

APPENDIX A | IMPLEMENTATION & EVALUATION MATRIX

	ACTIONS	METRICS	LEADERSHIP
<p><b>Strategy 1.1</b> Gain understanding of current infrastructure conditions and insufficiencies</p>	<ul style="list-style-type: none"> <li>◆ Monitor Business Oregon’s work to compile an infrastructure inventory</li> <li>◆ Complete assessment of obstacles to addressing infrastructure shortcomings</li> <li>◆ Create implementation plan for strategies to address infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Completed plans</li> <li>◆ Funded projects</li> <li>◆ Completed projects</li> </ul>	<p>Business Oregon ColPac EDD Ports ODOT</p>
<p><b>Strategy 1.2</b> Support funding and implementation of regionally impactful projects</p>	<ul style="list-style-type: none"> <li>◆ Update the Regionally Significant Transportation Projects list annually</li> <li>◆ Leverage funding from a variety of agencies/ sources including federal and state agencies</li> <li>◆ Encourage a broad level of support for specific projects</li> <li>◆ Liaise with Business Oregon for the Ports Economic Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>◆ Updated Regionally Significant Transportation Project List</li> <li>◆ Successful grant applications</li> <li>◆ Funded Projects</li> </ul>	<p><b>Leads:</b> Individual Project Managers <b>Partners:</b> ColPac, Ports, County-based economic development organizations, city and county partners</p>
<p><b>Strategy 1.3</b> Support and promote the advancement of technologies in broadband internet, energy sector, and maritime industries (Blue Economy)</p>	<ul style="list-style-type: none"> <li>◆ Continue leading the multi-county Broadband Action Team</li> <li>◆ Work with ISP for middle mile connectivity to rural areas</li> <li>◆ Assist communities with last mile projects including funding applications</li> <li>◆ Maintain awareness of upcoming opportunities</li> <li>◆ Track development of new technologies and disseminate information to potential stakeholders</li> <li>◆ Support Blue Economy industry recognition and coalition</li> </ul>	<ul style="list-style-type: none"> <li>◆ Miles of middle mile fiber installed</li> <li>◆ Responsive programs at Community Colleges addressing emerging technologies</li> <li>◆ Number of technology-driven projects</li> </ul>	<p><b>Leads:</b> Individual Project Managers <b>Partners:</b> ColPac, Ports, County-based economic development, city and county partners, community colleges</p>
<p><b>Strategy 1.4</b> Promote resilient infrastructure across the region</p>	<ul style="list-style-type: none"> <li>◆ Work with NW Oregon entities to support implementation of Hazard Mitigation Plans and strategies in each county and city.</li> <li>◆ Disseminate emergency management plans to regional audience</li> </ul>	<ul style="list-style-type: none"> <li>◆ Newsletters including info on current regional resilience plans and resources</li> <li>◆ Projects to retrofit infrastructure or mitigate damages from disasters</li> </ul>	<p><b>Lead:</b> County Emergency Management <b>Partners:</b> Cities, counties, community colleges, small business technical support providers</p>

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<p><b>Strategy 2.1</b> Coordinate NW Oregon and other entities to identify, plan and implement priority projects</p>	<ul style="list-style-type: none"> <li>◆ Actively participate in economic development forums</li> <li>◆ Convene regional stakeholders as timely topics arise</li> <li>◆ Coordinate similar type projects across the region to create economies of scale for planning, buying and contracting</li> <li>◆ Identify federal funding opportunities for regionally significant projects</li> </ul>	<ul style="list-style-type: none"> <li>◆ Recorded institutional knowledge resulting from forum participation</li> <li>◆ Maintain grants database available for partner use</li> </ul>	<p><b>Partners:</b> Local economic development councils, ports, cities, counties, private institutions and state and federal agencies including EDA, USDA, and EPA.</p>
<p><b>Strategy 2.2</b> Enhance local economic development service delivery capacity</p>	<ul style="list-style-type: none"> <li>◆ Provide grant administration services for municipalities</li> <li>◆ Provide grant coordination and writing services</li> <li>◆ Conduct research and assessments to support funding or implementation of projects</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of grants awarded</li> <li>◆ Number of grants administered</li> <li>◆ Studies and papers completed</li> <li>◆ Distribution reach of completed reports</li> <li>◆ Number of partners served</li> </ul>	<p><b>Lead:</b> ColPac <b>Partners:</b> CET, CEDR, TCEDC, Ports of Tillamook Bay, Garibaldi, Astoria, Columbia County</p>
<p><b>Strategy 2.3</b> Advocate for the economic development interests of the region and foster robust communications</p>	<ul style="list-style-type: none"> <li>◆ Disseminate information at the regional level on behalf of our partners</li> <li>◆ Facilitate coordination between agencies and regional partners</li> <li>◆ Convene conversations on timely topics for regional coordination</li> <li>◆ Engage with state and federal officials and agencies to advocate for priority projects</li> </ul>	<ul style="list-style-type: none"> <li>◆ Newsletters publication and engagement</li> <li>◆ Social Media Presence</li> <li>◆ Bi-Monthly Regional Meetings</li> </ul>	<p><b>Lead:</b> ColPac <b>Partners:</b> County-based economic development organizations, city and county partners, emergency planning professionals, ODOT, Business Oregon, Regional Solutions, and other regional stakeholders.</p>

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	<b>ACTIONS</b>	<b>METRICS</b>	<b>LEADERSHIP</b>
<p><b>Strategy 3.1:</b> Improve Access to Capital and Facilitate Investment in existing and new capital assets</p>	<ul style="list-style-type: none"> <li>◆ Continue to provide small business loans for capital assets</li> <li>◆ Support credit building program for populations outside of traditional financing</li> <li>◆ Expand loan program to provide gap financing</li> <li>◆ Buildout a regional brownfield rehabilitation program with grants and loans</li> <li>◆ Investigate and stand-up a local equity investment fund</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of loans made</li> <li>◆ Amount loaned</li> <li>◆ Acres of assessed land</li> <li>◆ Acres of land with No Further Action letters from DEQ</li> <li>◆ Creation of new equity investment fund</li> </ul>	<p><b>Lead:</b> ColPac <b>Partners:</b> EPA, Counties, ColPac, OBDD, DEQ, KIVA, EDA,</p>
<p><b>Strategy 3.2:</b> Support Innovation and Cluster Development</p>	<ul style="list-style-type: none"> <li>◆ Identify opportunities to network or “cluster” businesses for specific business development activity</li> <li>◆ Support high-growth and/or high-impact clusters by supporting expert mentor networks</li> <li>◆ Instigate Talent Development opportunities by cataloguing CTE programs for possible replication across the region</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of mentors engaged</li> <li>◆ Number of industry specific networking opportunities in the region</li> <li>◆ Number of individuals completing job training programs</li> </ul>	<p><b>Lead:</b> ColPac <b>Partners:</b> NW Oregon Works, county-based economic development orgs, Ports, Private Sector</p>
<p><b>Strategy 3.3:</b> Support the regional local community and business programs</p>	<ul style="list-style-type: none"> <li>◆ Support Main Street programs</li> <li>◆ Support local Chamber initiatives</li> <li>◆ Liaise with local communities about program opportunities</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of active Main Street organization and their advancements within the program.</li> <li>◆ Number of active Chambers of Commerce</li> </ul>	<p><b>Partners:</b> Main Street organizations, Chambers of Commerce, ColPac</p>
<p><b>Strategy 3.4:</b> Support county-based economic development organizations</p>	<ul style="list-style-type: none"> <li>◆ Seeking input from CEDR, CET, TCEDC</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of clients served</li> <li>◆ Projects funded and implemented</li> </ul>	<p><b>Partners:</b> CET, CEDR, TCEDC</p>

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	ACTIONS	METRICS	LEADERSHIP
<p><b>Strategy 4.1:</b> Bring together local emergency management staff to identify critical paths for coordinating services across jurisdictions.</p>	<ul style="list-style-type: none"> <li>◆ Support creation and/or distribution of emergency management resources/protocol</li> <li>◆ Facilitate meetings across jurisdictions regarding coordinate response efforts</li> </ul>	<ul style="list-style-type: none"> <li>◆ Tabletop exercises</li> <li>◆ Regular, coordinated communication</li> </ul>	<p><b>Lead:</b> Emergency Management orgs.</p>
<p><b>Strategy 4.2:</b> Identifying priority road improvements to ensure emergency response and access to employment areas by resident workers</p>	<ul style="list-style-type: none"> <li>◆ NWACT Strategy discussion</li> </ul>	<ul style="list-style-type: none"> <li>◆ Document outlining needs</li> </ul>	<p><b>Lead:</b> NWACT <b>Partners:</b> Counties, Cities, utilities, community relief organizations</p>
<p><b>Strategy 4.3:</b> Planning for better utilization and sharing of disaster relief plans</p>	<ul style="list-style-type: none"> <li>◆ Plan for better use of existing public facilities for use following a major natural disaster.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Strategy for better inter agency collaboration</li> </ul>	<p><b>Partners:</b> Cities/Counties, OEM, Red Cross, FEMA</p>

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	ACTIONS	METRICS	LEADERSHIP
<p><b>Strategy 5.1:</b> Advocate for strong, well-coordinated community college, high school, apprenticeship, and community education programs</p>	<ul style="list-style-type: none"> <li>◆ Support and expand regional businesses with education-to-employer pipelines</li> <li>◆ Seek out culturally appropriate education partners</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of engaged regional employers</li> <li>◆ Programs Funded</li> </ul>	<p><b>Lead:</b> ColPac <b>Partners:</b> Community Colleges, non-traditional educators, unions, trade organizations, private sector</p>
<p><b>Strategy 5.2:</b> Support implementation of business incubation and worker training</p>	<ul style="list-style-type: none"> <li>◆ Coordinate workforce development for advanced manufacturing and other emerging clusters</li> </ul>	<ul style="list-style-type: none"> <li>◆ Amount of funds delivered</li> <li>◆ Number of training graduates</li> <li>◆ Number of start-ups stabilizing</li> </ul>	<p><b>Lead:</b> NWOregon Works <b>Partners:</b> OMIC, Tongue Point Job Corps, Community Colleges</p>

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	<b>ACTIONS</b>	<b>METRICS</b>	<b>LEADERSHIP</b>
<p><b>Strategy 6.1:</b> Provide a local public forum for information, discussion and coordination of transportation issues, projects and funding procedures affecting the region, including staffing the NW Oregon Area Commission on Transportation</p>	<ul style="list-style-type: none"> <li>◆ Provide administrative services for the NWACT</li> </ul>	<ul style="list-style-type: none"> <li>◆ NWACT meetings</li> <li>◆ Successfully funded projects</li> </ul>	<p><b>Lead:</b> NWACT <b>Partners:</b> ColPac, ODOT, County Commissioners, Public Works, transit districts transportation advocates</p>
<p><b>Strategy 6.2:</b> Recommend state transportation investment priorities based on local transportation system plans (TSPs) and addressing identified needs in the region</p>	<ul style="list-style-type: none"> <li>◆ Ensure a full roster of the NWACT Create agendas and bring in speakers in a responsive manner</li> </ul>	<ul style="list-style-type: none"> <li>◆ Roster and attendance</li> <li>◆ Increase public comment</li> </ul>	<p><b>Lead:</b> NWACT <b>Partners:</b> ODOT, Cities, Counties, Ports</p>
<p><b>Strategy 6.3:</b> Advocate Northwest Oregon transportation issues to neighboring regions, other organizations and the Oregon Transportation Commission.</p>	<ul style="list-style-type: none"> <li>◆ Administer the Northwest Area Commission on Transportation</li> <li>◆ Administer the Northwest Oregon Transit Alliance</li> </ul>	<ul style="list-style-type: none"> <li>◆ Conferences and speaking engagements</li> <li>◆ Meetings with other organizations</li> </ul>	<p><b>Partners:</b> ODOT, Cities, Counties, Ports</p>