

COLUMBIA CORRIDOR
A S S O C I A T I O N

9 July 2009

Kevin Johnson
Senior Program Coordinator
Portland Development Commission
222 NW Fifth Avenue
Portland, OR 97209-3859

re: Report on Columbia Corridor Association Grant for Fiscal Year 2009

Dear Kevin,

Attached is our final report for the grant to Columbia Corridor Association (CCA) from PDC. We hope you find the results to be impressive.

PDC and CCA have a 23 year history of assisting businesses in the Columbia Corridor, which includes the Airport Way URA, Interstate Corridor URA, Enterprise Zone and Portland Harbor. Over 60,000 people are employed within our boundaries, which includes Oregon's largest Regionally Significant Industrial Area and economic corridor.

CCA is devoted to improving prosperity in the Columbia Corridor. As part of this grant, we have promoted lean manufacturing, waste reduction, and brownfield redevelopment. We are committed to integrating Portland's sustainability priorities into our business assistance efforts.

We're proud of the breadth and depth of our efforts. If it involves the Columbia Corridor, CCA probably has worked on the issue. Our goal is to give you the most result for your grant dollars. If you have any suggestions for improving our efforts, please don't hesitate to call.

Attached are our Scope of Work report and survey results. For additional survey results, please use the password I have given you for online access.

Best regards,



Corky Collier
Executive Director

SCOPE OF WORK for 2009 CCA-PDC GRANT

The Grant shall be used to support additional outreach and research for PDC's advanced manufacturing target industry ("TI") work and for the additional tasks listed below, while assisting the Association in growing and strengthening its membership and presence.

Target Industry Support

- The Association shall use PDC's TI survey to gather pertinent data on industries that fall within the Target Industries identified by PDC.

Our Target Industry Survey was conducted in June. Surveys were sent by email, electronic newsletter and fax. In addition, we called every CCA member and encouraged them to complete the survey by phone. As a result, the response rate was much higher than originally anticipated, with 69 fully answered surveys.

Approximately 110 businesses were telephoned, an additional 130 emailed and 900 faxed with a request to complete the survey.

The survey was carefully designed to be brief and easy to answer, leading to an increase in the reply rate. It was not intended to fully analyze business attitudes, but rather to provide PDC with

- a) Information on what trade shows are popular with the target industry,
- b) Background and contact information for the respondent, and
- c) Leads for potential jobs programs, lean manufacturing, and environmental improvements.

Attached to this report is the survey form. PDC's Kevin Johnson has access to the survey online analysis and individual survey responses. For a limited time, anyone can access the survey results at

http://www.surveymonkey.com/sr.aspx?sm=f9YtgwPNiuYXXIjP_2fggarT_2fDviikBqV_2fwXZ_XLMmxZqY_3d.

- The Association shall identify firms in coordination with PDC for possible business retention and expansion visits.

CCA has identified 21 firms with expansion plans, 13 firms requesting assistance in lean processes, 13 firms interested in solar, 8 interested in green roof technology, and 11 interested in stormwater retention improvements. The firm contact information has been forwarded to PDC's Kevin Johnson.

Harbor ReDI

- Represent CCA on the Harbor ReDI Project

CCA was one of the original parties to what became Harbor Re-Development Initiative (Harbor ReDI). From the beginning, we have focused on the fact that all local efforts to redevelop the Portland Harbor have failed. In order to succeed, it seemed important to bring in fresh ideas.

Secondly, our efforts have to focus on economic development. We know how to clean up a brownfield and we know how to file a claim in court. Our failure to date is due to the fact that money is not being applied to the cleanup. Considerable time has been devoted to analyzing why funds have not been committed to upland cleanup. CCA and PBA held a series of confidential meetings with industrial property owners to identify the current disincentives and potential future incentives to create a flow of economic development funds. Much of our focus has been on private funds.

CCA participated in bi-monthly steering committee meetings, Blue Ribbon Panel meetings, and three individual property owner interviews. Approximately twelve meetings between January and June 2009.

- The Association shall work with the Harbor ReDI team to identify initiatives that could be used on smaller parcels located throughout the City and within the Columbia Corridor.

State involvement (primarily Oregon Economic & Community Development Dept.) is based on the hope that a success in the Portland Harbor may be applied to other areas in the state. Likewise, CCA has encouraged Metro and the City of Portland to consider using Harbor ReDI tools for brownfield sites outside the Portland Harbor.

- Not later than 30 days from the end of the fiscal year (which ends June 30), the Association shall submit a report to the Commission, listing the obstacles to brownfield redevelopment in the Columbia Corridor .

A listing of obstacles to redevelopment of brownfields in the Portland Harbor is forthcoming from the Steering Team. This analysis will be more detailed and complete. However, CCA feels comfortable with the observation that the primary obstacles are a combination of:

- a) Property value write-downs resulting in less taxes due if the property remains contaminated,
- b) Concern that cleanups will cost more than the property is worth,
- c) Additional costs associated with redevelopment (River Plan will significantly increase these costs),
- d) A desire to wait until the EPA Record of Decision.

The River Plan will make redevelopment more expensive. Harbor ReDI is currently grappling with the negative economics of redevelopment; adding costs associated with the River Plan will exacerbate the situation and may lead us back to the problem we started with, summed up well

by Congressman Blumenauer in a November 2008 speech to the City Club: if we do not recognize that compromises must be made in order to get the brownfield sites cleaned up, they will be left contaminated and underutilized for decades longer. Everyone agrees that polluters should pay and that the sites should be cleaned to a high standard; however, the current rigid standards have resulted in stagnation. As Congressman Blumenauer noted, it's a shame that no significant progress has been made on this issue since he left the Portland City Council in 1996.

- The Association shall gather intelligence and disseminate information on the Harbor ReDI Project to property owners, businesses, consultants and other stakeholders in the Columbia Corridor as the Association deems appropriate.

CCA has provided updates and encourage discussion on Harbor ReDI at CCA Board meetings, Breakfast Forums and individual meetings with harbor property owners, such as Schnitzer.

In addition to Steering Team and Blue Ribbon meetings, CCA has promoted Harbor ReDI in private meetings with Mayor Adams, Commissioners Fritz, Leonard and Fish, and Metro Councilor Burkholder, Metro staff and City staff.

Strategic Meetings

- The Association shall continue to represent the business community by attending key strategic meetings and disseminating information to its members and businesses within the Columbia Corridor. Meetings may include Columbia River Crossing, land use regulatory revision and Portland Freight Committee.

Other development-oriented strategic meetings CCA actively participates in include:

Airport Futures

City of Portland, Mayors Planning and Sustainability Cabinet

City of Portland, Mayors Transportation Cabinet

City of Portland, River and Industrial Economic Advisory Group (RIEAG)

Columbia River Crossing Freight Working Group

Columbia Slough Watershed Council

East Metro Economic Alliance

Metro Infrastructure Advisory Committee

Metro Transportation Policy Advisory Committee

Portland Business Alliance Business Advisory Group

Portland Freight Committee—Chair

Portland Harbor – Lower Willamette Group

PSU Center for Design and Innovation for Business and Sustainability

West Hayden Island Community Working Group

Working Waterfront Coalition

Information Dissemination

- The Association shall disseminate key information that affects or could affect the health and operational ability of firms within the Columbia Corridor through the Association's email blasts, fax list and electronic news letters.

Thanks in part to this grant, CCA is able to disseminate information through an online newsletter, a monthly email newsletter, occasional email notices and monthly Breakfast Forums. All are open to the public. Examples of our Breakfast Forum issues:

In January we provided excellent insight into future Greenhouse Gas regulation.
In February Ana Inclin of the PDC participated in our panel on recession-proofing businesses. We also introduced our ResourceFULL Use "speed-dating."
In March our discussion on transportation included the Columbia River Crossing and our second ResourceFULL Use "speed-dating" session.
In April our Real Estate Trends & Forecasts helped industrial property owners deal with the drastically altered commercial/industrial real estate market.
In May UofO economist Tim Duy gave a clear and straightforward presentation on Oregon economic trends.
In June we devoted the forum to ResourceFULL Use.

ResourceFULL Use is an ongoing project between CCA and Zero Waste Alliance that attempts to increase re-use of industrial waste products. Some of our potential and past exchanges are:

- Excess runway paint from PDX that was destined for a hazardous waste dump,
- Leftover clean sand from metal molds,
- High-quality machine oil squeezed out of recycled aluminum shavings
- Rubber from used conveyer belts

The Columbia Corridor is an excellent location for a materials exchange program due to the variety of industrial businesses in close proximity. Businesses have expressed considerable interest in the program, which includes input/output analysis. PDC has been a supporter and partner in ResourceFULL Use for over two years.

In Spring 2009, CCA organized two speed-dating sessions—one minute introductions between businesses—designed to simply find potential exchanges which the businesses can investigate at a later date. The CCA June Breakfast Forum was dedicated to ResourceFULL Use, with a third speed-dating session included.

- The Association shall promote PDC's programs to firms as needed (not intended to present program details but rather to inform such firms of the basic types of assistance available through the PDC).

CCA conducted a number of target industry activities, including meetings with individual companies to inform them of PDC and other City of Portland assistance programs. For example, our meeting with Leatherman Tools led to the current plans for stormwater infrastructure

improvements. This not only will be a good long-term investment for one of Portland's home-grown industries, it has potential for employing 1-2 people that may have been laid off due to the decline in sales. CCA informed approximately 75 businesses of PDC programs in individual meetings and phone calls.

- The Association shall assist in connecting firms seeking services with PDC staff.

As part of the Target Industry survey, CCA collected approximately 50 contacts interested in getting more information from PDC. Their contact information and specific interests (lean manufacturing, expansion plans, solar roofs, etc.) have been forwarded to PDC's Kevin Johnson. CCA also held a breakfast forum in February, featuring PDC's Ana Inclan on PDC programs to assist businesses during the recession.

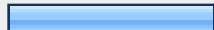
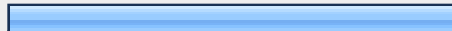
Corky Collier, CCA Executive Director, also meets individually with approximately three members each month. A common topic of discussion is the array of business assistance programs. This is perhaps our most effective, though time-consuming outreach.


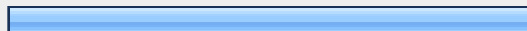

CCA-PDC Survey

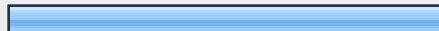
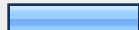

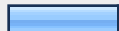

1. What type of industry is your business? (Such as manufacturing, food, construction, etc.)		Response Count
		71
	<i>answered question</i>	71
	<i>skipped question</i>	0

2. What industries do you sell to? (Such as manufacturing, food, construction, etc.)		Response Count
		70
	<i>answered question</i>	70
	<i>skipped question</i>	1

3. What trade shows do you most commonly attend?		
	Yes! I attend	Response Count
24th European Photovoltaic Solar Energy Conference	0.0% (0)	0
Solar Power	100.0% (2)	2
Green Build	100.0% (1)	1
Renewable Energy World Conference & Exhibition	0.0% (0)	0
PV Expo Japan	0.0% (0)	0
European Wind Energy Conference & Exhibition	0.0% (0)	0
Windpower 2009	100.0% (1)	1
InterSolar	0.0% (0)	0
Placeholder for EV Conference	0.0% (0)	0
National Manufacturers Week	0.0% (0)	0
Fabtech	0.0% (0)	0
MD&M West	0.0% (0)	0
MD&M East	0.0% (0)	0
National Brownfield Association Conference	100.0% (1)	1
InterSolar North America	0.0% (0)	0
Windpower 2010	0.0% (0)	0
	Other Trade Shows I have attended	45
	<i>answered question</i>	2
	<i>skipped question</i>	69

4. Do you have any plans for expansion? New jobs, new equipment, or tenant improvements?			
		Response Percent	Response Count
Yes		31.4%	22
No		68.6%	48
		<i>answered question</i>	70
		<i>skipped question</i>	1

5. Would you like assistance in increasing lean processes or waste reduction?			
		Response Percent	Response Count
Yes		11.4%	8
No		80.0%	56
Maybe Later		8.6%	6
		<i>answered question</i>	70
		<i>skipped question</i>	1

6. Would you be interested in solar roof, green roof, or stormwater retention? (Check all that apply)			
		Response Percent	Response Count
Not at this time		66.7%	44
Solar Roof		19.7%	13
Green Roof		12.1%	8
Stormwater Retention		16.7%	11
Other Efficiency or Environmental Improvements		10.6%	7
		<i>answered question</i>	66
		<i>skipped question</i>	5

7. Please give us the name of your company and contact information.

		Response Count
		68
	<i>answered question</i>	68
	<i>skipped question</i>	3