



Columbia-Pacific
Economic
Development
District

Col-Pac EDD/NOEA Combined Meeting
May 10, 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—10:20a	2. NOEA Business <ul style="list-style-type: none"> ✚ January 11, 2018 Board Meeting Minutes (attached) ✚ April 2018 Financials 	Lianne Thompson Action Item Action Item
10:20—10:50a	3. Col-Pac Business <ul style="list-style-type: none"> ✚ March 8, 2018 Board Meeting Minutes (attached) ✚ April 2018 Financials and Consolidated Statement ✚ USDA Budget Amendments 	Henry Heimuller Action Item Action Item Action Item
10:50—11:15a	4. Cornelius Farm and Fisheries Hub <ul style="list-style-type: none"> ✚ Presentation and discussion 	Ryan Wells
11:15—11:30a	5. EDA Partnership Planning Grants <ul style="list-style-type: none"> ✚ 2017—2018 Progress Report ✚ 2018—2019 Application Scope of Work 	Mary McArthur Action Item
11:30—11:45a	6. Other Col-Pac Business <ul style="list-style-type: none"> ✚ Date of Col-Pac Annual Meeting ✚ Revised Meeting Schedule ✚ CEDS Updating and Approval Schedule 	Mary McArthur
11:45—12:00p	7. Member Updates	All

Next Meeting:
July 12, 2018
Port of Tillamook Bay

Col-Pac EDD/NOEA Board Meeting

January 11, 2018
Scappoose Fire Hall
Scappoose, OR

The following members attended the meeting:

Bill Baertlein—Col-Pac/NOEA/Tillamook Co
Michele Bradley—Col-Pac/Port of Tillamook Bay
Susan Conn—Col-Pac/NOEA/City of St Helens
Chuck Daughtry—Columbia Co Economic Team
Rob Drake—Col-Pac/City of Cornelius
Mark Ellsworth—Governor’s RST
Brett Estes—Col-Pac/NOEA/City of Astoria
Valerie Folkema—Col-Pac/NOEA/Port-Garibaldi
Henry Heimuller—Col-Pac/NOEA/Columbia Co
Chris Holden—PCC/OMIC Training Center
Tony Hyde—Private Sector
Bruce Jones—Col-Pac/NOEA/City of Astoria
Karen Kent—Col-Pac EDD
Marsha Kirk—Col-Pac/City of Banks

Brian Little—Columbia County Citizen-at-Large
Keith Locke—City of St Helens
Paula Miranda—Col-Pac/Port of St Helens
Jennifer Purcell—DEQ/Regional Solutions Team
Melanie Olson—Business Oregon/RST
Frank Spence—Col-Pac/NOEA/Port of Astoria
Mike Sykes—Col-Pac/City of Scappoose
Shawna Sykes—Oregon Employment Dept
Alex Tardif—Columbia County
Lianne Thompson—Col-Pac/Clatsop Co
Michael Walker—Col-Pac/Washington County
John Walsh—City of St Helens
Suzanne Weber—Col-Pac/NOEA/City of Tillamook

Excused: Representative Boone, Senator Johnson, Cheryl Scott, Bob Terry, Ross Tomlin.

AGENDA ITEM-1 Welcome and Introductions

Henry Heimuller opened the combined meeting.

AGENDA ITEM-2 NOEA Business

The meeting was called to order by Lianne Thompson, NOEA Board Chair. Members and guests introduced themselves.

- ✦ November 9, 2017 Meeting minutes. Approved unanimously with the following amendment to the City of Warrenton update: Replace the three sentences regarding levees with, “Cost effectiveness to certify levees, with changing federal standards (ie sea level rise and ESA), and huge costs, is under discussion. Looking for alternatives to solve the problem. Have to raise developments quite high due to flood plain rules.” (BJ/BB)
- ✦ December 2017 Financials. Approved unanimously (VF/SW)

AGENDA ITEM-3 Col-Pac Business

The meeting was called to order by Henry Heimuller, Board President. Members and guests introduced themselves.

- ✦ November 9, 2017 Meeting minutes. Approved unanimously as amended above. (VF/MB)
- ✦ December 2017 Financials and Consolidated Statement. Approved unanimously. (SC/MK). Beaver Grocery is being auctioned off. Everything indicates that both Col-Pac and the EDCTC will be paid off in full, as the first and second lienholders. One Source Industries has recovered enough of their equipment to restart production with a new materials supplier. If the seals and rings certify out, then they will start full production, and get their remaining equipment. Production is happening in a barn at the owner’s home in Oceanside.

AGENDA ITEM-4 NW Oregon CEDS Update Listening Session: Columbia County

- ✦ CCET—Chuck Daughtry reported. Getting 10–20 business referrals a month, with approximately 1 per month coming to fruition. Cascades Tissue secured 100 jobs this month. Building a inventory of products for shipping out to the West Coast. Goal is 24/7 production. Phase II is planned for additional expansion.

OMIC—Unique combination of private, public and education. Training component is critical component. Boeing, plus 5 other companies. Columbia PUD is working on utility incentives for new business locations. Membership organization, with now 13 active members. Oregon Tech is the facility owner, working on getting equipment installed. Pursuing an EDA \$3 million grant to convert

the truck maintenance to a high tech manufacturing facility. Location required new zoning and infrastructure upgrades. USG is the first recruitment for the district. City of Scappoose has been a tremendous partner. ODOT is expected to invest in improving the entry road. Property owner has donated land and services. Currently, actively recruiting another 5 companies. Working on getting the PCC training facility located east of the airport industrial park. PCC is in process of seeking a design/build contractor for their training facility. Lianne encouraged the use of CLT in the design specs. Innovation Park. Working with Business Oregon on a master plan, and other incentives to bring in business, such as extending Oregon Investment Advantage program which is based on per capita (low) and unemployment (high). Art Fish at Business Oregon is the contact for the Oregon Investment Advantage program. Having new businesses in the County such as Boeing is getting some buzz within the smaller business community, expecting a ripple effect on the local economy.

Enterprise Zones statewide are up for reconsideration. Process goes through Art Fish. Ten year annual renewal.

Keep it Local Columbia County—Should be \$600 million in retail sales for the population, vs the \$400 million actually producing. Leakage is due to residents working outside the county making purchases where they work. Established a non-profit. Hired a staff person. Having a directory of services available. Very successful use of social media. Col-Pac helped underwrite the start-up of the organization, and Mary was on the local radio station talking about the program. The group also coordinates trainings for local businesses.

Premier Jet—Locating in Columbia County. Specialized cargo. Hoping this will help bring natural gas to the airport.

Armstrong—Long time employer in Columbia County, unexpectedly announced its shut down later this year. Will be difficult for the 130 jobs that are lost, but it also provides an opportunity to provide skilled labor to other companies in the region.

CLT—Columbia Forest Products has done a survey of the available timber which has indicated enough supply to support mill work, and creating new markets. Prefer to add value to timber rather than export raw logs. First Oregon pilot project will be in Clackamas County, but Clatsop and Columbia counties are pursuing opportunities as well. Looking a smaller project here, particularly in the drying component.

St Helens Industrial Site—Working with the City on getting the land available for development.

Tourism—County is last in the State on tourism \$ per capita. Developing a tourism destination development plan. Critical to Vernonia's economic development, particularly the trail linkages to Banks.

Rainier—Shopping center is being proposed south of the Longview Bridge. Congestion approaching the bridge is a problem. Area south of the bridge is primarily commercial right now.

CCET finished its strategic plan.

Challenges: Tend to be at the tail end of historic growth cycle, steady climb. Seem to be doing really well. Shortage of industrial buildings, chronic problem. Traffic is an issue, coming and going through south county because of commuter travel patterns. Weyerhaeuser owns 40% of timber, not a part of Col-Pac. Frustrating to see logs leaving the county. Have raw material and labor. What would incentivize them to mill in the county? (Lost a lot of mills). Kevin Leahy manages a Forestry Committee in Clatsop County. Look at how Columbia County can participate. Need to have timber companies at the table. AOC is working with the timber companies.

✚ PCC—Chris Holden reported. Background is manufacturing including apprenticeships. Working with the R&D partners and understanding the vision for OMIC. See as an opportunity to also start up innovative training. Also working with Scappoose High School on developing a future pool of candidates for OMIC. Working with manufacturers on developing apprenticeship training groups and curricula. Machining and welding are two skill sets being explored. When site new OMIC training facility in Scappoose, there may be a possibility that small business education/counseling support could be incorporated into the facility. Lack of skill trades are a shortage in other counties as well. Tillamook County has had a lot of experience with apprenticeship programs.

✚ Scappoose—Challenge keeping up with population growth. Infrastructure (water and sewer) plans are 25 years old. In process of updating. Looking at \$20 million upgrades for wastewater. Looking at

creating an Urban Renewal District. Annexed a lot property recently that is going to need to be serviced. Have an annual town meeting coming up. Will be talking about OMIC, PCC, February 10th, Saturday 8:30–12:00.

✚ St Helens—John Walsh. St Helens Waterfront development is a primary focus for the City, almost 3 miles of opportunity. Improving transportation, sustainable future. Notion of connectivity. Can only be successful to connected to entire region, river, Hwy 30. Incorporate view corridors along the river. Identified opportunity areas such a housing, hotel. Adopted the plan, gone out for develop RFQ, looking at developing a boutique hotel and multi-story housing. Starting to happen. Lagoon Repurposing—Opportunity, looking at potential for accepting non-hazardous material from Portland Harbor to fill it and then overlaying it with public use and industrial park. Expect to be within OMIC sphere of influence. Tourism—Getting attention nationwide for Halloween festivities. Award for level of public engagement

✚ Port of St Helens—Paula Miranda reported. Port very strategic in how it uses its properties. Unique, the third largest in terms of property ownership and scale. Have properties within six different cities, different needs, cultures, challenging. Incorporated all those needs in their SBP. Starting on their update. New director. Received approving for rezoning at Port Westward, bringing in approximately 900 acres for Port use. Been working with some international tenants. Challenge is rail that runs through the entire county, which means working with the communities along the way. Have to work with both rail and the local communities. Port Westward is one of Oregon’s largest industrial sites with access to water. Bring a lot of jobs and investment to the county. Environmental concerns and economic development. Constructive dialogue. Making peace within a polarized community. Concern about development along the river. Manage impacts vs benefits. Strategic, long-term comprehensive. Last deep water port in the Northwest, self-scouring.

Engaged with the OMIC project because of its impact on the airport. One of few airports that have access “through-the-fence.” Challenge is that most of Port property has to be aviation-related development. Businesses in OMIC are not aviation-use companies. Most of the development will come on private property. However, are attracting companies such as Premier Jets, out of Hillsboro Airport. Another new company, Devinaire coming in. Moving taxiway and putting in sewer and water on the east side of the airport. Also need buildings. Would like to be in spec buildings at the airport and on port property in St Helens to attract businesses moving from metro area. Some properties have wetlands issues. Difficult to get fill permits for property if don’t have a specific project use for the site. Being ready is important. Tenant needs for expansion has meant the Port has had to use resources there rather than building spec businesses.

Columbia City—The Port’s other deep water site, which accommodate the barge traffic. Port is working with the City of Columbia on their analysis on what light industrial can occur at the industrial park.

Rainier—Working with them on their “A” St project and development of adjacent properties.

AGENDA ITEM-5 Other Business Member Updates

✚ Col-Pac Support Letter for Tillamook’s Response to Oregon’s Housing RFP. Tillamook has two potential projects: Workforce housing in Pacific City and County-wide housing coordinator and housing development recruiter. The Board unanimously approved Col-Pac writing a letter of support. (MB/SW)

Lianne Thompson, NOEA Chair

Henry Heimuller, Col-Pac President

Recorded: Mary McArthur, Executive Director

Col-Pac EDD Annual Meeting
March 8, 2018
Port of Tillamook Bay Officers Mess Hall
Tillamook, OR

The following members attended the meeting:

Bill Baertlein—Col-Pac/NOEA/Tillamook Co
Michele Bradley—Col-Pac/Port of Tillamook Bay
Stevie Burden—Col-Pac/City of Wheeler
Angeline Chan-Pepper—ResCare Workforce Servs
Ayreann Colombo—City of Cornelius Consultant
Susan Conn—Col-Pac/NOEA/City of St Helens
Chuck Daughtry—Columbia Co Economic Team
Dan Dennis—Col-Pac/Oregon Employment Dept
Mark Ellsworth—Governor’s RST
Kathy Engel—Col-Pac/Columbia Co Private Sector
Valerie Folkema—Col-Pac/NOEA/Port-Garibaldi
Sandra Fowler-Hill—Col-Pac/Portland Cmty Coll
Doug Hayes—Col-Pac/Port of St Helens
Steve Heinrich—Col-Pac/City of Cornelius
Stephanie Hurliman—Col-Pac/Oregon Emplmt
Bruce Jones—Col-Pac/NOEA/City of Astoria
Karen Kent—Col-Pac EDD

Marsha Kirk—Col-Pac/City of Banks
Kevin Leahy—Col-Pac/CEDR
Brian Little—Columbia County Citizen-at-Large
Van Moe—Col-Pac/NOEA/Tillamook Co Private Sctr
Jae Pudewell—ODOT/Regional Solutions Team
Jennifer Purcell—DEQ/Regional Solutions Team
Melanie Olson—Business Oregon/RST
John Serra—Congressman Schrader’s Office
Frank Spence—Col-Pac/NOEA/Port of Astoria
Candace Stark—NOEA/Tillamook Co Private Sector
Ross Tomlin—Col-Pac/Tillamook Bay Cmty Coll
Lianne Thompson—Col-Pac/Clatsop Co
Michael Walker—Col-Pac/Washington County
John Walsh—City of St Helens
Suzanne Weber—Col-Pac/NOEA/City of Tillamook
Ryan Wells—City of Cornelius

Excused: Representative Boone, Rob Drake, Brett Estes, Henry Heimuller, Senator Johnson, Jim Knight, Peter Roscoe, Cheryl Scott.

AGENDA ITEM-1 Welcome and Introductions

Lianne Thompson opened the meeting.

AGENDA ITEM-2 Col-Pac Business

- ✚ January 11, 2018 Meeting minutes. Approved unanimously. (VF/VM)
- ✚ February 2018 Financials and Consolidated Statement. Approved unanimously. (SH/MB)
- ✚ 2016–2017 Audit. No material findings or deficiencies were reported. Thanks to Karen for excellent job managing Col-Pac’s financial records. Approved unanimously. (SH/SC)

AGENDA ITEM-3 Annual Meeting Business

- ✚ Board of Directors/Officers Election—The Board unanimously approved the 2018 Board of Directors. (SB/BB) The Board unanimously approved the following 2018 Officer Slate: President—Henry Heimuller, Vice-President—Lianne Thompson, Secretary-Treasurer—Bob Terry, At-Large—Bill Baertlein. (MB/SC). Noted were the vacancies in the private sector and minority representation. Members are encouraged to fill their empty positions and forward potential candidates for the open minority position.
- ✚ Annual Meeting Date—Holding Col-Pac’s Annual Meeting in March is problematic because March is typically when public officials travel to Washington DC. Proposed was moving Col-Pac’s Annual Meeting to September, the end of Col-Pac’s FY. The concern with a September Annual Meeting is that public officials on Col-Pac’s Board may be up for (re) election in November and take office in January. A vote taken on the following year’s Board of Directors may include directors who are not in office after the first of the year.
- ✚ Board Member Attendance—As a reminder, Col-Pac’s Bylaws state: “Board Directors absent for three consecutive meetings of the Board can be removed from the Board unless the absences are excused by the President and recorded in the minutes.”
- ✚ Board Member Conflict of Interest Updating—Forms were handed out and updated.

AGENDA ITEM-4 Other Business

- ✦ County ICC Membership—With interest in cross laminated timber (CLT) growing, international building code amendments will be voted on this year to make it easier to build taller wood buildings. The International Code Council (ICC) includes members from government agencies with the number of votes based on the populations they serve. To ensure a voice in amending the building code to allow taller wood buildings, the ICC is encouraging governments to join and make their vote count.
- ✦ Opportunity Zones—The Tax Cuts and Jobs Act of 2017 establishes a new federal tax incentive in certain low-income communities newly designated as Opportunity Zones. Through Opportunity Funds, private investment within a designated Opportunity Zone may earn tax relief on both the capital gains invested in the funds and those generated through the investment by the fund. Of Oregon's 366 eligible low income community census tracts, the state can nominate up to 86 to be designated as an Opportunity Zone. NW Oregon has census tracts in all four counties that qualify for designation as an Opportunity Zone. Business Oregon is asking the communities interested in being nominated as a potential Opportunity Zone submit their information. Deadline is March 14, 2018.

AGENDA ITEM-5 NW Oregon CEDS Updating

Discussion included:

Current Vision: Promote retention, diversification, and expansion of the region's economic base while being responsible stewards of the region's natural resources.

Proposed Vision: NW Oregon is an active, innovative and well-supported business development region, supported by thriving communities, expansive recreation and diverse urban and rural amenities.

Current Mission: Promote and sustain healthy communities through retention, diversification and expansion of the economic base.

Proposed Mission: Support the retention, diversification and expansion of NW Oregon's economic base and the long-term sustainability and resiliency of the region's natural resources.

Issues:

- Lack of industrial sites
 - Land use (zoning) is antiquated
 - Permitting can be difficult
 - Cost of bringing goods and services to the North Coast is expensive as supporting industries are being lost through retirement and other factors, as well as the burden of extra shipping costs
 - “Surprise” wetland issues
 - Diking requirements make land unavailable for development
 - Lack of shovel-ready inventory

Need to understand the demand for shovel-ready sites

- Size of buildings being sought
- Volume of requests
- Get information out to communities so can plan and be responsive

Action Item: Develop a regional inventory

- Link to brownfields redevelopment program
- Get information out to communities so can plan and be responsive

Action Item: Address regulatory environment, zoning

- Assist with reviving the CREST Mediation Agreement of 1981, designating what industrial properties (at the time, water-dependent industrial) were acceptable to all the federal, state and local permitting agencies from USACE and NOAA Fisheries to DLCD, DSL, and cities and port (Clatsop County). Partner with the City of Warrenton, Port of Astoria, Regional Solutions, assist with identifying funding

- Workforce
 - New generation of workers are connected to “urban” lifestyles

- Assess to resources
- Shovel-ready sites/buildings
- Size of available labor pool for attracting industrial development along the Coast
- Attracting Industrial Development
 - Distance from I-5 and other industrial business activity
 - Developing “critical” mass of industry/industry sectors
 - Distance from industrial supply chain(s)
 - Encouraging industrial development outside of the Portland metro area.

Role of Col-Pac

- Nexus of connections and communications
- Connection between urban and rural (for example, Cornelius is a node)
- Support infrastructure development (including Internet and broadband)
- Support manufacturing industry
 - 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
- Disaster/Economic Resilience
 - Serve a resource to local efforts
 - Connect local efforts across the region (How get coordination to happen early on?)
 - Economic resilience affects ability to respond to disasters
 - Resources
 - Hatfield Scholars—Map all elements and tie them together to create a system
 - Doug Decker’s work in Clatsop County
 - Business assistance connections
 - Travel Oregon—Coastal info sharing to visiting public
 - Public-private partnership

Action Item: One day regional session for all NW Oregon partners within and outside the tsunami zone. Host a regional discussion on coordination and include:

- Economics
- Share information

Henry Balensifer’s comments

I have concerns about what Col-Pac is doing to move the ball in Clatsop County. I appreciate that there are some planning exercises they are involved in, but we need industry development most of all, and unlike Tillamook and Columbia counties, Clatsop is the farthest away from I-5 and the industries, supply chain, and labor pool that the metro area has.

Some items I think need to be considered by Col-Pac to move the ball a bit more forward are: Assisting with a redux of the CREST Mediation Agreement of 1981, designating what industrial properties (at the time, water-dependent industrial) were acceptable to all the federal, state and local permitting agencies from USACE and NOAA Fisheries to DLCD, DSL, and cities and port. What is and will continue to increase as a damper on big development in Warrenton and Clatsop County, is environmental hurdles and uncertainty from businesses on whether it will pencil out to start developing. Walmart’s parcel went from a nonsignificant wetland delineation for 3/4 acre (cost about 13k) parcel at the start, to a million dollar biological opinion over part of the parking lot. That was a million dollars that to most other projects would have killed it. A new mediation agreement will provide a level of certainty about what will be required of businesses trying to develop in industrial areas. This should, in my opinion, be relegated to the enterprise zones of Clatsop County (which is the majority of industrial land in Warrenton, the county business park, airport, and hopefully soon—Tongue Point).

The cost of bringing goods and services to the North Coast is expensive as we are losing supporting industries through retirement and other factors, as well as the burden of extra shipping costs. Particularly with the County Business Park, attention needs to be paid to the fact that no utilities got extended beyond 19th St under the new Ensign Rd/101 business road, and that unanticipated wetland issues already reduced the space available and upped the cost for the only tenant to kick start development there—Ft. George.

This lack of infrastructure, as well as "surprise" wetland issues, need to be resolved in order to ensure the business park can be used for such purposes. This may require even working on legislative fixes or exemptions to move the ball, but either way, a traditional approach under current methods likely will not be a practical path. Col-Pac should provide funding and help set the table for bringing federal involvement or infrastructure development to help make it happen.

I think the first steps to move this is 1) Col-Pac committing to assist and partner with us and be at the table. 2) Warrenton and the Port of Astoria will be holding a Joint Session soon to discuss their strategic plan and waterfront development partnerships that we agreed to in the nineties, but never really went far with, and the CREST Mediation Agr. 1981, as well as discuss airport aviation easements. 3) City of Warrenton discusses the fix for Diking Districts. 3 and 11 that has already been discussed with Regional Solutions, and will require CREST or other entity to assist. This is crucial to eliminate the NFIP floodplain requirements on raising buildings to obscene heights in order to allow development. After that, 4) the City can call on elected leadership of Astoria, County and the Port (after the election) to begin strategizing on industrial development and begin the work towards crafting solutions both immediate and perhaps the more creative brainstorming for mid and longer-term solutions.

Lianne Thompson, Col-Pac Vice President

Recorded: Mary McArthur, Executive Director

Col-Pac EDD
EDA Partnership Planning Grant
October 2017—March 2018 Performance Report Narrative

Significant progress has been made in all components of Col-Pac's FY 2017-2018 EDA Partnership Planning Work Plan:

- 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 March 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. Significant progress was made on all three outcomes targeted for this project over the 2017-2018 work year:
 - **Secure financing for needed facility and infrastructure improvements.** \$13.9 million in funds was secured through the Oregon Legislature, which concluded in early July. Funding for OMIC operations capital, access road construction and real property acquisition or improvements was included in the legislation. Oregon Institute of Technology/Oregon Tech (OIT), in coordination with Col-Pac and EDA Representative David Porter, is providing additional information to EDA on their Public Works application for OMIC facility improvements. The project appears to be a good fit with EDA's Investment Guidelines. Earlier this year, OMIC received over \$1 million in manufacturing equipment for use testing out new manufacturing designs and processes. Columbia County's Enterprise Zone is being extended to include OMIC, which will provide tax incentives for future private investment into the facility.
 - **Recruit additional business activity.** Two international businesses recruitments occurred over the Summer, OSG Tools and Mitsubishi Materials and Tools. These companies will complement the current business partners involved with OMIC—ATI, Blount International, The Boeing Company, Daimler Trucks North America, Hangsterfer's Laboratories, Silver Eagle Manufacturing and Vigor.
 - **Commence operation of the Innovation Center.** The facility opened for business in January, and is working on two manufacturing projects. One project is testing out a new riveting tool, which will eliminate the need for the two-step process of making a set hole, followed up with a rivet. As there are hundreds of thousands of rivets involved in making aircraft, cutting the riveting time in half will be a significant cost savings, increasing the cost-competitiveness of US-made planes.
 - B. **Port of Astoria/City of Astoria/Clatsop County Strategic Planning.** 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.** Recent new developments have included the sale of Tongue Pt, which the Port of Astoria had been leasing. A former Navy base during WWII, Tongue Pt has 5 piers, over 12 acres of flat cement land, a seaplane ramp which is now being used for pulling out tugs and working ships, and two large hangars suitable for boat repair activity. 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 leasing space from 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 this Summer.

- Update the Astoria Regional Airport and Clatsop County North Coast Business Park Strategic Plans. Monthly meetings have been held, with a particular focus on Army Corps of Engineer's wetland and subdivision delineations for the North Coast Business Park. Gauging the level of interest and/or economic demand for development at both the Astoria Regional Airport Industrial Park and Clatsop County North Coast Business Park is still a critical next step.

The Port is currently looking at the feasibility/potential for establishing a Center for Environmental Studies. The Center will 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.

- Assist with implementation of the LifeFlight facility improvements. After over a year of study and discussion, it appears the most suitable location for an improved LifeFlight facility has been identified. The project awaits final engineering and development costs to see if enough funding is available or additional financing has to be sought. Most recently, Phase I Environmental Review was completed, and LifeFlight is considering doing additional review of their proposed site.

- C. Port of Garibaldi Business Development. For the 2017—2018 work year, Col-Pac is focusing on assisting the Port of Garibaldi extend the supply chain impact of the new business development into the greater Garibaldi community, specifically to small commercial boat owners, crews, and support businesses. Progress to date on the activities targeted for the Port:

- Seek capacity support funding for research into the feasibility of additional small commercial fishing services such as cold storage, coordinated distribution and marketing. In July, Col-Pac was awarded a two-year \$116,000 The Ford Family Grant for a Small Commercial Fisheries Value Chain Development Coordinator. Following the award, Col-Pac's Executive Director was invited to attend a national plenary discussion on applying the WealthWorks economic development model in Garibaldi. Through a RFP process, EcoTrust was hired in January. Since then, the Coordinator has been meeting with the local fishers, has begun identification of key issues and needs (currently, cold storage, ice, distribution/transportation and fish waste). EcoTrust has been instrumental in developing the Redd building in Portland, which is a model storage/distribution and small entrepreneurial value-added food manufacturing hub. One of the development concepts being explored is whether this model could be duplicated on a smaller scale in Garibaldi.

- Provision of technical assistance to businesses looking to expand/start-up at the Port. The Small Commercial Fishing Supply Chain Development partners were able to work with the Massachusetts Institute of Technology to have a student come out to Garibaldi to study, analyze and come up with recommendations regarding fish waste. His report is due in May, and MIT is already looking at the potential for having additional students work in Garibaldi next Fall.
- Assisting with securing financing, as needed, for new business development. Over the last month, Col-Pac has been working on a Tiger 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 is currently assisting the Port of Garibaldi with applying for 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 CEDS updating process has identified areas where inadequate or lack of infrastructure is a barrier to business development. Focus for 2017—2018 will include:

- A. Provide workforce housing informational and advisory regional coordination and convening. Clatsop County has gone out for a consultant to conduct their housing study, with selection to occur in May. Columbia County has completed their housing study, which has included an additional emphasis on housing incentives for developers. Col-Pac has been participating with the Oregon League of Cities housing work, and coordinating key findings with the counties within the district.
- B. Continue to implement the Agora platform, a central resource for matching priority projects with potential funding resources. Over a dozen new projects have been identified in Bay City, Garibaldi, Columbia City, Scappoose, and Seaside. New projects have been identified at Tongue Point in Astoria, and the Ports of Astoria, St Helens, and Tillamook Bay.
- C. Provide grant writing technical support. Focus continues to be on assisting Oregon Institute of Technology (OIT) prepare and follow-up on its EDA application for facility improvements for their Oregon Manufacturing Innovative Center (OMIC) in Scappoose. Col-Pac also provided grant writing technical support and/or support letters for Garibaldi's port improvements and the Port of Astoria's Center for Environmental Studies. All three of these projects are included in NW Oregon's draft updated CEDS.
- D. Provide project leadership/support services. Col-Pac is providing grant management services to the City of Vernonia for its Rose Ave Senior Center and Food Bank Community Development Block Grant and for the community of Cascade Head Ranch near Otis in south Tillamook County for a Business Oregon grant to replace their two water tanks. An additional project has been managing two grants to the City of Warrenton for the rebuild of the Pacific Coast Seafood processing plant. Col-Pac has also taken the lead on distributing Notices of Funding Opportunity (NOFO) for USDA, EDA and Business Oregon grants.

Performance Measures: 5 infrastructure projects matched with potential funders and applications submitted, minimum of 2 infrastructure projects successful in receiving funding. Five applications have been submitted, decision-making in progress.

III. Update NW Oregon Comprehensive Economic Development Strategy (CEDS). While the priority has been to finalize the CEDS during the 2017–2018 work year, the schedule now indicates release for public review in July 2018, with a final draft approved by the Col-Pac Board in September 2018. Two significant additions to NW Oregon’s economic landscape occurred over the last six months: sale of Tongue Point and the potential addition of funding to upgrade the OMIC facility in Scappoose, both of which will open up additional strategic development opportunities that need to be included in the updated CEDS. Over the last months, Col-Pac focused on:

A. Broadening the CEDS Committee to include new public and private sector leadership, Regional Solutions team members and Oregon Resiliency Plan participants. Listening sessions were held in the remaining two of Col-Pac’s four counties, Columbia and Clatsop, to hear their local and county economic development activities and priorities.

B. Documenting NW Oregon’s economic resiliency:

- 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

Col-Pac is continuing to work on data collection.

C. Establish a central resource for matching priority projects with potential funding resources. Fourteen projects are listed on the platform, with approximately twenty more projects identified for inclusion. Col-Pac, in collaboration with the NW Oregon Regional Solutions Team has met with the cities of Astoria, Bay City, Garibaldi, St Helens, and Scappoose, and the Ports of Astoria, St Helens and Tillamook Bay to identify projects.

Performance Measures: Updated NW Oregon CEDS approved regionally and by EDA. Inventory of priority projects for enhancing economic resiliency. Draft is planned to be presented at Col-Pac’s July 2018 meeting.

IV. Implement NW Oregon’s CEDS. Col-Pac will continue to implement the current CEDS. Included 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.

Progress To date, Col-Pac has worked with Sports People NW and Pelican Brewing regarding potential business expansions. One Source Industries is re-starting its business activity, Bergerson and WCT Marine are expanding at Tongue Point, and FroYo, a retailer in the City of Tillamook, will be purchasing a portion of their 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.

Progress Four projects to date: Assisting the Oregon Institute of Technology (OIT) prepare and follow up with an EDA application for facility improvements for their

Oregon Manufacturing Innovative Center (OMIC) in Scappoose. Col-Pac also provided support letters for the Port of St Helens rezoning application at Port Westward, and Columbia City's application for an economic opportunities analysis (EOA) for its industrial park. Col-Pac has also been working with the Port of Garibaldi to identify funding for repair of their seawall. All four of these projects are 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.

Progress To date: Col-Pac's work has been primarily on workforce/affordable housing, enhancing the NW Connector regional transit system and identifying ways in which to connect activities and resources across county lines 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.

Progress Working with local community college partners on training for commercial truck drivers, welders and identifying intern opportunities for individuals entering or re-entering the workforce.

- 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.

Progress 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 it 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.

Progress 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.

Progress 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 represents Oregon's Association of Economic Development District at Association of Oregon Counties Community and Economic Development Committee meetings this Summer.

- 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.