



**Columbia-Pacific
Economic
Development
District**

**Col-Pac EDD/NOEA Combined Meeting
November 8, 2018
10:00 am—12:00 pm
Clatsop Community College
Columbia Hall Room 219
1651 Lexington Ave
Astoria, OR
503/970-3336**



Agenda

10:00—10:10a	1. Welcome and Introductions	Henry Heimuller
10:10—10:15a	2. NOEA Business <ul style="list-style-type: none"> ✚ September 13, 2018 Board Meeting Minutes (Attached) ✚ October 2018 Financials 	Lianne Thompson Action Item Action Item
10:15—10:30a	3. Col-Pac Business <ul style="list-style-type: none"> ✚ September 13, 2018 Board Meeting Minutes (attached) ✚ October 2018 Financials and Consolidated Statement ✚ USDA Budget Amendments 	Henry Heimuller Action Item Action Item Action Item
10:30—11:15a	4. Clatsop County Update <ul style="list-style-type: none"> ✚ Key Projects 	Kevin Leahy Clatsop Partners
11:15—11:25	5. Hwy 6 Passing Lanes (Attached)	Tom Messenger
11:25—11:35a	6. EDA Partnership Planning Grant <ul style="list-style-type: none"> ✚ Progress Report (Attached) 	Mary McArthur
11:35—11:45a	7. Other Col-Pac Business <ul style="list-style-type: none"> ✚ Ratification of Port of Garibaldi Grant Management Contract Action Item ✚ 2019 Meeting Schedule (Attached) 	Henry Heimuller Mary McArthur
11:45—12:00p	8. Member Updates	All

Next Meeting:
January 10, 2019
Scappoose, OR

Col-Pac EDD/NOEA Board Meeting

September 13, 2018
Stub Stewart State Park
Buxton, OR

The following members attended the meeting:

Jolynn Becker—Col-Pac/City of Banks
Deborah Boone—Oregon Legislature
Chris Breitmeyer—Col-Pac/Clatsop Cmty College
Stevie Burden—Col-Pac/City of Wheeler
Ayreanne Colombo—NW Oregon Consultant
Susan Conn—Col-Pac/City of St Helens
Mark Ellsworth—Governor's RST
Valerie Folkema—Col-Pac/NOEA/Port-Garibaldi
Doug Hayes—Col-Pac/Port of St Helens
Henry Heimuller—Col-Pac/NOEA/Columbia Co
Tony Hyde—Col-Pac/Columbia Co Private Sector
Josette Hugo—Representative Witt's Office
Bruce Jones—Col-Pac/NOEA/City of Astoria
Karen Kent—Col-Pac EDD
Marsha Kirk—Col-Pac/City of Banks
Jim Knight—Col-Pac/NOEA/Port of Astoria

Bill Langmaid—Cycle Columbia County
Kevin Leahy—Col-Pac/CEDR
Van Moe—Col-Pac/NOEA/Tillamook Co Private Sctr
Melanie Olson—NW Oregon RST/Business OR
Natasha Parvey—Keep it Local Columbia County
Peter Roscoe—Col-Pac/Clatsop Co Private Sector
John Serra—Representative's Schrader's Office
Frank Spence—Col-Pac/NOEA/Port of Astoria
Candace Stark—NOEA/Tillamook Co Private Sector
Alex Tardiff—Columbia County Commission
Lianne Thompson—Col-Pac/NOEA/Clatsop Co
Chris Villa—Col-Pac/Portland Cmty College
Michael Walker—Col-Pac/Washington County
John Walsh—City of St Helens
Suzanne Weber—Col-Pac/NOEA/City of Tillamook

Excused: Bill Baertlein, Michele Bradley, Dan Dennis, Rob Drake, Kathy Engel, Rep Gomberg, Steve Heinrich, Senator Johnson, Cameron Moore, Ross Tomlin.

AGENDA ITEM-1 Welcome and Introductions

Lianne Thompson opened the meeting.

AGENDA ITEM-2 NOEA Business (Lianne Thompson)

- ✚ July 12, 2018 Meeting minutes. Approved unanimously. (VF/HH)
- ✚ August Financials. Approved unanimously. (VM/BJ)

AGENDA ITEM-3 Col-Pac Business (Henry Heimuller)

- ✚ July 12, 2018 Meeting minutes. Approved unanimously. (VM/BJ)
- ✚ August 2018 Financials and Consolidated Statement. Approved unanimously. (SB/TH)
- ✚ Col-Pac Loan Portfolio Summary—The Board reviewed the Summary. Currently, in the Revolving Loan Fund there is approximately \$535,000 of loans balances and approximately \$323,000 in cash. All loans except One Source are current or approaching being current (Bull Run Cider). The Board agreed with staff's recommendation to proceed with foreclosing on the One Source loan. The Rural Business Enterprise Grant (RBEG) loan fund is doing fine, other than there is over \$500,000 in cash that needs to be lent out. Mary is working with the Tillamook Community College's SBDC on a couple of potential loans.
- ✚ 2018—2019 Budget. Mary presented, but with the caveat that new information had been received from USDA, that they would no longer be allowing transfers between loan funds. To make the Loan Fund balance, Col-Pac has been budgeting a cash transfer from the RBEG fund for a couple of years. Staff recommended that Col-Pac accelerate repayment of the Revolving Loan Fund to USDA, while the fund still has the resources to pay off the outstanding balances. This will require negotiations with USDA. The Board unanimously approved the budget as presented, with the caveat that it can be amended once USDA responds to Col-Pac's request to accelerate paying off the USDA loans. (TH/VF)

AGENDA ITEM-4 Banks Economic Roadmap

Jolynn Becker presented. The City of Banks Economic Development Roadmap is a five-year action plan to implement the vision and economic development goals of the community. The Roadmap is based on the findings of the completed Competitive Analysis, Vision, Economic Development Strategy. It is intended to guide the actions of staff, council and committee members regarding the investment of staff

time and budget. The Roadmap consists of four focus areas: adequate housing; local jobs; vibrant main street; and thriving tourism.

- ✦ Adequate Housing: Banks housing supply adequately serves and is planned to serve the high-tech employment base. More focus and attention should be placed on smaller, multi-family or cottage units that can serve employees in the timber, agriculture and retail industries as well as retirees wanting a smaller home with less maintenance.
- ✦ Local Jobs: Banks should continue to support the timber and agriculture industry ecosystems as well as welcome the high-tech growth in Hillsboro. Adequate industrial land for small manufacturers is necessary to meet emerging demand in both industries. Enhanced broadband service is necessary to host independent high-tech workers desiring a home-based business.
- ✦ Vibrant Main Street: The Banks retail market will not support a new retail “lifestyle” center concept due to market conditions and a small retail market area. The city is underserved by approximately four restaurants. However, such uses require significant startup costs at approximately \$200,000. They therefore desire existing buildings with minimal rents that are closely grouped in one area. The city should focus these restaurants in clustered districts on Main to create a destination and higher chance of success. Presently, ideal locations are at the north end near the trail head to additionally capture the tourism spend from the Banks-Vernonia Trail bike trail visitors, and at the southern end serving auto-oriented uses such as the raceway and tourists embarking for the beach or wineries.
- ✦ Thriving Tourism: Banks has a solid foundation for more robust tourism, which would include the development of a hotel, however the market is not strong enough yet. A new small boutique hotel could occur in approximately 10 years. As the new Plaza area off Main Street emerges, the city should keep a hotel use in mind as a viable anchor to support surrounding uses.

AGENDA ITEM-5 NW Oregon 2018–2023 CEDS Draft

Mary reviewed the changes requested at the July board meetings and from public feedback when the draft has been presented throughout the region. In addition to those changes, the Board also requested the following new additions:

- ✦ Page 18—Marine Services. Add boat construction and marine construction and repair.
- ✦ Page 18—Cultural and Environmental Tourism. Expand to include more information about the region’s arts councils, events, museums and festivals, and the regional events such as Hood to Coast.
- ✦ Page 20—NW Oregon Economic Resilience. Add that NW Oregon economic resilience is a complex adaptive system.
- ✦ Page 21—Aging Infrastructure. Add that NW Oregon’s rural infrastructure hasn’t kept pace with the demands resulting from increasing surges of urban visitation to the region.
- ✦ Page 27—Maintain a High Level of Economic Development Cooperation. Add “pro-active” to the overview.
- ✦ Page 28—Current Business Retention and Expansion Evaluation Measures. Add expansion of marine repair, boat building and marine construction business activity.
- ✦ Page 35—Downtown Revitalization. Add Wheeler’s 4 acres of commercial development in the Tillamook County column.
- ✦ Page 38—Add information on Marine Services and Technology
- ✦ Page 38—Tillamook Bay Community College Workforce Training. Amend to say implement rather than is exploring.

The Board unanimously approved the 2018–2023 NW Oregon Comprehensive Economic Development Strategy (CEDS) with the above amendments, and with the understanding that amendments can be added in to the future. (PR/LT)

AGENDA ITEM-6 Member Updates

- ✦ Port of Astoria and Clatsop County—Both are working with a private developer who has an option to purchase 65 acres of land at the North Coast Business Park for a data center. Phase 1 will be a \$200 million project. Concurrently, the Port will be looking at developing a fiber optic hub at its Airport Industrial Park to provide redundant broadband capacity.
- ✦ North Coast Tourism Studio kickoff session will be held in Garibaldi on September 25th.
- ✦ Port of St Helens—Will be changing their name to the Port of Columbia County at their next Commission meeting. The Port working on a \$1.1 billion renewable diesel plant proposed for Port

Westward, NEXT Energy Group. They are estimating that they will hire locally for plant construction and operations, and employ approximately 210 full-time employees, with an average annual salary of over \$77,000.

- ✚ City of Astoria—Has been working on the abandoned Merlin Hotel in downtown Astoria to convert it into affordable housing. Currently the City’s low wage service jobs are filled by people living outside Astoria because local housing isn’t available. A recent funding application to the State was not successful because Astoria was not seen as having a need for subsidized housing. Mark Ellsworth and the Regional Solutions Team are working on this.

Henry Heimuller, Col-Pac President

Lianne Thompson, NOEA Chair

Recorded: Mary McArthur, Executive Director

DRAFT

Oregon Highway 6 Passing Lanes Proposal

The safety along Oregon Highway 6 ("OR 6") between Tillamook and Banks is and has been an ongoing concern for individuals and businesses on both sides of the Coast Range. Several potential solutions have been brought forth through many different channels. We are seeking your support in bringing one specific partial solution to fruition.

Challenges:

OR 6 is not a safe road to travel for the following reasons:

Traffic issues:

1. Traffic Flow increase – OR 6 has had a 20% increase in traffic since 2012 whereas Oregon as a whole has had a 9.7% increase since 2012. OR 6 has had no lane improvements to the road during that time.
2. OR 6 is often curvy and wooded obscuring the driver's view to see if passing is safe. When the traffic volume is increased on any two lane road, the ability to safely pass is decreased simply by the increased traffic coming the other way.
3. The Portland metro area is growing at the rate of 36,000 people per year.
4. In south Hillsboro, a 20,000 person subdivision is being built right now. In the Cornelius area, a 900 home subdivision is underway. A natural path to the beach for both these developments is OR 6.
5. Tourism to Pacific City, Tillamook and other destinations on the coast that are accessed via OR 6 is increasing rapidly resulting in increased traffic and congestion.
6. Commuter traffic has increased, particularly due to the fact that Tillamook County Creamery Association ("TCCA") now has major employee centers in Tillamook, Portland and Boardman.
7. OR 6 is the primary route by which goods and services are transported in and out of Tillamook County and it is increasingly used as a commuter route. It is also an important egress route in an emergency.
8. Increased tourist traffic does not mix well with freight and commuter traffic and creates safety challenges.
9. The recent Scenic By-Way designation for OR 6 will increase tourism-related traffic.
10. The 2017 Legislature approved a comprehensive transportation bill. Part of its goal is improving traffic flow in the Portland metro area which will also generate more traffic to go to the beach via all the major routes.

Road issues:

11. Very few rumble strips are in place on OR 6. More should be added in remote areas to alert drivers that they are crossing the center line.
12. Most dangerous path to the beach – a steeper climb and steeper descent with fewer passing lanes than other major routes to the beach.
13. From Tillamook, it is a long climb up one side and then a quick down the hill on the other side. Traffic gets bunched up in both the up and down hill portions of the road.
14. Going east from Tillamook, OR 6 has a 23 mile stretch of highway with no passing lanes (MP 3 to MP 26).
15. There is no cell service in almost all of thirty-two miles (MP 7 to MP 39) of OR 6. There is occasional cell service right at the top of the hill for less than a mile. There is no indication or message or sign that tells you that there is cell service there. So, if there is an accident or problem, it takes extra, valuable time to get to a place where you can communicate with emergency services via cell service. This also delays emergency services from getting to the situation and delays notification to loved ones of the situation.
16. The ODOT Cam for OR 6 is 11 miles and 1000' in elevation below the summit. This does not provide accurate weather or road conditions at or near the summit.
17. There is no downhill passing lane on OR 6 Eastbound.

18. All existing passing lanes in both directions are near the top of the hill except one westbound downhill passing lane at MP 16.
19. Specific concerns cited by logistics representatives at TCCA Include:
 - a. Road surface condition
 - b. Passing lane lengths and locations
 - c. Need more paved pullouts. People feel safer pulling off to let people pass if paved instead of gravel.
 - d. Lack of cell service. Increasing # of accidents on Hwy 6; What's the plan for emergency communication? Cell tower? Call boxes? People need to know where these are. It is usually another driver who is first to respond to the scene
 - e. Icy road conditions: "Manning side seems to get more attention/be better maintained." Need more sand on our side. Not just de-icer.
 - f. Need to update Trip Check/511 in real time. Look at allowing truck drivers and other users to update via an app.

Economic issues:

20. For Tillamook County, almost all goods and services – including Tillamook Cheese products – enter and exit the county via OR Hwy 6.
21. More and more tourists each year are using OR 6 as their path to the beach and the North Oregon Coast.
22. OR 6 is also a key path for timber industry to move logs, lumber and wood chips to the Willamette Valley from Tillamook County.
23. OR 6 is key to the economic development of the North Oregon Coast.

Proposed Partial Solution:

Install 3 passing lanes, each about .4 miles in length, on Eastbound OR 6 at the following locations: MP 16, MP 22 and MP 35.5. The one at MP 16 will replace a much shorter turnout. These proposed lanes are all on straight almost level sections of OR 6. This proposal provides a new passing lane 13 miles past the previous passing lane Eastbound on OR 6, a second passing lane 6 miles later and a third passing lane 2.5 miles down the east side of the hill below the summit of OR 6.

This will smooth traffic flow for OR 6 Eastbound and decrease the likelihood of accidents.

There is no formal project or funding at this point. This effort is to try to establish consensus around the need and a deep and strong group of supporters so that when funding becomes available, there is a strong case to present to ODOT to fund the project.

Request:

Your support would be very much appreciated via an email or written document support this proposal. Here's how to respond with your support:

Email: Tom_messenger@hotmail.com (that is tom underscore messenger at Hotmail.com)

USPS: PO Box 112, Pacific City, Oregon 97135

If you have additional suggestions for improvements, please respond with that input as well.

Thank you very much for taking the time to read this proposal and respond to it.

Best Regards,

Tom Messenger

Col-Pac EDD
EDA Partnership Planning Grant
March 2018—September 2018 Performance Report Narrative

The following report documents the work completed on the first year (2017—2018) of Col-Pac’s Workplan as well as the preliminary work done from July—September 2018 on Year 2:

- I. Business Development Technical Assistance. In coordination with the Governor’s NW Oregon Regional Solutions Team and the local economic development entities, Col-Pac progress through September 2018 included:
 - A. Oregon Manufacturing Innovation Center/Applied Manufacturing Facility. OMIC is one of Col-Pac’s signature projects and cluster initiatives because of its regional and local economic impact. All three outcomes targeted for this project for the 2017-2018 work year were met:
 - Secure financing for needed facility and infrastructure improvements. \$13.9 million in funds was secured through the 2017 Oregon Legislature. Funding for OMIC operations capital, access road construction and real property acquisition or improvements was included in the legislation.

EDA approved a \$3 million grant for facility upgrades, which will leverage over \$3 million in private investment.

OMIC received over \$1 million in manufacturing equipment for use testing out new manufacturing designs and processes. Columbia County’s Enterprise Zone was extended to include OMIC, which will provide tax incentives for future private investment into the facility and surrounding area.
 - Recruit additional business activity. Since launching in the summer of 2017 with seven industry members and three universities, OMIC R&D has more than doubled its industry members to eighteen and now includes ATI; Blount International; Boeing; CG Tech; Daimler Trucks North America; HAIMER, Hangsterfer’s Laboratories, Inc.; IMS Software; Kennametal; Mitsubishi Materials Corporation; OSG USA, Inc; Sandvik Coromant; Seco Tools; Silver Eagle Manufacturing; Summit Manufacturing Inc.; Vigor; Walter Tools; and WFL Millturn Technologies.
 - Commence operation of the Innovation Center. In the first year, university researchers completed three general R&D projects, are currently working on two new projects, and the Tech Board of OMIC R&D has approved RFPs for an additional six general projects anticipated to begin this Fall. Additionally, there are several specific projects conducting proprietary research for individual members currently underway.
 - Year 2 Planned Outcome: Expand Operations at the Innovation Center. In April 2018, the R & D facility hired its first Executive Director. Sophisticated manufacturing machinery is filling the floor of the almost 34,000 square foot facility, including a WFL M80 Millturn, the Okuma 3-Axis machine, and other equipment used to complete a variety of research projects that test and improve the performance of key components of members’ manufacturing lines.

The Robert J. and Leona DeArmond Public Foundation is providing \$200,000 in “full-ride” scholarships to five manufacturing and mechanical engineering

students at Oregon Institute of Technology (Oregon Tech) who will be participating in paid internships at OMIC R&D.

B. Strategic Planning. Col-Pac has been working with the Ports of Astoria and Tillamook Bay on updating their Strategic Business Plans, on a parallel track with updating NW Oregon's CEDS. Completed 2017–2018 work and progress to date on year two (2018–2019) includes:

- The Port of Astoria is facing multiple development challenges as well as substantive opportunities for business development. Updating of NW Oregon's CEDS has also identified collaborative development opportunities with Clatsop County, and the cities of Astoria and Warrenton. To date, progress has included:
 - Updating the Port of Astoria's Strategic Business Plan. Developments have included the sale of Tongue Pt, which the Port of Astoria had been leasing. Tongue Point is now developing as a marine repair and construction hub. The Port's \$300,000 annual lease payment is now freed up to address maintenance needs on its own piers, while opening up opportunities for expansion of a marine/boat repair hub that will utilize suppliers located at the Port. A win-win for both the Port and the new private owner of Tongue Point. This new development is being factored into drafting of the Strategic Business Plan will go out for public review in early 2019.
 - Business Development at the Astoria Regional Airport and Clatsop County North Coast Business Park Strategic Plans. Both the Port and the County are working with a private developer who has an option to purchase 65 acres of land at the North Coast Business Park for a data center. Phase 1 will be a \$200 million project. Concurrently, the Port will be looking at developing a fiber optic hub at its Airport Industrial Park to provide redundant broadband capacity.

The Port is also looking at the feasibility/potential for establishing a Center for Environmental Studies. The Center could address two challenges facing NW Oregon: 1) Provide new, modern, technologically advanced office space with access to high speed data that does not exist in the local market to attract high caliber businesses to the region, and 2) Provide workforce training and research and development opportunities to NW Oregon area employers, labor force, and research institutions.
- The Port of Tillamook Bay Strategic Plan Update. Having recently completed significant improvements to its properties, and selling their digester to a private company, the Port is now looking at how to most strategically move forward with their business retention, expansion and recruitment activities. Factors being reviewed and prioritized for their 2019–2024 include:
 - Use of Net Revenues: Considerations include the amount of set asides for short term operating capital, renovation of existing facilities, development of new facilities, and potentially accelerating debt repayment.
 - Highest and Best Use of Port Property. As the primary industrial landowner in Tillamook County, the Port has a responsibility to utilize Port property for the betterment (jobs) for the resident population. At the same time, the Port has a fiduciary responsible to sustain the Port's current and future financial well-being.
 - Retention (Leasing) vs Selling Port Property to Generate Capital Improvement Funds. The Port is at a disadvantage because of its low tax rate,

making it difficult to generate the capital to develop new income generating facilities and infrastructure to support and attract new development. Improvements can be built into lease-rates, but this only works for tenants willing to commit to a lease and then wait for the improvements or facility to be built. At the same time, retention of property provides the Port with ongoing lease revenues. An analysis of the Port's outlying properties may indicate land sales opportunities that will generate more revenue for the Port than is currently projected.

- New Construction vs Updating Property to Market Lease Rate Caliber. Approximately 50% of the Port's buildings and facilities are leasable, but in need of updating to command market lease rates. A facilities analysis will determine what is needed to update these properties and the return on investment of doing so, including the (increasing) costs to maintain the buildings in leasable condition. With most of these marginal properties fully depreciated, finding the cash to invest is a challenge.

➤ Other Strategic Planning—City of Banks. Key areas identified for strategic development include:

- **Adequate Housing:** Banks housing supply adequately serves and is planned to serve the high-tech employment base. More focus and attention will be placed on smaller, multi-family or cottage units that can serve employees in the timber, agriculture and retail industries as well as retirees wanting a smaller home with less maintenance.
- **Local Jobs:** Banks will continue to support the timber and agriculture industry ecosystems as well as welcome the high-tech growth in Hillsboro. Adequate industrial land for small manufacturers is necessary to meet emerging demand in both industries. Enhanced broadband service is necessary to host independent high-tech workers desiring a home-based business.
- **Vibrant Main Street:** The Banks retail market will not support a new retail "lifestyle" center concept due to market conditions and a small retail market area. The city is underserved by approximately four restaurants. However, such uses require significant startup costs at approximately \$200,000. They therefore desire existing buildings with minimal rents that are closely grouped in one area. The city is planning to focus these restaurants in clustered districts on Main St to create a destination and higher chance of success. Presently, ideal locations are at the north end near the trail head to additionally capture the tourism spend from the Banks—Vernonia Trail bike trail visitors, and at the southern end serving auto-oriented uses such as the raceway and tourists embarking for the beach or wineries.
- **Thriving Tourism:** Banks has a solid foundation for more robust tourism, which would include the development of a hotel, however the market is not strong enough yet. A new small boutique hotel could occur in approximately 10 years. As the new Plaza area off Main Street emerges, the City will keep a hotel use in mind as a viable anchor to support surrounding uses.

- C. Port of Garibaldi Small Commercial Fisheries Supply Chain Business Development. A two-year project, much has been accomplished since July 2017. Col-Pac successfully applied for a \$116,000 The Ford Family Foundation grant to fund a coordinator to manage and implement the project. EcoTrust, nationally—recognized

in food and fisheries supply chain development, has been working on the project for approximately 10 minutes. Outcomes to date:

- Improved Efficiencies and Opportunities for Storage and Distribution Systems for Seafood Products—Two uses for cold storage have been identified: 1) To store product on its way to the market; 2) to store bait. Planned are further discussions between the Port and Tillamook Bay Seafoods on cold storage and ice. To realize the need and demand (size, type, and utility) and avoid conflicts, a deeper analysis is being initiated with those who have interest building cold storage facilities and those who plan to use it.
 - Garibaldi Seafood Branding and Marketing—There is collective interest in making Garibaldi more of an “Oregon coast seafood hotspot.” Common marketing assets such as professional images of the fleet, better signage on the way into town, and a humanities-type “Meet Our Fleet” project could provide an array of tangible and intangible benefits and would likely garner broad support. Visit Tillamook has received a grant for assisting in assessing food-hub and distribution challenges and opportunities. As well, the grant will support the process to begin creating branding opportunities for Tillamook and Garibaldi. This grant has direct ties to cold storage and marketing Garibaldi caught seafood. Food & Tourism: Garibaldi Days, Crave the Coast, Garibaldi Farmers Market, and “Shop the Dock” program, are all occurring this year.
 - Value-Added Local Business Activity—Continuing to confirm demand for ice and a good ice machine. The one machine currently running on the dock owned by Garibaldi Landing is unreliable and cannot serve all the users in the Port. There is interest from stakeholders, such as Tillamook Bay Seafoods, in working with the port to create solution to access a more reliable and sufficient source of ice.
 - Assisting with securing financing, as needed, for new business development. Col-Pac has been working with the Port of Garibaldi on their BUILD application to fund marina and seawall infrastructure rehabilitation. Visit Tillamook Coast, one of the Garibaldi Small Fishing Supply Chain Development Initiative partners, was awarded \$45,000 in funding to develop a Tillamook Coast brand for local foods to increase market awareness and to conduct a feasibility study on creating a food hub for greater efficiency in food distribution. Col-Pac helped the Port of Garibaldi apply for and is currently managing a USDA Rural Business Development Grant to help underwrite analyzing the feasibility of a cold storage facility for the small commercial fishing fleet.
- II. Infrastructure Development Technical Assistance. Col-Pac’s updated CEDS process has identified areas where inadequate or lack of infrastructure is a barrier to business development. Accomplishments from July 2017—September 2018 include:
- A. Coordinate with NW Oregon’s Regional Solutions Team (NW RST) on identifying funding for priority public infrastructure that supports new business development and/or provides economic resiliency. Over the past year, sixty-five (65) business development infrastructure projects were identified. Col-Pac and the NW RST were able to direct 70% of them to potential funding resources, with applications submitted. Outcomes: Planned: 5 infrastructure projects matched with potential funders and applications submitted, minimum of 2 infrastructure projects successful in receiving funding. Actual: 45 projects matched with potential funders and applications submitted. Nine (9) projects successful in receiving a total of over \$6.3 million in funding. (Rainier Diking, OMIC Facility Improvements, OMIC Road

Access, Garibaldi Small Commercial Fishing Supply Chain Development Coordinator, Garibaldi Seafood Hub, Columbia County Expanded Broadband, Scappoose Water Master Plan, Nestucca Ridge Development Workforce Housing, Westport Dredging.)

- B. Provide workforce housing informational and advisory regional coordination and convening. All four counties within Col-Pac's district boundaries have moved forward on addressing workforce housing over the last year: Clatsop County is currently going through public review of its comprehensive housing study. Columbia County completed their housing study and residential building is increasing. Tillamook County, which completed their housing study in 2016, supported Nestucca Ridge Development in Pacific City with their successful application to the State of Oregon for construction of 12 homes. Six of the homes will be preleased to their local employees, over half of whom currently commute from outside of the County. Western Washington County continues its housing boom.
- C. Continue to implement the Agora platform, a central resource for matching priority projects with potential funding resources. Col-Pac added sixty-five (65) projects to the database over the last year. In addition to the nine business development infrastructure projects mentioned above that were funded, a community development project listed on the platform, relocation of the St Helens Food Bank, was also funded. Funding for two more projects, Tongue Point Road Truck Access and the Westport Slough Dredging is being finalized.
- D. Provide grant writing technical support. Col-Pac worked with the Oregon Institute of Technology (OIT) on its successful EDA application for facility improvements for their Oregon Manufacturing Innovative Center (OMIC) in Scappoose, including meetings with EDA in Seattle and on site in Scappoose. Col-Pac also worked with the Port of Garibaldi on their successful application to USDA's Rural Business Development Grant (RBDG) program for evaluating the feasibility of a seafood hub. As staff for the NW Connector transit system, this past year, Col-Pac wrote and submitted a Travel Oregon grant application for bicycle stations at key transit stops. Also over the past year, Col-Pac wrote support letters for grant applications by the Port of Garibaldi for its commercial access improvements, St Helens for their waterfront development improvements and Tillamook County's Food Roots for a small producer development project. In progress is an application for Columbia County's Disaster Resiliency.
- E. Provide project leadership/support services. During 2017—2018, Col-Pac provided grant management services for the community of Cascade Head Ranch near Otis in south Tillamook County for a Business Oregon grant to replace their two water tanks. Ongoing is Col-Pac's grant management services the City of Vernonia's Rose Ave Senior Center and Food Bank Community Development Block Grant. Two additional projects managed grants to the City of Warrenton for the rebuild of the Pacific Coast Seafood processing plant, with management of a third grant underway. Col-Pac has also taken the lead on distributing Notices of Funding Opportunity (NOFO) for USDA, EDA and Business Oregon grants.

III. Update NW Oregon Comprehensive Economic Development Strategy (CEDS). Col-Pac's updated CEDS was completed in September 2018, taken out for public review, and approved by the Board of Directors. The 2018–2019 Work Plan is focusing on:

- A. Supporting manufacturing industry in NW Oregon
 - Funding (Federal, Col-Pac loan fund)
 - Assess to resources
 - Shovel-ready sites/buildings
 - Development capacity (leadership, facilitation)
 - Connecting like businesses
 - Identify common issues, eg, needed infrastructure and services, commonalities
- B. Connect the region's economic resiliency activities:
 - Conduct/Participate in (Oregon Resiliency Plan) workshops throughout NW Oregon to help coordinate cross-county/jurisdiction activities and plans
 - Continue to develop database of information on: Diversity of jobs for residents with varied skill sets and income levels, dependency of economy on external markets, degree of business continuity planning should there be a natural or economic disaster.
- C. Establish a central resource for matching priority projects with potential funding resources.

Performance Measures: Inventory of priority projects for enhancing economic resiliency.

IV. Implement NW Oregon's CEDS. Included in the 2018–2019 Work Plan are six goals or areas of primary work activity:

- CEDS Goal 1: Sustain and Retain NW Oregon's Current Businesses. Annual goal is a minimum of 8 business expansions. Lead: County Economic Development Councils. Col-Pac role: Ongoing technical assistance to the county efforts.

2017–2018 Outcomes: Over the last year, Col-Pac worked with Sports People NW and Pelican Brewing regarding potential business expansions; Bull Run Cider on re-starting its business activity; and the Bergerson and WCT Marine expansions at Tongue Point. Most recently, Col-Pac has been working with FroYo, a retailer in the City of Tillamook, on their purchase of a portion of a downtown building.

- CEDS Goal 2: Develop Public Services Infrastructure to Support Business Development. Annual goal is a minimum of 4 applications awarded funding, including at least one projects that provides enhanced resilience to climate change-induced natural disasters. Lead: Public entities. Col-Pac role: Ongoing advisory, grant writing oversight, project management as needed.

2017–2018 Outcomes: Nine projects (as noted early in the report) were funded in 2017–2018. All of these projects were and/or remain priorities in NW Oregon's CEDS.

- CEDS Goal 3: Diversify and Expand NW Oregon's Regional Economy. Annual goal is enhance/further develop a minimum of 3 of the district's collaborative development activities. Lead: Col-Pac.

2017–2018 Outcomes: Col-Pac worked Clatsop County on seeking a consultant for its workforce/affordable housing study and participated in the public review of the

draft plan. For the NW Connector regional transit system, Col-Pac managed development of their new award-winning website which includes a travel planner, places to visit, an event calendar and visitor travel passes. Col-Pac's work with Columbia County is identifying ways in which to connect activities and resources throughout NW Oregon in the event of a natural disaster.

- CEDS Goal 4: Support the Region's Efforts to Provide Trained Workers for Existing and Future Needs of Business. Annual goal is having a minimum of 5 businesses participate in workforce training and/or certification programs. Lead: County Economic Development Councils, Oregon Employment Department and NW Oregon's 3 community colleges. Col-Pac role: Ongoing technical assistance to the county efforts.

2017—2018 Outcomes: Last Summer, Clatsop Economic Development Resources (CEDR) implemented a new internship program. In the first year, 11 employers hosted 17 high school interns (out of 56 applicants). The program is designed to provide local youth not only on-the-job training, but an understanding of the jobs available to them within the County. CEDR will be scaling up this program to other NW Oregon counties in future years. Responding to a shortage of commercial truck drivers, Tillamook Bay Community College initiated a truck driver certification program this Fall. If demand for the certification remains high, Col-Pac is available to help underwrite some of the truck driving simulation equipment.

- CEDS Goal 5: Support the Region's Transportation System. In addition to staffing the NW Oregon Area Commission on Transportation and NW Oregon Connector Transit Alliance, Col-Pac will provide grant management technical assistance as needed. Provide leadership helping the State of Oregon develop a long-term transportation funding mechanism.

2017—2018 Outcomes: Completion of NW Oregon's Area Commission on Transportation Biennial Report for presentation to the Oregon Transportation Commission in July 2018. Continued ongoing staffing of the NW Oregon Transit Alliance, including expansion of its public outreach efforts.

- CEDS Goal 6: Maintain a High Level of Economic Development Cooperation, Coordination and Communication among NW Oregon Organizations and Leaders. Col-Pac will continue to produce newsletters, and public information.

2017—2018 Outcomes: In addition to attendance at and participation in local Economic Development Council meetings, Col-Pac participated in Clatsop Economic Development Resources (CEDR) update of their Strategic Plan, and was interviewed on a local Columbia County radio talk show. Col-Pac is also a primary distributor of Notices of Funding Opportunity (NOFO) to NW Oregon stakeholders interested in economic development and transportation grants.

- V. Provide Staff, Management and Coordinating Services to Col-Pac's Regional Partners. In addition to staffing the NW Oregon Area Commission on Transportation and NW Oregon Connector Transit Alliance, Col-Pac provides business retention, expansion and recruitment services and accounting support for the Columbia County Economic Team on a fee-for-service basis.

2017—2018 Outcomes: Col-Pac assisted the Columbia County Economic Team establish their county's Keep It Local In Columbia County as an independent 501(c)6, an indicator of the local community support for the initiative, and ongoing sustainability. Mary McArthur, Col-Pac's Executive Director was elected President of Oregon's Association of

Economic Development Districts and also serves on the Association of Oregon Counties Community and Economic Development Committee.

- 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. This year, Col-Pac hosted a tour for David Porter, EDA's Oregon representative, in Clatsop County—Port of Astoria Airport Industrial Park and North Coast Business Park. The following day, Porter attended a funder gathering at the Port of Garibaldi. Col-Pac also traveled to EDA's Seattle office with David Porter and two OMIC representatives to participate in a discussion on OMIC's public works application. Currently underway is follow up with Columbia County on projects for potential EDA Disaster Supplemental Funding.

**Col-Pac EDD/NOEA MEETING SCHEDULE
2019**

Meetings are held the **2nd Thursday** of the month

All meetings are from 10:00 am—12:00 pm, unless otherwise scheduled.

January	Columbia County	Thursday, 1/10	Columbia County Scappoose Fire Station
February			
March	Tillamook County	Thursday, 3/14 **	Tillamook County Port of Tillamook Bay Officers Mess Hall Annual Meeting/Luncheon
April			
May	Clatsop County	Thursday, 5/9	Clatsop County Clatsop Community College
June			
July	Tillamook County	Thursday, 7/11	Tillamook County Port of Tillamook Bay Officers Mess Hall
August			
September	Washington County	Thursday, 9/12	Washington County Stub Stewart State Park
October			
November	Clatsop County	Thursday, 11/14	Clatsop County Clatsop Community College
December			

** Annual Meeting/Luncheon