit.edu/) – [present business plan presentations via courthouse video conferencing]</i></p> <p><i>Social Venture Network (www.svn.org)</i></p> <p><i>Shore Pacific Bank (www.eco-bank.com/index)</i></p> <p><i>Paul G Allen Family Foundation; Paul G Allen Forest Protection Fund (www.pgafoundations.com)</i></p> <p><i>The Betty and Gordon Moore Foundation (www.moore.org/)</i></p> <p><i>The Orton Family Foundation (www.orton.org)</i></p> <p><i>Omidyar Foundation (www.omidyar.net)</i></p> <p><i>HOW: Research via the web, share membership to the online Foundation Center (www.foundationcenter.org); ask for introductions to potential funders from Lone Eagles or 2nd home buyers; create literature given out at stores and at the Wallowa County Welcome Center requesting funds from tourists to support an “endowment” for Wallowa County business incubation and/or land preservation in the county. Part of the endowment fund could become a revolving loan fund for businesses.</i></p>	<p><i>Allows businesses to get needed capital (jobs).</i></p>

EDUCATION: An Integrated Economic Strategy

~ the Wallowa County Campus Concept

External forces are acutely felt in Wallowa County. Land prices, land use, cost of housing, prices for agricultural and forestry products, tourism demands, and other factors are determined to large degrees by forces outside the county. The county is unquestionably and increasingly engaged in a market economy. In a very real way, the county can be thought of as a large, diversified business entity. As with any business, the county must consider what it is selling, to whom, and what structures must be in place to do that efficiently and effectively in ways that maintain the health and integrity of its assets and create a high quality of life for its people.

Wallowa County is blessed with resources that the world wants – value-added agricultural and forest products, natural beauty, arts, recreational and cultural experiences and land-based knowledge. People of the county have the opportunity to ensure that these resources are shared for the benefit of the land and community, and that these resources bring a premium. The county has the opportunity to set the terms, but if they don't, those with greater political and economic power will determine its future. People of the county must combine their talents and energy to drive an integrated business model to create a self-determining community.

A critical piece of the business model is the “Wallowa County Campus.” The Wallowa County Campus is not a physical entity, but a term that refers to a framework within which to organize integrated educational initiatives. The framework of the Wallowa County Campus will organize education spatially, with coordinated centers of activity located in various cities and unincorporated towns. It will also provide a framework for collaboration between educational programs, more effectively positioning the county as a destination and center for education – benefiting the land, the residents and visitors.

In the framework of the Wallowa County Campus, the county will become an education center for residents and a destination for visitors for learning about the land, effective natural resource management, the arts, and Native American and pioneer culture. In many ways, this is already happening. There is tremendous opportunity for people to learn in Wallowa County towns, from its working landscapes, and from its people. The campus framework is a critical opportunity for the county to capture more dollars from each visitor to the county by offering educational opportunities as an integral part of the visitation experience. It is also an opportunity to enhance the quality of life of the residents of the county, by creating knowledge bridges, human connections and jobs.

The Wallowa County Campus is an essential element of the overall “branding” of the county. It positions the county in the minds of residents and the outside world as a model of successful rural economy and a place where learning is fully integrated with a range of economic activities, including value-added product development, tourism, arts and recreation. The beginning action steps for the campus will coincide with the early stages of the Business Value Added Center (BVAC).

The potential of the Wallowa County Campus is as vast as the knowledge held by the people and the land. Consider the volume and breadth of learning you've received in Wallowa County and the knowledge and wisdom you've shared in the county. Organizing and coordinating the exchange of this vastly diverse knowledge will create a powerful force – one of the key forces enabling the county to design its own future rather than simply react to external forces.

How to create the Wallowa County Campus.

The key to establishing a unique and highly functioning rural education network is partnerships, many of which are mentioned throughout the sector reports. The core of these partnerships is internal to the county, harnessing the collective learning energies and reaching out to untapped experts knowledgeable about Wallowa County. Partnerships with people and organizations outside the county will provide essential inputs to the campus – money, ideas and advocates - to help protect Wallowa County's natural treasures.

Establish an education council, a dedicated education coordinator, and a master plan

1. Establish an education council.

The council will convene for five principle purposes – to embody the concept of an education network, support integration projects (BVAC), exchange knowledge, seek funding, and draft a long-term Wallowa County Education Campus Master Plan.

A. Convene representatives from all sectors of Wallowa County education as well as key external education entities, such as:

- 1. Students from across the education spectrum. (Student Project to conduct Wallowa County knowledge/inventory).*

Continued on page 32

SECTION 2 – SECTOR ANALYSIS

Continued from page 31

2. Educational service district, all school principals in K through 12, including private (e.g. Providence Academy, Montessori, Seventh Day Adventist, etc.).

3. Non-profit education (example – Wallowa Resources, Fishtrap, TNC, etc.).

4. Higher education (e.g., BMCC, EOU, OHSU, OSU, UO, Whitman).

5. New residents who can consume/provide/fund education in Wallowa County (e.g. retirees, Lone Eagles, seasonal residents).

6. Individuals and emerging organizations with specialized knowledge and educational/vocational potential (eg. BVAC, biofuel, greenhouse projects).

7. Government with education component (e.g., fisheries, forestry, Travel Oregon).

8. Potential education funders (e.g., Kaufman Foundation for entrepreneurial education).

B. Charter the education council membership and establish responsibilities and timeline for creation of master plan and presentation to community.

C. Support BVAC integration project to demonstrate viability and begin the campus-concept creation. Concentrate resources and energy to BVAC to create jobs, connect education, engage youth and community, and protect working lands and natural resources.

2. Create a Wallowa County education coordinator

This position will be the catalyst to identify, connect and support the various education centers across the country.

A. Research and secure multi-year funding to compensate the position.

B. Establish a facility in a central and convenient location (BVAC).

C. Recruit for the position – ideally a candidate with:

– Roots and deep knowledge of Wallowa County human and natural resources and working lands.

– Experience across the education spectrum (from “K to Gray,” formal, informal, continuing education).

The community can reach out to the young former Wallowa County residents with the skills, passion and interest to return.

3. Create the Wallowa County Education Campus Master Plan

A. Draft comprehensive plan to include goals and mutual benefits to Wallowa County education entities in the following areas:

– curriculum

– faculty

– marketing

– financing

– job creation

– economic impact

– environmental impact, natural resources, working lands

– housing/green building

– tourism/recreation

B. Present to Wallowa County Commissioners for adoption and implementation.

SECTION 2 – SECTOR ANALYSIS

The following strategies will act as a catalyst for the Wallowa County Campus concept and master plan

STRATEGIES	CONNECTIONS
<p><i>K through 12 Education.</i></p> <p><i>Share teachers with different expertise across school districts.</i></p> <p><i>Increase partnerships with vocational schools and other higher education institutions to offer more advanced coursework, and career-related coursework, to 11th and 12th grade students.</i></p> <p><i>Establish a counseling center or position to assist young people to design an educational path (with appropriate mixes of vocational and university/college education) that will enable them to work and raise families in Wallowa County. By coordinating efforts with the campus educational coordinator, this counseling will help students target their learning outside the county to jobs and entrepreneurial opportunities available within the county, enticing and enabling young people to return.</i></p> <p><i>Create opportunities for young people from other parts of the state and country to come into the county as K through 12 students, to learn here and experience a different way of life.</i></p> <p><i>Create a high school “Wallowa County Abroad” program – students come from an urban or international environment to live with a Wallowa County family for a year.</i></p> <p><i>Facilitate more opportunities for adopting foster children by Wallowa County families.</i></p> <p><i>Boarding Secondary School:</i></p> <p><i>Expand the existing Providence Academy, or develop from the ground up - a boarding secondary school that would make full use of the natural and cultural resources of Wallowa County to provide a unique education for students from across the country.</i></p> <p><i>Experiential education:</i></p> <p><i>Wallowa Resources has innovative experiential programs for K through 12 students utilizing the natural environment of the county as a learning laboratory, and exposing students to adults with Native American and pioneer cultural knowledge.</i></p> <p><i>Emulate this experiential model, developing programs in the arts, writing and literature.</i></p> <p><i>Fishtrap is an example of an existing resource for experiential K through 12 programs in the arena of writing and literature. A similar organization is needed in the arts. This may be an existing non-profit, the existing Wallowa County Arts Council, or a cooperative that is created for multiple arts-related purposes, including organizing, branding and marketing the arts – which could also create educational programs for K through 12 students.</i></p> <p><i>Engage youth in project-based learning.</i></p> <p><i>Adopt a countywide program based on the Wallowa School model of project-based hands-on learning. This fills the need for youth-based activities and provides diverse workplace exposure. Many of the integrated education goals of the Wallowa County Campus are present in this concept; hands-on learning, “real world” career experience, specialized vocational knowledge transfer, leveraged resources for the betterment of youth and future job opportunities.</i></p> <p><i>Continued...</i></p>	<p><i>Connecting school districts.</i></p> <p><i>Connecting statewide higher education with Wallowa County secondary education.</i></p> <p><i>Many young people leave the county to pursue higher education. Some are leaving and not returning. Others are getting an education, and want to return to the county. With more economic opportunities to earn a living through jobs and entrepreneurship generated in formal and informal education and other sectors, young people leaving to get an education will seek learning that they can apply in Wallowa County, and return to the county to use their skills and raise families. In addition, with more opportunities for vocational and higher education at home in the county, some college students will not need to leave the county at all, but will be able to get an education here and then begin working immediately.</i></p> <p><i>Connecting young people from urban areas with families from Wallowa County and with the land.</i></p>

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p>...Continued from page 46</p> <p>Create a youth corps.</p> <p>Students who embark on special projects (senior projects, team projects, etc.) – for the purpose of identifying and utilizing educational resources (primarily people and places) in the county.</p> <p>Projects:</p> <p>Youth corps to conduct an asset inventory of knowledge resources (What knowledge do our residents have to share? Are they willing to share it within the informal education system?)</p> <p>Conduct similar asset inventory of natural resource learning centers (Where can we teach, or promote self-learning?)</p> <p>Activate the under-utilized knowledge resource .</p> <p>Use residents with special knowledge, either as volunteers or paid educators in programs designed to expand the diversity of learning opportunities for K through 12 students. This could include not only scheduled classes or workshops, but also individual mentoring and tutoring.</p> <p>Re-establish the Wallowa Ranch Camp model.</p> <p>Establish residential summer camps that would bring youth from outside the county to experience the Wallowa County environment – including activities such as horse-back riding, wrangling, hiking, swimming, etc.</p> <p>Expand the offerings for weeklong day camps for resident and visiting youth in the summer.</p>	<p>Connecting the underutilized resource of knowledge experts across the spectrum - artists, agriculturalists, ranchers, foresters, and others with special knowledge – with the youth of Wallowa County.</p> <p>Connects youth with adults who are working the land.</p> <p>Connecting with Wallowa County Agroforestry Resource Center and Master Forest Owner models.</p> <p>The Earth Conservation Corp. in Washington, D.C. is an interesting model. It taught inner-city youth to care for the Anacostia River which, in turn, allowed bald eagles to return to the nation's capital (www.ecc1.org).</p> <p>Connects retirees and Lone Eagles in the community with youth, building bridges and opportunities for learning and jobs.</p>
<p>Adult Education.</p> <p>Diversify career opportunities for adults.</p> <p>“Hands on Lands” is an important initiative designed to help adults diversify their skills and expand from seasonal employment to year-round employment.</p> <p>Encourage research, knowledge-sharing and classes for adults in technologies and strategies to create value-added products utilizing traditional agricultural and forestry lands.</p> <p>The center for this educational exchange would begin in Enterprise, as part of BVAC.</p> <p>Formal programs, as well as informal exchanges, would serve entrepreneurs and adults in Wallowa County who need to diversify their economic activities. Formal programs will also serve adults coming from many parts of the country to see first-hand, and study, examples of using agriculture and forestry resources in a way that maintains the health of the land and the fabric of rural community.</p> <p>Leverage Tourist Visitation.</p> <p>Perhaps the most important contribution of the Wallowa County Campus to the economic prosperity of the county is through programs offered to out-of-county visitors. Currently, there is a love-hate relationship that county residents feel toward tourists. Residents do not currently see tourist dollars producing family wage jobs. Therefore, tourists are mostly tolerated, rather than encouraged and seen as important contributors to the county economy.</p> <p>The shift that is needed is to aggressively find ways to entice tourists to spend more money on higher-end services, including education. This shift aligns with a national trend in tourism. People increasingly want to spend their vacation dollars in ways that add to their lives through learning while also relaxing and enjoying a place. Wallowa County is perfectly suited to both stimulate and respond to this demand because of its richness in scenic beauty, recreational opportunities, arts, cultural history and knowledge.</p> <p>Continued...</p>	<p>Connecting Wallowa County residents, especially those displaced by changes in the forest products industry, with other land-based job opportunities.</p> <p>Connecting Wallowa County residents with each other and with non-residents for the benefit of the land and job creation.</p> <p>People who want to experience the beauty and recreational value of well-managed resources can learn on deeper levels how they themselves can be protectors of it. On a practical level, more education means not only more jobs, it means real dollars and a year-round economy. By opening the doors of education to the outside world, the citizens of Wallowa County can enjoy far greater service themselves, in the form of health care and other services essential for a high quality of life.</p> <p>Connecting tourist businesses with each other to strategize and market value-added services, including education, Wallowa County branded gift-shop products, tours, etc. to produce more dollars per tourist.</p> <p>Some examples, also mentioned in the tourism sector (not an exhaustive list):</p> <ul style="list-style-type: none"> Stargazing – astronomy Geology workshops and hikes Ornithology, bird hikes Art workshops, demonstrations Fishing seminars Woodcarving Wilderness photography

SECTION 2 – SECTOR ANALYSIS

STRATEGIES	CONNECTIONS
<p><i>...Continued from page 47</i></p> <p><i>Through services offered, and coordinated marketing, businesses in the county will attract the kind of tourists that:</i></p> <ol style="list-style-type: none"> <i>1) Spend money to learn about art, the land and the cultures it has traditionally supported – through classes and tours.</i> <i>2) Spend money on high-end products and services such as fishing, hunting, guiding, spa services, gourmet restaurant food, artwork, and specialty agriculture and forestry products.</i> <i>3) Take action to politically and financially support the efforts of Wallowa County residents to sustain the health of their land and the character of their community.</i> <p><i>Create research-based education opportunities.</i></p> <p><i>Design and promote research opportunities for graduate students to inform and improve the model for the Wallowa County Campus and its focus on a one-of-a-kind hands-on rural education network focused on natural resource management.</i></p> <p><i>The multiplier effect of graduate student participation will include additional monies, jobs, ideas and potential new families.</i></p> <p><i>Enroll New Residents.</i></p> <p><i>The demographics of the county are changing. Residents of the county can choose to meet new people with resistance, or to welcome and invite them to participate in the county as valued resources.</i></p> <p><i>New people bring hidden talents. They need to be pulled into the education system. They can consume more learning about the area – enabling them to contribute in healthy ways to the land and economy - and they can provide more learning to the community.</i></p> <p><i>Establish a mechanism within the campus concept – a committee or office to welcome new people into the area and invite them to participate in the learning/sustaining activities of the campus.</i></p> <p><i>Establish a unique National Model.</i></p> <p><i>Life-long learning is becoming an increasingly important part of the national economy, and Wallowa County has a unique niche. The county has an opportunity to demonstrate to the world how a large rural community can create an effective, integrated campus of learning based in land, art and culture.</i></p>	<p><i>Connecting tourist businesses with each other to strategize and market value-added services, including education, Wallowa County branded gift-shop products, tours, etc. to produce more dollars per tourist.</i></p> <p><i>Some examples, also mentioned in the tourism sector (not an exhaustive list):</i></p> <p><i>Stargazing – astronomy</i></p> <p><i>Geology workshops and hikes</i></p> <p><i>Ornithology, bird hikes</i></p> <p><i>Art workshops, demonstrations</i></p> <p><i>Fishing seminars</i></p> <p><i>Woodcarving</i></p> <p><i>Wilderness photography</i></p>

Wallowa County’s remarkable opportunity ... integrated education

Over and over again, the RDAT has met residents of Wallowa County whose families have lived in the county for multiple generations. These residents, among many others, want the drivers of the old economy to be respected and preserved in ways that are viable today. They also want their own children to have real opportunity to prosper in Wallowa County. Education as an export to the world is a central piece of providing that opportunity. Youth in Wallowa County say they want more options for careers. Expanded initiatives in education will not only help prepare them for those careers, but provide them with career opportunities.

The spirit of individual hard-working initiative that has been at the core of Wallowa County for so long has already planted seeds and created working, demonstrated models of small scale education programs that build understanding and provide for the people of Wallowa County. The Wallowa County Campus will capitalize on the positive energy that is already here, making education programs more efficient, better known and more effectively marketed.

Comments on the Wallowa Campus Education Concept

Will Anderson, December 2006

Education as a solution in Wallowa County

As a visitor to Wallowa County through the RDAT process in October 2006, I was struck but the role education plays in the vitality of the community, as well as the untapped potential education holds for even greater returns. My team mates echoed that assessment.

So, one of the key overarching strategies our RDAT team recommended in both presentation and planning documents was centered on education ... the Wallowa Campus concept. We see great merit in an organized education effort.

But WHY do we suggest Wallowa County focus on education?

Why put precious Wallowa time, energy, and resources into a comprehensive education model? Everyone is busy. Everyone multitasks already. And “everyone” is actually a small population over a large landscape.

Why in the world would we ask you to take on an innovative undertaking that sounds unfamiliar? Doesn't this notion bring to mind very basic questions like What are you talking about? and Sounds nice, but how will this help us? So, Why education?

Answer: Because doing so WILL help solve big, long standing problems.

Before getting to WHAT it might look like. Let's focus on the essential question:

What is to be gained?

We believe that once Wallowa combines its talent and energy into an organized education frame you will net the following toward the EAT's mission:

- greater control over Wallowa County's future stability and success
- enhanced economic vitality while maintaining your quality of life, aesthetic beauty and environmental attributes

Let's look specifically at the goals you laid out for us. I've mapped the education-concepts to each of these to illustrate that even though it seems roughly defined education actually impacts each of your goals in quantifiable ways.

Meeting your goals through education

Goal: Increase family wage jobs;

Bringing more education to Wallowa County addresses jobs in two directions. The first is apparent, but the second is just as deep and long term.

1) A better educated workforce is more attractive to employers, which is an essential ingredient to economic prosperity ... whether growing more of your own entrepreneurs (see the BVAC recommendation), or attracting desirable businesses to set up in Wallowa County. I can tell you employ-ers say it a primary reason for economic boom here in Maryland.

2) Looking at education as a business itself, there is a strong multiplier of outside dollars that echo through the local business community. Think of Wallowa Lake's seasonal tourists coming for the vistas and landscapes only obtained in Wallowa County. They pay for that primary service, and then spill dollars into the Joseph, Enterprise, Wallowa, etc. Let's think of them now as consumers of outdoor and natural resources education. What would happen if those dollars flowed in year-round as visitors came for the knowledge only obtained in Wallowa County? Increased family wage jobs are part of that answer.

Goal: Retain and bring back the county's young people;

With hubs of education-activity comes knowledge-based business activity. With it come jobs, the kind that can retain Wallowa County youth and return those Wallowa County youth who slip past Minam for post-secondary education but welcome a chance for careers back home.

Initially, we could expect Wallowa County-raised undergraduates and graduate students to “return” as a part of their education ... serving in the research capacity. Research is needed to develop the education concept and this group is poised to be active participants.

The other half of R&D, development, follows in the process. Dollars come at both stages. Entrepreneurs and businesses will arise to apply the knowledge gained, over the longer term. And with them come greater opportunities for “Wallowa's Greatest Export” ... these talented, hard working young people that the world is so grateful to import. Building the conditions to pull them home is no shorter a process than the process that created the current situation pulling them out. But education is an ingredient for change for the short and long haul.

Goal: Broaden the tax base in a sustainable manner;

More education providers (faculty, administrators) and more education consumers (students, employers) mean more revenues to Wallowa County. As mentioned above,

Continued on page 37

SECTION 2 – SECTOR ANALYSIS

Continued from page 36

visitors to Wallowa County coming for education spend dollars for the local merchants' benefit. New resident educators also add to the tax base.

Also remember the sizable dollars that can be drawn in from institutions of learning. Of course, higher education brings major dollars. But so too can the unique informal education centers already succeeding in Wallowa County -- like Fishtrap, Wallowa Resources, etc. New groups like the Wallowa Mountain Institute are well suited to foster new education partnerships as well. As these groups gain strength and effectively grow partnerships with formal education centers -- like the ESD, BMCC, EOU, OHSU, OSU, UO and Whitman -- greater dollars flow in as well.

Its worth repeating that the untapped revenue stream RDATE identified in indirect dollars from grants (estimated near \$900,000 a year) is low-hanging fruit, easily captured money that is due Wallowa County. But that could be a fraction of the revenue gained from a growth in education services.

Goal: Enhance support of schools;

Its commendable the amount of solid education already in place in Wallowa County, delivered by the public school system, independent schools, extensions from high education, and numerous non-profit organizations.

What is in place is successful, but to an extent successful in silos. Organizing the education sector, providing the services to Wallowa County residents AND Wallowa County visitors will create leverage and multiply the effectiveness of each provider.

Just by sharing organized information of the pool of education assets in Wallowa County with the secondary schools will net you big returns in awareness and utilization of the abundant and creative programs in Wallowa County. Beyond that, long standing residents as well as newcomers can be welcomed into an organized system, a place and method to bring their talents with may otherwise be ad hoc or simply untapped.

A mechanism to organize education would create synergy to support the schools and the community in new ways. Perhaps such a body could help break down barriers between groups of people who now have little in common but wonderful Wallowa County views!

Goal: Provide infrastructure and services for existing and new businesses

Businesses need people and a culture of hard work and dedication. Wallowa County has it. The challenge is to let the outside world know two things:

- Wallowa County is open for business

- Wallowa County has unique assets you can't get elsewhere

The branding of Wallowa County as a place of high quality education across the spectrum ... K though 12 ... sends that

message to business. The infrastructure that can often come with places of learning are well suited as business-friendly communities.

Wallowa County can be a place that develops knowledge, shares it and applies it on a greater scale, but within the niche it already occupies ... a place of natural resource, land, native culture and community stewardship. The terms Wallowa County has set for itself are already being embraced by the world of learners ... at Imnaha, from Minam to Joseph, out in Flora, and places in between. They come for your unique gifts, from the moraines to the Nez Perce heritage. Businesses already live on the "campus" centers at Zumwalt, Eagle Cap, Troy ... and with organized support more will flourish.

So, these are the initial reasons why I feel education is worth a look, certainly a dedicated work group moving forward!

What will bring about a thriving education coalition?

I think you NEED an ongoing mechanism for organizing the education effort.

Convene! ALL levels of institutions, formal and informal, should be invited to the table.

Establish a group ("education council") to organize, set priorities, support participants and monitor progress.

Ask this first: What mutual benefits could be gained by working together in education?

That is the essential question to draw organizations in, have them actively improve the whole group and remain. Then market other another, share people, go after joint grants, share infrastructure, promote youth engaging activity, establish and commit to goals inside EACH OTHER's organizations, find ways to be accountable to one another as an education system.

Beyond that, I'd get into these core questions:

What new partnerships could we establish collectively that are now out of reach independently?

I'd like to see a real education asset inventory conducted. When we look at intellectual property potential in business we address three basic questions, one at a time:

Continued on page 38

SECTION 2 – SECTOR ANALYSIS

Continued on page 37

- 1. What do we actually have as education assets?**
- 2. What do we need to develop and/or protect?**
- 3. How do we bring the assets to market?**

That is a basic framework for a business looking at marketing its own IP. If you don't get clarity on #1, you stop. Same for #2. This kind of approach would help the Wallowa Campus concept fall in line with the old project management mantra ... All projects should have clear successes, or die very early.

Addressing these three questions will lead to key strategies on finding such components as recruiting the coordinator, financing, infrastructure (citing an education office), and roles and responsibilities of the council moving forward.

Who is needed?

You folks know who needs to be at the table. But I'd suggest you also turn your attention quickly to the market. Business begins here. Nothing happens with a sale and a sale happens when you know who wants what you could get them.

Your education council may take on some market research (or use those talented high school students in projects paired with researchers, maybe grad students). You'd want to learn:

Who are our existing consumers of education?

Then segment them as best as possible.

What does each segment need that we can provide?

What is their current mindset of Wallowa County as an education center?

Relative to competition or an unacceptable status quo.

Next up

You have great people and organizations in place to make the education concept a reality. Support them, get behind them, lock arms with them.

I'm really looking forward to the year ahead and seeing what Wallowa County does with our recommendations!

*Will Anderson - RDAT
Baltimore, Maryland
December 2006*

Section 3. Implementation Timeline

Timeline 39
 Comments by Joseph McCabe 41
 Frameworks 42

Schedule

TIME FRAME

ACTIVITY	0-3 Months	4-6 Months	7-9 Months	10-12 Months	13-24 Months
<i>Business Value Added Center</i>					
<i>Convene BVAC Team</i>					
<i>Launch business planning process</i>					
<i>Develop architectural renderings</i>					
<i>Use architectural renderings to sell vision</i>					
<i>Begin construction of the Center</i>					
<i>Open Center</i>					

ACTIVITY	0-3 Months	4-6 Months	7-9 Months	10-12 Months	13-24 Months
<i>Wallowa County Campus</i>					
<i>Launch an Educational Council</i>					
<i>Hire education coordinator</i>					
<i>Launch master plan process</i>					

ACTIVITY	0-3 Months	4-6 Months	7-9 Months	10-12 Months	13-24 Months
<i>Fees</i>					
<i>Create team to seek capacity building to hire a person to process indirect grant costs</i>					
<i>Launch application fee review by cities and county</i>					
<i>Identify funds to hire an impact fee consultant</i>					
<i>Launch a process to initiate a real estate transfer tax of 2-3% of the sales price and creation of a dedicated fund into which these monies will flow</i>					
<i>Vote to enact the application fee</i>					
<i>Enact a real estate transfer fee</i>					
<i>Hire the impact fee consultant</i>					
<i>Raise funds for hiring of staff person who will seek indirect grant costs</i>					
<i>Begin capturing indirect grant costs</i>					
<i>Implement the impact fees</i>					

SECTION 3 – IMPLEMENTATION TIMELINE

Schedule

TIME FRAME

ACTIVITY	0-3 Months	4-6 Months	7-9 Months	10-12 Months	13-24 Months
<i>Critical Areas</i>					
<i>Elevate the urgency of Mt. Howard fire hazard and the dam to state and federal level</i>					
<i>Implement “Hands on Land”</i>					
<i>Launch youth core natural asset inventory</i>					
<i>Meet with tribal leaders to identify cultural lands</i>					
<i>Take critical resources inventory to public</i>					

ACTIVITY	0-3 Months	4-6 Months	7-9 Months	10-12 Months	13-24 Months
<i>Branding</i>					
<i>Create the Wallowa County logo</i>					
<i>Launch usage of the logo</i>					
<i>Begin developing marketing campaign</i>					
<i>Coordinate brand with BVAC identity</i>					

ACTIVITY	0-3 Months	4-6 Months	7-9 Months	10-12 Months	13-24 Months
<i>Housing</i>					
<i>Discuss set-aside percentage for workforce housing for new development</i>					
<i>Adopt set-aside percentage for workforce housing</i>					
<i>Launch Community Development Corporation or similar agency</i>					

Comments by Joseph McCabe

An invited RDAT member who was not able to attend the October meeting in Wallowa County - October 9, 2006

Last weekend I reviewed the RDAT documents, took notes and recognized where my capabilities might exist to help your efforts. Upon reflection these capabilities fall into three categories: Solar, Song, and Education.

Solar

My hammer is solar. It is all about energy, and for me the solution always comes up solar.

Solar can be part of an economic model in many ways. Don't let the low cost of hydro electricity derail sustainable renewable energy solutions like solar energy. Jobs creation and the economic multiplier of energy dollars being spent in the community being just two of the economic drivers for using solar energy. As Jim Henderson has indicated "Central is the concern of how citizen's can influence their future and that of Wallowa County". Spending money in the community and voting for local considerations can help direct the citizen's future. Developer agreements can be sculpted that include requirements for solar thermal, solar electric, combined with building energy efficiency measures.

For many years, Oregon has a nice solar thermal hot water incentive program. More recently, on-grid solar electric state tax incentives are available in Oregon. Places to start are the Industry Association <http://www.oregonseia.org/> and the solar energy association: <http://www.solaror.org/>. The September issue of Photon International indicates that Oregon is considering increasing its cost share for solar manufacturing facilities from a maximum of 25.5% (\$10 million project increments) to a maximum of 50% (in \$20 million increments).

Off-grid solar solutions for water pumping, street lighting and catholic protection should always be considered as economical without subsidies.

Any solar company working in the local area should be consulted as to how their work can be supported by your economic renewal plans.

While reading the RDAT files, I wondered if an article on solar drying kiln would be of interest to the area. I've scanned a October 1998 Woodworking Magazine Solar Kiln article that will be hosted at this address for a few months:

http://energyi.mccabe.net/woodworking_oct_98_kiln.pdf

Can the Nez Perce tribe be more involved in solar, are they interested? Sandia National Labs in Albuquerque has information for tribal solar activities. They have a publication called "The Solar Way" (<http://www.sandia.gov/pv/docs/solarwaytoc.htm>) which might help with tribal solar. A woman named Sandra Begay-Campbell from Sandia is an excellent leader in tribal solar issues.

Solar Subtopic: Renewable Energy from Biomass:

Wood waste and scraps can be turned into energy using small modular biomass to energy solutions like Community Power Corporations Bio Max (more information at <http://www.gocpc.com>).

Anaerobic digesters are used to convert animal waste to electricity. Recent work from California, possibly specific to colder temperatures, can be found at the UC Davis Biomass Collaboration (<http://biomass.ucdavis.edu/>). Possibly there are biomass funding opportunities which Laura Barton, Trade Development Manager, might be knowledgeable?

Music

My hobby is music, attempting to archive through the taping of live shows. I was under the impression that a nationally recognized music event happens in Joseph OR every year. Can this be expanded upon, not to create more transportation impact, but have mass transit solutions for groups of people to enjoy location often in a controlled fashion? Telluride Colorado seems to be a remote place that has weekly events, often music events that might be replicated in Wallowa.

Education

Craig Schoeder Rotary presentation indicates the desire of "...attracting and retaining our youth". What is the availability of higher education in the region? Higher education, and trade schools could provide some increased economic activities, with high density living, economic multipliers, and smart teacher families that want to live, and stay, in the location.

Continued on page 42

SECTION 3 – IMPLEMENTATION TIMELINE

Continued from page 41

A forestry school can keep the knowledge in the community, where others from different locations would come and learn from the Wallowa knowledge base. If you want to build a legacy, build a school.

Wallowa land use patterns seem to rival Montana's, written about in the book Collapse by Jared Diamond. Collapse traces the fates of societies to their demise. From my perspective, Wallowa region provides a sense of security. Security of place can be value. High density downtown developments can help increase this value, where people interact with people and new arrivals are scrutinized, but welcomed into the community.

The Omnivore's Dilemma by Michael Pollan discusses community supported agriculture (CSA). Because of the isolated nature of your region, it seems like CSA is something that benefits the community. Is CSA a concept that can be supported through education, tax incentives and public policy? A simple public policy suggestion would be where Developer Agreements can specify locally produced wood products for any (all) new projects. Use the high-value-added model of CSA efficiently shipped to other Oregon locations. Michael Pollan also wrote The Botany of Desire where he traces various agricultural products that have latched onto humans for their proliferation (apples, potatoes...ect.). Is there a unique aspect of Wallowa region that can create a desire for an agricultural product or service?

As a final note, while working on my RDAT assignment, I was walking down the street of Winters California and saw an older gentleman with a shirt that says Wallowa, OR (he is wearing a hat that says Winters). I ask him if he is from Wallowa, OR; no but he used to vacation there at an RV place. He thinks Joseph is a great place. He is a Rotarian, and knew me from my Solar Cookers International demonstration at the local Rotary club meeting. He didn't have any suggestions for economic development. This leads me to a question, for which I don't have the answer: How can this value that Wallowa has be exported, without the environmental ramifications of individuals travel?

As Diane Snyder indicated in the Sarker lecture series... "will we be able to replace environmental gridlock that has impacted public land management with collaborative resource management?" I think you are on the right track. Please let me know if my solar perspective can be of further help.

Frameworks ... or What to Say When You Talk to Yourself

- 1) *The "glory days" are not behind us. New glory days lie ahead.*
- 2) *We can drive change, not merely respond to external pressures (such as second-home buying, rising land prices, changes in agriculture and forestry marketplace, federal and state land-use policies/regulations).*
- 3) *Second homebuyers are potential partners. Common perception holds second-home buyers as threats to the economy and fabric of the community. But these people can be tapped as sources of knowledge, energy, and money if proactively engaged.*
- 4) *More tourism, if done right, means more money, not just more people. Tourism is commonly perceived as an unwelcome invasion of the serenity of the community. Tourism can be tapped with value-added services (including education) and products to bring in more dollars from each tourist rather than bringing more tourists into the county.*
- 5) *We will exploit the economic and policy realities. We will focus on what we can control. Things have changed. The timber industry is not going to be what it was. This is an area the community is expert in – adapting to changing conditions. Use the changes to turn attention to opportunities.*
- 6) *Education is a gold mine, not a drain of youth. The knowledge and skills in the people of the community are huge resources.*

Appendices

What is RDAT?	43
Community Coordination	44
RDAT Team Members	45
Contributors & Donors	47

What Is A Rural Development Assistance Team?

From one individual's request in the 1960's, The American Institute of Architects (AIA) began a program involving a volunteer team of architects and planners who agree to work with a community to study issues identified by the community and then make recommendations to overcome those issues. Rural and Urban Design Assistance Teams have been helping America's communities solve difficult problems – sometimes seemingly intractable ones – for the past almost forty years.

Teams have visited communities ranging in size from a few thousand to several million persons. Historic districts have been saved from destruction by an interstate highway system; riverfront districts have been revitalized and properly planned for development; design and planning assistance for economic development issues as well as physical issues have been prepared for rural environments looking for ways to bring their county into the information age of the twenty-first century.

To be selected as the one community in the United States to receive a visit during the year, the community must host an initial site visit, demonstrate a committed citizenry, and show the ability to organize community support and provide the necessary resources to support a Rural Development Assistance Team visit. While the Rural Design Assistance Program is a free program, the host community is required to pay travel, meal, and accommodation expenses for the professionals who make up the team. The host community covers expenses relating to the operation of the Rural and Urban Design Assistance Program. And, the host community must also provide workspace, supplies, and various equipment needed for the project.

Rural Development Assistance Teams are comprised of volunteers drawn from a variety of professions: architecture, city and regional planning, civil engineering, related social and economic disciplines. Team members volunteer their time, giving up at least a week of professional practice for a community they have usually never visited. Team members are selected on the basis of their skills and knowledge of the problem to be studied. It is not uncommon for a team to possess two hundred years of cumulative professional experience. Over the years teams have generated hundreds of millions of dollars of investment in communities, and have left a legacy of active local organizations with all the attributes of civic involvement.

The local Steering Committee forms a number of task teams consisting of community wide residents to help facilitate the Rural Development Assistance Team visit. Local companies provide the equipment and facilities, logistical support and other items needed by the Team for the weeklong workshop. The Steering Committee also organizes and carries out a number of public events to gain public input for the Team before and during the scheduled Rural Development Assistance Team workshop.

The final, deliverable product is the Team Report presented by the Rural Development Assistance Team to the Steering Committee as a community-wide vision, plan and implementation program addressing the issues identified at the beginning of the process.

Message from the Community Coordinator

The Wallowa County Economic Action Team was formed with a primary objective of being an all inclusive group working for the common good of Wallowa County's future. Every citizen in Wallowa County was encouraged to let their voice be heard through Community Rallies, Public Input Survey's, an abundance of public meetings, or by any other means they felt comfortable informing the Economic Action Team on what they would like to KEEP, CHANGE, or CREATE in Wallowa County. The responses received to this county outreach were overwhelming and provided the basis for the recommendations offered in this report.

Wallowa County is a very unique blend of aesthetic beauty, cultural diversity, and admirable local pride. To be allowed to take part in the successes of the Economic Action Team is an honor for me personally. I find myself humbled having opportunities to listen and learn of Wallowa County's fascinating history and economic past from the most reputable individuals I have ever met.

To appropriately recognize everyone who contributed to the Economic Action Team's success in bringing a Rural Development Assistance Team (RDAT) to Wallowa County unfortunately is not possible in the limits of this Team Report. However, it would be remiss to not appropriately acknowledge a gentleman who, after over forty-five years of helping cities in more than fifty cities and towns in three countries, made the Wallowa County Rural Development Assistance Team the last official Assistance Team of his career.

Peter Batchelor, the now retired director of the Urban/Rural Development Program at North Carolina State University, vowed to make the Wallowa County RDAT visit his finale and his best. Professor Batchelor's career consisted of achieving national prominence as an educator and receiving over thirty major awards for his work.

At the top of Batchelor's list of achievements is his tutelage of Jane Willeboordse who he chose as the most talented individual to Chair his final RDAT visit in Wallowa County. Ms. Willeboordse's vast experience and professional contacts nationally blessed Wallowa County with perhaps the finest, most experienced, RDAT ever assembled.

It now remains the responsibility of every citizen in Wallowa County to consciously be aware of what they can do to help make Wallowa County a better place to live, work and play. The Economic Action Team invites everyone to join in the work to implement the approved and prioritized activities detailed in this report. Quoting from a letter written earlier by Wallowa County Commissioner Mike Hayward, "we all bring different skills, abilities, and available time to the process . . . think strategically where you might best fit in the process. Your various areas of expertise, your burning desires, and your ability to look at the big picture or your attention to small details are all important to the success of this endeavor."

*Skip Novakovich, LTC, USAR (Ret)
Chair, Wallowa County Economic Action Team
Community Coordinator,
Wallowa County Rural Development Assistance Team Visit*

Wallowa County Rural Development Assistance Team

Will Anderson

Will Anderson is the director of technology projects at the Maryland Business Roundtable for Education (www.mbrt.org). MBRT is a Baltimore-based not-for-profit coalition of more than 100 leading employers in Maryland that have made a long-term commitment to support education reform and improve student achievement. His primary project is the Teen Web, (www.BeWhatIWantToBe.com) which makes students aware of the ample career opportunities available to them and inspire them to move from interest to action, through education.

Laura Barton

Laura Barton is a trade manager with the Oregon Department of Agriculture, and has conducted trade activities for 18 years with the State. Her work includes assisting Oregon agriculture producers stay viable through long range planning, leveraging resources and thinking "outside the box". She facilitates cooperative marketing efforts between companies, agricultural associations and participates in the Governor's Economic Revitalization Team, the Oregon Farmers Markets Association Board, and the Hazelnut Marketing Board. She has assisted with the formation of the Oregon Cheese Guild, Oregon Spirits Guild and founded the Portland Culinary Alliance. She is a native of San Francisco, and has lived in Portland, Oregon for 21 years.

Michael Greason

Michael Greason is the experienced forester on the team with early experience in a sawmill and as a self-employed logger. After serious accidents following forestry school, he became a state forest forester for Massachusetts prior to 29 years with the New York State Department of Environmental Conservation, with a bulk of that time spent overseeing the private forestry assistance programs statewide. He retired in 1998 as Chief Forester over private forestry, urban forestry, forest health and rare plants, utilization and marketing programs and the state tree seedling nursery, now working as a private consultant working a 150 mile radius of Catskill, New York. He is active with the New York Forest Owners Association, the Cornell Cooperative Extension of Greene County, and their Agroforestry Resource Center advisory committee.

Kate Herrod

Kate Herrod is Director of Community Greens, an initiative of the citizen sector organization Ashoka: Innovators for the Public. Prior to joining Community Greens, Kate ran her own consulting business, focusing on the non-profit arena. Clients included the California Center for Land Recycling/ The Trust for Public Land, Cameroon Mountains Conservation Foundation, the International Sustainable Development Foundation, Ashoka: Innovators for the Public, and Get America Working. For several years prior to starting her own business, Ms. Herrod was the Deputy Director of Development for The Nature Conservancy overseeing Planned Giving, Trade Lands, Conservation Science Fundraising, as well as Foundation and Corporate Support. She also spent over a decade in the private sector as Vice President for commercial real estate finance with Citibank, Chemical, and Security Pacific banks on the east and west coasts, underwriting over \$3 billion of commercial real estate transactions. She is a graduate of Amherst College and the Wharton School of Business. She dreams of greening cities all across America.

Burke Miller, M.A.

Burke Miller teaches leadership seminars, coaches executives and facilitates retreats at major corporations, conducts public workshops on life purpose through the Spirit River Institute. A defining aspect of Spirit River Institute is using solitude in nature as a catalyst for leadership development. He is currently undertaking an intensive training in native wisdom teachings with WhiteEagle of Dancehammers and the Ehama Institute.

He has also founded and led an environmental education center and directed the communications initiatives of the American Solar Energy Society. I am a graduate of the Advanced Coaching and Leadership programs of the Coaches Training Institute (CTI) and the Denver Community Leadership Forum. I have advanced training through CTI in Organizations and Systems Coaching. He has a masters degree in environmental philosophy and has spent 20 years teaching and writing about the interconnections of consciousness, nature and human development.

Kara Norman, AICP

Kara has served as the Executive Director of Downtown Frederick Partnership since October 2002. The Partnership operates the Main Street Program in Downtown Frederick. In 2005, Downtown Frederick was honored to be selected as a Great American Main Street, the first city in the State of Maryland to achieve this national recognition. Prior to joining the organization, Kara spent 5 years working in San Antonio as a senior neighborhood planner and special projects coordinator. In addition, she has experience in North Carolina, Iowa and Missouri. She has a bachelors in urban planning from Iowa State University and a masters in planning from the University of North Carolina at Chapel Hill along with over 12 years of experience in the field.

Wilson W. Orr

Wilson Orr is research faculty and director of the USGS Science Impact Center for Prescott College in Arizona, as well as a partner with Blueline Consulting Group, LLC. Wil and his team work to develop practical applications for state, regional and local governments for scientific and technological advances within USGS, NOAA, DoD, NASA and other federal agencies. They have developed a model-based Digital Comprehensive Plan to reduce costs of the long term planning process, and an event assessment model to evaluate the impacts of natural or human-caused disasters. These tools are then used to assist local/regional governments in coping with growth (sprawl), weather extremes, loss of agricultural lands/open space, water, transportation, etc. He currently holds six patents in the GIS and remote sensing fields, with a seventh pending.

He managed new initiatives in sustainable community development and advanced technology applications for ten years prior in local government senior management positions with the cities of Tucson and Scottsdale. Also a former Fire Chief, Wil has practical experience in the emergency management services.

Jane Mt. Pleasant

Jane Mt. Pleasant is an associate professor at Cornell since 2002. She also serves as director of outreach for the American Indian Program. Her area of research is in soil and cropping systems research with emphasis on sustainable agriculture. She conducts research on cover crops in corn-based systems and on mechanical weed control in corn. Results of this research are extended to dairy and cash grain farmers in New York. Mt. Pleasant works with the College's Small Farms task Group and coordinates efforts to better serve small farmers through research and extension initiatives. She also directs the American Indian agriculture Project that emphasizes conservation and distribution of traditional Iroquois open-pollinated corn varieties and the enhancement of indigenous agriculture. In this capacity she lectures frequently on indigenous agriculture and its links to sustainability for contemporary agriculture.

Jan Striefel

Jan Striefel, FASLA, AICP, LLA, is principal and president of the landscape architecture and planning firm of Landmark Design, Inc. in Salt Lake City. This is a small woman-owned business specializing in regional and historic landscape design, urban design, collaboration with artists and architects, multi-disciplinary team planning and project management, and public involvement and facilitation.

Jane Willeboordse, Chair

Jane Willeboordse is an architect working in areas of housing redevelopment and green building design. She has been involved with Design Assistance Teams since working with her college professor Peter Batchelor on a publication of national case studies in the 1980's. She has been on three teams around the country and hosted an urban team (UDAT) in Maryland. Jane also worked internationally with non-governmental organizations (NGOs) on energy alternatives for the built environment, specifically as liaison for the International Solar Energy Society (ISES) to the UN Commission on Sustainable Development.

She specializes in neighborhood revitalization, previously as project manager for Baltimore County Office of Community Conservation and as the director of the Dundalk Renaissance Corporation. As director she established a Community Housing Development Organization to renovate historic housing and had the historic town designated a Maryland Main Street. This community development organization facilitated the implementation of the Dundalk UDAT plan: highlighting the steel town's industrial legacy while also providing a new link between the Baltimore Harbor and Historic Dundalk.

Joseph McCabe

Joseph McCabe is Vice President of Business Development for Ascent Solar Technologies, Inc. (NASDAQ:ASTI) (BSE:AKC). Mr. McCabe brings over 15 years of photovoltaic (PV) industry experience to Ascent Solar and has expertise in the areas of building integrated photovoltaics, photovoltaic / thermal collectors, and zero energy homes. Mr. McCabe owns a U.S. patent integrating LED lighting directly into PV surfaces. Prior to joining Ascent Solar, from 2000 until 2004, Joseph McCabe managed solar energy research for the State of California, at the Public Interest Energy Research office of the California Energy Commission. Most recently he has generated multiple contracts with the Sacramento Municipal Utility District and is a technical support contractor for the California Energy Commission.

Appendices

Acknowledgements

Wallowa County Commissioners

Mike Hayward, Chair

Ben Boswell

Dan DeBoie

Mayors

Enterprise - Irv Nuss

Joseph - Peggy Kite-Martin

Wallowa - Ron Philbrook, Adam Williams

Task Teams & Volunteers

Accommodations / Meals / Snacks

Jack and Judy Burgoyne

Big Brother / Big Sister Program

Peggy Kite-Martin, Marya Nowakowski, Diane Snyder, Jeff Parker, Skip Novakovich, Sara Miller, Lance Bailey,

June Colony, Lisa Dawson, Vicki Searles

Blogging Activities

Christy Barber, Wallowa County Online, Wallowa County Chamber of Commerce

Editors

Billie Jo Jannen, Cheryl Jenkins, Walter Smith, Wendy McCullough

Facilitators

Diana Corder, David Beurle, Jane Willeboordse, Burke Miller, Lisa Dawson, Sara Miller, Skip Novakovich

IT

Sam Summers

Institutional Involvement

Linda Bauck

Interview List Compilation/Consolidation into Groups

Diane Snyder, Bob Keyser, Mary Swanson, Vicki Searles

Interview Scheduling

Julie Todd

Logistics / Procurement

Peggy Kite-Martin, Doris Woempner, Sam Summers, Vicki Searles, the Cities of Wallowa County

Maps and Documents

Lance Bailey, Harold Black

Mission Statement

Economic Action Team

Neighborhood Involvement

Economic Action Team

Photography

Linda Bauck, David Bridges, Harold Black, Linda Casady, Linda Eytcheson, Linda Hilderman, Marilyn Goebels and Mike Novakovich

Appendices

Public Forums

Sara Miller, Diane Snyder, Peggy Kite-Martin, Vicki Searles, Jane Willeboordse, Burke Miller, Skip Novakovich

Public Relations / Media

Wallowa County Chamber of Commerce

Retail / Commercial Involvement

Peggy Kite-Martin, Bob Keyser, June Colony, Betsy Lathrop, Jim Henson, Jayne Warrenner

Speakers Bureau

Vicki Searles, Skip Novakovich, Wendy Hansen

Special Events

Vanessa Thompson, Lisa Dawson, Jack Burgoyne,

Judy Burgoyne

Sponsors/Fundraising

Vicki Searles, Wendy Hansen, Harold Black, Sara Miller, Economic Action Team

Survey Review and Compilation

Marya Nowakowski, Jim Henson, Linda Bauck, Linda Eytchison, Jean Pekarek, Liz Bohenkamp,

David Bridges, Doris Woempner

Team Location Host

Steve Lear

Technical Writers

Peggy Kite-Martin, Diane Snyder, Liz Cunningham,

Walter Smith, Wendy McCullough

Word Processing

Marya Nowakowski, Liz Bohenkamp,

Peggy Kite-Martin, David Bridges

Tours and Transportation

D&R Motors, Vicki Searles, Harold Black, Sam Summers, Diane Snyder, Peggy Kite-Martin, Wendy Hansen,

Bob Keyser, Bill Clemens, Skip & Shannon Novakovich, Francis Buckles

Video Taping and Production

Harold Black

Volunteer, Security / Site Management

Wendy Hansen, Jean Pekarek

Additional Economic Action Team Volunteers

Ben Henson, Chris Parkins, Dennis Lund, Earl Loree, Elane Dickenson, Lisa Armstrong-Roepke,

Margie Shaw, Michele Young

Financial Contributions to the Rural Development Assistance Team Visit

Major Contributors

Wallowa County Board of Commissioners
Pacific Power
Wallowa County Chamber of Commerce
USDA Rural Business Enterprise Grant
City of Enterprise
Esprit Graphic Communications, Inc.

Business Contributors

Lodging

1910 Historic Enterprise House Bed & Breakfast

Meals

Cloud "9" Bakery
Diane's Kitchen
El Bajio
Embers Brewhouse
Family Video & Pizza
Glacier Grill & General Store
Gobbler's Knob
La Laguna Family Mexican Restaurant
Lear's Main Street Pub & Grill
Lee's High Country Dining
Lostine Tavern
Mad Mary & Company
Mountain Air Café
Outlaw Restaurant
RimRock Inn
Subway
The Cougar's Den
Video Buffs Pizza

Internet Services

EagleCap.net

Publication Printing

Esprit Graphic Communications, Inc.

Rental Cars for Team Transportation

D&R Motors

Other Supporters & Donors

Black Rock Engineering
Borgerding Fence
City of Joseph
Community Bank
Dollar Stretcher

NFQHA
Our Little Store
Safeway
Sports Corral
Sterling Savings Bank
Wallowa County Chieftain
Wallowa Lake Lodge
Wallowa Mountain Properties, Inc.
Wallowa Resources
Wallowa Valley Photo Club
Wing Ridge Ski Tours, Inc.

Individual Contributors

Bob Keyser
Doris Woempner
Gerald Perren
Harold Black
Irv Nuss
James Henson
Jean & James Pekarek
Julie Todd
Linda Courtney
Liz Cunningham
Marya Nowakowski
Mary Hawkins
Mary Kearns
Michele Young
Peggy Kite-Martin
Sharon McEwan
Skip Novakovich
Stewart Jones
Vicki Searles
Walter Smith
Wendy Hansen
Wendy McCullough

The Economic Action Team and its editors apologize to anyone who participated in the RDAT process and is not appropriately recognized.