



**Combined Meeting**  
**ColPac EDD & NOEA**  
February 12, 2026  
10:00a – 12:00p

**Banks Fire District #13**  
13430 NW Main St, Banks OR  
[Zoom Link](#)  
Meeting ID: 823 2268 7995  
Passcode: 664765

10:00a	1. Welcome and Introductions		
10:05a	2. NOEA Business Meeting a. December 2025 Minutes		Casey Garrett
10:05a	3. ColPac Regular Business a. December 2025 Minutes b. January 2026 Minutes c. Financial Report d. Elect 2026 Officers	✓	Casey Garrett Sarah Lu Heath
10:30a	4. Forest Grove & Cornelis Chamber of Commerce Program Updates		Claudia Yakos
10:45a	5. Business Oregon Statewide Economic Development Strategy		Melanie Olson
11:00a	6. Oregon's Prosperity Roadmap		Tim Knopp
11:30a	7. ColPac Membership Dues Adjustment	✓	All
11:45a	8. Roundtable Updates		All

**Next Combined Meeting:**

**April 9, 2025 in Columbia County.**



**Minutes of Combined Meeting**

**Columbia Pacific Economic Development District (ColPac)  
& NW Oregon Economic Alliance (NOEA)**

**Thursday, December 11, 2025**

**10:00 am - 12:00 pm**

**Seaside, Oregon - CCC South Campus & Online**

1455 N Roosevelt Drive

Seaside, OR 97138

10:00a	1. Welcome & Introductions	Casey Garrett
10:05a	2. NOEA Business Meeting a. October 9, 2025, Minutes	Casey Garrett Sarah Lu Heath
10:05a	3. ColPac Regular Business a. October 9, 2025, Minutes b. Financial Report c. Nomination Committee for Officers	Casey Garrett Sarah Lu Heath <i>Action Item</i>
10:30a	4. Clatsop Economic Development Resources Programs Update	Kevin Leahy
11:00a	5. Blue Economy Data Model & Strategy Industrial Symbiosis Grant Opportunity	Sarah Lu Heath Ayreann Colombo
11:20a	6. CEDS Investment Discussion	Sarah Lu Heath
11:30p	7. FEMA BiOp Update	Michael Desmond
11:45p	8. Roundtable Updates	All

**Next Combined Meeting:**

**February 12, 2026, in Banks – Fire District #13 Building**

<p><b>Board of Directors (*in attendance):</b></p> <p>Don Bohn  <b>Michele Bradley*</b>  Peter Brandom  Aaron Burris  <b>Sean Clark*</b>  <b>Andy Davis*</b>  <b>Heather DeSart*</b>  <b>Brian Fawcett*</b>  <b>Thaddeus Fickel*</b>  <b>Paul Fournier*</b>  <b>Casey Garrett*</b>  <b>Jarrod Hogue*</b>  Will Isom  Paul Jarrell  Betsy Johnson  <b>Scott Jorgensen*</b>  Mark Kujala  <b>Marsha Kirk*</b></p>	<p><b>Kevin Leahy*</b>  <b>Sean Lewis*</b>  Chelsey Lynne  <b>David McCall*</b>  Patrick McHugh  Paul Mitchell  <b>Matt Mumford*</b>  <b>John Nygaard*</b>  Don Odermott  Bruce St. Denis  <b>Leon Telesmanich*</b>  <b>John Walsh*</b>  <b>Liane Welch*</b>  <b>Jerry Willey*</b>  <b>Jeff Wong*</b>  <b>Steve Wright*</b>  Claudia Yakos</p>
<p><b>Guests in attendance:</b></p> <p>Sarah Lu Heath, Executive Director, ColPac  Jacquie Puett, Program Coordinator, ColPac  Ayreann Colombo, Competinomics, LLC  Rich Bracke, BIGR IDEA  Ryan Quigley, City of Astoria</p>	<p>Paul Vogel, Columbia Economic Team  Terre Cooper, Tillamook County EDC  Melyssa Graeper, DEQ  Suzanne Weber, Senator – District 16  Gail Henrikson, Clatsop County</p>

## 1. Welcome & Introductions

President Garrett brought the meeting to order at 10:03 am and welcomed those in attendance. Introductions were made.

## 2. NOEA Business

### a. October 9, 2025, Meeting Minutes for ColPac and NOEA

Director Bradley made a motion to approve the October 9, 2025, NOEA and ColPac meeting minutes. The motion was duly seconded and passed with no dissenting votes.

## 3. ColPac Regular Business

### a. Financial Report

Executive Director Heath presented the financial report. Director Welch made a motion to accept the financial report. The motion was duly seconded and passed with no dissenting votes.

### b. Nomination Committee for Officers

President Garrett facilitating the formation of a Nominations Committee to develop a slate of proposals to be voted on at the February 12 meeting.

#### **4. Clatsop Economic Development Resources Programs Update**

Jarod Hogue, President of Clatsop Community College, gave a presentation on the strategic priorities of the college, its unique program options, upcoming projects, workforce development and local partnerships. The college applied for a \$3.2 million grant with the Department of Education to establish an AI center for various sectors.

Executive Director Leahy, Clatsop Small Business Development Center, provided updates on CEDR and Clatsop SBDC, including their board composition, involvement in local projects, support for small businesses, the upcoming Job and Career Fair and annual awards event among other topics.

#### **5. Blue Economy Data Model & Strategy - Industrial Symbiosis Grant Opportunity**

Ayreann Colombo, Competinomics, LLC, and Executive Director Heath gave a presentation on updated blue economy data for the ColPac region, including information and statistics for living resources, marine construction and transportation, vessel building, and tourism/recreation economic activity. Highlights also included data on employment, GDP per job, and workforce development.

Director Heath requested approval from the Board of Directors to continue grant writing for Industrial Symbiosis projects, including an upcoming community resiliency grant from the City of Astoria and the Round House Foundation. Matt Mumford made a motion to approve grant applications for vermicfiltration as part of Industrial Symbiosis. The motion was duly seconded and there were no dissenting votes.

#### **6. CEDS Investment Discussion**

Executive Director Heath gave background on the ongoing discussion and presented data on ColPac's regional impact and accomplishments in recent years. Despite having a small staff, ColPac had secured millions in funding for infrastructure projects and capacity support. The discussion that followed centered on the District's proposal to update its annual membership dues. The current dues structure, unchanged for 30 years, raised concerns about the District's sustainability and ability to provide match to the EDA Partnership Planning grant. As an option, the Board discussed a proposal to double the dues over three years, with future annual increases tied to the consumer price index. Also discussed was a per capita rate proposal.

There was a consensus for Executive Director Heath to schedule a special virtual board meeting in January for further consideration.

#### **7. FEMA Biological Opinion Update**

This update was postponed to the next meeting.

#### **8. Roundtable Updates**

The Directors shared relevant updates for their respective jurisdictions, organizations, and businesses. Following updates, President Garrett adjourned the meeting at 12:03 p.m.

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Casey Garrett, ColPac EDD Board President

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Casey Garrett, NOEA Board Chair

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Drafted: Sarah Lu Heath, Executive Director

Recorded: Jacquie Puett, Program Coordinator

DDAH



### Meeting Minutes

**Columbia Pacific Economic Development District (ColPac)**

**Thursday, January 22, 2026**

**10:00 am – 11:00 am**

**Virtual Meeting (Zoom)**

**Virtual Only**

**[Zoom Link](#)**

**Meeting ID: 823 2268 7995**

**Passcode: 664765**

10:00a	1. Welcome & Introductions	
10:10a	2. Columbia Economic Team Dissolution Update & ColPac Impacts	Sarah Lu Heath
10:30a	3. CEDS Investment Discussion	Sarah Lu Heath

### ***Next Combined Meeting:***

***February 12, 2026, in Banks at the Fire District #13 building***

<b>Board of Directors (*in attendance):</b>	
<b>Mary Faith Bell*</b>	<b>Kevin Leahy*</b>
Don Bohn	<b>Sean Lewis</b>
<b>Michele Bradley*</b>	<b>Chelsey Lynne</b>
<b>Peter Brandom*</b>	<b>David McCall*</b>
Aaron Burris	Patrick McHugh
<b>Sean Clark*</b>	Paul Mitchell*
<b>Andy Davis*</b>	<b>Matt Mumford</b>
<b>Heather DeSart*</b>	<b>John Nygaard*</b>
<b>Brian Fawcett*</b>	Don Odermott
Thaddeus Fickel	Bill Reid*
<b>Casey Garrett*</b>	Bruce St. Denis
<b>Jarrod Hogue</b>	<b>Leon Telesmanich*</b>
Will Isom	<b>John Walsh</b>
Paul Jarrell	<b>Liane Welch</b>
Betsy Johnson*	<b>Jerry Willey*</b>
<b>Scott Jorgensen*</b>	<b>Jeff Wong</b>
Mark Kujala*	<b>Steve Wright*</b>
<b>Marsha Kirk*</b>	Claudia Yakos
<b>Guests in attendance:</b>	
Sarah Lu Heath, Executive Director, ColPac	Paul Vogel, CET Representative
Jacquie Puett, Program Coordinator, ColPac	Benjamin Burgener, Scappoose City Manager

## 1. Welcome & Introductions - 10:00AM

### 2. Columbia Economic Team Dissolution Update & ColPac Impacts

Executive Director Sarah Lu Heath introduced the item and stated that CET recently dissolved their organization, resulting in financial impacts to the Columbia Pacific Economic Development District.

Paul Vogel provided the Directors with more detail and an update on the transition of CET's programs to other regional organizations.

### 3. CEDS Investment Discussion

The Board of Directors and staff engaged in continued discussion on the District's proposal to increase its annual membership dues. Increasing the dues would result in more balanced income streams, long-term funding and sustainability for the organization in addition to providing Northwest Oregon's regional match for EDA funding and securing capacity support to partners.

The board began discussing this in the Summer of 2025, when the a committee was formed. The working committee met twice to discuss the best approach for an adjustment to ColPac's annual membership dues and options were presented as a draft in December. Executive Director Heath would follow up by providing a summary of presentations and discussions to the directors.

### 4. Adjournment

President Garrett adjourned the meeting at 11:03 a.m.

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Casey Garrett, ColPac EDD Board President

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Casey Garrett, NOEA Board Chair

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Drafted: Sarah Lu Heath, Executive Director

Recorded: Jacquie Puett, Program Coordinator

**Statement of Financial Position**  
**Columbia Pacific EDD**  
**As of February 10, 2026**

	<b>Distribution account</b>	<b>Total</b>
<b>Assets</b>		
<b>Current Assets</b>		
<b>Bank Accounts</b>		
General Fund	331,503.72	
BMO Small Business Loan Fund	24,938.88	
USDA RLF	60,639.54	
USDA RBEG	407,607.47	
1018 BUSINESS OREGON CLLLR Money Market	401,989.63	
EPA RLF	45,581.04	
<b>Total for Bank Accounts</b>	<b>\$1,272,260.28</b>	
<b>Accounts Receivable</b>		
1200 Accounts Receivable (A/R)	55,443.62	
<b>Total for Accounts Receivable</b>	<b>\$55,443.62</b>	
<b>Other Current Assets</b>		
1204 USDA RLF Loan Interest Receivable	538.77	
1205 USDA RBEG Loan Interest Receivable	13,114.22	
1207 Business Oregon CLLLR Interest	-2,009.63	
<b>Total for 1300 USDA RLF</b>	<b>\$8,489.67</b>	
<b>Total for 1330 USDA RBEG</b>	<b>\$274,004.69</b>	
1399 Allowance for Doubtful Accounts Loans Receivable	-18,882.63	
1502 RBEG Prepaid Expenses	0.00	
1998 Uncategorized Asset	1,478.69	
1999 Undeposited Funds	34,677.89	
Payroll Refunds	0.00	
QuickBooks Tax Holding Account	421.27	
<b>Total for Other Current Assets</b>	<b>\$311,832.94</b>	
<b>Total for Current Assets</b>	<b>\$1,639,536.84</b>	
<b>Fixed Assets</b>		
1600 Other fixed assets	5,436.00	
1699 Accumulated Depreciation	-5,436.00	
<b>Total for Fixed Assets</b>	<b>\$0.00</b>	
<b>Total for Assets</b>	<b>\$1,639,536.84</b>	
<b>Liabilities and Equity</b>		
<b>Liabilities</b>		
<b>Total for Accounts Payable</b>	<b>\$0.00</b>	
<b>Total for Credit Cards</b>	<b>\$0.00</b>	
<b>Other Current Liabilities</b>		
2600 Amortized RLF Int Rec	581.54	

2601 Amortized RBEG Int Rec	13,065.91
<b>Total for 3002 Payroll Liability</b>	<b>\$3,831.19</b>
3050 Accrued Vacation	19,233.28
<b>Total for Payroll Liabilities</b>	<b>\$2,410.74</b>
<b>Total for Current Liabilities</b>	<b>\$39,122.66</b>
Long-term Liabilities	
2300 Business Oregon CLLLR	400,000.00
<b>Total for Long-term Liabilities</b>	<b>\$400,000.00</b>
<b>Total for Liabilities</b>	<b>\$439,122.66</b>
Equity	
5000 Net Assets - Without Donor Restrictions, Undesignated	0.00
5050 Net Assets - Intermediary Relending Fund RLF	0.00
5051 Net Assets - Rural Business Enterprise Grant Loan Fund	0.00
5052 Net Assets RLF	0.00
5999 Opening Balance Equity	17,549.18
5998 Retained Earnings	1,222,027.30
Net Income	-39,162.30
<b>Total for Equity</b>	<b>\$1,200,414.18</b>
<b>Total for Liabilities and Equity</b>	<b>\$1,639,536.84</b>

Accrual Basis Tuesday, February 10, 2026 05:15 PM GMT-08:00

**Columbia Pacific EDD**  
**Budget vs. Actuals: GF Budget\_FY26\_P&L - FY26 P&L**  
October 2025 - September 2026

	Total		
	Actual	Budget	% of Budget
<b>Revenue</b>			
6000 PROGRAM SERVICES Funds Received			
6003 EPA Brownfield RLF Funds Received		15,000.00	0.00%
6004 EDA RLF Funds Received		21,500.00	0.00%
<b>Total 6100 CDBG Funds Received</b>	<b>\$ 52,873.48</b>	<b>\$ 810,000.00</b>	<b>6.53%</b>
6302 EPA Clatsop Brownfield Admin Funds Received	6,227.25	7,500.00	83.03%
6600 Special Projects Program Funds Received/Loan Management			
6601 NWOTA Funds Received	7,477.68	25,000.00	29.91%
6602 NOEA Funds Received		17,988.00	0.00%
6607 DLCD Mass Timber Funds Received	70,000.00	70,000.00	100.00%
6608 ODOT Transportation Options	1,276.60	100,000.00	1.28%
6699 Misc Special Projects Funds Received		155.99	
<b>Total 6600 Special Projects Program Funds Received/Loan Management</b>	<b>\$ 79,909.99</b>	<b>\$ 212,988.00</b>	<b>37.52%</b>
6700 SUPPORTING PROGRAMS Funds Received			
6704 CET Shared Admin Funds Received		156,902.94	
<b>Total 6700 SUPPORTING PROGRAMS Funds Received</b>	<b>\$ 156,902.94</b>	<b>\$ 0.00</b>	
<b>Total 6000 PROGRAM SERVICES Funds Received</b>	<b>\$ 295,913.66</b>	<b>\$ 1,066,988.00</b>	<b>27.73%</b>
<b>6900 GENERAL FUND REVENUES</b>			
6910 Interest Income		398.95	850.00
6911 Loan Interest		6,532.80	
6920 Membership Dues		18,750.00	0.00%
6940 EDA PP	14,550.00	75,000.00	19.40%
<b>Total 6900 GENERAL FUND REVENUES</b>	<b>\$ 21,481.75</b>	<b>\$ 94,600.00</b>	<b>22.71%</b>
<b>Total Revenue</b>	<b>\$ 317,395.41</b>	<b>\$ 1,161,588.00</b>	<b>27.32%</b>
<b>Gross Profit</b>			
	<b>\$ 317,395.41</b>	<b>\$ 1,161,588.00</b>	<b>27.32%</b>
<b>Expenditures</b>			
7000 PROGRAM SERVICES Funds Disbursed			
7001 USDA RLF Funds Disbursed		4,500.00	0.00%
7003 EPA Brownfield RLF Funds Disbursed	9,607.00	1,500.00	640.47%
7005 Loan Funds Administration Funds Disbursed		44,780.02	
7100 CDBG Funds Disbursed			
7108 Piers Highland Estate Funds Disbursed	31,044.44	775,000.00	4.01%
<b>Total 7100 CDBG Funds Disbursed</b>	<b>\$ 31,044.44</b>	<b>\$ 775,000.00</b>	<b>4.01%</b>
7300 Brownfields Program Funds Disbursed			
7302 EPA Clatsop Brownfield Admin Funds Disbursed		1,000.00	0.00%
7600 Special Projects Program Funds Disbursed			
7601 NWOTA Funds Disbursed	244.85	1,000.00	24.49%
7602 NOEA Funds Disbursed		3,088.00	0.00%

7605 HB3395 Housing Coordination Funds Disbursed	7,536.80
7607 DLCD Mass Timber Funds Disbursed	24,123.75
7608 ODOT Transportation Options Funds Disbursed	19,400.00
<b>Total 7600 Special Projects Program Funds Disbursed</b>	<b>0.00%</b>
<b>Total 7000 PROGRAM SERVICES Funds Disbursed</b>	<b>135.84%</b>
<b>8000 General Fund - Expenses</b>	<b>14.57%</b>
Total 8050 Contract & Professional Services	\$ 9,388.75 \$ 58,800.00 15.97%
8060 Operational Expenses	39,685.00 0.00%
8062 Insurance	1,264.49 3,450.00 36.65%
Total 8070 Dues, Subscriptions, Education, Misc	\$ 0.00 \$ 10,300.00 0.00%
Total 8120 Office/General Administrative Expenditures	\$ 3,011.40 \$ 14,290.00 21.07%
8160 Travel	770.30 9,000.00 8.56%
8165 General Meeting Expenses	368.00 5,000.00 7.36%
Total 8060 Operational Expenses	\$ 5,414.19 \$ 81,725.00 6.62%
Total 8500 Wages and Salaries	\$ 54,529.34 \$ 309,100.00 17.64%
<b>Total 8000 General Fund - Expenses</b>	<b>\$ 69,444.41 \$ 449,725.00 15.44%</b>
CET Wages / Salaries	166,932.01
Total 8010 CET Payroll	\$ 166,932.01 \$ 0.00
<b>Total Expenditures</b>	<b>\$ 356,557.71 \$ 1,255,213.00 28.41%</b>
Net Operating Revenue	-\$ 39,162.30 -\$ 93,625.00 41.83%
<b>Net Revenue</b>	<b>-\$ 39,162.30 -\$ 93,625.00 41.83%</b>

Tuesday, Feb 10, 2026 04:39:28 PM GMT-8 - Accrual Basis

EDA RLF Loan Status Update - February 2026

	Original Loan Amount	Outstanding Amount	Payment Status
Obelisk Beer Co	\$ 221,746.70	\$186,262.75	Current
Hug-A-Bubba's #1	\$ 159,000.00	\$86,674.78	Current
Hug-A-Bubba's #2	\$ 24,000.00	\$381.81	Current
Bull Run Cider	\$ 144,500.00	\$ 13,635.73	Delinquent

**MEMO****ColPac Membership Dues Update****January 23, 2025****Summary**

At ColPac's founding in 1994 the region was defined and annual membership dues for municipalities determined. For the first time in over 30 years, we are adjusting our annual dues rate.

Without an update, regional membership dues only accounts for 5% of operations costs. With the proposed update, regional contributions would account for about 13% of operations costs. This will provide:

- balanced incomes streams which also include grants and fee-for-service work
- long-term funding sustainability to the organization
- provide Northwest Oregon's regional match for EDA funding
- Secure capacity support to partners

**Proposed Annual Dues Rates**

During the final months of 2025, the Board reviewed the first proposal, which was developed to provide the EDA Partnership Planning grant on a per capita basis. Based on feedback, the proposal was moderated. There were concerns about budget constraints for municipalities. The following iteration includes \$25,000 of fee-for service work that ColPac has secured with NWOTA. That brings the overall request of members from \$75,000 to \$50,000.

For Counties, Cities, and Ports the proposed increase roughly tracks inflation from 1994-2025. We also created a 'Large City' category for municipalities with populations over 5,000.

The proposal also includes an annual adjustment based on the Consumer Price Index.

	<b>Proposed Update</b>	Year 2 CPI Adj.	Year 3 CPI Adj.
<b>County</b>	<b>\$6,000</b>	\$6,150	\$6,300
<b>Ports</b>	<b>\$2,000</b>	\$2,050	\$2,100
<b>Large City</b>	<b>\$1500</b>	\$1,540	\$1,575
<b>Small City</b>	<b>\$600</b>	\$615	\$630

## Return on Increased Investment

- Stabilizing a return to 2024 staffing levels, which were not re-hired out of an abundance of caution by uncertainty stemming from pre-existing fines, changes to programs at the Federal level, and changes in ODOT contracting rules. Prior to 2020, ColPac staff was 1.5 FTE.
- Allows ColPac to pursue business development opportunities to sustain ColPac's programs, business and municipal needs based on CEDS Strategy (EG: It costs \$10k to have an EPA Brownfield application written)
- Allows ColPac to convene regional leaders on timely topics like HCP and FEMA BiOp and spend time with our Federal delegation at leadership meetings and topically as needs for advocacy arise.
- Sustainable support for ColPac to provide grant discovery and development services to the region's counties, cities, ports, and businesses.
- Provides sustainable funding to meet increasing operational expenses like insurance, software, audits, healthcare, et al.

## ColPac's Regional Impact

ColPac Regional Impact		2020	2021	2022	2023	2024	2025
2020 - 2025	(Source: Budgets, Financial Statements & Project Files)	Broadband \$100,000	Port Support \$23,000	Infrastructure \$90,000	Infrastructure \$145,000	CDBG \$2,483,322	Brownfields \$2,200,000
Colors Correspond to CEDS Goals	Infrastructure	CDBG \$50,000	Regional Capacity \$114,750	Brownfields \$1,025,000	CDBG \$12,982,500	Brownfields IPG \$25,000	CDBG \$3,450,000
Infrastructure	Collaboration	Regional Capacity \$113,750	Food Systems \$260,000	CDBG \$1,500,000	Brownfields \$500,000	Port Support \$2,200,000	Regional Capacity \$93,750
Support Business	Resiliency	Food Systems \$45,000	Loan Program \$70,000	Port Support \$10,000	Port Support \$25,300,000	Regional Capacity \$93,750	Waterlines \$500,000
Resiliency	Workforce	Loan Program \$155,000	COVID Grants \$2,600,000	Regional Capacity \$93,750	Regional Capacity \$93,750	Blue Economy \$70,000	Mass Timber \$18,000
Workforce	Transportation	COVID Grants \$600,000	NWOTA & NWACT \$51,000	Entrepreneurship \$40,000	Childcare Clatsop \$521,000	Loan Program \$1,000,000	GRO \$17,500
Transportation		NWOTA & NWACT \$51,000		Food Systems \$180,000	Loan Program \$223,000	Housing \$280,000	Housing \$200,000
				Tongue Point \$35,000,000	Entrepreneurship \$110,000	NWOTA & NWACT \$56,000	NWOTA & NWACT \$30,000
				Breweries \$30,000	Food Systems \$204,500	Transportation Study \$125,000	
				COVID Grants \$200,000	Housing \$295,500		
				NWOTA & NWACT \$51,000	NWOTA & NWACT \$51,000		

## Annual average ROI from last five years: \$57 return for every dollar invested.

	2020	2021	2022	2023	2024	2025
ROI	\$ 4.91	\$ 17.33	\$ 123.29	\$ 96.25	\$ 16.71	\$ 29.50
<b>TOTAL</b>	<b>\$ 1,114,750</b>	<b>\$ 3,118,750</b>	<b>\$ 38,219,750</b>	<b>\$ 40,426,250</b>	<b>\$ 6,333,072</b>	<b>\$ 6,535,250</b>

## Background

At ColPac's founding in 1994 the region was defined and annual membership dues for municipalities determined. For the first time in over 30 years, we are adjusting our annual dues rate.

As a regional economic development organization, our mission is to improve the economy and livability for the region. Northwest Oregon is remarkably interconnected, with commute patterns showing workers travel to/from every municipality in the region. A benefit in Vernonia is a benefit in Clatskanie. A benefit in Garibaldi is a benefit in Astoria.

Without updating our dues, this funding stream only accounts for 5% of operational costs. With the proposed update, regional contributions would account for about 13% of operational costs. This will provide sustainability to the organization, balance our incomes streams which also include grants and fee-for-service work, and provide Northwest Oregon's regional match for EDA funding.

Our regional approach is carefully aligned to be in partnership with our county-based economic development organizations and not to compete or overlap. We do not seek dues from businesses, as this is a key instrument in funding our County EDCs.

Having external partnerships for in-kind matches is inherently risky and deprives ColPac of the ability to be financially independent. A situation wherein our budget relies on external organizations removes control from ColPac Board of Directors, and we have seen this risk come to fruition in the sudden closure of the Columbia Economic Team.

An in-kind match does not meet the intentions of the EDA Partnership Planning grant. The 'unrestricted and unencumbered' match is intended to provide a solid foundation footing for economic development operations.

ColPac is leveraging an existing fee-for-service contract for administration of the Northwest Oregon Transit Alliance, reserving that revenue to account for thirty percent of the EDA match requirement.