COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2014-2015
FOR
THE COLUMBIA-PACIFIC REGION
Prepared by:
Columbia-Pacific Resource Conservation and Economic Development District
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In Coordination With:

Greater Grays Harbor, Inc.

(www.ghedc.com)

Grays Harbor Council of Governments

(www.ghcog.org)

Economic Development Council of Mason County

(www.masonedc.com)

Pacific County Economic Development Council

(www.pacificedc.org)
Columbia-Pacific Resource Conservation & Economic Development District

2014 Executive Board:

**Officers**
President: Vicki Cummings
Vice-President: Karen Bertroch
Secretary/Treasurer: Currently Vacant

**County Representatives (4 positions 3 year term)**
Grays Harbor County: Currently vacant (Representative being sought)
Mason County: Currently vacant (Representative being sought)
Pacific County: Mary DeLong (3rd year of term)

**Tribal Representative (1 position 3 year term)**
Currently vacant (Tribal Representative is being sought)

**At-Large RC&D Representative (1 position 3 year term)**
Joan Hurst (1st year of term)

**At-Large Community Development Representative (1 position 3 year term)**
Vicki Cummings (1st year of term)

**At-Large Community Development Representative (1 position 3 year term)**
Kayrene Gilbertsen, Port 2 Wahkiakum County (1st year of term)

**EDC Representatives (2 positions 3 year term)**
Currently vacant (Representative being sought)

**Columbia-Pacific RC&EDD Staff**
Executive Director: Currently vacant (New Director being sought)
Member Coordinator: Joan Hurst
### Partner Organizations

| Aberdeen School District                          | American Community Enrichment                  |
| Bank of the Pacific Montesano                    | City of Aberdeen                                |
| City of Cosmopolis                               | City of Elma                                    |
| City of Hoquiam                                  | City of Ilwaco                                  |
| City of Long Beach                               | City of McCleary                                |
| City of Montesano                                | City of Oakville                                |
| City of Ocean Shores                             | City of Raymond                                 |
| City of Shelton                                  | City of South Bend                              |
| City of Westport                                 | Coastal Caucus                                  |
| Coastal Community Action Program                 | Confederated Tribes of Chehalis                 |
| Cosmopolis School District                       | EDC of Mason County                             |
| Elma Chamber of Commerce                         | Elma School District                            |
| Evergreen Rural Water of WA                      | Faith Leadership Consulting                     |
| Grays Harbor Community Foundation                | Grays Harbor College                            |
| Grays Harbor Community Network                   | Grays Harbor Conservation District              |
| Grays Harbor Council of Governments              | Grays Harbor County                             |
| Greater Grays Harbor INC                         | Grays Harbor Historical Seaport                 |
| Grays Harbor PDA                                 | Grays Harbor PUD                                |
| Grays Harbor Transit                             | Grays Harbor Water District 1                  |
| Habitat for Humanity of Grays Harbor             | Harmony Hill Retreat Center                     |
| Hoquiam School District                          | Ilwaco Heritage Museum                          |
| KOSW Ocean Shores Radio                          | Lake Quinault School District                   |
Lower Columbia EDC/Chamber
Mason County Senior Activities Assoc.
Mason County Historical Museum
McCleary Chamber of Commerce
Montesano School District
North Beach School District
North River School District
Ocosta School District
Pacific County
Pacific PUD 2
Port of Allyn
Port of Grays Harbor
Port of Peninsula
Port of Willapa Harbor
Rayonier Forest Resources
Shelton-Mason Co. Chamber of Commerce
Shorebank Enterprise Pacific
South Bend Revitalization Team
Taholah School District
Westport-South Beach Historical Society
Western Wiakikum Telephone Company

Mason Conservation District
Mason County
Mason County Housing Authority
McCleary School District
No. Beach Community Television
No. Mason Chamber of Commerce
Oakville School District
Pacific Conservation District
Pacific County EDC
Pacific Transit Authority
Port of Chinook
Port of Ilwaco
Port Shelton
Quinault Indian Nation
Satsop School District
Shoalwater Bay Indian Tribe
Skokomish Indian Tribe
Squaxin Island Tribe
Union Gospel Mission
Willapa Bay Fisheries Enhancement
Columbia-Pacific Resource Conservation & Economic Development District

Summary

The Columbia-Pacific Resource Conservation and Economic Development District, comprising Grays Harbor, Mason and Pacific Counties and the Native American Nations within that area, has long been dependent on its wealth of natural resources to support its population. In the 1970s and 1980s, with the onset of technology and more stringent environmental regulations, employment and income in the District dropped dramatically. Also, in the early 1980s, a major source of high-wage employment, construction of the Satsop nuclear power plant, was halted because of bankruptcy. For many years, the economy of the District languished, until efforts to diversify the economy took hold.

In 1998, Columbia-Pacific Resource Conservation and Development became an Economic Development District (EDD) organization, focusing primarily on diversifying the economy. Since then, Columbia-Pacific Resource Conservation & Economic Development District (ColPac) has been the lead agency in developing an annual Comprehensive Economic Development Strategy (CEDS) for the region, forming collaborations to get projects accomplished.

Olympic National Forest Quinault River
Columbia-Pacific Resource Conservation & Economic Development District (ColPac), serving Grays Harbor, Mason and Pacific Counties, is a 501 (c) (3) nonprofit organization in good standing since its creation in 1972 as a Resource Conservation & Development (RC&D) Council. ColPac has been planning, implementing, and administering projects of all sizes throughout our 3 county district for nearly 4 decades.

ColPac’s Mission Statement:

“To promote and engage regional partnerships to preserve and enhance our communities by creating economic opportunity and advocating sustainability and revitalization of the diverse area we serve.”

ColPac’s Community Development Vision Statement:

“To facilitate the development of regional projects and programs focused on building the capacity of organizations and communities in pursuit of successfully attaining their economic development goals and objectives.”

ColPac serves the Columbia-Pacific Region by:

- Facilitating and coordinating the required collaboration of organizations to successfully accomplish project goals and objectives; and the conservation of our natural resources.
- ColPac develops a regional economic development strategy, works to implement that strategy, and provides technical assistance to local communities.
- This work places ColPac in constant touch with counties, cities, port districts, public development authorities, public utility districts, economic development councils, and tribes within its district - all crucial for attracting private sector investments for regional project development.

The following information is specific to ColPac activities that include program and project management and deliverables in support of ColPac’s partnership with the Economic Development Administration.
**Recent Progress**

**Columbia-Pacific Resource Conservation and Economic Development District**

Our Executive Director for the past eight years, Jesse Cardenas, resigned effective June 30\textsuperscript{th} 2014 and we wish him well in his new position. The Executive Board is currently working on establishing the requirements that will be needed in search for a new Executive Director.

Joan Hurst was contracted in March of 2013 and continues work administratively in the office to coordinate communication with our current partner organizations. Additionally, to gather information from ColPac’s 3-County (Grays Harbor, Mason and Pacific) Districts in support of promoting and growing ColPac membership through outreach and assorted communication resources to include email, phone calls/conference calls and site visits.

![Joan Hurst ColPac Member Coordinator](image.png)
Organizational Overview:

Mr. Jesus Cardenas continued his role as Executive Director for Columbia-Pacific Resource Conservation & Economic Development District through June 2014. After his seventh year of service he has resigned to pursue other career opportunities in the renewable energy industry.

From July 2013 through June 2014 the Executive Director divided his time between managing the 2013/2014 EDA Planning Grant as well as other community development projects throughout our 3-county district. Associated activities continue to support the overall mission of Columbia-Pacific RC&EDD: “To promote and engage regional partnerships to preserve and enhance our communities by creating economic opportunity and advocating sustainability and revitalization of the diverse area we serve.” As well as our economic development purpose: “To facilitate the development of regional projects and programs focused on building the capacity of organizations and communities in pursuit of successfully attaining their economic development goals and objectives.”

In continued support of staying informed with current regional economic conditions and historical trends, the Executive Director has continued meeting with County Commissioners, businesses, local government representatives, Native American Tribal Representatives and County Economic Development Councils within Columbia-Pacific RC&EDD’s 3-county district (Grays Harbor, Mason, and Pacific County). These meetings include, but are not limited to: discussions regarding new business opportunities throughout our District, regional project planning, assessing unmet economic development needs, discussions regarding organizational capacity building, economic recovery and discussions regarding critical impact issues such as the closing of a major
employer. Another topic of discussion and planning is regional industry diversification as well as community development. These meetings are crucial for determining Columbia-Pacific RC&EDD’s role and the type of technical assistance and support we can continue to provide such as project development, facilitation, consulting, grant proposal planning and development.

The information and responses in this Final Progress Report will be specific to the EDA Planning Grant Scope of Work for Project Number 07-83-06865 from July 1, 2013 through June 30, 2014 and will also include relevant program information from various district-wide community development activities.

Columbia-Pacific Resource Conservation & Economic Development District

Regional Community & Economic Development Project

Scope of Work July 1, 2013 through June 30, 2014

1) Lead ongoing development of Comprehensive Economic Development Strategy (CEDS) in support of updating, coordinating, managing and implementing regional projects

1A) Coordinate and facilitate quarterly meetings with Partners, CEDS Strategy Team, and Columbia-Pacific RC&EDD (ColPac) Board in support of CEDS information gathering

1B) Provide monthly CEDS update reports at ColPac Executive Board Meetings and Full Council Meetings as well as gather specific economic condition information from ColPac District 4-County representatives in support of maintaining CEDS

1C) Ongoing maintenance of electronic draft copy of CEDS to be reviewed and approved by CEDS Strategy Team and ColPac Full Council for end of year submission to EDA per Partnership Planning Grant guidelines and contractual requirement

1A Progress to date:

ColPac Partners, CEDS Strategy Team Members, ColPac Members and Executive Board Members are encouraged to attend Executive and Full Council meetings in support of CEDS information gathering and area specific input for inclusion in Annual CEDS update.

Also, ColPac Executive Board President allocates time on all ColPac Executive Board and Full Council Meeting agendas and leads sessions in support of discussing CEDS updates, issues and regional economic/community development opportunities. ColPac members, as well as our Executive Board, are given time at the beginning of each board meeting to provide “check-in” updates specific to their counties and where applicable, CEDS updates are noted. These updates include project ideas in support of business resiliency training for small businesses, renewable energy development opportunities and regional partnership development to address common unmet economic development needs.

1B Progress to date:

Monthly CEDS updates are provided at all of our ColPac Executive and Full Council Meetings during the member check-in portion of each meeting. CEDS updates are specific to the economic conditions throughout our District and when applicable, our CEDS is revised. Information for CEDS updates is also gathered from businesses, local governments, profit and nonprofit organizations and coordinated through each county’s Economic Development Council (EDC) and Columbia-Pacific RC&EDD (ColPac).
It is important to note that Wahkiakum County has been merged with Cowlitz County as a result of EDA re-districting however ColPac is still willing to assist small businesses within Wahkiakum County as required.

1C Progress to date:

An updated CEDS document for 2013/2014 was prepared and submitted to the EDA Seattle Regional Office for review and approved through this 2013/2014 project cycle. Also an electronic version of our current CEDS is being maintained and updated as required. Copies of our CEDS are available upon request from our members and member organizations.

The importance of our ongoing CEDS program cannot be overstated. The information contained within our CEDS is critical to our regional economic development process. The CEDS enables our District to determine unmet needs, plan, prioritize, develop and implement regional economic development projects.

2) Continue developing projects in support of regional Community Emergency Preparedness through partnerships with Counties, Cities, Towns, and Tribes within ColPac’s 3-County District

2A) In coordination and partnership with ColPac, American Community Enrichment 501c3, and Grays Harbor County, implement Firewise Communities Program in support of obtaining Firewise Community Designations for Cities/Towns within ColPac 3-County District during 12 month planning project; beginning with the City of Ocean Shores located in Grays Harbor County; upon successful implementation in Ocean Shores during first quarter, proceed second quarter to the City of Raymond located in Pacific County, third and fourth quarter the City of Shelton located in Mason County; during the course of 12 month Firewise Community Program implementation plan Tribes within ColPac’s 3-County District will also be invited to participate and Firewise Community Program presentations will
be provided; Designated Firewise Communities encourage sustainable community and economic
development and attract new regional businesses

2B) During the first quarter of implementing the regional Firewise Communities Program, schedule bi-
weekly meetings with City of Ocean Shores public safety and community representatives in support of
obtaining a Firewise Community Designation. All required program guidelines and requirements will
be provided at these meetings and a City of Ocean Shores specific Firewise Community Designation
plan will be developed and submitted to the National Fire Protection Association. Procedures will be
documented for use as a model for other Cities/Towns and Tribes located within ColPac’s 3-County
District.

2A & 2B Progress to date:
A separate detailed Firewise Communities Program activity report specific to Phase 2 of the Firewise
Communities Program has been included at the end of this Final Report.

3) Develop regional partnerships with other Economic Development Councils within ColPac 3-
County District in support of regional community and economic development project planning.
Projects will be utilizing guidance from, but not limited to, Social and Economic Development
Strategy Programs.

3A) Schedule monthly meetings (12 meetings per year) between ColPac and Economic Development
Council (EDC) representatives within ColPac’s 3-County District in support of regional community and
economic development information exchange, needs assessments and project planning in support of
regional project design focused on sustainable business and community development.

3B) As required assist EDCs with project development in support of new businesses and/or existing
businesses including locating potential funding sources and when applicable assist with grant
application development.
3A & 3B Progress to date:

Regional meetings and conference calls have taken place in support of new business development as well as business sustainability. As a direct result of these economic development planning meetings ColPac has been approached by the City of Cosmopolis for assistance with a renewable energy heat and power demonstration project.

This potential project is focused on anaerobic digestion of organic feed stocks to produce heat and power. Crude anaerobic digesters have been utilized for centuries for the purpose of stabilizing organic materials and producing methane for cooking. Municipalities routinely digest sludge produced at treatment plants where the economics make sense. Technological advancements make it feasible to digest organics on a much smaller scale. More and more industries are investing in digesters to stabilize organic wastes.

Food waste collected curbside combined with food wastes collected at food institutions and at food processors can be anaerobically digested to produce methane. This gas can be cleaned and incorporated into the gas pipeline. Or the gas can be converted into heat, steam, or electricity and sold to customers or put into the power grid.

Project informational presentation has been presented to the City of Cosmopolis Council and they have shown great interest in pursuing this small scale demonstration project. A follow-on presentation will be scheduled and presented to the City of Cosmopolis Planning Commission. An Anaerobic Digester Demonstration Project Summary has been included at the end of this report.

4) Develop ColPac District Infrastructure improvement projects in support of community and economic development.
4A) Work with Grays Harbor County, Satsop Business Development Park, City of Elma and the Port of Grays Harbor is support of a water line extension from the Satsop Business Park to the City of Elma. Water line extension will provide greater water treatment capacity at the Satsop Business Park and attract small to midsize manufacturing businesses.

4B) Work with USDA Rural Development and Economic Development Administration to develop loan/grant funding packages in support of water line extension project and document procedures for use as a model for similar infrastructure projects within ColPac’s 4-County District.

4A & 4B progress to date:

For the fifth consecutive year, Satsop Business Park received the Washington State Department of Ecology’s “Wastewater Treatment Plant Outstanding Performance” award. Satsop Business Park Wastewater Treatment Plant team members include Ross Read, Linda Foster, and Randy Edmondson.

The award recognizes wastewater treatment plants that achieve full compliance with effluent limits, monitoring and reporting requirements, spill prevention planning, pretreatment, and overall operational demands of the National Pollutant Elimination System (NPDES) permit.

“We are extremely proud of our employees that oversee the wastewater treatment plant’s operations. They are truly dedicated to ensuring successful operation of the plant on a daily basis – which is no easy task when you factor in events such as storms, flooding and aging equipment. The wastewater treatment plan is a valuable asset to our existing tenants and is important to attracting new business to the Park”, noted Alissa Shay, Manager of Business Development at the Park.

Last year the Satsop Business Park received $4 million in grant funding from the State to upgrade their existing system in support of new business development. ColPac continues to provide economic development planning assistance and is currently working with renewable energy companies interested
in setting up offices and operations within the Satsop Business Park. One such opportunity is a potential project focused on the redevelopment of Grays Harbor County. This project is centered on the construction of a green energy fueled electricity producing plant. An ideal location for this electricity plant is within the Satsop Business Park. Project informational meetings have taken place with the Port of Grays Harbor, Grays Harbor Historic Seaport Authority, Grays Harbor College and Pacific Mountain Workforce Development who have all shown interest in participating in the project. Also a project informational presentation was presented at the EDA Seattle Regional Office facilitated by Jesse Cardenas. This presentation was attended by Key EDA Staff as well as USDA Rural Development Representative. Additional details will be reported as this project continues moving forward.

5) Develop and Implement Tribal renewable energy projects focused on the use of biomass as a fuel source for generating heat and energy.

5A) Provide technical assistance to the Quinault Indian Nation in support of their Biomass for Heat Facility Engineering and Design Project including project management, as required grant administration, and follow-on renewable energy project development.

5B) Work with the Quinault Indian Nation in support of locating potential funding sources both Federal and Private as well as Partners for the further development of sustainable clean energy from biomass leading to tribal energy independence. Document all procedures for use as a model for other energy projects on Tribal Lands located throughout the Nation.

5A & 5B progress to date:

The Quinault Indian Nation (QIN) has received a $63,231 US Department of Agriculture Rural Business Opportunity Grant to conduct a feasibility study on the viability of a tribal pellet manufacturing plant on the tribe’s reservation, according to Fawn Sharp, QIN President.
The envisioned pellet mill is expected to consume logging slash blended with higher grade fiber and/or alternative bio-crop fiber such as Arundo Donax (Nile Fiber), to produce industrial quality pellets that eliminate the need for annual logging slash burns, according to Sharp. “We also anticipate creating new jobs as this Tribal Enterprise is developed. New jobs would include facility operations and maintenance, biomass harvesting, biomass sorting, mechanical equipment operators, truck drivers, and administrative support,” she said. “We anticipate as many as 36 new jobs from this project.”

Upon completion the study will bring the Quinault Indian Nation one step closer to a sustainable biomass for heat system that not only provides heat to essential tribal facilities but will also begin a new technology on the Reservation.

The Quinault Nation has been investigating the use of forest biomass material generated from QIN forest management practices as fuel for heating new or existing tribal facilities for years. The existing Tribal facilities being considered for retrofit in support of a biomass for heat facility include the Tribal Health Clinic, Department of Natural Resources, the Executive Office complex and the Administration complex.

To officially get this project off and running, QIN partnered with Columbia-Pacific Resource Conservation & Economic Development District (ColPac) to apply for grants from the USDA Rural Business Opportunity Grant Program and the US Forest Service Woody Biomass Utilization Grant Program. The successful grant application was done in support of a biomass feasibility study on the Quinault Reservation. The feasibility study, successfully completed in January of 2012, determined QIN generates more than sufficient biomass quantities to sustain a low pressure boiler system using wood chips or pellets (created from forest slash) as a green fuel source to produce low cost wood heat.

Due to the project’s focus on biomass as a sustainable renewable energy resource, a diverse team of partners and the potential for new Tribal jobs in support of biomass for heat technology, the project was
designated as one of seven national USDA Great Regions Projects by USDA Secretary Tom Vilsack in 2010.

The final engineering and design phase for a QIN Biomass for Heat Facility was completed in November of 2013. In support of this phase QIN applied for and was awarded a 2012 US Forest Service Woody Biomass Utilization Program Grant in the amount of $205,000.

Engineering and design of the QIN Biomass for Heat Facility was accomplished by Richmond Engineering and included the following tasks: Abbreviated Master Plant Site Selection, Schematic Design, Design Development, and Final Design/Bid Preparation. The QIN Biomass for Heat Facility has been engineered and designed as a low pressure hot water biomass heating facility.
The initial Biomass Feasibility Study concluded that 400 bone dry tons (BDT) per year of biomass fuel, in chip or pellet form, would be required to generate the sufficient amount of heat for QIN’s existing buildings. Timber harvests and forest management create 32,000 BDT of biomass-slash annually. The QIN reservation falls within the lush temperate rainforest and is highly productive making this biomass project highly viable as well as sustainable.

Air quality, wildlife habitat, and forest resources will benefit from this project. Also QIN will save $78,000-$126,000 per year in utility bills from converting their current electric heat to wood heat. When constructed the Biomass for Heat Facility will help QIN become more energy independent. It will also help QIN become more self-reliant by creating new tribal jobs.

“This is the type of project that creates jobs, on and off the reservation. It promotes energy independence and supports sustainability and sovereignty,” said QIN President Fawn Sharp. “It’s exactly what we’re looking for at Quinault,” she said.
The QIN Pellet Manufacturing Feasibility Study is scheduled for completion on September 30, 2014. Currently QIN is working on chipping 5-6 tons of forest slash to be mixed with equal amounts of chipped Arundo Donax (Nile Fiber) so pellet processing test runs can be conducted. Richmond Engineering has been working with Jesse Cardenas in support of coordinating the shipment of chipped samples to Mid Valley Milling located in Prosser, WA who will be conducting the pellet processing test runs. The goal is to come up with the correct mixture of chipped forest slash and Nile Fiber that yields the highest quality of fuel pellets. These fuel pellets will be used as feedstock for the QIN Biomass for Heat Facility. Also the QIN is investigating the potential for the development of a Tribal Fuel Pellet Exporting Enterprise leading to the creation of new Tribal jobs. Jesse Cardenas has been providing the Department of Energy with annual project updates at the Tribal Program Review in Denver, CO.

A QIN Biomass Project summary has been included at the end of this report and additional details will be provided in future progress reports.
6) In support of new business development based on the use of natural resource and agriculture clusters work with TreeFree Biomass Solutions to develop Nile Fiber (Arundo Donax) as an energy crop solution.

6A) Partner with USDA Rural Development and 3 – 5 local farmers in support of planting and harvesting up to 10 acres of Nile Fiber as energy crop to be processed into pellets, e-coal, wood additives and other value added products

6B) Work with Satsop Business Development Park and TreeFree Biomass Solutions in support of setting up a Nile Fiber Processing Pilot Project within the Business Park to demonstrate the energy and manufacturing market potential of Nile Fiber.

6A & 6B progress to date:

TreeFree Biomass Solutions Inc. provides cost effective solutions for industrial, biotech and consumer enterprises. Their technology enables them to create an environmentally friendly, sustainable feedstock. The exclusive TreeFree international patent for propagation, along with researched technology in planting, growing, harvesting and refining, offers a vastly improved and domesticated genus of Arundo Donax called Nile Fiber™.

Nile Fiber can be manufactured into countless essential products such as high quality pulp, paper, building materials, bio-fuels, bio-energy, pharmaceuticals, chemicals, and more all without destroying a single tree.

The growing worldwide concern over global deforestation has forced governments and forest products industry representatives to search for alternatives to wood fiber to meet the rapidly escalating demand for pulp and paper products. TreeFree Biomass Solutions Inc. was formed to develop commercial
applications for a non-wood fiber crop, Nile Fiber™. One of many other uses of Nile Fiber™ that replace the use of wood products is TreeFree’s proprietary composite building materials.

Plans are underway to establish a 10 acre site within the Satsop Business Park or on a local farm within Grays Harbor County dedicated to planting and growing Nile Fiber.

Also Nile Fiber samples are being provided for inclusion in the QIN Pellet Manufacturing Feasibility Study. These samples will be mixed with QIN’s forest slash to run test pellet manufacturing cycles in support of producing industrial or higher grade pellets to fuel the QIN Biomass for Heat Facility. Additional details will be provided in follow-up progress reports.

7) In support of regional nonprofit organizational development and capacity building schedule bi-monthly meetings with up to 8 Grays Harbor, Mason, Pacific and Wahkiakum County nonprofit organizations (2 organizations per County) and assist with board of director development, mission statement development, project development and when applicable grant application development.

7A) Partner with and work with Faith Leadership Consulting to contact regional nonprofit organizations, develop a list of up to 8 nonprofit organizations at various levels of development in need of technical assistance and schedule requirements gathering meetings with selected nonprofit organizations.

7B) In partnership with Faith Leadership Consulting and selected regional nonprofit organizations develop and implement specific action plans including but not limited to applicable training and workshop offerings in board of director development and project and/or grant development.
**7A & 7B progress to date:**

From direct results of information gathering meetings with regional nonprofit organizations including board meeting attendance the greatest need for technical support and the most highly requested, is grant writing assistance as well as project development assistance. Nonprofit organizations have included Fire Districts in rural ColPac District locations in critical need of aging emergency response equipment replacement.

ColPac continues to provide grant writing workshops as well as grant writing assistance at minimal to no cost for nonprofit organizations. These workshops include federal grant application development training to ensure nonprofit organizations have access to a wide variety of federal funding opportunities.

Project Development curriculum has been created and made available to nonprofit organizations in the form of training workshops.

In support of nonprofit organizations ColPac will continue scheduling Federal and Foundation Grant Development workshops upon request. These workshops were originally developed by ColPac in support of the annual City of Ocean Shores Nonprofit Leaders 2-day Conference. This continues being one of the most highly attended workshops during the conference and is requested by nonprofit organization representatives throughout the year. We are now in our 5th year of this nonprofit conference event and ColPac will continue to provide technical assistance to our district’s nonprofit organizations.

Along with the Westport Maritime Museum, Grays Harbor Habitat for Humanity, Friends of the Ocean Shores Library and regional Fire Districts ColPac has begun working with the Gregorian Group (www.gregoriangroup.org) in support of their 501c3 application, project prioritization and board development. Among their many community development services the Gregorian Group has been working with at-risk youth to provide them with a safe environment to meet and socialize.
ColPac Executive Director has met with their board and provided information with regards to board of
director development and offered to conduct a workshop upon request. As explained during their recent
board meeting nonprofit organizations should always look for the right person for the right board
position. This results in a more productive board and enables nonprofit organizations to concentrate on
fulfilling their mission statement. We also stress the importance of partnerships between nonprofit
organizations so project development ideas can be shared.

As ColPac proceeds to assist the Gregorian Group and other nonprofit organizations additional details
will be provided in our progress reports.

8). Provide written reports to Seattle Regional Economic Development Administration
Representatives regarding project activities and progress as well as unplanned events such as
potential and actual plant closures that impact the economy of ColPac’s 3-County District.

8A) Ensure ongoing compliance with Economic Development Administration Partnership Planning
Investment Program guidelines and provide applicable mid-point and end-of-year written reports as
well as reports documenting unplanned economic impact events.

8A progress to date:
ColPac will continue to provide written reports to the EDA as required per the Planning Investment
Program guidelines as well as other EDA Investment Programs. Written reports will include project
activities as well as applicable financial reports.

ColPac will continue to make it a priority to communicate directly with representatives from the
Economic Development Administration Seattle Regional Office whenever program questions and/or
concerns arise that requires EDA’s assistance to properly address. To this point communication has been
in the form of meetings, direct phone calls and email. This report represents the Final Progress Report of
our 2013-2014 Program Number 07-83-06865-01 and specifically identifies Columbia-Pacific RC&EDD’s Planning Investment project activities. ColPac commits to supplying activity reports as required in order to keep the EDA informed of all program progress.

The Following is an overview of the QIN Pellet Manufacturing Feasibility Study Project:

The Quinault Indian Nation (QIN) Pellet Manufacturing Feasibility Study Project has been developed in support of continuing to phase 3 of their designated USDA Great Regions Biomass for Heat & Energy Project. Specifically Phase 3 of the project begins with a 2-part feasibility study to assess the viability of the development of a Tribal Pellet Manufacturing Enterprise on the Quinault Indian Reservation.

Part 1 is to assess the feasibility of developing a Tribal Pellet Manufacturing Enterprise utilizing their vast amount of Biomass as the main ingredient for manufacturing industrial grade fuel pellets. These pellets would be used as the main fuel source for their Biomass for Heat Facility. The QIN’s Biomass for Heat Facility engineering and design phase has been completed and final specifications and drawings have been presented to the QIN Business Committee. Industrial grade fuel pellets manufactured by QIN will also be exported to supply the growing local, regional, national and international pellet market demand.

The QIN Reservation contains over 208K acres of mainly forested land within the lush temperate Washington Rainforest and is highly productive. The recently completed Biomass availability inventory concluded QIN timber harvests create 32,000 bone dry tons (BDT)/yr of forest slash. This renewable energy natural resource is plentiful and readily available for use as a main ingredient in support of fuel pellet manufacturing. This also translates into the creation of new Tribal Enterprises and jobs. Also the previously completed conversion from electric to wood heat cost analysis has concluded a QIN utility bill savings of $78K - $92K per year. By utilizing forest slash as a fuel pellet manufacturing ingredient rather than simply piling and burning, air quality, wildlife habitat, and forest resources will benefit from this project and will help QIN become more energy independent and self-reliant.
Part 2 of the Pellet Manufacturing Tribal Enterprise feasibility study will include fully documenting the scope, size and estimated costs in support of the development of a Pellet Manufacturing Enterprise. We believe that wood pellets made from forest slash biomass offer the best long term solution for wood fiber use in heating applications as well as future combined heat and power applications.

We firmly believe a pellet mill facility can be developed that will serve the current and future Quinault Indian Nation heating and energy needs plus provide a marketable commodity.

The envisioned pellet mill is expected to consume logging slash blended with higher grade fiber and/or alternative bio-crop fiber such as Arundo Donax (Nile Fiber), to produce high quality pellets that eliminate the need for annual logging slash burns. We also anticipate creating new jobs as this Tribal Enterprise is developed. New jobs would include facility operations and maintenance, biomass harvesting, biomass sorting, mechanical equipment operators, truck drivers, and administrative support.

The project scope of work will consist of the following activities and tasks:

- Assessment of currently available bio-fuel feedstock from QIN forest management practices in support of estimating load amounts
- Assessment of the availability of potential high grade bio-fuel feedstock such as Arundo Donax (Nile Fiber) and fast growing Poplar in support of determining biomass pellet mixture components
- Development of operational processes and economic viability in support of factors associated with biomass for bio-fuel harvesting, sorting, transporting, processing and applicable storage requirements
- Comprehensive survey of potential fuel pellet market in support of confirming economic viability
- Tribal Community and neighboring Communities outreach in support of project information exchange
- Development of applicable Business Model and assessment of pro forma financials in support of determining suitable pellet manufacturing output volumes
- Develop and provide mid-year project progress report to Quinault Business Committee
- Develop and provide end of project final report to Quinault Business Committee
Additional project details will be provided in future progress reports.

**Columbia-Pacific RC&EDD (ColPac) Mobile Circuit Rider Regional Small Business Planning & Development Assistance Project**

ColPac has developed the following project in support of providing technical assistance to regional small businesses throughout our District.

**Description of the proposed project**

Columbia-Pacific Resource Conservation & Economic Development District (ColPac) is proposing the development and implementation of a one year mobile regional small business planning and development assistance circuit rider project. Our goal is to provide technical assistance services such as business plan development, marketing, small business start-up mentoring and financial management to existing small businesses and start-ups within a 3-County (Grays Harbor, Pacific, Wahkiakum Counties) area in our Economic Development District. Our project’s circuit rider will be a state certified business advisor with subject matter expertise in the areas including, but not limited to, business planning, marketing, website development, personnel management, and financial analysis.

Our project will include “train the trainer” methodology in business development in support of making business assistance more available throughout our 3-County project area as well as business owner’s workshops and classes.

Our project will be developed through a partnership with Grays Harbor College in support of and in coordination with the Grays Harbor/Pacific County Small Business Development Center (SBDC). Workshops and classes will be held at the Grays Harbor College main campus in Grays Harbor County as well as their College Extension Centers: Riverview Education Center in the City of Raymond and Columbia Education Center in the City of Ilwaco located in Pacific County. Grays Harbor College will
also provide program assistance at their Whiteside Continuing Education Center located in the City of Aberdeen in Grays Harbor County. Neighboring Wahkiakum County businesses will also be included in our service area by Grays Harbor College Extension Facilities located in Pacific County. Other project partners will include Greater Grays Harbor Inc. (formerly Grays Harbor Economic Development Council); Grays Harbor Council of Governments, and Pacific County Economic Development Council.

**Details of the proposed activities or tasks**

In coordination with our project partners develop a mobile small business technical assistance circuit rider program in support of providing rural regional businesses within our 3-County area access to successful marketing and business expertise. Our circuit rider program focus will be on providing technical business assistance including referral services, business counseling, business planning, business plan development, personnel management, marketing and financial analysis to existing small businesses as well as business start-ups.

In addition, and in support of applicant match, Grays Harbor College will also provide; a Project Manager to facilitate curriculum development, workshop design, scheduling of activities and recruitment of program facilitators. Grays Harbor College will also provide access to low cost online and on-ground non-credit small business related courses, free business resource information at their Education Center open to the public, office space for the project on a scheduled basis, host business topic presentations at their Education Centers and create a pathway to business degree programs for those interested.

Our proposed activities will also include “Train the Trainer” workshops to equip members of our business communities with practical business assistance knowledge they can pass along regionally throughout our 3-County service area in support of program sustainability.
Tasks, roles and responsibility specifically will include the following:

- Developing the project: ColPac Board and Staff, Grays Harbor College Project Manager
- Ongoing Program Development/Progress Meetings with Small Business Development Center, EDC’s and Grays Harbor College Project Manager to be arranged and coordinated by ColPac
- Curriculum development: Small Business Development Center in coordination with ColPac and Grays Harbor College
- Arranging for trainings rooms: Small Business Development Center, Grays Harbor College, and ColPac
- Advertising, marketing and recruiting participants: ColPac Board and Director, EDCs and chambers, Small Business Development Center and Grays Harbor College
- Recruiting for mentoring program: ColPac Board, Grays Harbor College Project Manager, EDC’s and local banks
- Mentoring classes: Small Business Development Center, Grays Harbor College and ColPac Board
- Surveys post-project to document progress: ColPac Board and Staff and Grays Harbor College

Grays Harbor College will have contract with ColPac. The ColPac Board will work as in-kind volunteers, as will local subject matter experts and mentors.

Timeframes for the completion of each task


Task 3. Define 3-County service area project logistics including identifying businesses, contacts; technical assistance needs assessments, and participant schedules: November 3, 2014 – December 30, 2014


ColPac currently has an EDA Technical Assistance Program grant application in review that would be utilized to fund this project. Additional details will be provided in our next EDA progress report.

The following is a detailed project proposal developed by ColPac in partnership with TreeFree Biomass Solutions in support of cellulosic ethanol production. This process uses Arundo Donax (Nile Fiber) as an energy crop and our plans call for developing a test project including proof of concept within the Satsop Business Park.

**TreeFree Biomass Solutions Cellulosic Ethanol Production Project in Partnership with Columbia-Pacific Resource Conservation & Economic Development District**

**Project Objectives:**

Our project will demonstrate the ability to grow and produce an adequate sustainable supply of a non-invasive domesticated version of Arundo Donax known as Nile Fiber, in support of biomass feedstock research and development. TreeFree Biomass Solutions (project partner organization) has nearly 10 years of cultivation and processing experience of this plant material and has demonstrated extremely high yields (25 to 30 oven dry tons per acre) relative to many other crops presently under consideration for bio-refinery feed stock. This material has similar chemical composition of many hardwood species but is more responsive than wood for conversion into pulp and paper products, to purified lignin and carbohydrate streams, energy, fuel and into such high value chemicals such as ethylene glycol, propylene glycol and various butane alcohols.
TreeFree Biomass Solutions has made major investment in proprietary technology in support of propagation, planting and harvesting of this plant material. Ultimately, we propose:

- Growing and harvesting Arundo Donax on a committed dedicated site within the Satsop Business Development Park (project partner organization)
- Construction of a Torrefaction Facility within the Satsop Business Development Park (utilizing our design-build partner McKinstry)
- Processing Arundo Donax biomass feedstock through Torrefaction Facility in support of biofuels production including E Coal and Bio-oil to be used in off-grid energy generation
- Convert the bio-oils to bio-fuels (this demonstration will prove the sustainability of the energy source)
- For an immediate demonstration, we can combust 75 tons of torrefied biomass currently in storage in an existing coal boiler

While torrefaction has been around for some time, TreeFree Biomass Solutions technology is innovative due to a patented “moving bed reactor.” This technology can be used for torrefaction or pyrolysis. Additionally, a unique separation technology simultaneously produces two grades of bio-oil, which can be refined to produced biofuels for vehicles. The system is modular in design and can be scaled up based on the needs of each installation. While we recommend Arundo Donax because of its yield, this torrefaction technology can be used with other biomass feedstock such as forest slash (in abundant supply throughout Grays Harbor County). Thus forest slash biomass will also be included in our demonstration project.

Within four months of acceptance, we will plant five to ten acres of Arundo Donax on the Satsop Business Development Park or a local Grays Harbor County farm demonstration site, which will be ready for harvest within 14 months and has an expected yield of 20 to 30 tons/acre. We will also test burn five tons of the energy nugget at the selected site, which will allow us to evaluate emissions, carbon sequestration, BTUs, and phytoremediation potential. Within two years we will provide complete demonstration of the entire system from feedstock, to torrefaction and production of eco-friendly sustainable biofuels. Torrefaction Facility engineering, design and permitting is estimated to take 8-10 months with construction commencing shortly thereafter.
TreeFree Biomass Solutions will be the organization responsible for the coordination and management of the project and will be the single point of contact. TreeFree personnel will manage each sector of the project, including: (a) growing the feedstock; (b) torrefaction; and (c) grid energy production.

**Merit Review Criterion Discussion:**

**Criterion 1: Technical Relevance and Merit:**

Our proposed Torrefaction to Bio-energy/Biofuel Demonstration R&D Project includes integration with the three legislatively mandated technical areas as follows.

**(A) Feedstocks development:**

Noninvasive domesticated version of Arundo Donax also known as Nile Fiber; TreeFree Biomass Solutions has made major investments in advanced proprietary technology for propagation, planting, and harvesting of this feedstock material.

Advanced development methods include low temperature tolerant and drought resistant strains that thrive on marginal land normally not appropriate for food production. TreeFree Biomass Solutions has nearly 10 years of cultivation and processing experience of this plant material and has demonstrated extremely high yields (25 to 30 oven dry tons per acre) relative to many other crops presently under consideration for bio-refinery feed stock.

TreeFree’s innovative technology propagates a domesticated version of Arundo Donax, a fast-growing, non-invasive plant that yields a remarkable 20 to 30 tons of biomass per acre per year (after 3 years maturity) and never needs replanting or chemical fertilizers. TreeFree Biomass Solutions also holds patents on innovative processes for converting Arundo Donax into bio-friendly commercial products. TreeFree’s propagation and processing system permits the economical planting of ample acreage that
can be harvested and combusted to make electricity and other biobased fuels. Thus Arundo Donax will provide a superior sustainable feed stock for numerous bio refinery applications.

(B) Biofuels and biobased products development:

Our project objectives include design and construction of a Torrefaction Facility within the Satsop Business Development Park (utilizing our design-build partner McKinstry), onsite growing, harvesting and processing Arundo Donax biomass feedstock through Torrefaction Facility in support of biofuels production including E Coal and Bio-oil and converting the bio-oils to bio-fuels. As previously stated Arundo Donax has similar chemical composition of many hardwood species but is more responsive than wood for conversion into pulp and paper products, to purified lignin and carbohydrate streams, energy, fuel and into such high value chemicals such as ethylene glycol, propylene glycol and various butane alcohols. Overall process economics of any bio refinery producing this suite of products will be highly dependent on the in-field biomass feedstock yields and on low cost harvesting and processing making Arundo Donax an excellent and sustainable source of Torrefaction biomass feedstock leading to biofuels and biobased products development.

While torrefaction has been around for some time, TreeFree Biomass Solutions technology is innovative due to a patented “moving bed reactor.” This technology can be used for torrefaction or pyrolysis. Additionally, a unique separation technology simultaneously produces two grades of bio-oil, which can be refined to produced biofuels for vehicles. The system is modular in design and can be scaled up based on the needs of each installation. While we recommend Arundo Donax because of its high yield, this torrefaction technology can be used with other biomass feedstock such as forest slash (in abundant supply throughout Grays Harbor County). Thus forest slash biomass will also be included in our demonstration project. The following flow chart (figure 2) illustrates our proposed Torrefaction Facility design.
(C) Biofuels and biobased products development analysis:

After project Torrefaction implementation, McKinstry will transition all of the useful operational knowledge to an operational team. Transition to Sustainable Operations (TSO™) services are unique to McKinstry. We will work together to identify the appropriate audiences during project development and implementation.

We will tailor the process and deliverables so that we provide relevant information to the right personnel. The process encompasses three intertwined phases: Construction Closeout (documentation will capture knowledge about systems, components, and features of the completed project and defines the essential operation of facility programs), Initial Occupancy (develop the methods and procedures to manage the staffing, maintain the equipment, and measure the results. This information will become the foundation for operating the system and provide the ability to compare and track performance), and Sustainable Operations (trained personnel will utilize the programs developed throughout construction closeout and initial occupancy). Our project university partners (University of Washington and Washington State University) will provide ongoing biofuels and biobased product development technical analysis.
**Novelty, Innovation Uniqueness, and Originality of Project Objective:**

This species of Arundo Donax planted in large acreage has the potential for major impact on the U.S. carbon balance. The high growth rate (25 to 30 tons /acre) and biomass production of this species provides impressive figures in terms of sequestration of atmospheric carbon dioxide (CO2). Research has shown the growth of each pound of dry Arundo Donax biomass consumes nearly 1.6 pounds of CO2. So one acre at 30 tons per acre will sequester and fix 48 tons of CO2 per year. In large plantations the impressive Arundo Donax growth rate could remove massive amounts of atmospheric carbon dioxide derived from vehicle fuel combustion emissions or from manufacturing processes. Also managed Arundo Donax is non-invasive, improves soil quality, requires no replanting or chemical fertilizers, pesticides or herbicides and yields two crops per year.

**Criterion 2: Technical Approach/Work Plan:**

As previously stated TreeFree Biomass Solutions has nearly 10 years of experience with Arundo Donax and has made major investment in proprietary technology in support of propagation, planting and harvesting of Arundo Donax. TreeFree also holds patents on innovative processes for converting Arundo Donax into bio-friendly commercial products. Our technical approach and work plan includes:

- Growing and harvesting Arundo Donax on a committed dedicated site within the Satsop Business Development Park (project partner organization)
- Construction of a Torrefaction Facility within the Satsop Business Development Park (utilizing our design-build partner McKinstry) as close to the Arundo Donax growing site as possible to eliminate transportation issues
- Processing Arundo Donax biomass feedstock through Torrefaction Facility in support of biofuels production including E Coal and Bio-oil to be used in off-grid energy generation
- Convert the bio-oils to biofuels (this demonstration will prove the sustainability of the energy source)
- For an immediate demonstration, we can combust 75 tons of torrefied biomass currently in storage in an existing coal boiler

Our criteria for success will include sufficient biomass supplies grown on the Satsop Business Development Park or local Grays Harbor County farm site demonstrating the ability to process a variety of biofuels, measurements verifying lowered greenhouse gases (CO2), and the production of value-
added bio-products originating from Arundo Donax biomass. We do not anticipate any risks as this approach has been well studied by four major universities over a 14 year period. The determining factors are location of the land (for ideal growing conditions) and a dependable water supply (using brackish, saline, or sewer water). We also don’t foresee any risks with project scale-up as long as sufficient land is available. Domesticated Arundo Donax was grown at the Washington State University’s Agriculture Center in Prosser, Washington, for five years, and was funded entirely by TreeFree Biomass Solutions. The University of Auburn has been growing various plots of domesticated Arundo Donax for the past 14 years through a grant awarded by the USDA.

**Criterion 3: Rural Economic Development & Sustainability:**

Our project demonstration site will be located within the Satsop Business Development Park. Satsop Business Park is a 1,700-acre mixed-use business and technology park located in Grays Harbor County in Elma, Washington approximately 30 minutes from Olympia and the I-5 corridor. It is home to more than 30 businesses, offers 440 acres of developed, pad-ready land and buildings supported by supersized infrastructure and surrounded by 1,300 acres of sustainable managed forestland. Grays Harbor is a rural economically distressed County with a March 2012 unemployment rate of 13.8%. The Satsop Business Park is an excellent location for our proposed project. The infrastructure is in place and the demonstration site can potentially become a Torrefaction Facility Manufacturing Center with units being shipped nationally and internationally. This represents sustainable regional jobs.

The environmental benefits of Arundo Donax growing sites will greatly improve soil conditions as well as remove atmospheric CO2. There are also many small farms throughout Grays Harbor County that are struggling to survive that would welcome an opportunity to grow a safe bio-crop that can produce clean energy while at the same time lessen our dependence on foreign oil.
Criterion 4: Technical, Management, and Facility Capabilities:

TreeFree Biomass Solutions and Columbia-Pacific RC&EDD (ColPac) will be the organizations responsible for the coordination and management of the project and will be the primary and alternate points of contact.

TreeFree Biomass Solutions has nearly 10 years of cultivation and processing experience of this plant material and has demonstrated extremely high yields (25 to 30 oven dry tons per acre) relative to many other crops presently under consideration for bio-refinery feed stock. TreeFree’s innovative technology propagates a domesticated version of Arundo Donax, a fast-growing, non-invasive plant that yields a remarkable 20 to 30 tons of biomass per acre per year (after 3 years maturity) and never needs replanting. TreeFree also holds patents on innovative processes for converting Arundo Donax into bio-friendly commercial products.

TreeFree’s propagation and processing system permits the economical planting of ample acreage that can be harvested and combusted to make electricity and other fuels. TreeFree Biomass Solutions personnel will manage each sector of the project, including: (a) growing the feedstock; (b) torrefaction; and (c) grid energy/biofuels production.

A to be selected nonprofit organization will be responsible for coordination and management of the Satsop Business Development Park or local Grays Harbor County farm demonstration site as well as grant administration/management. The to be selected 501 (c) (3) nonprofit organization must be in good standing with Washington State and be highly experienced in carrying out economic, community, and environmental development projects; planning, implementing, and administering projects of all sizes, facilitating and coordinating the required collaboration of organizations to successfully accomplish project goals and objectives; and the conservation of natural resources - all of which are essential to this project and partnership.
University of Washington (UW) will contribute technology for the propagation of the fiber, clarify the torrefaction process, and to assist with the implementation of the technology to prove its viability. UW personnel will include Mark Lewis, William McKean, Ph.D., Renata Buru, PhD, and Sharon Doty, Ph.D. William McKean, Ph.D., will also serve as the Chief Technical Operations Manager. David Bransby, Ph.D., of the University of Auburn, and Dr. Pan and Dr. Garcia of Washington State University (WSU) will assist with the propagation and establishment of the fiber farms to assure adequate feedstock. Dr. Bransby will also assist in verifying all measurements needed. Forest Wallace, Donny Sparks, and John Parkey of TreeFree Biomass Solutions will assist in supplying all of the energy and microgrid technology that will be used onsite to convert the Arundo donax to electricity as required.

Terry Brix of Brine Electric will facilitate chemical extractions from the fiber to make value-added products such as glycols and biofuels. McKinstry will contribute design, installation, and transitional services for this project.

Funding for this project will be sought from the Department of Energy. Additional details will be provided as this project moves forward.

Additional Projects Developed by ColPac in Support of Emergency Management and Small Business Safety Support

ColPac has been approved by Grays Harbor County to continue to Phase 2 of the Firewise Communities Program. Phase 2 will consist of the following activities in support of assisting Towns and Cities within Grays Harbor County to achieve a Firewise Community Designation. This designation provides emergency management planning funds eligibility in support of community-wide fire safety.

With the successful development of the Grays Harbor County Firewise Communities Program by Columbia-Pacific Resource Conservation & Economic Development District (ColPac) in partnership
with American Community Enrichment, we are now proposing to proceed to Phase 2: Firewise Communities Designation & Program Implementation.

Phase 2 of the Firewise Communities Program is designed to support Grays Harbor County Cities and Towns, with an interest in applying for formal assistance to become a registered Firewise Community and develop applicable Firewise projects.

Phase 2 is designed to benefit homeowners, community leaders, planners, developers and others in the effort to protect people, property, and natural resources from the risk of wildland fire as well as educate communities with regards to the Wildland Urban Interface. Firewise Communities Program questions can be addressed to Jesse Cardenas at jcardenas@amcomen.org.

Project related tasks will include the following commencing January 14, 2014 and concluding December 30, 2014:

**Program Summary:**

*A cooperative, non-regulatory program administered by the National Fire Protection Association, sponsored by USDA Forest Service, US Department of Interior, Washington Department of Natural Resources and State Forestry Organizations.*

*The Firewise Community Program is designed to involve homeowners, community leaders, planners, developers and others in the effort to protect people, property, and natural resources from the risk of wildland fire.*
Phase 2 Project Tasks:

- Community Events to present the local Firewise program using the Community Based Approach as part of the plan for becoming a registered Firewise Community. This approach seeks to engage residents from a wide range of ages into being safer, stronger and better prepared for wildfire and all types of hazards.
- Present community members with a way to provide culturally appropriate expertise, with the concept of “don’t do anything about me, without me.”
- Coordination/Facilitation with State and Local Officials, Washington Emergency Management, Grays Harbor Emergency Management Program to check their schedules, partner with them for their community outreach events and have them attend, as presenters for events provided by districts seeking to become Registered Firewise Communities.
- Attend Conferences to explore success stories from Firewise Communities and National Firewise Programs in support of providing more informative details and support to those Grays Harbor County Districts applying for formal assistance in becoming a registered Firewise Community.
- Provide coordination for registered Firewise Communities with Educational Institutions, Private, Public and Faith-based organizations for incorporating activities to educate youth, kindergarten, grade school and high school students on fire sensitive ecosystems and natural disasters.
- Provide assistance for events as required and supply documents, books, and handouts with presentations using the Phase One Firewise program documentation to impress the value of using good strategies to prevent loss of homes in a wildfire.
- Coordinate with each Fire District to check on their planned community outreach activities for fire safety to include Firewise Program information.
- Provide support for funding, games, education, handouts, and planning of neighbor- hood preparedness parties in support of Firewise Program Community outreach.
- Coordinate with Department of Forestry and Forestry Conservation to provide speakers and support for events in Grays Harbor County for those Districts interested in becoming Firewise Communities.
- Inform Communities how each stakeholder has a valid and significant role to play; whether it’s a firefighter, homeowner, land manager, government official, or others they are all an important part of the complete picture of building a wildfire resilient community.
- In support of Firewise Program community outreach, recruit speakers and assistance from the Bureau of Land Management, University of Washington, Washington State University, Governor’s office of Community Development and other State Agency Programs.
- Develop meeting calendars for events to attend in support of Firewise Program Community outreach and education.
- As required, coordinate with Housing Developers and Landscape Architects to provide Firewise Program safety tips when building and landscaping new structures.
- Coordinate funding opportunities, in support of project development, for Districts pursuing Firewise Community Designation.
• Continue to recruit speakers and provide opportunities to market the Firewise Program while enlisting districts to become Registered Firewise Communities.

• Provide information on becoming part of the Fire Adapted Communities Learning Network. This network has become a major focus of federal wild land fire and disaster management, and is one of the three primary goals of the National cohesive Wild land fire Management Strategies.

• Provide Project ideas and plans for potential Firewise Communities to offer at Community Meetings; local fire service, forestry service, internal agency communication and elected official briefings. Each presentation will be based on individual community’s specific needs, based on their region, local conditions, and specific audiences.

• Visit other Firewise Communities in the State of Washington that have had success with the development of Registered Firewise Communities to gather critical information for support of potential Firewise Communities in Grays Harbor.

• Provide assistance and develop a Firewise Community program for the Quinault Indian Nation.

• Meet with applicable Quinault Indian Nation Leaders to promote Firewise Programs.

**Firewise Communities Project Phase 2 accomplishments to date:**

These project related tasks have taken place commencing **January 14, 2014** through **March 14, 2014**:

• Reviewed Grays Harbor County Phase One to obtain Information on each Fire District for determining which districts were ready to become a registered Firewise Community.

• Developing a Community Based Approach Plan, to be used during community events, to engage and educate residents of all ages into being safer, stronger and better prepared for wild fire and other hazards while encompassing how becoming a “Registered Firewise Community will support their efforts. This plan was designed to provide culturally appropriate expertise, with the concept of “don’t do anything about me, without me.” This plan encompasses Phase I Resource Manual and CD. Providing information on how to address and use the online assistance for the Resource Manual.

• Coordinating with State and Local Officials, Washington Emergency Management, and Grays Harbor Emergency Management Program in support of developing a schedule for partnering in their community outreach events and request their attendance, as presenters for events provided by the Fire Districts seeking to become Registered Firewise Communities.

• Gathered information, to be used during community events, from previously attended Fire Wise Conferences in Eastern Washington and Firewise Blogs to document success stories in support of providing more informative details and support to those Grays Harbor County Districts applying for formal assistance in becoming a registered Firewise Community.
• Facilitated and attended Firewise Program meetings including The City of Ocean Shores General Council Meeting to provide a presentation on The Grays Harbor County Firewise Communities Program. The City realizes the wildfire potential within Ocean Shores which has been growing steadily for the last hundred years. The Fire Department, City of Ocean Shores Engineering Department, and Involved Citizens and Commercial Interests of the City of Ocean Shores, and local Media were all in attendance showing great interest in the Grays Harbor County Firewise Communities Program and how designated registered Firewise Communities can benefit from a wide variety of Fire Safety funding program opportunities.

• Reviewed information contained in City of Ocean Shore’s Community Wildfire Protection Plan prepared by the City of Ocean Shores Engineering Department, City of Ocean Shores Fire Department and involved Citizens and Commercial interests of the City of Ocean Shores, in support of determining best sources of funding for a potential 7 mile long Fire Break Beach Trail.

• Provided Application, associated documents and forms to support the City of Ocean Shores prepare their application for becoming a Registered Firewise Community and joined their Board of Directors. The City of Ocean Shores has applied for and received their Firewise Communities designation from the National Fire Protection Association that allows us to start researching and writing grants to support their 7-mile long Fire Break Beach Trail.

• Attended the City of Ocean Shores Clam Festival and spent the day with the Fire Department Booth in support of distributing Firewise material and showing a PowerPoint Presentation. Also scheduled meetings with the Ocean Shores Fire Department to plan Firewise activities and presentations for the next Event in Ocean Shores.

• Toured the Ocean Shores Fire Department and the areas covered with Dune Grass throughout Ocean Shores beaches in support of gaining firsthand information with regards to the fire dangers associated with Dune Grass that is highly flammable.

• Met with the City of Ocean Shores Council in support of presenting Firewise Communities Program and answering Program questions. Also reviewed plans for the Fire Break and Trail. Obtained a detailed map of proposed Beach Firebreak Trail Project to use in identifying the area and identified a number of potential grant funding opportunities.

• Developing a “Map Your Neighborhood Program Guide” and preparedness checklist for common Washington hazards for each Fire District in Grays Harbor County.

• Developing a list of native plants that can resist wildfire and how to provide landscaping that is beautiful and can resist wildfire.

• Met with Janet Clarke, Grant Writer for the Quinault Indian Nation, Department of Natural Resources, in Taholah to discuss plans for becoming a registered Firewise Community. She will be speaking to Dave Bingaman, Director of Natural Resources, Quinault Nation, so we can provide support for the next steps.

• Prepared a list of Grange Halls and possible event locations for special Program events to be scheduled.
Results of tasks in development will be provided in next activity report.

ColPac will continue to focus on our EDA Planning Grant Scope of Work as well as economic development activities that continue to support the overall mission of Columbia-Pacific RC&EDD: “To promote and engage regional partnerships to preserve and enhance our communities by creating economic opportunity and advocating sustainability and revitalization of the diverse area we serve.” As well as our economic development purpose: “To facilitate the development of regional projects and programs focused on building the capacity of organizations and communities in pursuit of successfully attaining their economic development goals and objectives.”

- End of ColPac 2013/2014 EDA Planning Grant Final Report

Respectively submitted,

Jesus (Jesse) Cardenas

*Executive Director

Columbia-Pacific Resource Conservation & Economic Development District

*As mentioned at the beginning of this report Jesus (Jesse) Cardenas resigned from his ColPac Executive Director position effective June 30, 2014. Questions regarding this final report should be addressed to Joan Hurst, ColPac Member Coordinator at jhurst@colpac.org or Vicki Cummings, ColPac Board President at vcummings@ghcog.org
ColPac District Overview by County

Grays Harbor County
Grays Harbor County has a distinct advantage with industrial lands at the Port of Grays Harbor and the Satsop Business Park. The Port is located on Washington’s coast with deep water shipping and docks, operates Grays Harbor Airport at Bowerman Field with a 5,000 foot ILS runway, the 600 slip Westport Marina and 1500+ acres of prime real estate. The Satsop Business Park is a 1,700 acre mixed-use business and technology park, located off of Highway 12 in Southwest Washington, mid-way between the state capital of Olympia and the City of Aberdeen. The site offers 440 acres of pad-ready land and available buildings, surrounded by 1,200 acres of forested buffer lands. Satsop provides a managed water system, sewer, surfaced roads, telecommunication systems and developable lands all within 30 minutes from I-5 via a four lane highway.

In Grays Harbor County, 2013/2014 accomplishments include:

- **Satsop Business Park** continues to maintain its partnership with Grays Harbor College to manage the Park’s 1200 acres of timberlands for the Forestry Technician Training program. Industrial Controls and CDL training at Satsop are ongoing.

- **Phase II of the Grays Harbor County Firewise Communities Program** is being implemented. Phase I of the program established Grays Harbor County as a Firewise county and established the overall program. Phase II allows for individual community designation with the City of Ocean Shores serving as the first community applicant. The Phase II program is a partnership between ColPac, American Community Enrichment (ACE) and Grays Harbor County.

- **An EB5** investment group and new regional service center are in the beginning stage of development.

- **Grays Harbor Historical Seaport** is working towards redevelopment of their recently purchased 38-acre former sawmill property on the South shore of the Chehalis River in Aberdeen. Ongoing planning calls for mixed use development with heavy emphasis on maritime history, a fully working lathe and boat building operation, and potential internships aboard the Lady Washington or the Hawaiian Chieftain. Gift shops, eateries and tours are also a potential at the site. This process will redevelop existing, unused infrastructure to create a dynamic waterfront facility.
• **Ocean Companies;** Ocean Gold, Ocean Cold, Ocean Protein, and Ocean Express, form one of the largest fresh fish and fish product producer on the west coast (in terms of volume). The company is in the process of adding a shrimp processing line to their existing companies. Ocean Companies is the third largest primary industry employer in Grays Harbor and the largest seasonal employer.

• **Wal-Mart** recently completed a $30,000 addition to their retail space allowing them to become a Wal-Mart super store. The retailer now carries a full line of grocery products, and has a full service deli and bakery.

**The Port of Grays Harbor**

• Both Imperium Bio Diesel and Westway Terminals are nearing the completion of an EIS to determine impacts from siting of crude oil facilities. The crude oil would arrive by rail, be transferred to storage facilities for ultimate loading aboard vessels and barges.

• Grays Harbor Rail Terminal LLC (US Development) is in the beginning stages of implementing an EIS for the construction of a new crude oil tank facility on Port property in Hoquiam.

• Working with the state legislature to provide matching funds for the Corps of Engineers dredge of the harbor and navigable channel. The Corps has completed all phases of the study and the Final Supplemental EIS has been released.

• The Port assumed governance and oversight of two popular recreation areas in Grays Harbor; Friends Landing and Sterling Landing.

• Washington Crab Producers, a subsidiary of Pacific Seafood, is nearing completion of a 9,000 square-foot processing and cold storage addition to its Westport facility. The multi-million dollar investment is expected to create an additional 90 jobs related to the processing and storage of shrimp.

• **Quinault Tribal Enterprises** purchased controlling interest in Westport Marina tenant RPMM, LLC. The site includes docks, a hoist, an ice house, equipment storage and fueling services.
Grays Harbor Community Hospital

- Recently won an initiative to convert the hospital to a public hospital district. A new board to govern the process has been developed and held its first meeting. The hospital has an un-proportionately high margin of Medicaid patients. In order to recoup the maximum allowable Medicaid reimbursement, the hospital district must be publicly owned.
- Recently completed a remodel on the Cafeteria/Kitchen at the main hospital building.

Grays Harbor College

- In August of 2013, construction began on the new Gene Schermer instructional building that will host Science, Arts, Technology, Engineering, and Nursing classes. The estimated budget for the project is 46.5 million dollars with a scheduled completion date of September 2015.
- Has partnered with ColPac in support of development of a small business assistance Circuit Rider Program.

The Grays Harbor PUD

- Hired a new General Manager.
- Has established several community outreach opportunities to engage citizens in their planning processes.
- Undergoing an estimated $3.2 million clean-up of the waste water treatment facility at the defunct Harbor Paper facility. The demolition work will include the removal of all the wastewater treatment facilities buildings and structures. Under its agreement with Rayonier Properties, LLC, PUD is obligated to clean and remove the facility’s water treatment system and remove solid byproducts including piles of bark/rock mixture, sand ash and boiler grate material.

The Grays Harbor Council of Governments

- Completing work with the Grays Harbor Pubic Health and Social Services Department to develop an assessment of existing bicycle facilities, preferred bicycle routes, community activity centers/destinations and impediments to biking.
- Adopted a 6 year (2015-2020) Regional Transportation Improvement Plan in conjunction with WSDOT.
• Secured Federal Transportation funds to identify alternatives that increase traffic flow and safety while reducing congestion and choke points on US 12 in East Aberdeen. The resulting multi-million dollar construction project will ensure uninterrupted access to the community’s retail core.

Mason County

Mason County is home to technology companies, manufacturing corporations and other thriving businesses. Attracted by the region’s access to the range of transportation alternatives and the experienced leadership of the business community, Mason County continues growing as a business environment. Affordable, available land and comprehensive tax advantages sustain Mason County's favorable economic climate.

Mason County continues to see steady real-estate activity. Although it is not the “Hot” market experienced during 2005-2006, it is still a respectable market with which most of the country would love to trade.

Mason County highlights to date include:

• Mason County worked on the development of infrastructure such as the Johns Prairie water line extension and the Lynch Road fiber extension to support current and future development. Mason County EDC has successfully recruited a number of companies, including Alpha Test, Masqs, Atlas Pellets, Vista Oncology, and retained Trufab.

• The Board of Directors grew to include a more diverse representation, encompassing a variety of talents and experience. This has allowed the EDC to be involved with shaping public policy on a number of important issues that included the “Critical Areas Ordinance”, participating in the process to establish zoning for the Shelton Urban Growth Area, industrial land needs, and moving the community towards adding large industrial sites.

• Mason Matters has been awarded a Roadmaps to Health Community Grant of $135,035.00 by the Robert Wood Johnson Foundation (RWJF) to improve educational attainment levels in their future workforce.

• Each year Mason County provides grant funding from the Lodging Tax Fund to support the advertising and promotion efforts of events and festivals to promote tourism
• Mason County Courthouse Project has begun phase II as of July 17, 2012

The Port of Allyn

• Continues to take an active part in economic development in North Mason County through participation in the Chamber of Commerce, Allyn Community Association and Allyn and Belfair planning efforts
• Future Port plans include a business or light industrial park north of Belfair

Pacific County

Pacific County moved forward on several major projects throughout the County. South County economic development consisted of:

• New South Pacific County facility which will house South County government offices in one facility
• The Ocean Beach School District’s early Childhood Education Center
• Completion of the Ilwaco Fire Station Reconstruction and the Ilwaco Community Building

North Pacific County accomplishments include:

• New Willapa Valley High School facility
• Willapa Harbor Community Building upgrades
• The new potable water storage tanks for the City of South Bend

All four ports located in Pacific County continue to take a strong lead in economic development by continued investment in their infrastructure for existing businesses to succeed and for the attraction of new business opportunities.

A strong partnership continues with Grays Harbor College as the PCEDC and Grays Harbor College develop business course offerings to meet the needs of Pacific County businesses. Faced with the reduction in industrially zoned land, PCEDC in 2007 contracted with a consultant to complete an
Industrial Lands Needs Analysis. Upon the completion of that Analysis the PCEDC moved discussions forward to explore economic opportunities for the County.

To meet residential and business needs, the Public Utilities District continues to expand fiber into the County connecting many businesses with high-speed access and to explore alternative green energy; wind and tidal to meet the needs of the future.

Pacific County has key competitive assets for future growth; competitive land cost, reasonable property taxes, proximity to urban amenities, education and training resources, four dedicated to industrial growth and is a gateway to parks and recreation. 2010/2011 new private and public investments into the cities and county exceeded $15 million.

**Achieving Goals**

Opportunities outweigh weaknesses as long as economic development organizations throughout the District work together with municipalities and organizations to:

1. Continue taking immediate action to mitigate effects of declining employment in natural resource-based industries.
2. Sustain and diversify the natural resource-based industries for which the Columbia-Pacific District has a competitive advantage and make our region unique.
3. Retain and encourage the expansion of existing businesses, and develop new business taking advantage of local resources.
4. Maintain and expand commercial retail and service businesses.
5. Enhance the availability of education, health, human and social services throughout the Columbia-Pacific region to help make communities more attractive to business.
6. Foster partnerships between organizations, communities and counties of the Columbia-Pacific region and with state and federal agencies, to effect long-term economic development and diversification.

ColPac, as the most broad-based regional organization in the area, will be looked upon to facilitate and coordinate these efforts. Regional projects are selected to reach economic development goals. They include meeting clean water requirements affordably, collaboration between agencies, workforce development, support of entrepreneurs, value-added natural resource based products and building stronger, more livable communities.
County Projects

Each of the three counties within the Columbia-Pacific region has separately identified county-level implementation plan projects. All county-level projects were chosen according to the overall development strategy and the criteria for resource utilization and project selection.

County-level project priorities are submitted by each county, without further prioritization by the CEDS Committee. The Columbia-Pacific CEDS Committee has approved inclusion of all projects in the county listings for further consideration by the U.S. Economic Development Administration and other appropriate funding entities.

Economic Development professionals work in cooperation with city, county, state and federal government representatives to apply for funding and complete projects as soon as possible. Prioritization allows for projects with the greatest potential economic and social benefit to receive top consideration for funding.

Criteria for Resource Utilization and Project Selection

As part of this CEDS, several criteria have been identified for project submittal. Projects for implementation of this CEDS have been suggested for consideration by the members of the Columbia-Pacific Resource Conservation and Economic Development District Council. Criteria identified for project submittal and evaluation include:

- Promoting economic diversification
- Facilitating infrastructure improvements
- Providing long-term sustainable economic opportunities
- Creating a business-friendly environment
- Reversing declining wage trends

Regional projects are the product of the CEDS Committee facilitation process. History has demonstrated that opportunities are reliant on many factors coming together, so these projects are not prioritized. Each county has identified and prioritized its own implementation plan projects.
The following table identifies the Grays Harbor project listing. The projects are prioritized based on their importance to the economic development potential and social benefit to the county. The CEDS project list is consistent with the county’s project list and includes a number of types of projects including:

- Municipal and rural infrastructure development such as water and sewer upgrades.
- Habitat restoration for creeks and watersheds.
- Industrial and commercial development such as business and industrial parks with an emphasis on required new building spaces.
- Port and Satsop PDA developments such as warehousing and marine terminal improvements.

**Grays Harbor County Economic Development Project List**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Project Name</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aberdeen/G.H. County</td>
<td>Industrial Water Line Rehabilitation/Junction City RR Spur</td>
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<tr>
<td>2</td>
<td>GH PUD</td>
<td>Southwest Washington Tidal Energy</td>
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<td>3</td>
<td>G.H. County</td>
<td>Union Gospel Mission Renovation</td>
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<td>4</td>
<td>G.H. County</td>
<td>East County Industrial Park Infrastructure Improvements</td>
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<td>5</td>
<td>Hoquiam</td>
<td>Water Transmission Line Replacement</td>
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<td>6</td>
<td>Ocean Shores</td>
<td>Shoreline Protection and Storm Damage Reduction</td>
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<td>Location</td>
<td>Project Description</td>
<td>Cost</td>
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<td>7</td>
<td>Montesano</td>
<td>Wastewater Collection/Treatment Expansion/East step Collection Phase I</td>
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<td>8</td>
<td>G.H. County</td>
<td>North Beach Water &amp; Sewer Systems</td>
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<td>9</td>
<td>Aberdeen</td>
<td>Traffic Congestion Mitigation Project</td>
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<td>10</td>
<td>Cosmopolis</td>
<td>Downtown Corridor Improvements Phase II</td>
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<td>11</td>
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<td>Wastewater Systems Improvements</td>
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<td>13</td>
<td>Oakville</td>
<td>Downtown Improvement Project-Phase 2</td>
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<td>14</td>
<td>Grays Harbor PDA</td>
<td>Infrastructure Improvements- Westpark</td>
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<td>15</td>
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<td>Regional Training Center --Energy Studies</td>
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<td>16</td>
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<td>Fairground Improvements</td>
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<td>20</td>
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<td>21</td>
<td>City of Cosmopolis</td>
<td>Mill Creek Dam Replacement</td>
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<td>22</td>
<td>City of Hoquiam</td>
<td>Waterfront &amp; Downtown Redevelopment</td>
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<td>23</td>
<td>Port of Grays Harbor</td>
<td>Marine Terminal Redevelopment and Deeper</td>
<td>$12,000,000</td>
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</tbody>
</table>

Source: Grays Harbor EDC 2012
The following table identifies the Mason County project listing. The CEDS project list includes a number of types of projects including:

- Municipal and rural infrastructure development such as water, sewer and electrical power upgrades.
- Emergency services expansion.
- Industrial site development.
- Telecommunications development.

**Mason County Economic Development Project List**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Lead Agency</th>
<th>Project Name</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Belfair Water District #1</td>
<td>Hwy 3 Waterline Replacement/Relocation Project</td>
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<td>High</td>
<td>Belfair Water District #1</td>
<td>Water Systems Upgrades (4 Reservoir upgrades)</td>
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<tr>
<td>High</td>
<td>City of Shelton</td>
<td>City of Shelton Infiltration &amp; Inflow Control Project</td>
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<td>City of Shelton</td>
<td>Olympic Hwy N Major Overlay</td>
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<td>High</td>
<td>City of Shelton</td>
<td>Shelton Area Regional Water &amp; Wastewater Facilities</td>
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<tr>
<td>High</td>
<td>City of Shelton</td>
<td>State Route 3 Corridor &amp; Transit Safety Improvements</td>
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<td>City of Shelton</td>
<td>Wallace Kneeland Blvd. Overlay</td>
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<td>City of Shelton/Mason County</td>
<td>US 101/Wallace Kneeland Interchange Improvement Project</td>
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<td>Allyn Pump Station Improvements</td>
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<td>Mason County</td>
<td>Capital Improvements &amp; Implementation Planning for Mason County Sewer Systems</td>
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<td>Mason County</td>
<td>North Bay Trail Development</td>
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<td>High</td>
<td>Mason County</td>
<td>Shellfish Protection Action Plan</td>
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<td>Mason County Fire District #5</td>
<td>Allyn Fire Station Expansion</td>
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<td>Electric Utility Upgrade and Infrastructure in PUD #1 Area</td>
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<td>PUD #1 Facility Energy Conservation Improvements and Upgrades</td>
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<td>Skokomish Valley Substation Relocation Project</td>
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<td>Belfair SR 3 Utility Improvements and Relocation</td>
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<td>Broadband or Alternative Broadband Deployment &amp; Public Safety Deployment</td>
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<td>Downtown Shelton Senior Center Relocation &amp; Consolidation/Repurposing Admin &amp; Engineering Buildings</td>
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<td>Electric Utility Upgrade and Infrastructure in PUD #3 Area</td>
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<td>Harstine Island Broadband Deployment (Stimulus)</td>
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<td>Johns Prairie Habitat Restoration and Johns Creek Interpretative Program</td>
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<td>Johns Prairie Water Main Extension, Customer Connection Assistance</td>
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<td>Locally Installed Renewable Energy Generation</td>
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<td>Mason County Senior Activities Association Acquisition &amp; Renovation of PUD 3 Cota Street Properties as senior Activities Center</td>
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<td>Mason Substation Rebuild</td>
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<tr>
<td>High</td>
<td>Mason County/City of Shelton/Port of Shelton</td>
<td>Impact of Groundwater Withdrawal on John’s Creek Study</td>
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<tr>
<td>High</td>
<td>Mason General Hospital</td>
<td>Campus Renewal</td>
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<td>Port of Allyn</td>
<td>Architectural Standards &amp; Regs for commercial zone &amp; industrial lands zoning regulations</td>
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<td>High</td>
<td>Port of Allyn</td>
<td>Industrial Development Area Belfair</td>
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<td>High</td>
<td>Port of Allyn</td>
<td>Upgrade Allyn Water System</td>
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<td>Port of Hoodsport</td>
<td>Construction of Multi-Function Complex</td>
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<td>Identify &amp; Reduce Unaccountable Water Loss on John’s Prairie</td>
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<td>Marina Piling &amp; Float Replace/Reconfigure</td>
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<td>Oakland Bay Marina Bulkhead &amp; Pedestrian Trail</td>
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<td>SF Cold Storage Facility – Feasibility Study</td>
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<td>SF Security Systems – Cameras and Gate Cards</td>
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<td>Franklin St. Improvement</td>
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<tr>
<td>Medium</td>
<td>City of Shelton</td>
<td>Seventh and Alder Intersection Improvements</td>
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<td>Coordinated UGA Storm Water Design &amp; Implementation</td>
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<td>SF Cold Storage Facility – Engineering &amp; Construction</td>
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</tbody>
</table>

Source: EDC of Mason County

**Pacific County**
The following table identifies the Pacific County prioritized project listing. The project listing serves both as the county’s recognized prioritization list and the CEDS project list. The CEDS project list includes a number of types of projects including:

- Development of four county region education opportunities for value added agriculture business.
- Support for the construction of the new Grays Harbor College Education Center located at the Port of Ilwaco.
- Municipal and rural infrastructure development such as water and sewer upgrades.
- Port development such as dredging, storm water improvement and manufacturing facility.
- Community based development projects such as the Chinook School, Timberland Library Elevator and Ilwaco Community Center Upgrade.
- Tourism based development projects such as Long Beach Peninsula Visitor Bureau building, Discovery Trail, Beach to Bay Trail and street and lighting improvements.

Pacific County Economic Development Project List

<table>
<thead>
<tr>
<th>Current Ranking</th>
<th>Project Title</th>
<th>Required Amount</th>
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<tbody>
<tr>
<td>2</td>
<td>Port of Ilwaco - Marina Reconstruction Project</td>
<td>$1,225,000.00</td>
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<tr>
<td>3</td>
<td>Port of Ilwaco - Boatyard Improvements</td>
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<td>5</td>
<td>Port of Ilwaco - Halton Property Development</td>
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<td>Port of Ilwaco - Cold Storage Project</td>
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<td>4</td>
<td>Port of Ilwaco - Community Multipurpose Event Site</td>
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<td>1</td>
<td>City of Raymond - Water System Infrastructure Improvements</td>
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<td>City of Raymond - Water Treatment Plant Improvements</td>
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<td>City of Raymond - Sewer System Infrastructure Improvement</td>
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<td>City of Long Beach - Rikkola Creek Raw Water Supply</td>
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<td>City of Long Beach - North Washington Sewer System</td>
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<td>City of Long Beach - Washington Avenue North Sanitary sewer</td>
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<td>Port of Willapa Harbor - Tokeland Marina Redevelopment</td>
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<td>Port of Willapa Harbor - South Fork Industrial Park Wood Waste Boiler Facility</td>
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<td>2</td>
<td>Port of Peninsula - Beach to Bay Trail</td>
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<tr>
<td>1</td>
<td>Port of Peninsula - Marina Reconstruction Project</td>
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<td>7</td>
<td>Port of Peninsula - Clam Shell Rail Car Rescue</td>
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<td>Port of Peninsula - Discovery Trail Mid-Peninsula Link</td>
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<td>3</td>
<td>Port of Peninsula - Long Beach Peninsula Event Center</td>
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<tr>
<td>5</td>
<td>Port of Peninsula - Marina Based Research Facility and Seed Tank Co-Op</td>
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<td>Project Description</td>
<td>Amount</td>
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<tr>
<td>6</td>
<td>Port of Peninsula- WN88 Airport Improvement and Industrial Park Project</td>
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<td>City of Ilwaco/Port of Ilwaco - City Park Rejuvenation</td>
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<td>4</td>
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<td>Long Beach Peninsula Visitor's Bureau- Overall Strategic Inventory Plan for Nature Based Tourism for Pacific County</td>
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Source: PCOG, WA-CERT List 14/15

**Vision Statement**

- **Attaining harmony between conservation, sustainable use of natural resources and regional economic development.**

The Columbia-Pacific Resource Conservation and Economic Development District will strive to preserve the rural quality and promote the economic health and character of Grays Harbor, Mason and Pacific Counties and the five Native American Nations within the District for the benefit of our residents and visitors. We will work to maintain and support our rural assets, which include abundant natural resources, scenic and recreation areas, healthy ecosystems and clean air and water.

We intend to promote the traditional economic engine, through business development, that has allowed residents to work where they live rather than have to commute to urban population centers.
We will work to enhance our communities, which will serve as centers of economic, cultural, civic and social activity. We will work to diversify our economic base and help communities to become more self-sustaining in order to achieve greater economic stability and growth.

We will act as a catalyst in fostering cooperation on economic development and natural resource issues by building partnerships and facilitating action to achieve economic health and quality of life in our communities.

**Goals and Objectives Defined**

Formulating goals and objectives for economic development follows the assessment of the local economy and represents an important planning process function. Goals and objectives have been prepared based on:

- A review of existing planning documents for the District, each of the three counties and those Native American Nations that prepare such documents.
- Suggestions and comments made by CEDS Committee representatives.

In general, goals and objectives have been designed to be applied District-wide; however, they also represent the counties’ individual interests. Greater detail specific to the unique circumstances of a particular county or community is provided in the project listings.

CEDS goals are intended to provide a framework for public and private decision-making. They should reflect the desires of most area residents and state the types of economic activity to be encouraged. Columbia-Pacific RC&EDD is intended to be a regional forum. Some underlying constraints within the region are emerging that impact the effectiveness of regional economic development. These issues should be addressed in the upcoming years:

- Potential lack of buy-in by some local officials.
- Inadequate knowledge of the organization by the larger community.
- Parochial mindset.
- Fear of change and/or the unknown.
- Ineffective communication between economic development and other groups.
- Undercapitalization of rural areas.

While goals are abstract and general, objectives should be concrete and specific. Objectives are derived from the opportunities and constraints analysis.

Columbia-Pacific District-wide Goals and Objectives

CEDS goals and objectives include six objectives supporting previously identified goals in natural resource industries, business development and diversification, visitor and commercial services, community development and partnerships. The first goal is aimed at short-term economic recovery. Subsequent goals are part of a longer-term economic development and diversification strategy.

Short-Term Economic Recovery

Goal:

- Take immediate action to mitigate effects of declining employment in natural resource-based industries.

Objectives:

- Support workforce training and other employment assistance and retraining programs to help workers displaced from traditional resource based industries gain skills and education for long-term employment in other fields.
- Raise capital to generate jobs.
- Focus near-term assistance on firms, nonprofit organizations and individuals to alleviate poverty.
- Provide funding for public works projects and business development which can help create or retain jobs.
- Work to retain manufacturing skill-sets in the District by helping local economic development agencies and municipalities develop the necessary infrastructure for such business and work with Grays Harbor College to expand retraining opportunities.

Natural Resource Industries

Goal:

- Sustain and diversify the natural resource-based industries for which the Columbia-Pacific District has a competitive advantage and makes our region unique.

Objectives:

- Cooperatively develop plans that balance management and sustainable use of the region’s natural resources.
- Support a cooperative and predictable regulatory and planning framework for protection, restoration and long-term management of natural resources.
- Investigate value-added opportunities for natural resource-based products.
Business Development and Diversification

Goal:

- Retain and encourage the expansion of existing business and develop new business taking advantage of local resources.

Objectives:

- Assist in developing adequate, suitably-zoned, serviced and environmentally acceptable sites to meet the full range of industrial and commercial business needs and opportunities in each county of the Columbia-Pacific region.
- Encourage investment in transportation, water, sewer, telecommunications and other infrastructure as needed to leverage investments that create or retain jobs.
- Attract a more diversified base of non-resource related industries.
- Incubate and support entrepreneurship with business assistance programs.
- Assist local business to ascertain needs and opportunities for continued operation and expansion.
- Disseminate business planning information for business start-ups and expansions.

Visitor and Commercial Services

Goal:

- Maintain and expand commercial retail and service businesses.

Objectives:

- Enhance the region’s visitor appeal with cooperative marketing and development of additional visitor facilities and the infrastructure necessary to support growth of the industry.
- Support local downtown commercial revitalization programs.
- Encourage the development of educational and interpretive facilities to promote opportunities organized around the region’s heritage, waterfronts, recreational and eco-tourism attributes.

Community Development

Goal:

- Enhance the availability of education, health, human and social services throughout the Columbia-Pacific region to help make communities more attractive to business.

Objectives:

- Encourage maintenance of existing decent housing and development of new affordable
housing consistent with changing population and household demands.

- Support efforts to stabilize, retain and expand existing health care opportunities.
- Capitalize on opportunities to attract major public facilities that provide secure, long-term employment.
- Assist in the development of public-use facilities that will enhance business attraction and retention.

**Partnerships**

**Goal 1:**

- Foster partnerships between organizations, communities and counties of the Columbia-Pacific region and with state and federal agencies, to effect long-term economic development and diversification.

**Objectives:**

- Help strengthen the existing economic development organizations operating in each county of the Columbia-Pacific region—the economic development councils, port districts and public development authorities.
- Cooperate with municipal, county and tribal governments in projects for economic improvement and diversification.
- Capitalize on partnerships with county services and colleges and training centers to create a well-educated workforce.
- Update the Columbia-Pacific CEDS every year to reflect changing economic conditions, needs and opportunities.
- Maintain and strengthen relationships with USDA Rural Development, the Economic Development Administration, National Association of Development Organization and Washington Department of Community Trade and Economic Development.

**Goal 2:**

- Promote long-term economic health and quality of life in the region by building and sustaining a regional forum for government leadership, business, education and community.

**Objectives:**

- Work with existing community leadership training programs and educational institutions that emphasize problem-solving skills. Identify areas where training is not provided and develop programs.
- Use forums, local and regional media, existing organizations and Internet to educate public and elected officials on economic development process.
- Create regional platform on two to three common issues and develop fact sheet and talking points that can be used by all groups when communicating with federal and state officials.
- Find a vehicle for non-traditional groups to have a voice.
- Develop model programs and promote through larger (Statewide, National) forums.

**Action Plan: How Do We Get There?**

The Columbia-Pacific District’s development strategy links the assessment of local economic potential, goals and objectives, with the programs, activities and projects described by the implementation plan. The development strategy also serves as an overall long-term guide to future actions, while specific projects in the implementation plan may change on an annual basis in response to changing needs or opportunities.

This section of the CEDS refines the development strategy to more closely link the economic development evaluation with corresponding items in the implementation plan.

**Development Strategy**

The development strategy represents a multi-year course of action for economic development and diversification activities throughout the Columbia-Pacific District. This District-wide development strategy also reflects a continuing planning process, which reflects a balance of governmental jurisdictions, private business and citizen interests.

Our CEDS Committee with representation from each of the District’s three counties shaped the CEDS and provided updated listings of local project priorities. It is emphasized that this development strategy sets a multi-year course of action for meeting regional economic development goals and objectives, as well as local economic development objectives and planning policies.

**Economic and Development Assumptions**

The following economic and development assumptions serve as guiding principles that link the assessment of economic potential and resulting goals and objectives to the formulation of a project-specific implementation plan. They have been revised as required and placed in order of their significance to accomplishing goals and objectives and implementation plan items.
A. The cooperative, multi-county framework for economic development that we have established through the Economic Development District is increasingly important for recovery and vitality of the Columbia-Pacific District.

1. While each county faces its own set of localized economic issues, Grays Harbor, Mason, Pacific and Wahkiakum Counties share a broader agenda for development — reflected in a common set of economic goals and objectives. The EDD provides the four county region with a forum where economic development issues can be discussed and resolved in a coordinated effort for local capacity building.

2. Public agencies and economic development organizations expect to seek regional solutions for economic recovery and diversification in an era of increasingly limited public fiscal resources and growing regulatory constraints.

A. The regulatory framework in which we must operate is constraining our ability to accomplish our goals and objectives.

1. These increased regulatory constraints are offsetting our balance between conservation and business/employment development. We have been implementing conservation practices on our lands in cooperation with private and public landowners for almost four decades and have maintained some of the most pristine natural areas in our state. At the same time, we have utilized our natural resources in an increasingly sustainable way, which provides our communities with long-term economic opportunities.

2. Environmental concerns at the state and federal level have unfairly placed a great deal of blame on rural communities for depletion of our natural resources. Therefore, we are not being allowed to practice bottom-up problem solving. In actuality, we have known for many years how to take care of our land so that it will continue to give back to us for generations to come. Nearly all land use, growth and environmental concerns stem from the long history of economic decisions being made from outside the region by those who do not have to live with the consequences of those decisions.

3. We will continue to advocate for common-sense local solutions to issues such as growth management and sustainable development.

C. Economic recovery and diversification is predicated on improvements to the region’s public infrastructure.

1. Improvements to the roads, rail, telecommunications, water, sewer and drainage systems have been major priorities of Columbia-Pacific counties in recent years. Other elements of public infrastructure receiving increased attention as precursors to economic development include
parks, environmental and habitat improvements, housing and educational facilities.

2. The majority of CEDS projects identified for the region and each county reflect a continuing need for infrastructure improvements. The region’s ability to establish a competitive advantage for business and industry requires continued attention to supportive public services and capital investments.

3. The updated implementation plan project lists for this CEDS include a large number of public infrastructure projects to promote business and industrial growth, as well as to add infrastructure to support the growing tourism industry. Public infrastructure projects include highway corridor improvements, deep water port improvements and harbor dredging, telecommunications projects, a number of municipal and rural water system projects and a particular focus on sewer and wastewater facility expansions and upgrades, including alternative waste systems, both domestic and industrial.

D. The impetus for the region’s economic recovery will come from a combination of natural resource and more diversified activities.

1. Well-managed use of our natural resources will continue to provide our region with the basis of its economy. We are confident that a balance can be maintained between a healthy environment and a healthy economy.

2. Activities that bring in new wealth by sales of goods or services to the rest of the world are the economic base of any community, and our natural resources will continue to be our biggest economic asset. Eight clusters have been identified as important to the Columbia-Pacific District’s economic stability and future prosperity:

   - Forest Products
   - Aquaculture/Fisheries
   - Agriculture/Food Processing
   - Telecommunications/E-Commerce
   - Light Industry
   - Visitor Services
   - Retail Trade
   - Marine Boat Building

3. The first three activities are natural resource-based. Economic stability depends on management of the resource base and increased value-added processing — deriving more jobs and income from each unit of resource. The last five activities represent realistic opportunities for diversification, given the region’s current and prospective competitive advantages. Telecommunications, light industry, visitor services and retail trade all can be developed to complement and reinforce the region’s existing strengths in natural resource industries.
4. Several projects which support the growth of these diversified sectors are included in the updated project lists. Examples include the feasibility of a virtual incubator, business and industrial park development (such as the Satsop Development Park), marina improvements and a number of transportation improvements and highway projects to service tourism and facilitate freight mobility.

E. The Columbia-Pacific District is in need of economic development and diversification to provide jobs and relieve conditions of both short- and long-term economic distress.

1. The three-county economy has been dependent on the natural resource-based industries of agriculture, aquaculture/fisheries and forest products. Fisheries and forest product activities are severely affected by reduced resource availability, changing technological and market conditions and environmental regulations.

2. Regional and county projects specifically address capitalizing on new economies through telecommunications improvements. Developing infrastructure to support e-commerce and other high tech industry is high on the priority list.

**Evaluation: How Are We Doing?**

**Evaluation Process and Schedule**

In order to determine if our efforts are producing the expected results, we must constantly evaluate, measuring our progress against our stated goals and objectives. The CEDS Committee will utilize the Columbia-Pacific Resource Conservation and Economic Development District’s yearly evaluation and planning process to measure progress.

At the end of each year, the RC&EDD staff and Council (CEDS Committee) will evaluate progress made on each task and will remove completed tasks, revise ongoing tasks and add new tasks. Progress will be reported each year in the Annual Plan of Work and will be reflected in the annual CEDS update. Criteria for each project will incorporate EDA’s seven investment policy guidelines:

1. Is the project market-based?
2. Is the project proactive in nature and scope?
3. Does the project look beyond the immediate economic horizon, anticipate economic change and diversify the local and regional economy?
4. Does the project maximize the attraction of private sector investment?
5. Does the project have a high rate of success?
   - Does it have a diversity of funds?
   - Does it have a high degree of local political support?
   - Is sufficient leadership in place?
6. Does the project result in higher-skill, higher-wage jobs?
7. Does the project promote self-sufficiency and provide resources for safe, attractive communities?

Other criteria ColPac looks at when considering projects include:

1. How many businesses grow or locate in the District because of available resources?
2. How infrastructure improvements promote economic development?
3. Does the project generate capital using available resources?
4. Does the project provide information to help communities and businesses use their resources more efficiently?
5. Does the project provide the opportunity to promote regional businesses, visitors and community development?
6. Does the project help alleviate poverty.

**General Outlook**

Overall, although improvements are needed as well as industry diversification, the District continues to have available natural resources, a ready workforce and plenty of entrepreneurial spirit. The transportation opportunities that exist (seaports, rail and highways) are being improved.

Workforce education and retraining of displaced workers is increasing and becoming better focused. Community organizations are building their capacity to make their communities better places to live while maintaining a rural quality of life. The region’s economy is facing major challenges from all time high fuel costs that have forced many to change their ways of life. Economic stabilization throughout the Columbia-Pacific Region will continue to be a major challenge as cost of living expenses climb higher and higher due to ever rising oil prices. Regional solutions to regional problems will be a requirement in order to bring stability to the communities within our District.
The CEDS Committee

The following chart identifies selected characteristics of the 2014 Columbia-Pacific region’s CEDS Committee as required by Economic Development Administration guidelines.

Columbia-Pacific Region CEDS Committee, 2014

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<th>Occupation</th>
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<td>Quinault Indian Nation</td>
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<td>Dean Takko</td>
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Source: Columbia-Pacific RC&EDD, June 2014
June 2014 unemployment rates
Preliminary statewide rate 5.8%, seasonally adjusted
Preliminary statewide rate 5.4%, not seasonally adjusted
County rates not seasonally adjusted

Unemployment Rates by County, June 2014 NOT seasonally adjusted

Grays Harbor County: 8.5%
Mason County: 6.8%
Pacific County: 7.3%
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2014-2015

FOR

THE COLUMBIA-PACIFIC REGION

Prepared by:

Columbia-Pacific Resource Conservation and Economic Development District (ColPac)

330 W Pioneer Avenue

Montesano, WA 98563

(360) 249-2267

(www.colpac.org)