



**REGIONAL SOLUTIONS OFFICE  
GOVERNOR KATE BROWN**

**North Coast Regional Solutions Advisory Committee**

*Representing Clatsop, Columbia, and Tillamook Counties*

Wednesday, October 6, 2021; 1:00-3:00 pm

Virtual Meeting

Register in advance for this meeting:

[https://us06web.zoom.us/meeting/register/tZYsd-2hrjktEtwuuVv-guSeb\\_pB6bXmnXBH](https://us06web.zoom.us/meeting/register/tZYsd-2hrjktEtwuuVv-guSeb_pB6bXmnXBH)

After registering, you will receive a confirmation email containing information about joining the meeting.

**Agenda**

- 1:00 pm Welcome and Introductions – Senator Johnson
- Name, organization
- 1:10 pm Invited Guest – Val Hoyle, Oregon Labor Commissioner
- 1:30 pm Regional Solutions Admin and Updates – Jennifer Purcell and Senator Johnson
- See attached materials:
- North Coast RS Advisory Committee Apr 9, 2021 Meeting Minutes
  - North Coast Regional Solutions Advisory Committee Roster
  - North Coast Regional Solutions Advisory Committee Member Bios
  - North Coast Regional Solutions Advisory Committee Charter
  - Governor Brown’s 10-Point Economic Recovery Plan
- 1:40 pm ACTION (Executive Committee) – Affirm Committee Member Appointments
- 1:45 pm Workforce Trends Roundtable Discussion – Senator Johnson
- Invited guest: Gail Krumenauer, Statewide Employment Economist
- 2:15 pm Discussion and Updates to the N. Coast Regional Solutions Work Plan – Jennifer Purcell
- See attached materials:
- Proposed North Coast RST Mission, Vision, Priorities
  - North Coast Regional Solutions Team Work Plan
- 2:30 pm Public Testimony (3 minutes per person)
- 2:45 pm ACTION – Affirm North Coast RST Mission, Vision, Priorities
- 2:50 pm Advisory Committee Member Open Discussion
- 3:00 pm Adjourn



**REGIONAL SOLUTIONS OFFICE  
GOVERNOR KATE BROWN**

**North Coast Regional Solutions Advisory Committee**

*Representing Clatsop, Columbia, and Tillamook Counties*

Friday, April 9, 2021; 1:00-3:30 pm

Virtual meeting

**In attendance:**

**Advisory Committee members present** – Senator Betsy Johnson, Mayor Bruce Jones, Commissioner Margaret Magruder, Paul Langner, Viviana Matthews, Diana Nino, Commissioner Mark Kujala, Commissioner Erin Skaar, Paul Snyder, Craig Campbell, Teresa Rivenes

**Regional Solutions Team members present** – Jennifer Purcell, Melanie Olson, Becky Bryant, Jae Pudewell, Lisa Phipps, Melyssa Graeper, Chris Castelli

**Guests present** – Mackenzie Hanley, Ayreann Colombo, Terre Cooper, Kevin Leahy, Paul Vogel, Senator Dick Anderson, Representative Suzanne Weber, Rebecca Kramer, Peggy Lynch, Lydia Ivanovic, Manuel Padilla

**Meeting Minutes**

I. Welcome and Introductions – Senator Johnson

Senator Johnson welcomed everyone to the Zoom meeting and provided opening remarks. Regional Solutions Advisory Committee and Regional Solutions Team members introduced themselves, followed by invited guests and members of the public. Senator Johnson reviewed the value of Regional Solutions and thanked everyone for their commitment. Senator Johnson excused herself for a legislative commitment and Jennifer Purcell continued with the agenda.

II. Regional Solutions Updates – Jennifer Purcell

Jennifer Purcell provided an overview of Regional Solutions, the purpose, regions, advisory committees, and team structure. Discussed the role of Regional Solutions during the COVID pandemic, wildfires, and economic response and recovery. Looking ahead, Regional Solutions Advisory Committees will advise the Governor's Office and state agencies on economic response and recovery needs in the region, identify critical business sectors and their response and recovery needs, and identify opportunities to connect technical and financial assistance resources to support response and recovery efforts. Regional Solutions Advisory Committees will also provide a forum for public, private, and civic sector stakeholders to discuss, understand, and leverage resources to ensure equity is at the center of the region's response and recovery.

Jennifer Purcell reviewed the Governor's 10-Point Economic Recovery Plan. Advisory Committee members identified and discussed the priorities most consistent with the needs in the North Coast region, including:

- Craig Campbell – Innovation in manufacturing; previously no center for training people on additive manufacturing. The opening of PCC training center and additive manufacturing center will be a good opportunity for workforce development. Creating opportunities/assistance for small and medium-sized companies to adopt new tech to be more resilient.
- Teresa Rivenes – Innovative housing options needed. Housing harder to obtain which creates difficulty maintaining a steady workforce.
- Diana Nino – Providing support/guidance for both tenants and landlords when eviction moratorium ends.
- Commissioner Erin Skaar – Working on housing crisis to allow for the expansion and growth of workforce. Getting small businesses back on their feet, help businesses navigate tools that are available to them.
- Mayor Bruce Jones – Lack of childcare causing loss of workforce.
- Representative Suzanne Weber – Need for increasing infrastructure.

### III. Report on Project Successes and Milestones – Regional Solutions Team

Regional Solutions Team members reported on project successes and milestones, highlighting completion of the Rainier 'A' Street Rail Improvements Project and the conclusion of Regional Solutions engagement with the Clatsop Plains Elk Collaborative, Astoria Marine Construction Company (AMCCO) clean up, and the Neskowin Emergency Egress Route. Also noted important project milestones for the Salmonberry Trail and OMIC Road Extension projects. Jae Pudewell, ODOT Regional Solutions Liaison, highlighted the role Regional Solutions played in completion of the Rainier 'A' Street Rail Safety Improvements project.

### IV. Regional Economic Development Roundtable Discussion – Jennifer Purcell

Jennifer Purcell introduced invited guests Kevin Leahy, Paul Vogel, Terre Cooper, and Ayreann Colombo. Each provided an overview of the greatest obstacles/opportunities for community and economic recovery and recommendations for project and programmatic investment priorities.

- Kevin Leahy – Unemployment insurance disincentivizes people from working, causing challenge with hiring employees despite high unemployment rates. Housing continues to be a barrier. Restaurants and other businesses face challenge due to risk level evaluation every two weeks – how to keep employees if opening/closing frequently? Businesses feel their voices

aren't being heard and want to have more control/say on decisions. Opportunities include restaurant recovery, workforce training, and childcare expansion.

- Paul Vogel – Broadband is vital, both reach and reliability. Small business assistance (support, recovery, resiliency and advisory). Businesses don't have opportunity for one-on-one counselling and no entity to get resources. Oncoming wave of funding both an opportunity and challenging – management and maximization of these funds will be a challenge for each entity. Put emphasis on investing in addition to grants, considering both near-term and far-term return on investment. Many infrastructure issues in region. Childcare is both workforce and small business issue. Need to expand capacity; suggest hiring a Project Manager specifically to manage funding/sources/priorities, etc. Need for regulatory consistency. Opportunities include workforce development and maximizing innovation (OMIC).
- Terre Cooper – Uncertainties have been hard for small business, particularly restaurants. Getting people back to work will include fully opening schools and increasing childcare. Make funding more flexible to allow regions to make decisions. Develop ways to be more inclusive, encourage new businesses to move into vacant spaces. Rapid response team to aid businesses most at risk. Businesses will be suffering from debt. Funding for certificate and training programs for workforce. Challenges in getting developers to build homes on the coast. Opportunities include community investment fund for housing and “ready land program.”
- Ayreann Colombo – ColPac focusing on infrastructure, including broadband, water, sewer. Supporting SBDC and community colleges. Leverage local funding for long-term resources to fund projects in region. Bring staffing/resources to priorities of other partners.

Regional Solutions Advisory Committee member discussion:

- Commissioner Margaret Magruder – Emphasize government helping private sector make money. Broadband program that private sector can maintain.
- Commissioner Mark Kujala – Burdensome land use system makes it difficult to develop. Levee certification.
- Christopher Castelli – Previous bill HB2218 could be useful to some:  
<https://olis.oregonlegislature.gov/liz/2021R1/Downloads/MeasureDocument/HB2218/A-Engrossed>
- Need to track project funding; capacity to do this is limited in rural areas. Consider project readiness.

#### V. Discussion and Updates to the N. Coast Regional Solutions Work Plan – Jennifer Purcell

Jennifer Purcell introduced a proposed update to the North Coast Regional Solutions Mission, Vision, and Priorities. An overview of the types of projects Regional Solutions is working on included ports projects, regional projects by county, and regional programmatic priorities.

Regional Solutions Advisory Committee member discussion:

- Erin Skaar – Feels complete
- Diana Nino – Astoria Food Hub ([https://www.dailyastorian.com/news/local/astoria-food-hub-raises-700-000-for-sears-building/article\\_3d083840-8b5b-11eb-9f49-b7a5d5dba622.html](https://www.dailyastorian.com/news/local/astoria-food-hub-raises-700-000-for-sears-building/article_3d083840-8b5b-11eb-9f49-b7a5d5dba622.html)); local food system including farmers and producers; frees up transportation pressure.
- Kevin Leahy – Need to address declining enrollment in community colleges, prioritization of training workforce.
- Bruce Jones – Consider moving childcare and affordable housing to a more prominent place in the regional priorities.

Advisory Committee were also asked to consider what we are missing:

- Paul Langner – North Tongue Point rail connections
- Paul Snyder – Consider creating a clearer picture by aligning projects under the priority they are addressing
- Mark Kujala – Finding funding for resiliency efforts (emergency preparedness, moving facilities)
- Erin Skaar – Support for small businesses/workforce development not reflected
- Margaret Magruder – Build hospital, develop fairgrounds or other property as an emergency center, Small Business Development Center
- Viviana – One stop navigation system needed to improve social services support

VI. Public Testimony (3 minutes per person)

Jennifer Purcell opened public comment at 3:10 pm. Peggy Lynch shared that she is “ecstatic” about the expansion and diversity of the Regional Solutions Advisory Committee membership, mentioned the Governor’s budget has \$40M for regional infrastructure, reflected on the importance of Regional Solutions Team members being fully funded, difficult for smaller agencies who don’t have capacity to handle applications, etc. Ms. Lynch also mentioned HB3114 relating to ocean acidification and the importance of soft infrastructure such as childcare and small business supports

VII. Advisory Committee Member Open Discussion

- High support for finding balance between in-person and virtual meetings
- Kevin Leahy – align the federal, state and local level priorities/funding
- Peggy Lynch – speak with legislators about budget items

Jennifer Purcell indicated the next RSAC meeting will be held following the legislative session, likely in July or August, 2021.

VIII. Adjourn

Jennifer Purcell adjourned the meeting at 3:30 pm.

DRAFT



## REGIONAL SOLUTIONS OFFICE GOVERNOR KATE BROWN

### North Coast Regional Solutions Advisory Committee *Representing Clatsop, Columbia, and Tillamook Counties*

#### Member Roster

October 2021

#### Executive Committee

##### **Convener**

Senator Betsy Johnson  
Senate District 16  
District Office (503) 543-4046  
[Sen.BetsyJohnson@oregonlegislature.gov](mailto:Sen.BetsyJohnson@oregonlegislature.gov)

##### **Association of Oregon Counties**

Commissioner Margaret Magruder  
Columbia County  
Work (503) 397-4322  
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##### **League of Oregon Cities**

Mayor Bruce Jones  
City of Astoria  
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[bjones@astoria.or.us](mailto:bjones@astoria.or.us)

##### **Private Sector Business**

Paul Langer  
Teevin Bros  
Work (503) 556-0410  
[plangner@teevinbros.com](mailto:plangner@teevinbros.com)

##### **Philanthropy (vacant)**

Name  
Organization  
Phone  
Email

##### **Community-based Organization**

Diana Nino, Communications  
Manager  
Consejo Hispano  
Direct (503) 741-8118  
[diana@consejohispano.org](mailto:diana@consejohispano.org)

##### **Community-based Organization**

Viviana Matthews, Executive  
Director  
Clatsop Community Action  
Direct (971) 308-1031  
[vmatthews@ccaservices.org](mailto:vmatthews@ccaservices.org)

#### Additional Committee-Appointed Members

##### **Clatsop County**

Commissioner Mark Kujala  
Clatsop County  
Phone  
[mkujala@co.clatsop.or.us](mailto:mkujala@co.clatsop.or.us)

##### **Tillamook County**

Commissioner Erin Skaar  
Tillamook County  
Office (503) 842-3403  
[eskaar@co.tillamook.or.us](mailto:eskaar@co.tillamook.or.us)

##### **Private Sector Business**

Kurt Englund  
Englund Marine  
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##### **Private Sector Business**

Paul Snyder, EVP of Stewardship  
Tillamook  
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##### **Manufacturing Research & Development**

Craig Campbell, Executive Director  
OMIC R&D  
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##### **Education**

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## **Regional Solutions Team**

### ***Governor's Office***

Jennifer Purcell  
North Coast Regional Solutions Coordinator  
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### ***Business Oregon***

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Regional Development Officer  
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### ***Dept. of Environmental Quality***

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Regional Solutions Coordinator  
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### ***Dept. of Housing and Community Services***

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Housing Integrator  
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## **Ex-Officio Members**

### ***Columbia Pacific Economic Development District***

Ayreann Colombo  
Executive Director  
Cell (503) 961-5915  
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### ***Clatsop Economic Development Resources***

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Executive Director  
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### ***Dept. of Land Conservation and Development***

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North Coast Regional Representative  
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### ***Department of State Lands***

Chris Castelli  
Northern Operations Manager  
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### ***Department of Transportation***

Jae Pudewell  
Regional Solutions Liaison, NW Region  
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### ***Columbia County Economic Team***

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Executive Director  
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### ***Tillamook County Economic Development Council***

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**REGIONAL SOLUTIONS OFFICE  
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**North Coast Regional Solutions Advisory Committee**  
*Representing Clatsop, Columbia, and Tillamook Counties*

**Member Bios**

October 2021



**Craig Campbell, Executive Director**

***Oregon Manufacturing Innovation Center – Research & Development***

Craig Campbell became the Executive Director of OMIC R&D in May 2018. Located in Scappoose, Oregon, *OMIC R&D is a world-class collaborative environment bringing together industry, higher education and government in partnership to develop new tools, techniques and technologies to address near-term manufacturing challenges through applied research and advanced technical training.*

Under Craig's leadership, the OMIC R&D collaboration membership has grown from 7 charter industry members at its inception in June 2017 to 40 national and global industry partners. With his small staff of 7 and the support of many stakeholders, the facility has expanded to include state of the art subtractive manufacturing center boasting cutting edge milling, turning, Millturn and high-level inspection and deburring equipment. OMIC R&D is about to break ground on an Advanced Additive Manufacturing Center to supplement its already substantial capabilities.

Previously, Craig served as president and legal counsel of The Victory Group for twenty years, a family owned and operated lobbying firm in Salem. Prior to this work, Craig was Senior Policy Advisor, and State Homeland Security Advisor for Governor Ted Kulongoski where he was responsible for the Governor's initiatives and budget development of the state's public safety, corrections, veterans, and military agencies. From 1994 to 1996, he was special assistant attorney general, coordinating the Governor's Juvenile Crime Prevention Task Force. Campbell served as Chief of Staff and Legal Counsel in the Office of the Speaker of the House between 1992 and 1994.

Craig has served on several boards and commissions including serving as the Chair of the State Commission on Children & Families, Chair of the Oregon Transportation Forum, Vice-Chair of Healthy Democracy, and currently serves on the Oregon Workforce and Talent Development Board. Craig is also the recipient of the Oregon National Guard Meritorious Service Metal.

Campbell received a Doctor of Jurisprudence from University of Oregon School of Law; an M.A. in Military Studies from American Military University; and a B.S. in Political Science from University of Oregon.



**Kurt Englund**

***Englund Marine***

Kurt Englund was born and raised in Astoria, OR. Kurt attended Astoria High School then graduated from the University of Oregon with a degree in Economics. After college, Kurt began working for the family business, Englund Marine Supply. Headquartered in Astoria, Englund Marine Supply has branch stores up and down the west coast. Kurt spent time living in Westport, WA and Eureka, CA working at those locations and returned to Astoria in 1995.

Kurt met his wife at the University of Oregon, and both of their children recently graduated from there as well. Kurt's hobbies include hunting, fishing, traveling to warm places, and attending Ducks football games.



**Senator Betsy Johnson**

**Senate District 16**

Senator Betsy Johnson (D-Scappoose) is serving her third term in the Oregon Senate. She joined the Senate after being appointed to fill the District 16 position formerly held by Senator Joan Dukes. The appointment came as Senator Johnson began her 3rd term in the Oregon House of Representatives. Her father, the late Sam Johnson, was a member of the House of Representatives from Redmond. Her mother, Becky Johnson, has served on numerous State Boards, including the State Board of Higher Education and the Teachers Standards and Practices Commission.

Senator Johnson received her undergraduate degree in History from Carleton College in Northfield, Minnesota and her Law degree from the Northwestern School of Law, Lewis & Clark College.

A licensed commercial pilot of both fixed and rotor-wing aircraft, she founded Transwestern Helicopters, Inc. in 1978. The helicopter division of the firm was sold in 1993 and the company, now known as Transwestern Aviation, Inc., is managed by her husband, John Helm.

In September 1993, Senator Johnson was selected as Manager of the Aeronautics Division of the Oregon Department of Transportation, a position she held until September 1998. During the 1999 Legislative Session she was Vice President for Legislative Affairs for the Oregon Pilots Association, where she successfully championed legislation that created the Oregon Department of Aviation.

Senator Johnson has served on numerous local, regional and national boards and commissions, including the Oregon Health Sciences University Foundation, Doernbecher Children's Hospital, the Oregon Public Broadcasting Foundation and the High Desert Museum. Senator Johnson currently serves on a number of regional boards, including the Board of Visitors, Northwestern School of Law of Lewis and Clark College. She also serves as the President of the Samuel S. Johnson Foundation.

In 2018, Senator Johnson serves as Co-Vice Chair of Ways and Means, co-chair of the Joint Committee On Ways and Means Sub Committee On Transportation and Economic Development, co-chair of the Joint Committee On Legislative Audits, member of the Joint Committee On Ways and Means Sub Committee On General Government, the Legislature's Emergency Board, the Joint Committee On Transportation and the Joint Committee On Legislative Policy and Research.

Senator Johnson has served on Ways and Means since her first session.

**Mayor Bruce Jones**  
**City of Astoria**

Captain Bruce Jones, U. S. Coast Guard (Retired) is the elected Mayor of Astoria, Oregon and Deputy Director of the Columbia River Maritime Museum in Astoria.

A Virginia native, Captain Jones is a graduate of Washington & Lee University (BA) and Syracuse University (MPA).

During a 30 year career as a Coast Guard officer and helicopter pilot, he commanded Air Station New Orleans (during Hurricane Katrina), Sector Lake Michigan and, finally, Sector Columbia River, which brought him to Astoria in 2011. Earlier, he also directed the Coast Guard's Office of Strategic Analysis.

As a Sector Commander from 2006-2009 and 2011-2014, Bruce also exercised the statutory responsibilities of Federal Maritime Security Coordinator, Federal On Scene Coordinator (for oil spill response), Search and Rescue Mission Coordinator, and Captain of the Port.

After retiring from the Coast Guard in 2014, Bruce was a helicopter pilot for the Columbia River Bar Pilots, hoisting pilots on and off ships in all weather conditions, until winning election to the Astoria City Council in November 2016. Captain Jones is a veteran of over 6,000 helicopter flight hours, and earned Helicopter Aircrew of the Year recognition from the Helicopter Association International, American Helicopter Society, Association of Naval Aviation, and Naval Helicopter Association. His military decorations include the Legion of Merit, Distinguished Flying Cross, 3 Air Medals and 6 Meritorious Service Medals.

Bruce has been on the board of Friends of the Astoria Armory since 2014, and has served on the boards of the United Way of Clatsop County and Friends of the Astoria Column. He and his wife of 36 years, Linda, have three grown sons (two serving in the Coast Guard as helicopter pilots, and one as a U. S. Air Force pararescue trainee) and four grandchildren.

***K***  
**Commissioner Mark Kujala**  
**Clatsop County**

Mark Kujala was elected to the Board of Commissioners in 2018 to a four-year term that expires December 2022.

Kujala represents District 1, which covers Warrenton and Hammond and the western portion of Astoria.

A lifelong Clatsop County resident, Kujala graduated from Warrenton High School and received a business degree from Oregon State University. He served for 12 years on the Warrenton City Commission, including five years as mayor, The former owner and manager of Skipanon Brand Seafoods, he is currently the director of the Columbia Memorial Hospital Foundation.

Kujala serves on the Oregon Department of Fish and Wildlife Fish Passage Task Force and the Oregon Community Foundation North Coast Leadership Council.



**Paul Langner**  
**Teevin Bros**



**Commissioner Margaret Magruder**  
**Columbia County**

A lifelong resident of Clatskanie, Margaret is passionate in her commitment to Columbia County and its residents. She has more than two decades of public service involving Columbia County business, government and non-profits.

Before being elected in November 2016 to Commissioner Position 1, Magruder had served as a member of the Columbia County budget committee for 20 years. In this capacity she assisted in developing the county budget, reviewed the annual budget document and took comment from county department heads and county residents before approving it. Frugal in her personal life as well as professionally, she is an advocate of responsible budget cuts, conservative spending and paying down the county debt ahead of projected schedules.

Margaret's public sector experience also includes having served on the Clatskanie-Quincy Citizens Planning Advisory Committee and the Columbia School District 5J board of directors.

Commissioner Magruder has a deep commitment to the environment. She served as the Coordinator of the Lower Columbia River Watershed Council from 1996 to 2016. She is a board member of the Lower Columbia Estuary Partnership, a position held since 1997. In 2006 she was honored by the United States Department of Agriculture National Resources Conservation Service as the National Earth Team's individual volunteer of the year for her many years of assisting people to efficiently manage and responsibly conserve, improve, sustain and utilize our natural resources.

A third generation farmer who owns and manages a wool insulation company in Rainier, Oregon Shepherd, LLC, Magruder is a member of the Oregon Sheep Commission and the Oregon State Weed Board, positions to which she was appointed by the Director of the Oregon Department of Agriculture. She served for seven years on the American Lamb Board, appointed to that position by the US Secretary of Agriculture. She was also a member of the Oregon Board of Agriculture for eight years, serving as chair for one.

Margaret's significant economic contributions to rural Oregon earned her special recognition by the Oregon Leadership Summit in 2008 for her efforts to achieve sustainable solutions that benefit rural communities, the environment and the economy.

As County Commissioner, Magruder's primary focus is economic development, natural resources and infrastructure: "My commitment is to bring balance to the economic, environmental and cultural concerns of county residents while protecting livability," she says. "My vision has always been of a prosperous and productive Columbia County, utilizing our natural resources and our citizen resources to create a thriving county serving the needs of all citizens."

Commissioner Magruder lives in rural Clatskanie and is a graduate of Clatskanie High School. She holds a Bachelor's Degree in Political Science and Russian from Willamette University, and earned a Master's Degree in Slavic Languages and Literature from Syracuse University. She is the mother of four grown children, a grandmother of 10 and a great grandmother of two.

***Viviana Matthews, Executive Director  
Clatsop Community Action***

Viviana Matthews was born and raised in Buenos Aires, Argentina. Shortly after receiving an international relations degree at the University of Buenos Aires, Viviana immigrated to the United States and lived in Los Angeles where she continued to learn the language, culture, and customs. After meeting her now-husband, Viviana moved to the Pacific Northwest where she began her life-long work in the non-profit field. Viviana has over 20 years of experience in social services working to support individuals, youth, and families in rural Oregon. More recently, Viviana serves as the Executive Director of Clatsop Community Action. Viviana's expertise is in securing grants and other types of funding that is necessary for providing services and support to the community.

In her work, Viviana leads a team that collaborates together and is responsive to the community's most vulnerable and marginalized members. Viviana thinks thoughtfully about how to empower clients and community members in being an active and vital piece of an authentic partnership. Viviana diligently focuses on highly-marginalized populations by supporting in the areas of housing and food in an effort to promote access and equity to services.

Viviana has a comprehensive understanding of the needs in rural Oregon surrounding the areas of housing, food, and basic living needs. However, she is always looking for opportunities to learn, grow, and add to her toolkit. Currently, Viviana is learning how she can be a better ally and help the community practice both racial equity and racial healing. Viviana's mission is to strive for a healthier and stronger community and is grateful to work with an enthusiastic team that advocates for the community's needs. Viviana hopes to be an example for her children and for them to continue her family legacy of helping others. Viviana enjoys spending time with her family, loves to bring people together with her cooking, and is a life-long runner.

***N  
Diana Nino, Communications Manager  
Consejo Hispano***

Diana Niño comes from a family of educators and has a Bachelor's degree in Visual Arts, Filmmaking major. Her professional experience is diverse having worked in documentaries, art galleries, restaurants, and social services.

Diana's work with Consejo Hispano (a non-profit serving the Hispanic community in Tillamook, Clatsop and Columbia counties) includes health care navigation, outreach strategies, communications, extensive translation and transcreation work, networking, event planning, advocacy, and training. Consejo Hispano works in partnership with local community leaders and organizations, and Diana has engaged in many cultural sensitivity conversations in an effort to help people understand the cultural, political, and everyday reality of Hispanic immigrants. Being bilingual and bicultural allows her to understand the

breakdowns in communication and policy resulting from a lack of understanding of the needs and circumstances of the Hispanic community.

Diana is a self-professed “public transportation nerd”. She joined the Sunset Empire Transportation District Board of Commissioners in 2019 because she strongly believes that a crucial element of a healthy community is the ability of its residents to be social and self-sufficient. Public transportation offers mobility to seniors, kids, people who can’t drive and our disabled folks, strengthening their sense of independence and self-worth.



***Dr. Teresa Rivenes, VP of Instruction  
Tillamook Bay Community College***

Teresa Rivenes, PhD and Ed.D, is in her third year as the Vice President of Instruction at Tillamook Bay Community College which is a small rural community college on the beautiful Oregon Coast. Teresa started her higher educational journey teaching psychology and sociology at Park University and then at Embry-Riddle Aeronautical University where she also served as campus center director. From there she went to work at Great Falls College-MSU where she fell in love with the mission of community college and community college student success. Believing that community college is the foundation of democracy, and a primary driver for socio-economic equality, Teresa cannot imagine a future where she does not further the work of community college.

Teresa has 19 years of experience leading teams to successful outcomes and 11 years of experience in midsize rural community college leadership which she considers her primary area of expertise. She is passionate about relationship based management, curriculum outcomes design, strategic planning for long term success, innovative educational solutions, and building community partnerships that support student success and economic mobility. Teresa is a recognized voice in Oregon academic affairs serving as Chair of the Oregon Chief Instructional Administrators (CIA) a statewide group consisting of Vice Presidents from all of Oregon’s 17 community colleges. Since 2013 she has also served as an NWCCU peer accreditor and chair of several mission fulfillment visits.

Teresa’s awards include the Distinguished Scholar award (2020) from Montana State University for her research in community college governance and unfunded mandates, the Rising Star in Education (2019), the 21016/2017 President’s Innovation Award, and the 2017 John And Suanne Rouesche Award among others. She graduated from both Leadership Great Falls and Leadership Medford. And, she is a 2020-2021 NWCCU Assessment fellow.

Teresa and her husband Bret live walking distance from the ocean where they share their home with two Old English Bulldogge’s, Diesel and Diva, who rule the house. Their seven grown children live across Montana and Oregon. Besides the dogs, their joys in life include their nine beautiful grandchildren.



**Commissioner Erin Skaar**  
**Tillamook County**

Erin Skaar, Tillamook County Commissioner Position #1, is Tillamook County's newest commissioner. Erin comes into the position of commissioner with a background in non-profit management and fundraising, along with a history of community leadership around key human service issues. Commissioner Skaar is a long-time Oregonian, born and raised in Maupin, on the Deschutes River in Central Oregon, where much of her immediate family still lives. Erin and her husband Jim moved to Tillamook in 2003 and have forged strong ties to the county she serves.

Erin earned a Bachelor's Degree in Geology from Occidental College; however, after only a few years her passion for helping others pulled her into the not-for-profit world. Working for a variety of agencies, she gained experience as a supervisor of at-risk youth, a program manager, a finance manager, a foster parent recruiter, a fundraiser, and finally the executive director of Community Action Resources Enterprises (CARE), where she spent 11 years prior to being elected to her current position.

Other key community activities Erin has been involved with included serving on the boards of Adventist Health Tillamook, Tillamook County United Way, and the Tillamook Early Learning Center. Erin is a graduate of the Ford Leadership Program and the Pacific Leadership Program, as well as a trainer in the Ford Leadership Program.

As Erin settles into her position as a commissioner she is working on key issues in the community including development of housing, access to childcare, access to mental health services, and expanding services for substance use disorder. In addition, she is excited to be supporting the work to build the Salmonberry Trail and close the gaps in the Oregon Coast Trail.

**Paul Snyder, EVP of Stewardship**  
**Tillamook Creamery**

Paul Snyder is Executive Vice President at the Tillamook County Creamery Corporation. A member of the Executive Team and reporting to the CEO, he leads several functions including corporate responsibility, sustainability, community engagement, corporate communications, government affairs, farm services, and co-op member relations. He works with a talented team to bring together these critical areas through the development, management and execution of comprehensive member relations, external relations and outreach, philanthropy and social responsibility strategies. He joined Tillamook in June of 2019.

Previously, Paul was Global Vice President – Corporate Responsibility at InterContinental Hotels Group (IHG). In that role, Paul co-led IHG's global Corporate Responsibility function and directed all sustainability strategy and execution for the company's nearly 5,200 hotels worldwide. Additionally, he directed the company's Americas Public Affairs activities, its U.S. based Foundation and a number of community-based and diversity-focused initiatives.

Paul joined IHG in 2003 and held various leadership roles in Development, Operations, Marketing and Brand Management. Prior to joining IHG, Paul worked at Marriott International in the company's Brand Management, Development and IT departments. He started his career in the hospitality industry with

Winegardner & Hammons, Inc. as a line level employee at a Holiday Inn hotel and was promoted into managerial positions in both the Food & Beverage and Rooms departments.

A committed community leader, Paul served on the Boards of the Georgia Center for Non-Profits, the Atlanta Symphony Orchestra, the Atlanta Opera and the Metro Atlanta Chapter of the American Red Cross. He led the American Red Cross chapter's Mission and Community Outreach Committee and was a member of the Executive Committee. At the Atlanta Symphony, he was a long-standing member of the Audience Development Committee and has served on the Executive Committee leading its Strategic Planning work. At the Georgia Center for Non-Profits, Paul led one of the most successful Corporate Sustainers Campaigns and currently leads the Nominating Committee. He also led the Marketing efforts of the Atlanta chapter of Conscious Capitalism.

Paul earned a Bachelor of Arts in English Literature at Lawrence University and an MBA at Cornell University's Johnson Graduate School of Management. He and his wife, Amy, live in Portland with their two daughters, Abigail and Madeline.



**REGIONAL SOLUTIONS OFFICE  
GOVERNOR KATE BROWN**

**REGIONAL SOLUTIONS  
North Coast Region**

*Representing Clatsop, Columbia, and Tillamook Counties*

**North Coast Regional Solutions Advisory Committee  
Charter – FINAL 2021**

**Background**

The Regional Solutions Program was adopted in statute in 2014 with the passage of HB 4015. Regional Solutions works with state agencies, local governments, public and private sectors, and philanthropic organizations to: identify regional priorities for community and economic development, develop and coordinate projects, solve problems and seize opportunities, and respond to needs as they emerge. Regional Solutions also serves as the Governor’s “boots on the ground” in the event of an emergency.

During 2020, Oregonians were affected both by the global COVID-19 pandemic and unprecedented Labor Day wildfires. In response, Governor Brown deployed the Regional Solutions program to focus on COVID and wildfire response and recovery. Economic and community resilience and recovery, centered in equity, is central to the mission of the Regional Solutions program, whether it is in response to an economic downturn, epidemic, or natural disaster.

**Regional Solutions Advisory Committees (RSACs)**

Regional Solutions Advisory Committees are critical to advancing the region’s community and economic development goals, promoting economic resilience, and advancing the state’s Equity in Recovery Framework. The goals of this framework are to center equity as we work together to respond to and recover from the once in a century public health crisis and the 2020 wildfires. RSACs will center equity and economic opportunity in regional recovery and resilience priorities, project identification and implementation. The Advisory Committees will prioritize the extreme disparities and disproportionate impacts on black, indigenous and people of color, and other economically disadvantaged communities, including rural communities.

**Regional Solutions Teams** include regional state agency representatives from the Governor’s Office, the Business Development Department, Department of Transportation, Department of Environmental Quality, Department of Land Conservation and Development, and Oregon Housing and Community Services. Other state agencies, Oregon Solutions, and Oregon Consensus (the state’s collaborative problem solving and dispute resolution organizations) participate as necessary. State agency team members are co-located in Regional Solutions Centers.

## **Geographic Coverage**

The North Coast Region includes Clatsop, Columbia, and Tillamook counties.

## **Advisory Committee Membership**

The Executive Committee of the North Coast Regional Solutions Advisory Committee consists of seven members appointed by, and serving at the pleasure of the Governor. The Executive Committee is comprised of:

- One local convener who represents the region and who shall serve as the Advisory Committee Chairperson
- One representative recommended by the League of Oregon Cities
- One representative recommended by the Association of Oregon Counties
- One person who represents local and regional business and industry
- One person who represents philanthropic organizations
- Two representatives from community-based organizations and/or a tribal government

The Executive Committee members shall serve staggered terms of four years. In order to stagger these terms, three of the members appointed in 2021 will serve two year terms with the remaining four serving four year terms. Members may serve more than one term.

The Executive Committee shall appoint additional Advisory Committee members in consultation with the Regional Solutions Coordinator. In selecting additional members, the goal is to ensure 25% representation from black, indigenous and people of color communities and to maintain balanced membership from the public, private, tribal, philanthropic, workforce, and higher education sectors. The Executive Committee shall ensure that a county commissioner from each county is included as a Committee member. Additional members shall be appointed by a consensus of at least four out of the seven Executive Committee members. Committee appointees are authorized to participate fully in committee decision making and shall serve for staggered terms established by the Executive Committee at the time of their appointment.

The full committee shall strive to make decisions by consensus (i.e. no one objects); where consensus cannot be reached, decisions will be made by a majority vote of the full committee.

## **Advisory Committee Roles and Responsibilities**

- Identify priorities and projects to further community and economic recovery and resilience that address the needs of those most impacted by COVID/wildfires. (This focus will vary by region.)
- Provide a forum for public, private, and civic sector stakeholders to discuss, understand, and leverage resources to ensure equity is at the center of the region's recovery.
- Identify critical business sectors and their response, recovery and resilience needs.
- Increase diversity of representation and equity in regional and state discussions.
- Consider, review, and recommend regional project implementation proposals.

- Identify opportunities to connect local and philanthropic resources to advance regional projects.
- Consider, review, and recommend state policy and budget proposals to support recovery and resilience.
- Advise the Coordinator and team on recovery and resilience priorities, integrating with local and regional efforts.
- Advance equity in existing state programs.

### **Regional Solutions Team Roles and Responsibilities**

- Assist Advisory Committee in the identification of community and economic recovery and resilience priorities.
- Advance equity in the implementation of state programs.
- Identify agency resources to support projects that address Regional Solutions priorities.
- Review and recommend regional project implementation proposals.
- Identify, streamline, coordinate and track regulatory requirements and permitting processes related to Regional Solutions projects.
- Monitor and coordinate requirements related to state funding that supports Regional Solutions projects.

### **Public Involvement**

All meeting information and materials for Regional Solutions Advisory Committees will be posted at <http://www.regionalsolutions.oregon.gov>. Meeting materials and agendas shall be posted at least 14 days prior to the meeting. Meetings will include an opportunity for public comment.

### **Meeting Materials**

- An advance agenda shall be provided at least 14 days prior to the meeting.
- For decision items, meeting materials will be posted with the agenda.

### **Meeting Schedule**

- The Advisory Committee shall meet no less than twice a year.

### **Meeting Minutes**

Minutes shall be taken for all Advisory Committee meetings and shall contain:

- a list of all members present,
- all motions, proposals, and resolutions proposed, and their disposition, and
- results of all votes/decisions.

Minutes will be posted on the Regional Solutions web page.



STATE OF OREGON  
Office of the Governor  
**KATE BROWN**

## **10-Point Economic Recovery Plan**

### **Overview**

Oregon's outlook for rapid economic recovery is strong; we have an opportunity to lead with equity in our recovery efforts and not only support those who have kept our economy going, but to also lift up all Oregonians in both rural and urban parts of the state. While communities of color have been most impacted by the pandemic and wildfires in many ways, this action-oriented 10-point plan will strategically support these communities across the state.

### **10-Point Plan**

As the state recovers from the pandemic and historic wildfires, investments should align with the following 10 actions. Some action items are already under way, and some will be targeted with the state's share of federal funds from the American Rescue Plan. These are noted as follows:

- B = In Governor's Recommended Budget
- L = In current state bill under legislative consideration
- F = Will be targeted for investment with new federal funds from American Rescue Plan

### **Action #1: Investing in Oregon's hardest hit workers (those currently unemployed or underemployed)**

- Extend/expand unemployment benefits, direct cash transfers (LF)
- Expand Individual Development Accounts/wealth building strategies/financial literacy opportunities (BLF)
- Provide funding for nonprofits at the front lines of the crisis (F)

### **Action #2: Reinvesting in innovative housing**

- Turn commercial property into residential opportunity (F)
- Develop focused strategy for affordable housing for skilled + trade workers (BF)
- Stabilize renters and homeowners (BLF)

**Action #3: Supporting resilient rural communities**

- Support local governments in planning and growth through economic development strategies (F)
- Implement targeted forest health strategies (BLF)
- Invest in community colleges (F)
- Support our agriculture economy (LF)

**Action #4: Supporting Oregon's workforce (those currently employed but struggling)**

- Target investments in workforce supports to BIPOC communities disproportionately impacted by COVID-19 (career pathways, childcare, housing supports) (BF)
- Expand free Employment-Related Daycare for 12 months (BF)
- Support the caring economy (BF)

**Action #5: Creating opportunities for Oregonians (workforce development)**

- Provide upskill/reskill opportunities to move individuals out of poverty (F)
- Help women get back into the workforce (F)
- Lean in on strategies to address the talent pipeline (see STEM Education Plan)
- Amplify new voices to support workforce development (BLF)

**Action #6: Getting small business back on its feet**

- Provide additional business relief; strategies related to Main Streets and downtown revitalization (BLF)
- Provide ongoing technical assistance (BF)
- Provide outreach/development for businesses on the cusp of closing (F)

**Action #7: Investing in Oregon's infrastructure**

- Broadband investments, urban + rural (BLF)
- Traditional economic development investments for underserved communities: water, roads, wastewater, stormwater, ports (BLF)
- Local government services as infrastructure (resiliency/preparedness) (F)

**Action #8: Oregonians investing in Oregon**

- Implement BIPOC business strategy (non-profits/giving campaigns) (F)
- Implement hardest hit businesses strategy (F)
- Support opportunities for Oregonians to directly invest in Oregon-based companies through venture capital funding models (support for angel investors) (BLF)

**Action #9: Safely Reopening Oregon's economy**

- Promote and enable safe in-state travel (F)
- Highlight Oregon on an international platform with sporting events over the next two years (BLF)
- Support business clusters moving from shutdown to reopening (BLF)

**Action #10: Innovation in Manufacturing**

- Enhance R+D and innovation across universities and industry (BF)
- Support inclusive innovation and entrepreneurial development by targeting talent from rural and historically underrepresented communities (BF)
- Incentivize manufacturing and traded-sector expansions (BF)



## **REGIONAL SOLUTIONS**

### **North Coast Region**

*Representing Clatsop, Columbia, and Tillamook Counties*

#### **North Coast Regional Vision, Mission, & Priorities**

##### **DRAFT 2021**

**North Coast RS VISION:** The North Coast region is comprised of healthy, sustainable, resilient, and prosperous communities where all residents and businesses have the opportunity to thrive.

**North Coast RS MISSION:** The North Coast Regional Solutions Advisory Committee will, through the work of the Regional Solutions Team, promote and advance the retention, diversification and expansion of the economic base by convening partners, aligning resources, and streamlining processes to advance innovative solutions that balance the needs of our region's economy, stewardship of our unique natural resource assets, and equity in opportunity.

#### **North Coast PRIORITIES:**

- **Support Business Recruitment, Retention and Expansion**
  - Advance priority industry sector initiatives, including advanced manufacturing, maritime and marine-based industries, renewable fuels, aerospace and aviation, food systems and agriculture, forest products, and tourism.
  - Encourage and support manufacturing innovation, advancing the region and state's identity as a leader in advanced manufacturing research and development.
  - Support workforce development strategies, internship, and apprenticeship programs that provide career ladder pathways, add skilled workers to the labor force, and align with regional business recruitment, retention, and expansion investments.
  - Support local planning and growth, economic development strategies, and main street revitalization initiatives.
- **Invest in Infrastructure Capacity and Resiliency**
  - Work with local partners to align resources and advance solutions for priority infrastructure projects including water, wastewater, stormwater, traditional and multi-modal transportation, communications, and broadband.
  - Support enhanced demand for critical community infrastructure such as broadband and transportation, particularly with increased tourism, telework, and distance learning driving growth in north coast communities that are not structured or funded to support sustained peak populations.
  - Support efforts to identify and align resources to expand broadband access in the region to ensure equity in recovery and economic opportunity.
  - Advance regionally significant maritime infrastructure projects.
  - Invest in community infrastructure that supports innovative housing development.
  - Identify and support trail connections and catalytic trail projects in the region.

- **Advance Land Development Readiness**
  - Improve the readiness of industrial land and increase the number of sites that have building-ready status.
  - Partner with local and regional stakeholders to address challenges to land development, including brownfields, wetlands mitigation, transportation access, and infrastructure.
  - Identify and address regulatory and permitting impediments and streamline process inefficiencies to advance community and economic development.
- **Advance North Coast Ports Initiatives**
  - Identify resources to advance priority port initiatives, including marine, industrial and aviation facilities.
  - Support ports to address critical infrastructure maintenance and resiliency projects.
  - Work with ports and cities throughout the region to address dredging needs to maintain marine navigation access crucial to the region’s economy, culture, and vitality.
  - Advance innovative solutions to address abandoned and derelict commercial vessels.
- **Promote Community and Economic Vitality and Resiliency**
  - Work with rural communities and regional partners to advance community development and resiliency initiatives, including climate adaptation and mitigation.
  - Engage with communities and businesses to advance regional emergency preparedness, economic and community resilience planning efforts.
  - Support communities and local stakeholders to prioritize recertification of dikes and levees.
- **Enhance Community Capacity**
  - Work with local partners on wetland inventories, buildable lands inventories, regional housing needs analyses, economic opportunity analyses, and other documents needed for successful planning and execution of development in communities.
  - Assist communities and local partners with re-development opportunities on brownfield sites, including but not limited to abandoned and foreclosed properties where engagement with multiple state agencies is required to achieve success.
  - Support local and regional initiatives, collaborative public-private partnerships, to advance residential housing development projects to improve access at all levels – entry-level, workforce, multi-family.
  - Work with local, regional, and state agency partners to assess childcare supply, identify barriers to increasing availability, and support collaborative partnerships and innovative solutions.
  - Engage with communities and local partners on transformative projects to ensure access to appropriate resources and enhanced engagement with state agencies as needed, including main street development, infrastructure planning, essential community facility development, and business recruitment opportunities.
  - Partner with local and regional stakeholders to identify and address regulatory and permitting impediments and streamline process inefficiencies to advance housing and community development.
  - Support and advance implementation of American Rescue Plan Act (ARPA) and other federally-funded infrastructure projects.

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021

### NORTH COAST REGIONAL SOLUTIONS TEAM MEMBERS

Jennifer Purcell, Regional Coordinator – Governor Kate Brown’s Office

Melanie Olson, Regional Development Officer – Business Oregon

Melyssa Graeper, Regional Solutions Coordinator – Oregon Department of Environmental Quality

Jae Pudewell, Regional Solutions Liaison – Oregon Department of Transportation

Lisa Phipps, North Coast Regional Representative – Oregon Dept. of Land Conservation & Development

Becky Bryant, Regional Project Manager – Business Oregon’s Infrastructure Finance Authority

Kim Travis, Housing Integrator – Oregon Housing and Community Services

Chris Castelli, Northern Operations Manager – Oregon Department of State Lands

Ayreann Colombo, Executive Director – Columbia Pacific (Col-Pac) Economic Development District

### North Coast Team Mission and Regional Priorities

**North Coast RS VISION:** The North Coast region is comprised of healthy, sustainable, resilient, and prosperous communities where all residents and businesses have the opportunity to thrive.

**North Coast RS MISSION:** The North Coast Regional Solutions Advisory Committee will, through the work of the Regional Solutions Team, promote and advance the retention, diversification and expansion of the economic base by convening partners, aligning resources, and streamlining processes to advance innovative solutions that balance the needs of our region’s economy, stewardship of our unique natural resource assets, and equity in opportunity.

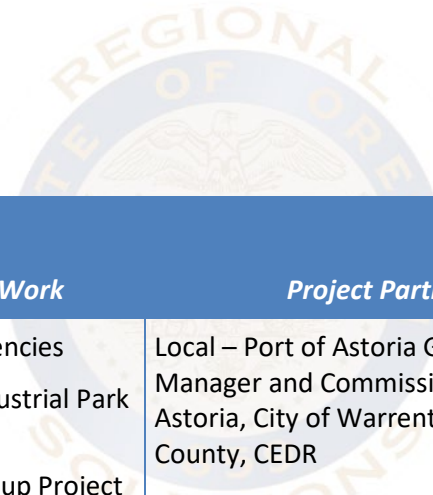
#### North Coast Regional PRIORITIES:

- Support Business Recruitment, Retention and Expansion
- Invest in Infrastructure Capacity and Resiliency
- Advance Land Development Readiness
- Advance North Coast Ports Initiatives
- Promote Community and Economic Vitality and Resiliency
- Enhance Community Capacity

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



<b>PORT DISTRICTS</b>			
<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Port of Astoria</b></p> <p>The Port of Astoria manages marine, industrial and aviation facilities in Astoria and Warrenton. The team and state agencies have worked closely with the Port over the years on providing infrastructure and financing.</p>	<p>Advance North Coast Ports Initiatives</p> <p>Invest in Infrastructure Capacity and Resiliency</p> <p>Support Business Recruitment, Retention and Expansion</p>	<p>Pier II Structural Deficiencies</p> <p>Airport and Airport Industrial Park Improvements</p> <p>Astoria Areawide Cleanup Project (AOC 4)</p> <p>Strategic Plan implementation</p> <p>Waterfront Master Plan redevelopment</p>	<p>Local – Port of Astoria General Manager and Commission, City of Astoria, City of Warrenton, Clatsop County, CEDR</p> <p>State – Business Oregon, ODOT, DEQ</p> <p>Federal – Col-Pac</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Coordination and supporting Port-led projects; convening capacity, technical assistance, agency coordination, resource alignment, project visibility and prioritization</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



<b>PORT DISTRICTS</b>			
<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Port of Columbia County</b></p> <p>The Port of Columbia County holds geographic authority in Columbia County along a 6 by 51-mile band along the Columbia River. The Port manages property at nine sites in the county. The team has worked closely with the Port on development at Port Westward and the Scappoose Industrial Airpark.</p> <p>Port Westward is one of Oregon’s key industrial sites with rail access and a natural self-scouring dock on the Columbia River. It is included in an Enterprise Zone and an Urban Renewal Area and is a site for PGE operations as well as Global Partner’s ethanol facility.</p> <p>The Scappoose Industrial Airpark now benefits from the city’s expansion of the UGB allowing for development near the Airport.</p>	<p>Advance North Coast Ports Initiatives</p> <p>Invest in Infrastructure Capacity and Resiliency</p> <p>Support Business Recruitment, Retention and Expansion</p> <p>Advance Land Development Readiness</p>	<p>Port Westward development opportunities</p> <p>Scappoose Airpark development opportunities</p> <p>Railroad Ave Property Clean Up (former Pope &amp; Talbot Wood Treating site)</p> <p>Highway 30 Corridor Study</p> <p>Strategic Plan implementation</p>	<p>Local – Port of Columbia County General Manager and Commission, Columbia County, Mayors of port affiliated cities, local communities</p> <p>State – Business Oregon, ODOT, DLCD, DEQ, DSL</p> <p>Federal – Army Corps, Col-Pac</p> <p>Private Sector – PGE, NW Natural, Portland &amp; Western Railroad</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Coordination and supporting Port-led projects; convening capacity, technical assistance, agency coordination, resource alignment, project visibility and prioritization</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



<b>PORT DISTRICTS</b>			
<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Port of Tillamook Bay</b></p> <p>The Port of Tillamook Bay is a former U.S. Naval Air Station, which was home to a blimp squadron during World War II. It contains over 1,600 acres of land and is now the center of Tillamook County’s industrial sector.</p>	<p>Advance North Coast Ports Initiatives</p> <p>Invest in Infrastructure Capacity and Resiliency</p> <p>Support Business Recruitment, Retention and Expansion</p> <p>Advance Land Development Readiness</p>	<p>Salmonberry Trail</p> <p>Unmanned Aerial Systems</p> <p>Regional water system resiliency project</p> <p>Land Use Plan implementation</p> <p>Strategic Plan implementation</p>	<p>Local – Port of Tillamook Bay General Manager and Commission, Mayors of port affiliated cities</p> <p>State – Business Oregon, DEQ, DLCD, ODOT, Oregon Department of Aviation</p> <p>Federal – Col-Pac</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Coordination and supporting Port-led projects; convening capacity, technical assistance, agency coordination, resource alignment, project visibility and prioritization</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

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<b>PORT DISTRICTS</b>			
<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Port of Garibaldi</b></p> <p>The Port of Garibaldi serves the forest product industry, commercial and charter fishing, seafood processing and recreational sports, and encompasses the cities of Bay City, Garibaldi and Rockaway Beach.</p>	<p>Advance North Coast Ports Initiatives</p> <p>Invest in Infrastructure Capacity and Resiliency</p> <p>Support Business Recruitment, Retention and Expansion</p>	<p>Tillamook Bay Jetty System repair remains our region’s top federal priority</p> <p>Grow small commercial fisheries supply chain</p> <p>Strategic Plan implementation</p> <p>Property development</p>	<p>Local – Port of Garibaldi General Manager and Commission, City of Garibaldi</p> <p>State – Business Oregon, ODOT, DEQ</p> <p>Federal – Col-Pac</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Coordination and supporting Port-led projects; convening capacity, technical assistance, agency coordination, resource alignment, project visibility and prioritization</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



ACTIVE PROJECTS			
Description and Background	Regional Priorities Addressed	Ongoing Project Work	Project Partners
<p><b>North Coast Business Park</b></p> <p>This large 177 acre site was acquired by Clatsop County in 1991 and is located within the City of Warrenton. It is being developed by the county as an industrial site with the goal of creating family-wage jobs for the lower Columbia River Region. It is anticipated that there will be four sub-areas with 117 acres available for business activity.</p>	<p>Advance Land Development Readiness</p>	<p>County moving forward with discrete development projects with individual permits</p> <p>Mitigation and Stormwater Management Plan complete</p> <p>Business development and recruitment</p> <p>Infrastructure development</p> <p>Property sale</p>	<p>Local – Clatsop County, City of Warrenton, Clatsop Co. Economic Development (CEDR)</p> <p>State – Business Oregon, DLCD, DEQ, DSL, ODOT</p> <p>Federal – Army Corps, NMFS</p> <p>Agency Lead: Clatsop County</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Coordination and site certification; convening capacity, agency coordination, technical assistance, resource alignment, visibility and prioritization</p>
<p><b>Clatsop County Biodigestion Project</b></p> <p>High-strength wastewater, septage waste, and limited treatment capacity are limiting future growth. Local partners are exploring biodigestion as a solution. Potential feedstocks include septic tank septage, fish processing, agricultural, brewery and distillery, and food wastes. Next steps include a business case analysis, feedstock and siting assessments.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Support Business Recruitment, Retention and Expansion</p>	<p>RFP for consulting services to conduct a feedstock assessment, explore strategies for organic materials management, provide a siting alternatives and needs analysis, and recommended solutions</p>	<p>Local – Clatsop County, cities of Astoria and Warrenton, Energy Trust, NW Natural</p> <p>State – Business Oregon, DLCD, DEQ</p> <p>Agency Lead: Clatsop County</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Convening capacity, agency coordination, technical assistance, resource identification and alignment, visibility and prioritization, innovative solutions</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



### ACTIVE PROJECTS

<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>North Tongue Point</b></p> <p>Tongue Point is a peninsula protruding nearly a mile into the Columbia River at the eastern end of Astoria and home to a U.S. Coast Guard facility, a U.S. Department of Labor Job Corps Center, Clatsop County Community College’s MERTS Campus as well as a marine terminal. This 400 acre terminal located at North Tongue Point was built in the 1920s by the Department of Navy and used for various purposes up into the 1960s when 250 Liberty Ships were mothballed and stored at the site.</p> <p>The State of Oregon took control thereafter and then the site moved into private ownership with various entities trying to make a go of it. The Port of Astoria being the most recent.</p> <p>In December 2017, the site was purchased by Hyak Maritime for a marine fabrication and repair facility of ocean going work boats.</p>	<p>Support Business Recruitment, Retention and Expansion</p> <p>Invest in Infrastructure Capacity and Resiliency</p>	<p>Access road ownership and improvements</p> <p>Assessment of infrastructure needs</p> <p>Work with Hyak Maritime</p> <p>Bergerson property acquisition</p> <p>Support WCT Marine Construction</p>	<p>Local – City of Astoria, CEDR</p> <p>State – Business Oregon, DSL, DLCD, DEQ, ODOT</p> <p>Federal – US Dept. of Labor, US Coast Guard, Federal Delegation</p> <p>Private Sector – Hyak Maritime, Bergerson Construction, WCT Marine</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Agency coordination, convening authority, technical assistance, resource alignment, visibility and prioritization.</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



### ACTIVE PROJECTS

<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Westport Slough</b></p> <p>The small Oregon community of Westport is located east of Astoria, between Wauna and Jones Beach on Plympton Creek where the creek meets the slough and the Columbia River. The Westport Slough is a federally authorized navigational side channel of the Columbia River and provides important habitat for salmon.</p> <p>Westport has a waterfront industrial site for commercial shipping with access off Highway 30 and serves as the landing for interstate ferry service between Wahkiakum County, Washington and Oregon.</p> <p>Dredging and dock improvements are underway to restore Westport Slough for commercial use, positioning Westport and Clatsop County to advance opportunities relating to barge operations and interstate ferry service.</p> <p>Increased economic activity in Westport has created a sense of urgency for advancing a number of important infrastructure and community development projects, including improvements to roads, ferry queuing, water and wastewater systems, park development, and fish passage.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Enhance Community Capacity</p>	<p>Transportation and pedestrian improvements</p> <p>Realignment of Plimpton Creek</p> <p>Park development</p> <p>Ferry access improvements</p> <p>Road and utility improvements</p>	<p>Local – Clatsop County, County Public Works, County Parks, Community Development, Westport Water Association, Clatskanie PUD, CEDR</p> <p>State – Business Oregon, DLCD, DEQ, ODOT, ODOT Rail, DSL, ODFW, OHCS</p> <p>Federal – Army Corps, USFW, USDA Rural Development</p> <p>Private Sector – Teevin Bros</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Convening capacity, agency coordination, technical assistance, resource alignment</p>

# North Coast Regional Solutions Team

## WORK PLAN – PROJECT TRACKING MATRIX

October 6, 2021



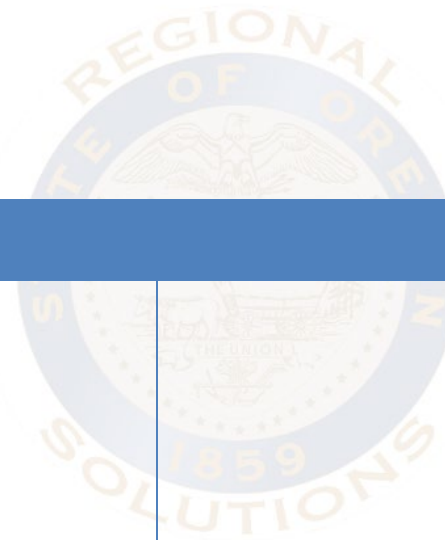
### ACTIVE PROJECTS

<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>St. Helens Waterfront Redevelopment</b></p> <p>The City of St. Helens has undertaken a comprehensive look at redeveloping their downtown waterfront district. Of particular interest are brownfield sites where Boise Veneer and Boise White Paper were once located. Three key waterfront properties totaling over 250 acres that provide catalytic redevelopment opportunities for the city. The City plans to restore the connection between downtown St. Helens and the Columbia River, provide public access to the waterfront, and preserve the natural and cultural heritage of St. Helens.</p> <p><b>Riverfront District (former Veneer Mill site):</b> The City envisions transforming the St. Helens Riverfront District from a struggling resource economy, to a more diversified local economy built around a thriving downtown and active waterfront with new mixed-use development. The City is negotiating a public-private partnership to redevelop a portion of the Veneer Mill property with a \$50 million planned private investment.</p>	<p>Support Business Recruitment, Retention and Expansion</p> <p>Invest in Infrastructure Capacity and Resiliency</p> <p>Advance Land Development Readiness</p> <p>Promote Community and Economic Vitality and Resiliency</p> <p>Enhance Community Capacity</p>	<p>Community-wide brownfield assessment projects</p> <p>Redevelopment of former veneer mill site</p> <p>Industrial Park development</p> <p>Lagoon conversion and redevelopment feasibility study</p>	<p>Local – City of St. Helens, Columbia County, Port of Columbia County</p> <p>State – DEQ, DLCD, DSL, ODOT, Business Oregon</p> <p>Agency Lead: City of St. Helens</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Convening capacity, agency coordination, technical assistance, resource alignment, project visibility and prioritization, innovative solutions</p>

# North Coast Regional Solutions Team

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### ACTIVE PROJECTS

**St. Helens Industrial Park (former Boise Whitepaper site):** The City's intent is to redevelop the industrial park, attract employers to the region, and boost the recovering local economy.

**Central Waterfront (wastewater lagoon redevelopment):** The City is evaluating the viability of filling their oversized wastewater lagoon to create land for waterfront development. Located adjacent to the former Boise Veneer site along the Columbia River, the proposal presents an opportunity to expand the community's central waterfront district vision, creating a waterfront that attracts development, generates tax revenue, creates jobs, and builds a community asset for residents and visitors alike. Future proposed uses include community amenities such as recreational fields, beach access, and a waterfront trail. Next steps in the assessment will evaluate the technical feasibility, safety concerns, economic viability, environmental and public health concerns, and complex community and economic development considerations.

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<p><b>Oregon Manufacturing Innovation Center (OMIC)</b></p> <p>This transformational project combines cutting-edge manufacturing, education and industry partners to bring to Oregon a unique research center modeled on the Advanced Manufacturing Research Center in Sheffield, England. With legislatively approved funding, and education partners in place, the team will work closely with Scappoose in delivering needed infrastructure for this key project.</p> <p><b>OMIC R&amp;D</b> is a collaboration of national and global industry partners who have joined forces with academic research partners to develop tools, techniques and processes that advance metals manufacturing in Oregon. Through innovation and collaboration, applied solutions are generated to improve quality, productivity and efficiency of metals and other manufacturing.</p> <p><b>The Oregon Manufacturing Innovation District (OMID)</b> is a geographic area of approximately 600 acres of premier industrial land surrounding the Scappoose Industrial Airpark which includes the OMIC R&amp;D. OMIC R&amp;D is the catalytic driver to create a true innovation district. OMID is within the City of Scappoose urban growth boundary and has well-financed private developers ready to build to suit, lease or sell.</p>	<p>Support Business Recruitment, Retention and Expansion</p> <p>Advance Land Development Readiness</p>	<p>Business development and partner recruitment</p> <p>Construction and expansion</p> <p>Permitting</p> <p>Infrastructure development</p> <p>Site certification</p>	<p>Local – OMIC, PCC, City of Scappoose, Columbia County, Port of Columbia County, Columbia Economic Team (CET)</p> <p>State – Oregon Legislative Assembly, OIT, PSU, OSU, OMEP, Business Oregon, DLCD, ODOT, DSL, DEQ, Employment Department</p> <p>Federal – Col-Pac</p> <p>Private Sector – The Boeing Company, OMIC industry partners</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Coordination of permitting and site development, infrastructure and investment; leadership, convening capacity, agency coordination, technical assistance, resource alignment, visibility and prioritization, innovative solutions</p>

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<p><b>NEXT Renewable Fuels</b></p> <p>NEXT Renewable Fuels is proposing an advanced biofuels facility at Port Westward in Columbia County. NEXT Renewable Fuels is investing more than \$1 billion in a facility expected to produce up to 37,500 barrels a day of Advanced Green Diesel drop-in replacement fuel. NEXT has secured 105 acres already zoned for industrial use at the Port Westward Industrial Park in Clatskanie. The facility is projected to create more than 200 full-time, family-wage jobs, generate more than \$12 million a year in local property tax revenues, pay more than \$5.5 million Port fees, and reduce greenhouse gas emissions equal to removing 1 million automobiles from the road.</p> <p>RS has been meeting with NEXT Renewables to discuss permitting, transportation impacts, wetland mitigation, workforce development and housing needs. Applications for air quality, water quality, and wetland-fill permits are expected to be filed in the coming months. Construction is anticipated in 2021.</p>	<p>Support Business Recruitment, Retention and Expansion</p> <p>Advance Land Development Readiness</p> <p>Advance North Coast Ports Initiatives</p>	<p>Permitting expected early 2022</p> <p>Construction expected 2021</p> <p>Permit coordination</p> <p>Support Clatskanie community development needs, associated infrastructure, transportation and housing</p> <p>Support workforce needs</p>	<p>Local – Port of Columbia County, Columbia County, City of Clatskanie, CET</p> <p>State – Business Oregon, DLCD, ODOT, DEQ, DSL, OHCS, Oregon Dept. of Energy</p> <p>Federal – Army Corps, Col-Pac, USDA Rural Development</p> <p>Private Sector – NEXT Renewable Fuels</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Coordination of permitting, community development and infrastructure needs; convening capacity, agency coordination, technical assistance</p>

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<p><b>Salmonberry Trail</b></p> <p>The decision by the Port of Tillamook Bay to not rebuild the rail created an opportunity to convert the old rail bed from Banks to Tillamook into bike, horse and pedestrian trail. This project will create a world class destination spot. Portions would retain rail for tourist train use.</p> <p>A governance structure has been established with the Salmonberry Trail Intergovernmental Agency. The team maintains ongoing involvement through STIA board membership and facilitating partnerships for Coastal Segment catalyst project planning and implementation.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Advance North Coast Ports Initiatives</p>	<p>Engagement through governance, operations and maintenance</p> <p>Poised to support and facilitate catalytic projects in Coastal Segment</p> <p>Rockaway Beach Community Paths project</p>	<p>Local – Washington and Tillamook Counties, Port of Tillamook Bay, cities affiliated with trail alignment, Washington County Visitors Association, Tillamook Coast Visitors Association</p> <p>State – Oregon Parks, Oregon Department of Forestry, ODOT, ODOT Rail, DEQ, DLCD, DSL, Business Oregon, Travel Oregon</p> <p>Private Sector and Philanthropy – Salmonberry Trail Foundation, Tillamook Forest Heritage Trust, Cycle Oregon, TCCA</p> <p>Agency Lead(s): Oregon Department of Forestry, Oregon State Parks</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Agency coordination and Coastal Segment project coordination; technical assistance, resource alignment, project visibility and prioritization, innovative solutions</p>

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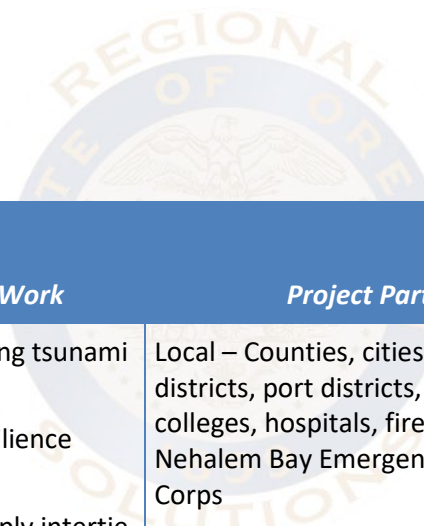
October 6, 2021

Regional Partnerships			
Description and Background	Regional Priorities Addressed	Ongoing Project Work	Project Partners
<p><b>Unmanned Aerial Systems</b></p> <p>Three sites in Oregon have received FAA designation to conduct research as a national test site on how to integrate unmanned aerial systems into civilian airspace. Other goals include the development of commercial applications of data collected from test flights.</p> <p>These projects present an opportunity for growing supply-chain related businesses, local support economies, and strengthening the regional aviation cluster.</p> <p>Project will be coordinate with other aerial partnerships across Oregon, which includes Tillamook, Warm Springs, and Pendleton.</p>	<p>Support Business Recruitment, Retention and Expansion</p> <p>Advance North Coast Ports Initiatives</p>		<p>Local – Tillamook County Economic Development, Port of Tillamook Bay</p> <p>State – Oregon Dept. of Aviation, Business Oregon, DLCD, ODOT, DSL, DEQ, Employment Department</p> <p>Federal – Col-Pac</p> <p>Private Sector – Near Space</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Business development and leverage new opportunities</p>
<p><b>Dredging</b></p> <p>Ports and cities throughout the region require dredging to maintain marine navigation access crucial to the region’s economy, culture, and vitality.</p> <p>These ports are essential for economic development and a key component of healthy transportation systems.</p> <p>Deferred maintenance at port facilities is placing critical infrastructure at risk.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Advance North Coast Ports Initiatives</p>	<p>Federal funds appropriated to augment dredging work</p>	<p>Local – Port districts, CREST</p> <p>State – Business Oregon, DLCD, ODOT, DSL, DEQ, coastal caucus</p> <p>Federal – Army Corps</p> <p>Agency Lead: Business Oregon, Ports Division</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Coordination, permitting and problem solving</p>

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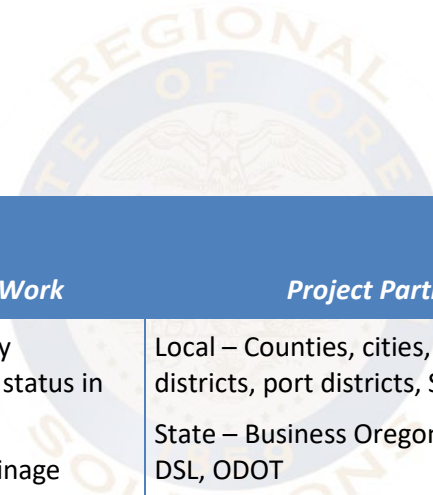


<i>Regional Partnerships</i>			
<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Resilience Planning</b></p> <p>Regional coordination of emergency preparedness, economic and community resilience planning efforts.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Promote Community and Economic Vitality and Resiliency</p>	<p>Communities considering tsunami overlay zones</p> <p>Coastal community resilience planning</p> <p>Explore joint water supply intertie between Scappoose and St. Helens</p> <p>Clatsop County TGM project</p> <p>Tillamook Agency and Business preparedness partnership</p> <p>Tillamook water line extension</p>	<p>Local – Counties, cities, school districts, port districts, community colleges, hospitals, fire departments, Nehalem Bay Emergency Volunteer Corps</p> <p>State – OEM, DLCD, DEQ, ODOT, Business Oregon, OHCS</p> <p>Federal – Col-Pac</p> <p>Agency Lead: Col-Pac</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Support city and county planning efforts</p>
<p><b>Jetty Maintenance</b></p> <p>Ports and cities throughout the region rely on jetty infrastructure, crucial to the region’s economy.</p> <p>Coastal ports are essential for economic development and a key component of healthy transportation systems.</p> <p>Deferred maintenance of jetties is placing this critical infrastructure at risk.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Advance North Coast Ports Initiatives</p>	<p>Identify challenges and opportunities</p> <p>Develop work plan with critical path activities and timelines</p> <p>Tracking needs for Garibaldi South Jetty and at the mouth of the Columbia River</p>	<p>Local – Port districts</p> <p>State – Business Oregon, DLCD, ODOT, DSL, DEQ</p> <p>Federal – Army Corps</p> <p>Agency Lead: Business Oregon, Ports Division</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Agency coordination, visibility and prioritization</p>

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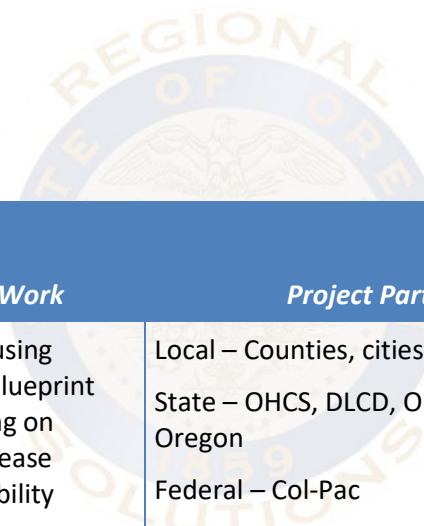


<i>Regional Partnerships</i>			
<i>Description and Background</i>	<i>Regional Priorities Addressed</i>	<i>Ongoing Project Work</i>	<i>Project Partners</i>
<p><b>Recertification of Dikes &amp; Levees</b></p> <p>Much of Northwest Oregon resides behind a water containment device. The region deals with significant rainfall and the interplay of rivers, oceans, and tidal influences. Diking districts were formed early in the 20th century and these volunteer organizations have been responsible for maintaining these infrastructure without funding and agency support.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Promote Community and Economic Vitality and Resiliency</p> <p>Enhance Community Capacity</p>	<p>Warrenton Provisionally Accredited Levee (PAL) status in place</p> <p>Warrenton interior drainage analysis</p> <p>Warrenton district consolidation proposal</p> <p>Rainier Drainage District</p> <p>Scappoose Drainage Improvement Company</p>	<p>Local – Counties, cities, diking districts, port districts, SWCDs</p> <p>State – Business Oregon, DLCD, DEQ, DSL, ODOT</p> <p>Federal – FEMA, Army Corps, NOAA, NMFS, NRCS</p> <p>Agency Lead: DLCD</p> <p>Team Lead: Lisa Phipps</p> <p>RST Role: Agency coordination, visibility and prioritization, technical assistance, resource alignment</p>

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<p><b>Regional Housing Initiatives</b></p> <p>Tillamook, Clatsop and Columbia Counties are all currently involved in efforts to improve access to affordable and workforce housing. The team will work in cooperation with these initiatives and focus on municipal impediments affecting housing and community development throughout the region.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Advance Land Development Readiness</p> <p>Enhance Community Capacity</p>	<p>Tillamook County’s Housing Taskforce produced a blueprint for action and is working on implementation to increase affordability and availability</p> <p>Clatsop County is targeting multi-family housing opportunities</p> <p>Columbia County faces several needs and is focused on underserved communities such as low-income, veterans and affordable communities</p> <p>Mobile Home Parks</p> <p>Tillamook County Housing Needs Analysis and Buildable Lands Inventory</p> <p>Clatsop County Housing Needs Analysis</p> <p>Chelsea Gardens Trillium House (Warrenton)</p> <p>Sammy’s Place (Nehalem)</p> <p>Infrastructure in support of innovative housing development</p>	<p>Local – Counties, cities</p> <p>State – OHCS, DLCD, ODOT, Business Oregon</p> <p>Federal – Col-Pac</p> <p>Agency Lead: OHCS, DLCD</p> <p>Team Lead: Lisa Phipps</p> <p>RST Role: Support city and county planning and implementation efforts, including infrastructure needs; agency coordination and engagement, technical assistance, resource alignment, innovative solutions</p>

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<p><b>Childcare Supply</b></p> <p>A lack of sufficient quality childcare is a barrier to economic development. Regional Solutions is working with NW Regional ESD to assess childcare supply in Tillamook, Clatsop, and Columbia counties, identify barriers to increasing availability, and support collaborative partnerships and innovative solutions.</p>	<p>Enhance Community Capacity</p>	<p>NWR ESD Childcare Resource and Referral Network project</p> <p>Tillamook County Childcare Taskforce</p> <p>Clatsop County Childcare Taskforce</p>	<p>Local – NW Regional ESD, Tillamook County, Clatsop County, Columbia County</p> <p>State – Regional Solutions</p> <p>Agency Lead:</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Facilitation, agency coordination, technical assistance, resource alignment, visibility and prioritization, innovative solutions</p>
<p><b>Regional Workforce Needs</b></p> <p>The need for skilled tradesmen and women is ever-increasing. The current workforce is aging and with ARPA-funded and other infrastructure projects, increased housing development, and the proposed NEXT Renewables project in Clatskanie, the region is preparing for an increased demand for skilled labor. Regional Solutions is working with NW Oregon Works to convene a conversation with workforce training partners about developing a skilled trades asset inventory and workforce needs assessment for the North Coast region.</p>	<p>Support business recruitment, retention and expansion</p>	<p>NW Oregon Works advance manufacturing sector initiative</p>	<p>Local – NW Oregon Works, NW Regional ESD</p> <p>State – Regional Solutions, Business Oregon</p> <p>Agency Lead:</p> <p>Team Lead: Jennifer Purcell</p> <p>RST Role: Facilitation, resource alignment, visibility and prioritization, innovative solutions</p>

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<p><b>Community Infrastructure and Essential Facilities Projects</b></p> <p>Coastal communities are addressing the need to renovate, relocate, or replace essential community facilities, such as city halls, fire and police stations, as well as essential water, wastewater, stormwater, and communications infrastructure.</p> <p>Coastal communities are also challenged by insufficient capacity for essential facilities. Emergency services, water and wastewater infrastructure, and broadband needs are assessed to consider full-time population and do not account for seasonal fluctuations and transient residents; stormwater and transportation infrastructure capacity is insufficient to address the impacts of changing climate conditions, increased rainfall, and the intensity and duration of coastal storm events.</p>	<p>Invest in Infrastructure Capacity and Resiliency</p> <p>Promote Community and Economic Vitality and Resiliency</p> <p>Enhance Community Capacity</p>	<p>Cannon Beach infrastructure projects (bridge and beach access improvements, water, wastewater, and stormwater upgrades) and Transportation System Plan</p> <p>Wheeler Gervais Creek stormwater improvements project</p> <p>Bay City infrastructure projects (drinking water well development and wastewater treatment plant upgrades) and Patterson Creek restoration project</p> <p>Rainier Fox Creek culvert replacement project</p>	<p>Local – cities, counties, special districts</p> <p>State – Regional Solutions</p> <p>Agency Lead: Business Oregon</p> <p>Team Lead: Melanie Olson</p> <p>RST Role: Agency coordination, technical assistance, resource alignment, visibility and prioritization, innovative solutions</p>