

Col-Pac EDD/NOEA Combined Meeting

September 10, 2015

Clatsop Community College

Astoria, Oregon

The following members participated:

Joyce Aho—Col-Pac/Employment Dept
Henry Balensifer—Col-Pac/Clatsop Private Sector
Stevie Burden—Col-Pac/City of Wheeler
Susan Conn—Col-Pac/City of St Helens
Kevin Cronin—City of Astoria Economic Dev
Debbie Dudley—Col-Pac/Rainier
Rob Drake—Col-Pac/City of Cornelius
Mark Ellsworth—RST/Governor's Office
Brett Estes—Col-Pac/City of Astoria
Katie Gauthier—Senator Merkley's Office
Gerald Hamilton—Col-Pac/Clatsop Cmty College
Steve Heinrich—Col-Pac/City of Cornelius
Dennie Houle—Business Oregon
Josette Hugo—Rep Witt's Office
Jim Knight—Col-Pac/Port of Astoria

Mark Labhart—NOEA/Col-Pac/Tillamook County
Van Moe—Col-Pac/NOEA/Tillamook Private Sector
Bob Mushen—Col-Pac/NOEA/Port of Astoria
Jennifer Purcell—Regional Solutions/DEQ
Peter Roscoe—Col-Pac/Clatsop Private Sector
Cheryl Scott—Col-Pac/Portland Community College
Shawna Sykes—Oregon Employment Dept
Bob Terry—Col-Pac/Washington County
Lianne Thompson—Col-Pac/Clatsop County
Patrick Trapp—Col-Pac/Port of St Helens
John Walsh—Col-Pac/City of St Helens
Russ Warr—NOEA/Col-Pac/City of Astoria
Patrick Wingard—Regional Solutions/DLCD
Janet Wright—Columbia County Rider
Paul Wyntergreen—Col-Pac/Tillamook County

Excused: Mike Avent, Michele Bradley, Mike Cohen, Val Folkema, Connie Green, Tony Hyde, Kevin Leahy, Diane Pohl, Suzanne Weber

AGENDA ITEM-1 Welcome and Introductions

The meeting was called to order by Mark Labhart, Col-Pac President.

AGENDA ITEM-2 NOEA Business

- May 14, 2015 Minutes—Approved unanimously. (VM/LT)
- August 2015 Financial Statement—Approved unanimously. (RW/VM)

AGENDA ITEM-3 Col-Pac Business

- May 14, 2015 Minutes—Approved unanimously. (RW/JA)
- August 2015 Financials and Consolidated Statement—Approved unanimously. (LT/SH)
- One Source Industries (Additional Loan Request)—A start-up company provided a \$150,000 loan in December 2014. One Source is experiencing significant sales growth which is taxing its cash flow. Because of the certification needed on their new polymer rings and seals, there is as much as a 90 day lag between product shipment and invoice payment. The lag will shorten as customers start repeat purchases, but ramping up for the new business has been difficult to cash flow. In the last 4 months alone, the company has received over \$200,000 in new orders.

Pressure to provide product to the new customers has also meant other operating expenses haven't been met: late on lease payments to the Port of Tillamook Bay and loan payments to Col-Pac (current only through July), and moving the trimming operation to Tillamook hasn't occurred.

In May 2014, when One Source originally came to Col-Pac for \$250,000 in funding, the Loan Board was not comfortable committing Col-Pac to such a large loan to a start-up company, with no track record. The Col-Pac Board voted to assume the decision-making for any loan decisions regarding One Source, and subsequently approved an initial loan of \$150,000, which was made in December 2014. One Source is now asking whether the other \$100,000 initially requested in May 2014, would be available.

Board discussion: The board were unanimous in their concern about the financial management of One Source, seeing the company as a "victim of its own success." Providing additional financing is no guarantee that One Source's operating cash flow will be resolved. The owner needs to demonstrate the capacity to manage not only the start-up's sales, but production and move into their facility at the Port of Tillamook Bay. Oregon Manufacturing Extension Partnership (OMEP) was recommended as a resource for setting up the manufacturing operation. Mike Cohen's Small Business Development Center can

provide business counseling, as well as a recommendation on whether it would make sense for Col-Pac to extend additional financing to One Source.

The Board approved a motion (VM/RW) to provide final authority to the Col-Pac Executive Committee regarding a decision to loan/not loan One Source an additional \$100,000, subject to the following conditions:

1. Positive recommendation from Mike Cohen (Tillamook County Small Business Development Center)
 2. One Source completion of a 90 plan, that meets Col-Pac's Executive Committee approval, addressing cash flow, getting current on all late payments, six month sales forecasts by customers, accounts receivables/payables, description of how new financing would be used (only for purchase of additional polymer would not be acceptable), and costs, schedule and personnel plan for moving into the Tillamook facility.
 3. Staging of the additional financing may be tied to meeting specific milestones over the next 3 to 6 months.
- 2015—2016 Final Budget—Approved unanimously. (RW/LT)
 - 2015—2016 USDA Proposed Budget—Approved unanimously (JA/HB)

AGENDA ITEM-4 2015—2016 Col-Pac Work Plan Update

Mary walked through Col-Pac's (attached) 2015—2016 Work Plan, which includes a common theme of outreach to all economic development partners over the next 12 months, for most all projects being worked on: Updating Col-Pac CEDS, implementing the AGORA platform, advocating for NW Oregon's Invest Locally and Columbia County's Buy Local programs, and identifying infrastructure development opportunities for the Small Commercial Fishing Industry WealthWorksNW initiative.

AGENDA ITEM-5 NW Oregon CEDS Update

EDA has revised its CEDS guidelines, most of which NW Oregon's CEDS already included. However, there are two areas which will require additional enhancement:

- Implementation of the Action Plan: Highest priority activities will need to be identified, and each include an outline of the steps, individuals, reasonable costs, potential funders and timeframe.
- Economic Resilience Section: Including Steady-State initiatives and Responsive initiatives.

For the CEDS Advisory Committee, the Col-Pac Board recommended including: Ports, Forestry, Seafood, Manufacturing, Tourism, Health Care (Hospitals), Community college (workforce) and private sector (Paul Lagner was mentioned).

Key issues raised were Workforce/Family Affordable Housing. Clatsop and Col-Pac are sponsoring a Housing Huddle on October 20th. Tillamook County also has a group working on the same issue.

Workforce availability and training/readiness: Work skills, non-college bound jobs, awareness of what jobs and training is available, certificate programs, technical trades. Examples of collaborative activities: TBCC using CCC's nursing program, and CCC partnering with TBCC's forestry program.

AGENDA ITEM-6 Other Business/Member Updates

- Gerald Hamilton—Interim Clatsop Community College President introduced himself and was welcomed to the Board.
- Jim Knight—Port of Astoria—Expansion of opportunities on central waterfront: barge shipping, log exporting, environmental projects, new operator of waterfront hotel, sea lion corralling, Tongue Point into a deep water shipping port, expanding a FBO at the airport. Infrastructure issues that have gone on unaddressed for decades—making progress. Cruise ship business down slightly this year. Between last November and now have gained 15 feet of silt, requiring an emergency dredge, possibly due to low water this year.
- Astoria Retail—Been a great year, hospitality industry brings in a lot of revenue to the local community. Wild rice plot outside of Astoria was eaten by starlings last year, although did prove can grow it. Apparently there are organic things you can put on your crops to discourage birds.
- Astoria—Started on Senior Center. Happy to renovation of Patriot Hall at the college. Will be a great asset to the community. City of Astoria had partnered with Columbia Hospitality, Recology and the High School to trade properties to allow expand the hospital, and build a new sports facility. Got the prestigious Phoenix Award. Kevin Cronin, new economic development director, working on a grant application to DLCD. Working on clean-up activity for Heritage Square.

- Cornelius—November 2nd will have second annual veterans event. Just finished TSP, with a priority to make downtown couplet safer for pedestrian crossings. Just had first anniversary working with Washington County Sheriff's office to provide public safety. Opened a new Panda Express. Working with Forest Grove on a Ford Family project, Community Foundations.
- Tillamook—Pelican Brewing will be submitting an expansion of its bottling facility, including purchasing of a neighborhood block. Doing major planning work along the Hoquarten, historic themes, native American input, waterfront walkway, affordable housing, rezoning of some of light industrial and commercial properties so industrial will be focused at Port of Tillamook Bay, recognizing flood impact zones. Community college and hospital are both looking at expansions, with potentially a clinic to college walkway that would include health stations. Creamery has increased ½ million visitors.
- Port of St Helens--\$1.5 million dredging of marina to start October 1. RFP \$7 million RFP out for a dock expansion at Port Westward. Moving forward with NW Innovation Works methanol production. One of Scappoose customers consolidating at industrial park in St Helens. New site plan at McNulty facility, which will add more light industrial space. New conference space at the Port.
- Oregon Employment—Shawna Sykes has labor market information and NW Oregon Economic Indicators.
- DEQ—Will be seeking options for Astoria Marine Construction clean up that doesn't involve closure of the company. DEQ will be having public hearings on LNG plant in Warrenton permitting later this year. DEQ Commission met last month in Astoria, including some great tours and a well-attended open house and public forum. Could coordinate a presentation on Brownfields on a future agenda.
- Oregon Employment—Joyce. Expanded to include Lincoln and Benton counties. Workforce Board is primary private sector, including Henry Balensifer. First meeting coming up.
- Business Oregon—Sean Robbins, Executive Director has left, on an interim basis, Vince Porter is standing in. Lynn Schlusler is also retiring. Have a business development officer opening. National SBDC convention this week at which Kevin and Mike are attending. Have visited over 30 businesses so far this year, and turning up some good development opportunities. Business Oregon has started a pilot project with 4 EDDs to work on seamless business development projects. Ben Jacobsen Sea Salt is up to nearly 30 workers in Portland and Tillamook, and is looking to partner with other local food/fish processors.
- Regional Solutions Team—Glad to be involved with the region.
- Senator Merkley—Katie. Congress needs to get a continuous resolution by the end of the month. Dredging funding is a high priority.
- Wheeler—Have been working way into the modern world, updating comp plan. Community survey out right now, on how want to do tourism. Recently partnered with Manzanita and Nehalem, for a waterways trail application. Bring in different type of visitor. Looking at rezoning property, potential development near Botts Marsh which would be conserved as a conservation area. Working with DEQ's Brownfields study on the Salmonberry Trail site in Wheeler. Also greatly affected by lack of dredging on waterfront docks.
- PCC—Still haven't settled on location of site in Columbia County, but working through the specifics, still planning on coming in 2017.
- Lektro—Anniversary of 1945 start year. Looking at moving into more aerospace.
- Warrenton—Looking at doing more strategic planning investments: Hammond Marina. Population is expanding rapidly. Buildable lands out of flood zone a challenge. New single family homes being development. Housing is the biggest problem for workforce. Have less than a month of housing in city. Coast Guard is expanding, which will put more strain on housing.
- Washington County—Unemployment down to about 4.5%. Looking at Salmonberry Trail connections. Bring a different type of tourism to NW that haven't had in the past. County is doing well. Cornelius is doing well. Over 30 companies looking at coming into the county. Most of what is produced in county is exported out of state. A lot of ancillary businesses associated with large Intel type technology businesses. Working toward getting almost all permitting available on line.
- CCR—Started a route with SETD and NW Connector partnership going from Portland-Astoria (and Longview) 7 days a week. Good ridership. Expect to be a success. Starting ConnectOR 5 –funded transit hub in Rainier. Provides more visibility and substance to the County's public transit system.
- St Helens—Buy Local group is meeting and collaborating. River communities are working on a community collaboration project. Waterfront develop project is moving along nicely. Planning grant underway. Loop from Hwy 30 to downtown historic. Pro marijuana petitioning the City to open up retail licensing. Halloween Town is generating huge increase in social media interest.

- Rainer—Working on deferred maintenance, getting A Street project moving. RightLine, Teevan and Mott all expanding. Looking to expand park trail along waterfront. Hoping to get a bike/walkway path along Hwy 30.
- TBCC—Breaking ground on a new building.
- Clatsop CC—Biggest project is rebuilding of Patriot Hall, hope to have down by Fall 2016. Working on a business plan to see how can incorporate new facility more into the community. Enrolling is decreasing slightly, looking at ways to connect more with student body.
- Oregon Land Conservation and Development—Working with City of Astoria on their TA application, Warrenton updating buildable lands updating, City of Wheeler on updating their comp plan. Commission will be in Astoria September 23—25. Community Roundtable, September 23rd. Issues facing businesses and local communities when developing and land use regulations.
- Clatsop County—Restructuring as Scott Somers leaves. Closing on a agreement with Charter to have own community access channel. Development of North Coast Business Park. Rich Mays is Interim County Manager, using a headheader team for a new County Manager. Lianne attended Ellensberg economic development training, which was very valuable. Looking at transformational economic development, need to design systems that include affordable housing and transportation. October 8th, County Forestry Tour. Working on tsunami hazard overlay zone, so that it is flexible and adaptive.

Mark Labhart President

Recorded: Mary McArthur, Executive Director

DRAFT

Col-Pac 2015—2016 Work Program

| Program | Work Activities | Outreach | RARE | |
|---------|---|----------|------|--|
| Agora | <p>1. <u>Participate in Trainings and Peer-Exchange Networks</u></p> <ul style="list-style-type: none"> ▪ Attend an Agora orientation and prepare requested materials in advance of the orientation. ▪ Participate in peer-exchange meetings and trainings. | | X | |
| | <p>2. <u>Conduct Outreach</u></p> <ul style="list-style-type: none"> ▪ Develop localized outreach materials, including: <ul style="list-style-type: none"> • Update Agora stock materials (one pager, benefits statement, presentations) with local and regional information. • Create website announcements and link to the Agora Platform from the District site, if applicable. • Develop and distribute press releases. ▪ Ensure buy-in and understanding of Agora by the District Governing Body, CEDS Strategy Committee and entities strategically charged with economic development in the region. ▪ Coordinate and facilitate trainings and meetings with key organizations, including but not limited to County Commissions, City Councils, Port Districts, Special Districts, Regional Funders, Economic Development Working Groups/Commissions and Nonprofits to present Agora. Follow-up with individual staff. <ul style="list-style-type: none"> • Create a master organization list with key accounts identified by October 31, 2015. • Systematically identify key staff member(s) at each organization listed in the master organization list and get them set up with an Agora account. • Meet with organization governing bodies to request active use and engagement with Agora then follow-up with additional individual staff members as appropriate. ▪ Identify and engage local funding sources to enroll them as capital providers on the system. ▪ In concert with the Regional Solutions Coordinator, support the Regional Solutions Advisory Committee and Team (RSC/RST) to effectively use Agora. Suggested activities include: <ul style="list-style-type: none"> • Regularly attend RSC and RST meetings. • Provide support to get RSC/RST members on Agora. Work with the Regional Solutions Coordinator to ensure projects are discussed at team meetings and provide updates on platform statistics to the RSC/RST. | X | X | |

| Program | Work Activities | Outreach | RARE | |
|---------|--|----------|------|--|
| Agora | <p>3. <u>Facilitate Access to the Platform</u></p> <ul style="list-style-type: none"> ▪ Support the upload of organization profiles. ▪ Ensure robust individual profiles. ▪ Work with all organizations on the master organization list to identify project opportunities and initiate conversations with project sponsors. ▪ Support quality project uploads. Review accuracy of projects/deals and work with project sponsors to improve their project development and presentation on platform, if needed. ▪ Help project owners reach out to capital providers through the platform and build networks. ▪ Use the Platform to support regional project prioritization. Help key organizations list priorities on the system with priority list feature. ▪ Manage and monitor local account registration by authenticating user accounts. ▪ Provide technical assistance for community leaders and organizations seeking to use Agora. ▪ Help project owners reach out to capital providers through the platform and build networks. Connect projects with alternative funding sources. ▪ Use the Platform to support regional project prioritization and connection to the CEDS. | X | X | |
| | <p>4. <u>Other Duties as Needed</u></p> <ul style="list-style-type: none"> ▪ Provide feedback on the platform, relay technical challenges and learn about new system changes. ▪ Engage in additional promotion activities, including the distribution of marketing materials. ▪ Respond to questions/comments from Agora users in your geographical region | X | X | |
| | <p>5. <u>Reporting</u></p> <ul style="list-style-type: none"> ▪ Ensure project compliance and budgeting, appropriate cost accounting, and other contract requirements. ▪ Prepare progress/status reports and final reports as required (Exhibit B). Use platform manager tools within Agora to track progress and provide completion report every other month. | | X | |

| Program | Work Activities | Outreach | RARE | |
|--|---|-----------------|-------------|--|
| Invest Locally Initiative | <ol style="list-style-type: none"> 1. Establish at least one Local Impact Investment Opportunity Network (LIION) within the region, comprised of individuals interested in creating a climate of investing locally to sustain and enhance the local economy. 2. Establish at least one Buy Local program within the region, including a minimum of 10 establishments that provide incentives through an organized marketing campaign for shopping locally. 3. Host a minimum of three local investment educational workshops in the region, providing information on Oregon's new public offering program, and discussions on the pros and cons of this type of investment. 4. Provide technical assistance with a minimum of two companies interested in exploring the possibility of community public offering financing. | X | | |
| Small Farm/ Fishing WWNW Initiative | <ol style="list-style-type: none"> 1. Asset mapping of targeted fishers and farmers. 2. Capacity mapping of existing infrastructure and locations for potential facilities 3. Financial feasibility of proposed infrastructure 4. Outreach to targeted fishers and farmers describing opportunities/feedback 5. Business Plan development | X | X | |
| CEDS Updating | <ol style="list-style-type: none"> 1. Establish CEDS Committee 2. Update Economic Conditions 3. Outreach to Counties and Cities regarding key issues and projects 4. Update goals and strategies 5. Update performance measures/outcomes | X | X | |