

**MINUTES**

**COLUMBIA GATEWAY URBAN RENEWAL AGENCY BOARD MEETING**

March 15, 2022

5:30 p.m.

Via Zoom

**PRESIDING:** Darcy Long, Chair

**BOARD PRESENT:** Diana Bailey, Staci Coburn, Tracy Dugick (arrived 5:44 p.m.),  
Lindsey Giamei, Dan Richardson, Shanon Saldivar and Kathy  
Schwartz

**BOARD ABSENT:** Tim McGlothlin

**STAFF PRESENT:** Urban Renewal Manager Alice Cannon, City Attorney Jonathan Kara,  
Secretary Paula Webb

**CALL TO ORDER**

The meeting was called to order by Chair Long at 5:32 p.m.

**PLEDGE OF ALLEGIANCE**

Chair Long led the Pledge of Allegiance.

**APPROVAL OF AGENDA**

Chair Long added Discussion Item 9. B., Columbia Gorge Community College Fermentation Science Partnership Opportunity.

It was moved by Schwartz and seconded by Coburn to approve the agenda as amended. The motion carried 6/0; Bailey, Coburn, Giamei, Long, Richardson, Saldivar and Schwartz voting in favor, none opposed, Dugick and McGlothlin absent.

Chair Long welcomed new Board Member Shanon Saldivar, a community member and downtown business owner. Chair Long wished Board Member Giamei a happy birthday.

**PUBLIC COMMENT**

None.

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### **STAFF COMMENTS / PROJECT UPDATES**

Manager Cannon provided the following updates:

- Staff is preparing to apply for the Oregon Brownfield Cleanup Fund grant from Business Oregon to assist with demolition of the Tony's Building. This item will be included in the proposed budget.
- The First Street Project is moving along. Additional soil testing is required to ensure the fill material is structurally sound around the new street and sidewalks. Cannon will write a separate contract for the testing, outside the federal grant.
- In-person meetings will return. The Urban Renewal Budget Committee meeting is scheduled for April 12, 2022 at 5:30 p.m.
- Due to the additional agenda item [Discussion Item 9. B.], a short business meeting may be scheduled following the budget meeting.

### **BOARD MEMBER COMMENTS / QUESTIONS**

Board Member Richardson asked when a decision on the Brownfield Grant would be provided. Cannon expects a decision by May, with an agreement following shortly thereafter. Funds cannot be distributed prior to July 1.

### **ACTION ITEM**

#### **Proposed FY 2022/2023 Urban Renewal Goals and Priority Projects**

Manager Cannon thought it important for the Board to weigh in with annual goals prior to the budget meeting in order to report action already taken.

- Completion of the Strategic Plan is a continuing priority. The Strategic Plan was postponed by Cannon's assignment to the Community Vision Project. The Community Vision Project Town Hall meeting had 120 participants. The outcome of that meeting will help inform Urban Renewal and the Council's goals in coming years.
- Manager Cannon proposed the first goal be completion of the Strategic Plan. Cannon anticipates completion by June or July.
- The second goal would be to sell the third and final Agency-owned storefront in the Recreation Building. Mr. Carpenter has paid for the two easternmost properties and will close soon. The milestone completion date for the third storefront is January, 2023.
- The goal for the First Street Riverfront Project is to complete the design, finish the right-of-way easement acquisition phase, and be out to bid in the coming fiscal year. Construction may extend into 2024.
- Initiate and complete demolition of the Tony's Building at E. Second and Federal Streets. The resulting goal is to sell the property to a developer that will redevelop the site into a project complimenting the mixed use character of downtown.
- Heavily market a new Incentive Program. Cannon is aware of four potential projects.
- Continue to track progress on outstanding Urban Renewal loans: the Honald Building, the Gayer Building, and the Commodore II Building.

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Manager Cannon stated the recommendation is that the Board move to accept the goals and highlights as written or amended.

Board Member Richardson requested a fifth goal to consider concepts for a Federal Street Plaza adjacent to the Tony's site. Manager Cannon recommended the Board wait until the work had progressed on the Tony's building.

Chair Long noted City Council had not discussed creation of a plaza; there had been no formal action. She asked Board Member Richardson if he wanted to solidify the project through Urban Renewal, or provide support or funding if the project comes forward.

Board Member Richardson stated he would like to pursue the project, but was unsure of the proper pathway to adopt the project. A goal to design would open the discussion, and offer the opportunity to hire a consultant or form a sub-committee. It would, presumably, require a modest amount of funding without committing to expensive construction.

City Attorney Kara said it appeared a plaza project would fit squarely within the Downtown Streetscape Improvements Project listed explicitly in the Urban Renewal Plan, #1. A formal adoption process may be unnecessary. Kara thought there was sufficient authorization, but if the Board is interested in exploring this he will confirm authorization.

Manager Cannon noted the original First Street Project included a plaza on Washington Street. The goal would be something similar at the Federal Street location. Cannon agreed the Agency would need direction from City Council. The Board can add a goal contingent upon City Council's adoption of a similar goal.

Chair Long asked Board Member Richardson if it was acceptable to add the project under an existing goal. Long suggested Urban Renewal could be a part of the project without taking it on as a sole project. This would open the project to other funding sources.

Board Member Richardson thought the project would rise higher in the list of likely projects if the Agency included it as a goal, just the design phase contingent upon Council direction.

Chair Long encouraged the Board to participate in the third phase of the visioning process and provide input.

Chair Long asked that the Federal Street plaza be included on an agenda after conclusion of the visioning process. Based on City Council's decision, the Board could then discuss the role of the Agency. Board consensus was in favor of the addition to a future agenda.

Board Member Schwartz said the plaza is a great idea, but would depend on the development [of the Tony's site].

Chair Long noted this is an action item and would require a vote.

Board Member Schwartz requested an update on the Commodore II.

Manager Cannon stated the property owner is now current on property tax. Loan payments are due in April each year; the balloon payment of \$268,000 is due December 31, 2026.

Board Member Schwartz asked why the commercial space remained vacant. Cannon replied she did not know. An update on the Commodore will be added to a future agenda.

Manager Cannon added the Visioning Survey was new, resulting from feedback provided in the earlier survey.

It was moved by Coburn and seconded by Dugick to accept the FY 2021/2022 highlights and FY 2022/2023 goals as written. The motion carried 7/0; Bailey, Coburn, Dugick, Giamei, Long, Richardson, Saldivar and Schwartz voting in favor, none opposed, McGlothlin absent.

### **DISCUSSION ITEM**

#### **Review and discussion of a proposed draft Urban Renewal Incentive Program**

Chair Long noted Board Member Giamei is a business and property owner downtown as well as a board member. Board consensus allowed Giamei to participate in the discussion and refrain from the vote.

Manager Cannon stated this topic is a discussion item, not an action item; final adoption is scheduled for next month. Cannon was pleased with the draft and the opportunity to discuss the proposal with property owners likely to develop. Cannon thanked the property owners for their feedback.

Manager Cannon introduced Deb Meihoff, Communitas LLC. Meihoff presented the draft proposal, Exhibit 1.

Manager Cannon added we are emphasizing property owners that pay property tax, while avoiding financial awards to tax-exempt properties. The only tax-exempt program allowed to receive funds will be those associated with the previously adopted vertical housing tax program.

Board Member Richardson asked if the funds are on hand, why set a low bar for the budget? Cannon replied this draft was unavailable during budget preparation and she was hesitant to suggest a large amount. She strongly encouraged additional funds. Funds would be moved from "Future Opportunity Projects" into the grant line item. All committed funds are listed in the proposed budget.

Board Member Giamei suggested the Board consider lowering the funding cap to ensure many property owners have the opportunity to benefit from the program.

Current interest in the program is from local property owners.

#### **Mary Hanlon, 523 E. Third Street, The Dalles**

Ms. Hanlon purchased downtown property with the intent to build multi-family housing. This type of housing has a major effect on economic and community redevelopment. Many factors have delayed the project, resulting in increased construction costs. Is the \$700,000 ceiling both SDCs [system development charges] and the grant, or one or the other? If the possibility is open for both, my understanding is SDCs, if a waiver, are not attributed to the cap set by the state. We strongly believe the addition of people downtown will do a tremendous amount to activate the downtown and support other businesses. The vertical housing tax credit is for putting in the housing. Ground floor retail would dramatically increase the amount of taxes collected. Hanlon suggested the amount be a percentage of the cost rather than a flat dollar amount.

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Manager Cannon noted this proposal does not suggest the Council waive fees. This proposal is to subsidize fees on behalf of the developer. A fee waiver is not a policy option discussed thus far.

Chair Long stated construction costs are much higher now. The developers were unable to make funding “pencil out” for the original Tony’s project. A cap on the funds may eliminate a desirable, worthwhile project.

Ms. Hanlon noted the SDCs are extremely high in The Dalles compared to other communities. Again, a cap on that leaves a heavy fee to pay. In response to fairness and the ability to create the cash and the equity to put back into the system, the idea is that if you increase residency downtown, for every dollar spent in rent another three will be spent on other resources locally. The revenue base is dramatically increased.

Manager Cannon noted SDCs are charged per dwelling unit.

Board Member Giamei stated aside from paying SDCs, they would have to upgrade water lines in order to add residential use on the second floor. She asked if those costs would be included in the program. Manager Cannon replied infrastructure improvements qualify for grant awards.

Chair Long urged the Board to engage in a thorough discussion. This is important to downtown and urban renewal. We are looking for big, obvious wins. We want the public to know we are working to improve our downtown. Long felt the Board could make a big leap forward in the next one to two years.

Manager Cannon stated at the end of this year, the Agency will have \$9.2 million remaining. If all expenditures are approved at current proposed levels, approximately \$7 million will be left. The Board will need to set priorities, such as focusing on grants for development. Cannon’s opinion was to focus on grants and generate a return on investment.

Board Member Richardson asked for Cannon’s thoughts on whether the Board should incentivize local residents over developers from outside the area. Cannon replied an earlier draft placed a prohibition, later removed, on franchised retail chains from qualifying. Cannon thought in the first year, the Agency should see what happens. After that time, additional limits could be set.

Board Member Richardson said he would prefer to fund local people making the investment. Manager Cannon replied if our downtown was more popular, yes. She did not think our market was strong enough to create exclusions at this time.

Board Member Saldivar asked if applications would be scored. If so, applications from locals could be weighted, while remaining open for applications from outside the community. Ms. Meihoff added there were many ways to implement this idea, such as adding a higher priority to businesses in The Dalles or Wasco County.

Chair Long asked how that would affect applicants who originally came from outside the area.

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Todd Carpenter, 216 E. Fifth Street, The Dalles

Mr. Carpenter said he had mixed feelings about this idea. The Dalles has generational properties, with owners through generations. Many times the owners are not developers. It would be nice if they could retain ownership, while hiring a developer to help them.

Carpenter added he had real world experience in the Recreation, issues with structural integrity, waste material, engineering and architectural services, and demolition of creative materials used over the years. It is very costly. Carpenter is in favor of the program. There will be a lot of interest. Hopefully we can create those 200 to 300 units downtown, bring in outside money to help, and retain generational ownership of the properties.

Board Member Bailey stated she supported local, but put a priority on spreading the wealth. She would several projects to benefit, rather than see one project use all the funds.

Board Member Coburn agreed with Board Member Bailey's comments. Coburn would rather spread the wealth a bit. At some point, there is a finite amount of money. If and when possible, we can help a few more people along the way, I think that's truly valuable. Coburn is also interested in including language specifically stating local projects will be weighted, for the pure reason of hopefully retaining the money in the community and fostering other investments in the community.

Board Member Coburn added that a few million dollars is a lot of money, but it could go quickly. Board Member Bailey said she would like to see current projects to get a better idea of where we are standing. Coburn replied she was thinking \$400,000 to \$500,000, as opposed to \$700,000.

Chair Long noted the next meeting is the budget meeting. She requested this information be sent to the Board for their review. Manager Cannon agreed to include it in a staff report.

Mr. Carpenter shared his concern regarding a one time grant for on-going projects. If someone comes into the unit in year four or five and this committee has money to spare, all of a sudden that building does not qualify for any other grants for tenant improvements, street frontage or something else beneficial to the community. Your cap is really over the life of urban renewal.

Cannon replied developers building more units will qualify for more funding. The scale projects will be very different.

Ms. Hanlon added if we want apartment buildings downtown there has to be a way to tack new construction, to tack all the costs. New construction signals a lot of development; it can signal that the town is ready to support new development. For four stories of housing, this would not make a dent in it.

Chair Long relied that was a good point. As Board Members, we are not developers. Although we want to spread our funds around, the question would be, what do we want downtown to be, and how do we get funding to the people that will make it happen.

Board Member Bailey if anyone considered using a percentage of the anticipated project cost and backed down from that direction Manager Cannon replied the Board could direct staff to research the option and return to the Board.

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Board Member Richardson asked when it would be appropriate to discuss the possibility of a dark windows ordinance. An incentive to get people who are holding to act, as well as incentives to help people who already decided to act. Is that appropriate, or just too much?

Manager Cannon replied the Board is doing that now with incentives. A dark window ordinance is an approach that discourages property vacancies but could have unintended negative repercussions on property owners. Rather than penalize property owners with vacant properties, this grant program is incenting people to develop and invest in their properties, providing the same desired result.

Chair Long suggested a mailing regarding the new incentive program, especially to the out of town building owners, to make sure property owners know there are new incentives.

In response to Board Member Bailey's inquiry, Ms. Meihoff replied the vertical housing tax abatement is authorized by the state. It is set in statute. The ground floor cannot be abated; floors two and above could receive a 20% abatement per floor up to 80% abatement for up to 10 years.

Board Member Schwartz stated she is in favor of whatever comes in, from whomever, as long as it meets our goals: return properties to the tax rolls, improve businesses, remove blight, and create housing.

Manager Cannon added it would be quite difficult to determine who would qualify as "local."

Chair Long stated this is a very good discussion. She encouraged the Board to voice all questions or concerns.

Board Member Dugick commented that she appreciated the discussion; we want what is best for The Dalles. We can support local people and at the same time bring in new ideas, new people, and new money. Dugick did not think we should limit or restrict someone from out of town; all options should be considered.

*Tony Zilka, 205 Washington St, The Dalles*

Mr. Zilka stated investments will come back in multiples, especially with housing. Downtown housing will flatten out those up and down curves. The more people you have downtown, the more vibrant the downtown will be, no matter what happens with the economy.

Chair Long asked the Board if they would like to continue to review proposals as a group, or direct staff to draft a scoring mechanism that weights local applicants.

Board Member Bailey stated instead of local or non-local, how about measuring against what meets the mission of our organization.

Board Member Richardson said he was against national chains as opposed to an entrepreneur. I think Diana might have a point. Define our mission as diverse businesses and residences, rather than a definition of locals.

Ms. Hanlon added she is aware that people want ground floor retail, yet it is exceptionally difficult to secure ground floor retail. She will pursue it proactively and aggressively, but there is a limit on the kind of public match available toward cost as well as a limit on the type of qualified tenants. Layering on limitations and regulations makes the task challenging.

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Chair Long stated staff had direction and she would like to bring this back as an Action Item at the next regular meeting. If the Board is not ready, action can be deferred. It is more important to get this right than to pass it quickly.

Manager Cannon said April would be busy with the budget meeting on April 12, 2022 and the possibility of a special agenda. The regular meeting would be April 19, the following Tuesday. Cannon requested direction.

Board consensus was to hold the April 19, 2022 meeting.

Columbia Gorge Community College Fermentation Science Partnership Opportunity

Chair Long introduced Dan Spatz, Capital Projects Director, Columbia Gorge Community College (CGCC).

Mr. Spatz provided background on a potential project: the Columbia Gorge BrewHub. A 2018 feasibility study around the fermentation industry recommended CGCC consider development of a pilot brewing facility for test runs and small batches from mid- and large-sized brewers. In concert with the Associate of Arts Degree in Food, Science and Fermentation, this facility will also provide students with valuable and necessary hands on experience.

CGCC also explored the development of an agricultural program, which would incorporate agricultural sectors throughout the Mid-Columbia. It would be a dual credit agricultural program of study with a focus on technology.

A program through USDA Rural Development, called RISE (Rural Integration Stronger Economy), is a \$2 million grant program requiring a 20% match. The program focus is rural innovation for specific sectors such as agriculture. CGCC views the agricultural program as a very good match with the RISE program. CGCC proposes uniting elements of that agricultural program of study, the 2018 feasibility study around fermentation sciences, and the viticulture, brewing and cider industry we have around the Columbia Gorge and focusing that on downtown The Dalles.

Mr. Spatz shared a draft document written with the focus on the RISE opportunity, Exhibit 2. Spatz emphasized this is a working document written with the requirements of the grant in mind. The working title is "Columbia Gorge BrewHub." This will be a commercial facility directing people and acting as an information hub for the region's fermentation sectors.

Spatz noted grant applications are due April 19, 2022, although he anticipates the grant program will continue next year.

We would like to create a hub of viticulture, breweries, brewing and cidery. We see The Dalles as a focal point for our fermentation industry throughout the Mid-Columbia.

Chair Long noted the grant deadline is coming up. She asked if the Board had interest in an actual proposal for review.

Board Member Richardson said it was an interesting concept, but he was a bit overwhelmed and rushed at the thought of committing funds at the last minute. He asked about the follow up study in May, and what would happen if the next feasibility study is not favorable.



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Spatz replied that was a consideration. Based on a year and a half discussion with upwards of 75 growers around the Mid-Columbia region including cherry growers around TD, orchardists in HR, viticulturists, brewers, we have a pretty good read on the need. The next study will focus more on capacity of individual classes and specifics of the curriculum. It would be nice if the study were completed prior to this grant deadline. As mentioned, we anticipate the RISE program will continue into the following year.

Board Member Schwartz said she was a bit confused around the application process, and felt this was rushed. Process is important and I want to be sure that we are fair. It is a great opportunity, but we have a process to follow.

Manager Cannon agreed.

Board Member Giamei stated she was constantly impressed by the diversity of programs at CGCC. This is an interesting program; it would be wonderful to bring something like this to the community. Giamei said there are small bubbles of the actual BrewHub component in town; there may be a bigger collaborative initiative to create this hub with people already in town.

In response to Board Member Dugick's question, Spatz replied the college would manage certain aspects of the business. The college would create an LLC or another private entity in keeping with the need to return revenue to urban renewal.

Mr. Spatz said this is a strategic discussion. The questions asked now are very valid. Unfortunately, sometimes you have a fast grant deadline. At the same time, you need to be able to walk away and spend more time working on it. If the same grant becomes available with the same criteria, 20% for two million, I think that might inform tonight's cap discussion. At the same time, it would give us time refine this project and bring in other partnerships just mentioned.

Board Member Richardson asked Spatz to speak to the private operator aspect of the idea. Is that locked down? Do you have someone ready to go? That is a critical piece and would have to fall into place as funding is available.

Mr. Spatz replied they have a fairly strong candidate in mind, but he was not in position to identify the candidate at this time.

Chair Long proposed that staff work with the college and Mr. Spatz to bring back a request after the budget meeting, specifically looking toward whether or not the Agency would support their grant application, and the full understanding that we may say no after review. We want to support our community partners, but need additional information for consideration prior to a decision.

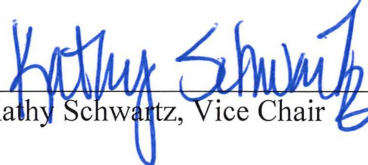
**ADJOURNMENT**

Being no further business, the meeting adjourned at 7:47 p.m.

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Submitted by/  
Paula Webb, Secretary  
Community Development Department

SIGNED:

  
Kathy Schwartz, Vice Chair

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ATTEST:

  
Paula Webb, Secretary  
Community Development Department

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# Urban Renewal Incentive Program Proposal

**Board Discussion | 3.15.22**

Columbia Gateway / Downtown  
Urban Renewal



## PURPOSE OF PROJECT

*Identify public incentives for the Columbia Gateway / Downtown Urban Renewal Area to achieve prosperity goals, add to tax base, and address community needs.*



## POLICY GUIDANCE | RECAP

### *Plans and policies that guide investments in the Urban Renewal Area*

- Columbia Gateway / Downtown Plan | Mission, Goals / Objectives, and Eligible Projects
- Comprehensive Land Use Plan | Economic Development (Goal 9) and Housing (Goal 10) policies | Transportation System Plan (Goal 12)
- Housing Needs Analysis | Projected housing units needed by 2036

## TAKEAWAYS FROM FIRST URAB DISCUSSION ON 1.18.22

### *Summary of analysis and prior URAB discussion*

- Current programs are underused and burdensome. Also, less attractive to developers and investors.
- Make program simpler for desired development to access the incentives
- Address redevelopment challenges for vacant and underused properties
- Increase activity and value of the Area

### *CURRENT PROPERTY REHABILITATION PROGRAMS:*

- *Historic District Design and Restoration Program*
- *Redevelopment of Unused and Underused Property (sub-programs of Redevelopment and Restoration Loan Interest Subsidy, Blighted Property Demolition Loan)*
- *Civic Improvements Grant Program*
- *Façade Improvement Grant Program*
- *Fire Suppression Grant*

### 3 NEW INCENTIVE OFFERINGS (*draft*)

- **Commercial Project Grants**  
matching 50% | up to \$50k
- **Mixed Use Project Grants**  
matching 70% | up to \$150k
- **New Residential Project Grants**  
\$10,000 per new housing unit

## COMMERCIAL PROJECT GRANTS

*Aimed at smaller building upgrades,  
tenant improvements, and similar*

- 50% matching grant, up to \$50,000
- Projects that build community vitality and prosperity.
- Reimburse for construction of real physical improvements that meet Agency priorities, Plan goals, and program eligibility

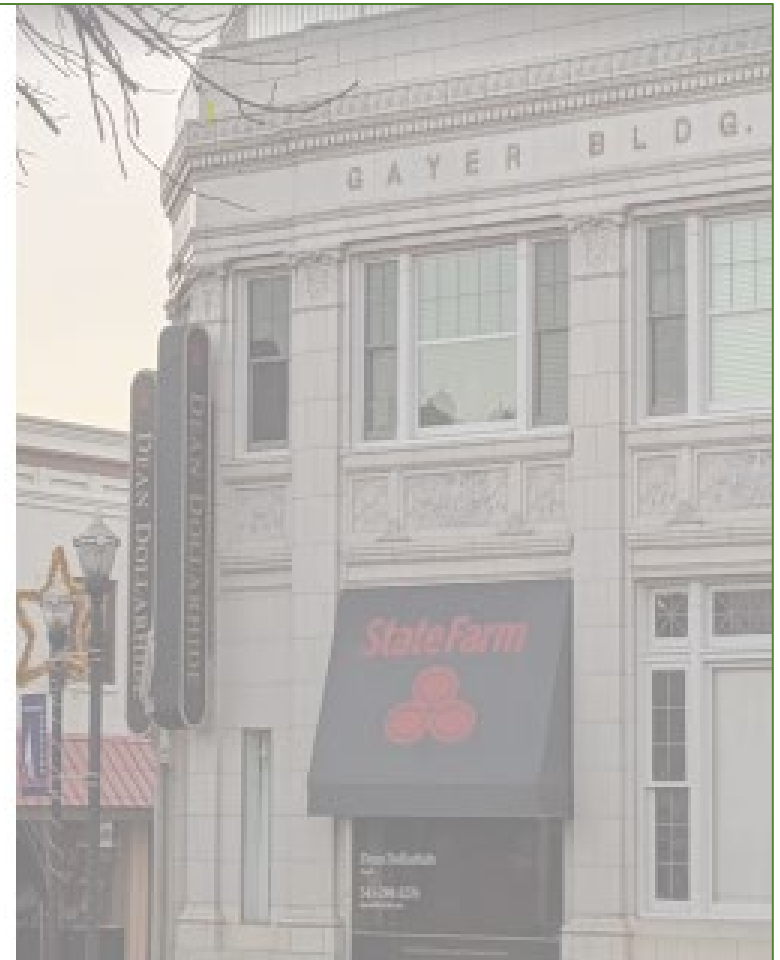




## MIXED-USE PROJECT GRANTS

*Aimed to fund transformational mixed-use redevelopment and reinvestment*

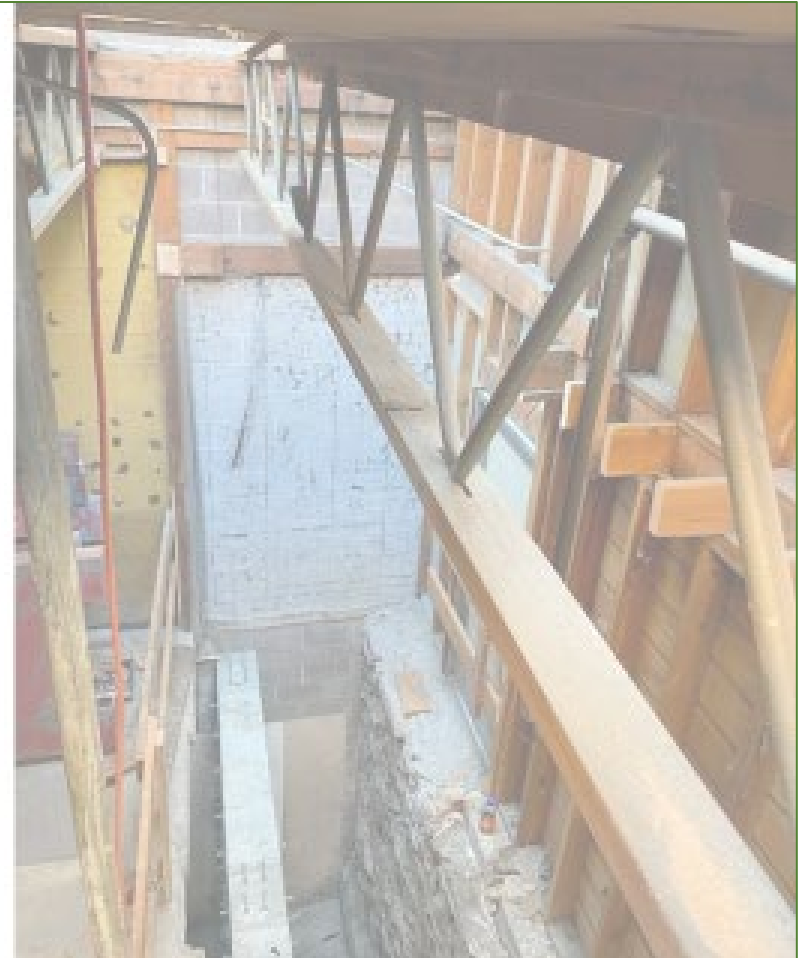
- 70% matching grant, up to \$150,000
- Projects that reinvest in underused or vacant properties / building spaces
- Reimburse for construction of real physical improvements that meet Agency priorities, Plan goals, and program eligibility



## NEW RESIDENTIAL PROJECT GRANTS

### *System Development Charges paid by URA*

- up to \$10,000 per new unit
- SDC credit to assist with cost to build new housing (net increase)
- SDC Credit applied at time of building permit



## OTHER DETAILS

### *Primary elements of eligibility and restrictions*

- URAB sets the priorities. Can be adjusted annually or as needed
- Tax exempt properties and projects ineligible, except Vertical Housing Tax Abatement Zone, with 10-year restrictions on exemptions / abatements (up to 80% property tax abatement)
- Grants can be combined, with a max of \$700k from Agency + City
- Tenant improvements, storefront rehab, fire suppression systems, elevators, and other interior or small investments still eligible
- Same application form for all projects

## FEEDBACK TO DATE

### *Insights and feedback from development and investment community*

- Staff reached out to three downtown property owners who have a history of investment in downtown and who plan to develop in downtown within three years.
- Staff amended the proposed program to address expressed concerns.
- Property owners appreciated the opportunity to comment on the proposal early and appreciated the thoughtful program approach.

## DISCUSSION

- Questions or comments?
- Does this strike the right balance?
- How could the offerings be made better?

### **Columbia Gorge BrewHub**

A gathering place in downtown The Dalles showcasing and fostering the Columbia Gorge brewing, viticulture, cider, spirits and kombucha industries. Geographic scope encompasses Wasco, Hood River, Klickitat, Skamania, Sherman and Gilliam counties.

- **Retail center:** On-site sales of Columbia Gorge wines, beers, ciders, fermented teas and spirits. Gift shop and information center offers residents and visitors details on all of the region's vintners and brewers, including wine tastings and special events throughout the Columbia Gorge.
- **Innovation center:** New and existing brewers need a place to test recipes, and often do not have sufficient capacity to set aside production tanks for this purpose.
  - Tank space and other equipment would be leased to brewers and vintners.
  - The BrewHub would have small-batch capacity for start-ups and established brewers.
  - On-site lab for proof testing, yeast cultures, product testing.
  - Brewers interested in starting or expanding a business would enroll in business counseling through the SBDC. FTE returns a share of income to the business entity.
- **Restaurant:** On-site dining offering menus paired with local beers, wines and ciders.
- **Community education:** Columbia Gorge Community College would provide non-credit home-brewing classes in beers, wines and ciders, with guest instructors from the region's fermentation sectors.
- **Business counseling:** Current and emerging brewers would have access to professional advising and sources of capital finance through CGCC Small Business Development Center and Mid-Columbia Economic Development District.
- **Job training:** Employment training specific to the fermentation sector will be included in the college's agriculture-technology program, anticipated to start in 2023.
  - Feasibility study is taking place Spring 2022 to define curricula and scope of dual credit program of study. Study is funded through ARPA secured in December 2021.
  - RISE grant would primarily fund innovation center infrastructure, such as tanks and equipment. It may also help fund fermentation sector-specific job training in ag-tech program.
  - Credit classes would take place on The Dalles and Hood River campuses, as well as in area high schools and on dedicated farmland near Hood River.
  - Technology innovations arising through the ag-tech program of study would be tested, when appropriate, in the BrewHub innovation center. Examples: Tank monitoring systems, programmable logic controllers, remote sensing, yeast cultures, robotics.

#### ***Roles, responsibilities and resources:***

- I. **Ownership and site control:** The physical plant would be owned by a for-profit business entity established and controlled by Columbia Gorge Community College. As a taxable entity, this would generate financial return for the Urban Renewal District.
- II. The business entity would operate the brewing innovation center and retail center.
- III. Restaurant space would be leased to a private entity.
- IV. Urban Renewal would invest, as a grant, in cost of building acquisition and limited remodeling.
- V. USDA Rural Development RISE grant would provide funding for non-movable equipment for the fermentation components (tanks, etc.), and renovations specific to the innovation center.

- a. RISE grant requires 20 percent match. \$2 million request = \$400,000.
  - b. College would be be RISE lead applicant. City of The Dalles would be co-applicant. Additional co-applicants are possible.
  - c. RISE grant would fund job-training through the college's agriculture-technology program.
  - d. RISE applications due April 19, 2022.
- VI. Other private equity capital sources are under consideration.







## Challenges – Near Term

- ❖ **Rising Cost of Farming** -labor, regulation and compliance, supply chain and farm inputs...
- ❖ **Market Challenges** – Declining or stagnant farm income due to challenges in export and domestic markets, US food supply chain...
- ❖ **Cost of Farmland** - Farm Succession, sustainability of small family farms, corporate consolidation...
- ❖ **Modernizing Farms & Farming Practices**



## Challenges – Long Term

- ❖ **Climate Change** – unpredictable weather, water resources, pollination risks, supply chain disruptions, natural disasters like wildfires...
- ❖ **Labor & Rising Costs** – Labor cost increases that outpace farmer returns, hitting family farms hard; cost of housing in HRC, compliance complexity...
- ❖ **Global Competition** – imported foods that are grown at significantly lower cost; some countries are outpacing US Ag innovation
- ❖ **Resource Scarcity** – Battle for resources (example rural/urban debate over resources)

# Stakeholders



*ATEA connects the ecosystems in a central, consistent, organized way, building strong bonds in our community to address near and long-term challenges*

## Ag Tech Education Alliance

### Programs of Study

- K-12, College, University Programs Ag-Tech/STEM/Sustainability & Conservation
- Education and training for tomorrow's Ag/Tech workforce & existing Agricultural stakeholders

### Farmer Ag Tech Resource

- Ag Tech "Shed" – Place for existing farm operations to "checkout" cutting edge Ag Tech and beta test new tech
- Farmer Ag Tech learning resource.

### Ag Tech Incubator/Resource

- Enabling Entrepreneurs to provide Ag-Tech solutions (connection, mentorship, access to grants and loans through ATEA)



*Working Innovation Farm*

***Oregon Innovation Farm***

*Agricultural Practices and Ag Technology Test Site*

*Experiential Learning & In-Field Learning Site for Farmers, Students, Entrepreneurs*