

Col-Pac EDD /NOEA Board Meeting

May 10, 2018

Clatsop Community College

Astoria, OR

The following members attended the meeting:

Chris Breitmeyer—Col-Pac/Clatsop Cmty College
Stevie Burden—Col-Pac/City of Wheeler
Ayreann Colombo—City of Cornelius Consultant
Susan Conn—Col-Pac/NOEA/City of St Helens
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
Henry Heimuller—Col-Pac/NOEA/Columbia Co
Stephanie Hurliman—Col-Pac/Oregon Emplmt
Tony Hyde—Columbia County Private Sector
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
Kevin Leahy—Col-Pac/CEDR
Brian Little—Columbia County Citizen-at-Large
Ali Mayeda—Congresswoman Bonamici’s Office
Van Moe—Col-Pac/NOEA/Tillamook Co Private Sctr
Debbie Newton—Col-Pac/Oregon Employment Dept
Peter Roscoe—Col-Pac/Clatsop County Private Sector
Frank Spence—Col-Pac/NOEA/Port of Astoria
Candace Stark—NOEA/Tillamook Co Private Sector
Lianne Thompson—Col-Pac/Clatsop Co
Andy Varner—Col-Pac/City of North Plains
Michael Walker—Col-Pac/Washington County
Suzanne Weber—Col-Pac/NOEA/City of Tillamook
Paul Wyntergreen—City of Tillamook
Ryan Wells—City of Cornelius

Excused: Bill Baertelin, Representative Boone, Michele Bradley, Dan Dennis, Senator Johnson, Cheryl Scott, Ross Tomlin.

AGENDA ITEM-1 Welcome and Introductions

Lianne Thompson opened the meeting.

AGENDA ITEM-2 NOEA Business (Liane Thompson)

- ✚ January 11, 2018 Meeting minutes. Approved unanimously. (HH/VM)
- ✚ April 2018 Financials. Approved unanimously. (VF/KE)
- ✚ 2018—2019 Budget. First Reading.

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

- ✚ March 8, 2018 Meeting minutes. Approved unanimously. (SW/SC)
- ✚ April 2018 Financials and Consolidated Statement. Approved unanimously. (SC/SH)
- ✚ 2017—2018 USDA Budget Amendments. Added audit costs, additional payroll costs, additional bad debt, and expenses for credit bureau reporting, supplies, education and travel. Costs were previously included in Col-Pac’s 2017—2018 Consolidated Budget approved in September 2017.

AGENDA ITEM-4 Cornelius Farm and Fisheries Hub

Ryan Wells with the City of Cornelius presented on an update on the City’s economic development activity, including their new Food Hub initiative. The City is well-situated geographically to serve as a aggregation/distribution hub centered between the Coast, local farmers and the Portland market. Staff have been talking to multiple public and private sector partners. Next step is to conduct a feasibility study on the hub. Kevin Leahy also noted that the SBDC network provides small business training in Forest Grove, and Cornelius is looking at coordinating with them. Fisher-owned coop would provide more autonomy. Fish hub may work better closer to where the fish comes on shore. Farm hub has more possibility, particularly connecting with Food Roots in Tillamook. Tillamook’s tourism efforts include a Food Trail initiative. Hub project is also a good fit with PCC’s agriculture programs, workforce training, and Small Business Development Center services.

AGENDA ITEM-5 Cornelius Farm and Fisheries Hub

Ryan Wells presented on Cornelius's economic development plans. One key project that connects with Col-Pac's regional economic development planning is establishing a Farm and Fisheries Hub. Agricultural technology a priority industry for the City. Lack of labor is driving a lot of the need for advancements in agricultural technology. Also a need for agriculture aggregation and distribution hub. Been talking to multiple public and private sector partners. Next step is to conduct a feasibility study on the hub. Kevin also noted that the SBDC network provides small business training in Forest Grove, and Cornelius is looking at coordinating with them. Fisher-owned coop would provide more autonomy. Fish hub may work better closer to where the fish comes on shore. Farm hub has more possibility, particularly connecting with Food Roots in Tillamook. Tillamook's tourism efforts includes a Food Trail initiative. Hub project is also a good fit with PCC's agriculture programs, workforce training, and Small Business Development Center services.

AGENDA ITEM-6 EDA Partnership Planning Grants

- ✦ 2017—2018 Progress Report—(Attached)
- ✦ 2018—2019 Application Scope of Work—Mary presented a draft. Suggested additions included the Farm and Fisheries Hub in Cornelius and North Coast Business Park development and infrastructure. The Board unanimously approved applying to EDA for a \$75,000 Partnership Planning Grant, confirmed the availability of \$75,000 in matching funds, and re-confirmed Mary McArthur, Executive Director, as Col-Pac's Authorized Certified Official for reporting on the EDA grant. (LT/FS)

AGENDA ITEM-7 Other Col-Pac Business

- ✦ Date of Col-Pac Annual Meeting—The Board decided to keep it March.
- ✦ Revised Meeting Schedule—September meeting will be held at Stub Stewart State Park.
- ✦ NW Oregon 2018—2023 CEDS Updating and Approval Schedule—A draft will be presented at the July meeting, with two months public review, followed by formal adoption at Col-Pac's September meeting.

AGENDA ITEM-8 Member Updates

- ✦ Garibaldi—Small Commercial Fisheries work continues, the Port is pursuing US Dept of Transportation Build funding for their seawall, and Geoff Wullschlager has moved from the City of Wheeler over to working on special projects for the City of Garibaldi.
- ✦ Astoria—Coop and grocery moving to Mill Pond development. Council agreed to a zoning change to allow a larger facility. New hotel proposed. Astoria Warehouse will be closing shortly. Helping Hands is purchasing a building to open up a 70-bed shelter. New developments at Tongue Point to turn it into a ship building and repair facility, a maritime industry sector.
- ✦ CEDR—Working with WCT Marine out at Tongue Point, with their welding training and business counseling. Clatsop Works apprenticeship program has rolled out. 19 employers are already signed up, 56 student applicants for 25 paid apprenticeships.
- ✦ Tillamook—Intersection project will finish in October, with City projects finishing at the same time, park rehabilitation. Food Court recently installed, and additional carts going in along Hwy 101 flood prone areas where permanent structures can't be built. Finishing up building code changes to allow more housing density. Talking to Tillamook Creamery to provide sewer services. Will need a feasibility study done. Working with Visit Tillamook Coast on signage.
- ✦ North Plains—Adding 650 housing units, doubling residential, which has to be managed. Welcome to new City Manager, Andy Varner, who is from a small Alaska fishing village and has run an EDD. Interested in being involved.
- ✦ Wheeler—Commercial development in Wheeler is beginning to start at Botts Marsh.
- ✦ Employment—Helping new Astoria employers find employees, Walmart, Wendy's. Having difficulty finding employees, had to raise wages from \$11.50 to \$12.50/hr. Working with Columbia and Tillamook counties to find qualified employees.
- ✦ Peter Roscoe—Running for Clatsop County Commissioner.
- ✦ Banks—Finished Economic Road Map study, identified value of project identified for future development. Doing a Rural Tourism Studio, including Vernonia and Scappoose. Share resources such as Banks Vernonia and CZ Trail. Urban Renewal Agency will be up and running July 1.

- ✦ Representative Bonamici's Office—Omnibus Bill included the Disaster Funding. Also added funds to FEMA. OMIC—Supported EDA application. Talked to PCC/OMIC about workforce development. Been working on opioid crisis, and have come out with an Action Plan, including a disposal bill which will help get unused drugs disposed of safely.
- ✦ Van Moe—Beef and Brew opened up, outgrowth of the Tillamook County Smoker.
- ✦ POSH—Constructing a 11,000 sf building for Composites International, designing a spec building in Scappoose, realigning runway, Korean car bumper manufacturing will be siting a plant at Columbia City property. Port of St Helens name change will be made later this month.
- ✦ Brian Little--Keep it Local Columbia County continues to expand, includes all the County's chambers.
- ✦ PCC—Sandra retiring, Cheryl Scott representing on Col-Pac for interim. The Board noted their appreciation for all that she has done.
- ✦ Port of Astoria—In cruise ship season. Changing from 800—900 feet to up to 1,300 feet and bringing in a lot more passengers. Have captured all cruise ships that pass Columbia River. Concern about community capacity to handle large numbers of people. Working forward on what the Port will look like in future, including Airport Industrial Park. Earthquakes, inundation zones, manage levees, LEED-certified, talking with CREST and Clatsop Community College's Environmental Science program about potentially having them move to the Port's Airport Industrial Park, applying for a grant to look at feasible uses of the Park. Skipanon property may have potential for a wetlands mitigation banking. First step is to go out for public input. Looking at master planning for east mooring basin—highest and best use of property, expand mooring, causeway repair/replacement, managing sea lions, potential for cruise ship terminal. Expect 22 ships in 2018, 44,000 passengers. West marina—Create a marina village, ingress/egress, parking, security. Reconstruct Pier 3, with Bergerson moving will open up 2.5 acres for additional log storage. Potential new market for sending logs to Coos Bay, which has a shortage of logs. North Coast Business Park—May be a call center interested in coming in if can get tap into fiber optic cable already going through area. Talking to Lightwave in Tillamook about they were able to do that. Governor recommended that east Astoria census tract (17th St to/including Tongue Pt) for submittal to the federal government Opportunity Zone program. Looking to finish up contaminated pier area by end of year.
- ✦ Cornelius—Replacing library which will include housing and YMCA. 15,000 food processing facility opening, expanding their business.
- ✦ St Helens—Armstrong is closing this month, will impact urban renewal district. Being marketed and trying to help with the transition. Work on waterfront continues, veneer site, lagoon and white paper site. Working with a hotel, repurposing the lagoon, creating a waterfront area. New middle school. Looking at potential for housing at the old hospital site. Opportunity Zone was also selected.
- ✦ Clatsop County—3 commissioners up for re-election. Hope to see more interest in economic development.

Henry Heimuller, Col-Pac President

Lianne Thompson, NOEA Chair

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.

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