



Clatsop  
Columbia  
Tillamook and  
Western Washington  
Counties

**Columbia-Pacific  
Economic Development  
District**

## **2013 YEAR IN REVIEW**

**Col-Pac EDD Annual Meeting  
March 13, 2014**

## 2013 Work Plan

Col-Pac worked on all components of the 2013 Scope of Work:

- I. Economic Development Partnerships. Focus was on three business development collaboration initiatives:
  - A. NW Oregon's Business Connectory. Purpose of the Connectory is to provide NW Oregon Manufacturers and Suppliers with opportunities to cross-sell, collaborate on bids and larger sales, and share workforce training and development activities. Implementation of the Connectory is through multiple formats: Business visits, industry/trade events, and an online directory.

In 2013 Col-Pac worked with the Columbia County Economic Team (CCET), Clatsop Economic Development Resources (CEDR) and the Tillamook County Economic Development Council on identifying manufacturer/supplier gaps and development opportunities. Results include:

    - ✓ Compilation of a list of 70 manufacturers and suppliers, sorted by geography, industrial code, customer base, and capabilities. Follow up business visits have occurred with approximately half of the companies, utilizing an informal survey/script that identifies supplier/workforce/sales gaps, and interest in pursuing networking opportunities within the NW Oregon business community. Next steps are to set up additional events, complete the Directory, and assist with business development activity resulting from the networking.
    - ✓ Progress toward goals of achieving 10 new business collaborations and 10 new/retained jobs: An event held in January 2014, brought together 5-10 businesses, and workforce/community college small business development professionals to network on increasing local skilled industrial and commercial sewing capacity for Columbia County manufacturers.
  - B. Columbia River West Industrial Corridor. Development of this initiative continues to be incremental. Outside interest (business recruitment) in industrial sites along the corridor is growing, but still generally one business at a time. Opportunities for the most collaborative activity appears to be at Port Westward, one of the pivotal hubs for business development along the corridor. In 2013, Col-Pac Business Development Officer/Columbia County (CCET) Economic Development Director work in the Columbia River West Industrial Corridor with the Port of St Helens, City of St Helens and Business Oregon has included/resulted in:
    - ✓ Northwest Innovation Works (NWIW): A potential business recruitment to the Port Westward Industrial Park, NWIW is looking to site a manufacturing plant that will convert natural gas to methanol—a \$1.8 billion investment and 300 new jobs. CCET involvement on the recruitment team has been provision of cost/benefit of various incentives (Enterprise Zone, SIP) and impacts of the Urban Renewal District. A potential future collaboration will be financing of the road infrastructure to the Port Westward industrial complex.
    - ✓ Cascade Tissue Expansion at the Boise Site in St Helens: Work activities have included: Coordination/Management of request to current Enterprise Zone members to extend benefits to Cascade Tissue; and, participation with Cascade Tissue, Webbush Securities and the Port of St Helens on taxable and non-taxable funding. Net result: Preserved 30 jobs and added 29 new jobs. Phase 2 is under consideration.

C. NW Oregon Connector Transit System. Goals are to increase ridership by 10%, enhance user access, and expand system routes. In 2013:

- ✓ Enhance user access to the system with new shelters, kiosks, and pathways: The NW Oregon Connector Alliance's principal project for the year has been an application to the Oregon Department of Transportation for 2015–2018 State Transportation Investment Program (STIP) funding of \$340,000. A multi-step approval process, in 2013 the application was ranked in the top 5 projects for NW Oregon by the NW Oregon Area Commission on Transportation and all the Area Commissions on Transportation in ODOT's Region 2. A presentation to the Oregon Transportation Commission was received positively.
- ✓ A priority for the northern rim of the Connector system has been connecting to Longview Washington and the Amtrak station, medical facilities, shopping and community college services. In late December, transit service planning was completed to provide weekday and weekend service into Washington, via a combination of Sunset Transportation Services and Columbia County Rider transit. Service started in January.

II. Technical Assistance. While not the lead on these priority projects for NW Oregon, Col-Pac has been provided project guidance, endorsement and networking support:

A. Salmonberry Corridor Rails and Trails. Repurposing of the Salmonberry rail line to include a pedestrian/bike trail is proceeding through the master planning process. Concurrently, a couple of sub-groups are seeking funding for "catalyst" projects that will start to implement the master plan. In 2013, Col-Pac has been working on two of these projects:

- ✓ Trail Addition to the City of Garibaldi Segment of the Salmonberry. The City's water line runs adjacent to the Salmonberry, and as part of needed improvements to the water line, they are proposing to gravel/pave over the line to provide a bicycle/pedestrian road bed. Currently, Hwy 101 along that stretch of the rail line has no shoulders for non-vehicular travel. In the past couple of years, there have been 2 bicycling fatalities along this popular stretch of the scenic highway. Col-Pac worked with the City of Garibaldi on an application to the Oregon Department of Transportation (ODOT) for funding to add the bike/ped road bed to the water line work currently underway. Bicycling use of Hwy 101 is on the rise, which also adds to the visitor use of overnight lodging and retail services in NW Oregon's coastal communities. Combined use of the water line infrastructure provides significant cost savings for this segment of the Salmonberry Rails and Trails Corridor.
- ✓ Brownfields Community-Wide Assessment. Tillamook County, assisted by Oregon DEQ and consortium of other interested parties including Col-Pac, has submitted a \$200,000 EPA grant request for Petroleum Assessments and a \$200,000 grant request for Hazardous Substance Assessments. The funds will be used to assess and plan cleanup of brownfields associated with the proposed Salmonberry Trail. In addition to assessing the railway, an inventory of brownfields will be conducted in Tillamook County, prioritizing assessment of adjacent properties and other high-priority brownfield sites throughout the County where the Trail is anticipated to have a significant impact on tourism and recreation-oriented redevelopment.

- B. Tillamook County Bio-Solids Digesting. Col-Pac's primary role has been to identify potential funding opportunities for the digester and the potential spin-off business opportunities. Most recently, Col-Pac has been working with Rural Development as it begins to roll out its WealthWorks initiative. A business development program described at last August's NADO conference in San Francisco, WealthWorks appears to be a good fit with the Bio-Solids Digesting project: When fully built out, Tillamook's Bio-Solids Digesting will have an agricultural component (rendering of cow mortalities), a retail component (compost sales), a bio-fuels component, and a transportation infrastructure component.
- C. Vernonia California Avenue Industrial Park. Col-Pac's Business Development Officer and CCET Director has been actively involved (weekly meetings) with the efforts to develop the Industrial Park. Most notably:
  - ✓ Expansion of the South Columbia County Enterprise Zone to include Vernonia.
  - ✓ Assistance with the developer's applications for site certification, road improvements, and infrastructure connections.
  - ✓ Retention of PhotoSolutions, a manufacturer of photo-optic lens, preserving 10 jobs and adding 3 new jobs.

III. Infrastructure Development and Improvement. Infrastructure support has been one of Col-Pac's core functions for several years. The 2013 Work Plan included 3 priority infrastructure projects that Col-Pac expected to work on. Two of them have materialized and are underway, one is awaiting funding, and two new ones have been added:

- A. Clatsop County/Westport Ferry Access Road. Engineering and scoping of the project indicate the project costs are significantly higher than expected, thus delaying its start.
- B. City of Tillamook—Multi-Modal Cross Town Connections. Road infrastructure enhancements to the Hwys 101/6 intersection project are proceeding, including funding for most of the improvements. But on a parallel track, Tillamook's Urban Renewal Agency (TURA), local business community and City officials are working on downtown revitalization activities, designed to take advantage of the highway/road enhancements. In 2011, Col-Pac provided funding for Tillamook attendance at the Oregon Main St conference, and has participated in the City's follow-up strategic planning meetings. Col-Pac's support role may also include loan financing for business relocations/expansions and street façade improvements.
- C. Port of Garibaldi Commercial Avenue Rebuild. The Port was awarded a \$1.5 million US Department of Transportation TIGER grant to rebuild the road going out to the Garibaldi Wharf currently under renovation. Col-Pac has been assisting with the recent contracting negotiations, and has been asked to provide grant administrative services once the project is underway.
- D. Port of Tillamook Bay Infrastructure Grant Management. The Port of Tillamook Bay has multiple infrastructure development projects underway in which Col-Pac has recently been asked to assist:
  - ✓ FEMA Alternative Projects. After the late 2007/early 2008 severe wind and flooding event which irreparably damaged the the Salmonberry Rail line in some places, FEMA offered the Port of Tillamook Bay the option to use the replacement funding on \$44 million of new alternative infrastructure projects. Oregon's Infrastructure Financing Authority has provided \$1.6 million in matching funds for 6 of the projects. Col-Pac is assisting the Port with the grant administrative services.

- ✓ Brownfield Redevelopment. Additionally, the Port received funding for clean-up of an old waste site, for re-use as light industrial. Col-Pac is also assisting with grant administrative and close-out services.

IV. Implement NW Oregon's CEDS. Col-Pac updated CEDS approved in March 2011 included six goals or areas of primary work activity:

- A. CEDS Goal 1: Sustaining and Retaining NW Oregon's Current Businesses. Goal was a minimum of 8 business expansions. In 2013, Col-Pac has provided expansion financing to an auto parts retailer in Seaside, retaining 3 jobs. In addition to the retention work with PhotoSolutions in Vernonia, Col-Pac's Business Development Officer/CCET Director assisted the Port of St Helens recruit a ductile fabricator, creating 10 jobs and \$250,000 investment. Also, entrepreneurial assistance was provided a local baker as she re-opened a previously shuttered bakery, preserving 2 jobs and adding 1 additional job. Ongoing work continues on re-opening an iconic restaurant in Clatskanie, and setting up an Aviation Summit in partnership with Portland Community College.
- B. CEDS Goal 2: Develop Public Services Infrastructure to Support Business Development. Goal is a minimum of 4 applications that are awarded funding. Biggest success was the EDA, *ConnectOregon* and Tiger funding for the Port of Garibaldi Wharf Rehabilitation project. Col-Pac also assisted the Port of Tillamook Bay with grant management and close-out of their FEMA and Brownfields infrastructure projects.
- C. CEDS Goal 3: Diversify and Expand NW Oregon's Regional Economy. Annual goal was to enhance/further develop a minimum of 3 of Col-Pac's collaborative development activities. To date: The industrial sewing business/workforce training summit planned during December 2013 and held in January 2014 attracted significant interest. Near Space, one of Col-Pac's financing clients, has been recently included in Oregon's Unmanned Aerial Vehicle (UAV) testing designation, which is generating new aviation experimental development at the Port of Tillamook Bay.
- D. CEDS Goal 4: Support the Region's Efforts to Have Sufficient Resources, Facilities and Programs to Provide Trained Workers for Existing and Future Needs of Business. Goal was to have a minimum of 5 businesses participate in workforce training and/or certification programs. In 2013:
  - ✓ October 2013 Customer Service Workshop focusing on Hospitality, Tourism and Retail had over 50 attendees;
  - ✓ Forestry Economic Development Committee's Leader Tour focused on workforce training needs for both existing employees and those entering the industry workforce.
  - ✓ Expansion of Portland Community College's in-county welding class to 18 attendees, up from 3 students in the class a year ago.
  - ✓ Clatsop Community College's Small Business Management class is full with 15 businesses
- E. CEDS Goal 5: Support the Region's Transportation System. As mentioned earlier, focus in 2013 was on development of applications for ODOT's *Connect Oregon V* program. Highest priority project is rail safety through the City of Rainier. The freight rail line currently runs down the middle of "A" St, with no grade elevations or crossing barriers. Pedestrians, bicyclists and vehicles cross the rail line at will throughout the 6 block downtown. Safety is the primary issue, but the rail line is also the freight corridor servicing Port Westward west or down river from Rainier. Industrial development at Port Westward is dependent on adequate rail service, particularly long unit train

capacity. Goal for this year will be securing funding for the approximately \$7 million in rail improvements needed to ensure trains can safely pass through Rainier.

- F. CEDS Goal 6: Maintain a High Level of Economic Development Cooperation, Coordination and Communication among NW Oregon Organizations and Leaders. Col-Pac's draft updated CEDS has been presented at multiple public forums in 2013, and has served as the foundation for the NW Oregon's Regional Solutions Team project work plan. Working with the Regional Solutions Team and Advisory Committee, Col-Pac's CEDS maps out the priority projects including lead responsibilities and timeframes for implementation.
- V. Provide Staff, Management and Coordinating Services to Col-Pac's Regional Partners. Col-Pac continued to staff the NW Oregon Economic Alliance, NW Oregon Area Commission on Transportation and start-up staffing for the new regional transit system: North by Northwest Connector. In addition, Col-Pac provided loan management services for the Tillamook County Economic Development Council and the Tillamook County's Soil and Water Conservation District. Col-Pac also provided accounting support for Columbia County's Economic Team (CCET). In July, 2013, Columbia County's Economic Development Director came on staff as Col-Pac's Business Development Officer, providing a dedicated resource for the County's business development activity.
- VI. Work with Oregon's EDA's Oregon Economic Development Representative to develop future economic development projects with long term job retention/creation and outside investment leverage potential. To date: In 2013, Col-Pac, along with Oregon's other economic development districts worked with EDA, USDA and Regional Solutions on enhancing coordination and identifying joint development opportunities.