Columbia Connects Shared Investment Strategy



Acknowledgments

RTC and Metro co-hosted meetings with the following Partners to develop the Columbia Connects Shared Investment Strategy. These stakeholders are currently engaged in the project area and have an invested interest in future potential investments. Their contribution and ongoing support are appreciated.

Columbia Connects Partners

Oregon Metro

Southwest Washington Regional

Transportation Council

Greater Portland Inc.

Columbia River Economic Development

Council

City of Portland

Portland Bureau of Planning and

Sustainability

Portland Bureau of Transportation

City of Gresham

City of Vancouver

Port of Portland

Port of Vancouver

Oregon Department of Transportation

Washington State Department of

Transportation

Workforce Southwest Washington

Multnomah County Drainage District

Worksystems, Inc.

Portland State University

Portland General Electric

Columbia Corridor Association

Staff Support

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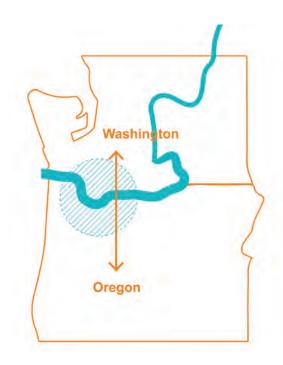
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Background



What is Columbia Connects?

Columbia Connects is a group of local and regional governmental organizations with collective interests in strengthening the bi-state partnership between Washington and Oregon and supporting the shared regional economy. The group of Partners is focused on defining opportunities within the following Shared Investment Area (SIA) tied to the Columbia River.

Why did Columbia Connects Convene?

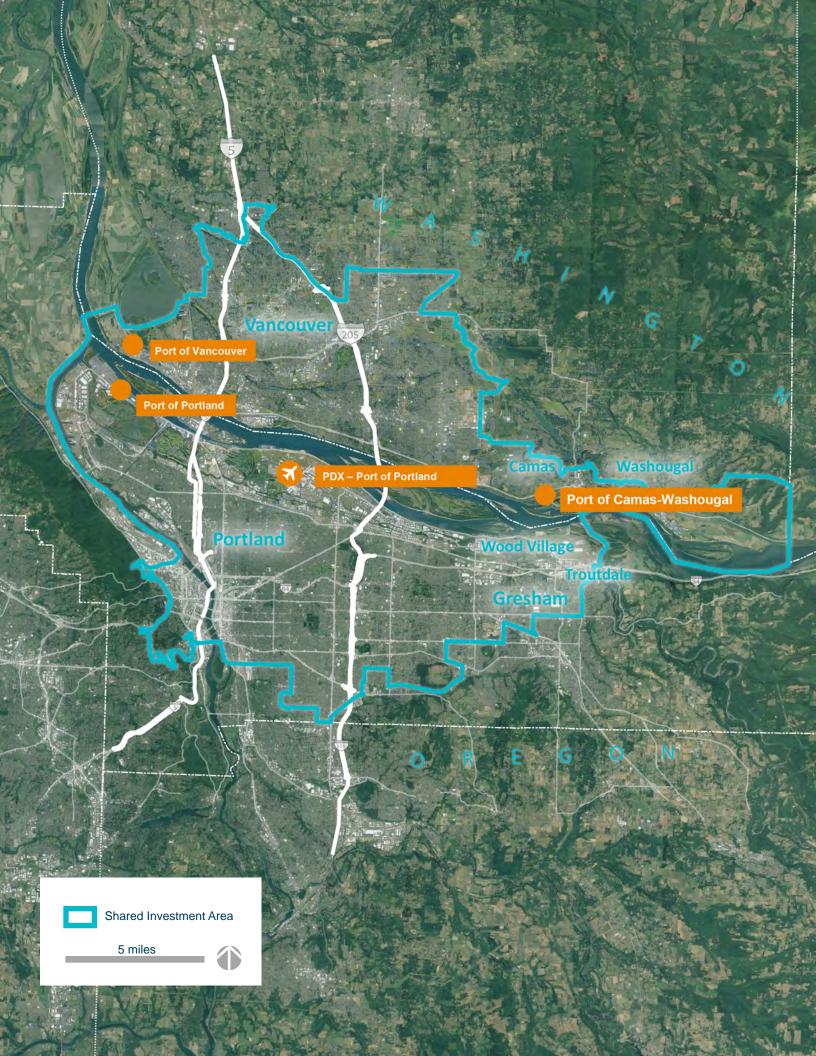
The collaboration is an outcome of the Greater Portland Comprehensive Economic Development Strategy (CEDS) Objective 2.2: Invest in innovations that strengthen and grow the Portland region traded sector clusters. Columbia Connects collectively determines actions that support traded-sector clusters within the Project Study Area to implement the CEDS.

Why do we need Columbia Connects?

Columbia Connects Shared Investment Area encompasses a bi-state economic development ecosystem of industries and work-sheds that are interconnected by the Columbia River. To optimize strategic investments in infrastructure and services, the two states need to improve alignment of data, policy, collaboration, and project focus to leverage current and future opportunities.

What does Columbia Connects offer?

Columbia Connects provides a Shared Investment Strategy that identifies recommended actions to enhance the regional economy within the identified bi-state area. Related investments include transportation improvements, activities to manage and support land use change and site development readiness, workforce training, and business retention and expansion.

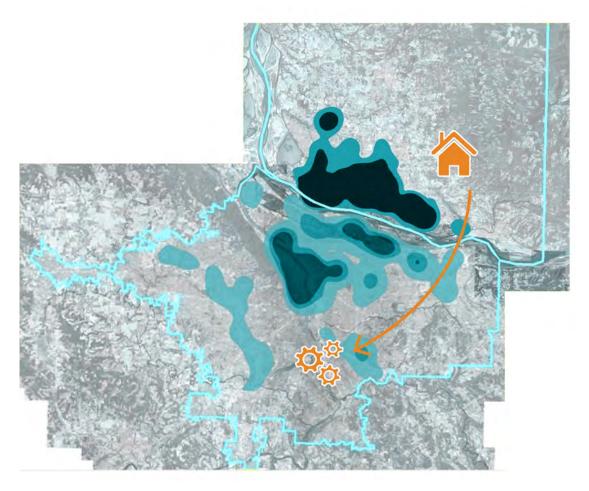


Shared Investment Area (SIA)

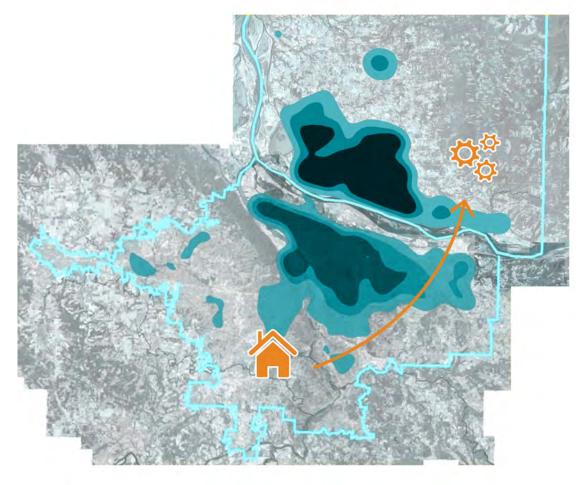
The Columbia Connects study area evenly captures multiple communities on both the Oregon and Washington sides of the Columbia River.

The boundary is primarily shaped by US Census data that describes employment and housing- related travel patterns across state boundaries for work or residential choices.

The boundary also considered this travelshed's relationship to Metro's Equity Focus areas, Opportunity Zones, areas of high buildable land potential, existing industrial and commercial space, and Tier 1 large lot industrial sites that are development ready in 6 months. For clarity, the boundary area was made contiguous (outparcels that did not fit these qualifications were included) and considered natural boundaries.



Employed in the Metro Area, but lives in Clark County



Employed in Clark County, but lives in the Metro Area

Values

As partners, we value:

Economic Development

Equitable Economic Growth that improves upward economic mobility, builds wealth, and provides enhanced opportunities to Black, Indigenous, People of Color, underrepresented, and under-resourced individuals

Bi-state Traded Industry Sectors that provide desired family-wage jobs and advance the regional economy

Innovating Technology that support businesses and improve public well-being while concurrently meeting net-zero carbon emissions by 2050

Supportive Workforce Systems to help residents build in-demand industry skills and access quality jobs

Infrastructure, Investment, and Land Use Planning

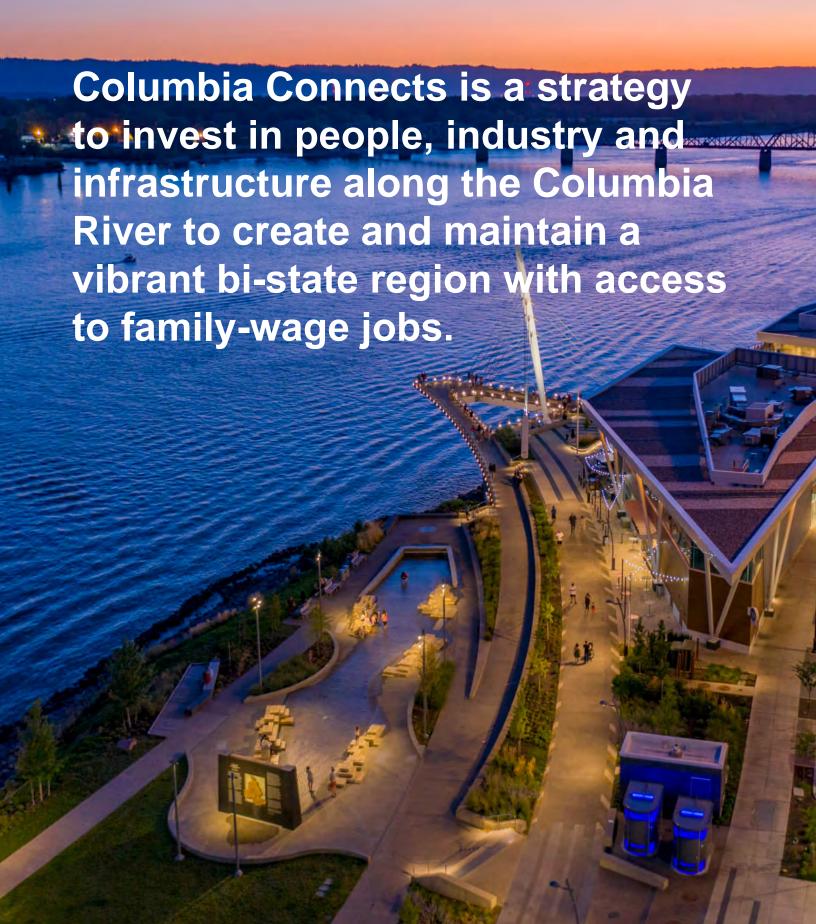
Resilient Regional Investments to build the necessary social and physical infrastructure to advance economic development and prepare for shifts in population growth, economic disruption and natural disaster

Multi-modal Transportation Options to enhance travel options, connect communities, and achieve net zero carbon emissions by 2050

Leveraging the Columbia River to create quality jobs through international trade, logistics, marine-industries, placemaking and a natural ecosystem

Employment Land Management that supports traded sector industrial uses, responds to near-term market needs, invests in land supply, and overcomes constraints





Guiding Principles

Columbia Connects partners agree to implement Strategic Investment Strategy programs and projects with:

A Racial Equity Lens that grounds all programs and projects to actively respond to income inequities in keeping with regional Recovery Plan and CEDS

Clear and Transparent Roles and Lead Organizations that are identified to efficiently implement the identified programs and projects

Aligned Data that conveys bi-state values and conditions

Collaborative Bi-state Leadership that will actively promote and invest in the SIS and implementation efforts

Active Pursuit of Grant and Innovative Financing Opportunities to secure funding that will implement strategic projects and programs

Recommendations

- 1 | Foster Upward Economic Mobility
- 2 | Build Capacity To Confront Climate Change
- 3 | Provide The Infrastructure And Sites To Support Industry

Recommendation 1

Foster Upward Economic Mobility

To foster upward economic mobility and help people move out of poverty, it is necessary to support people in building wealth. This can be done by 1) accessing jobs with wages that can support a family at a self-sufficiency standard¹ outlined in the following table, 2) starting a business, and 3) accumulating capital (e.g., real estate, stocks, etc.). Within the Columbia Connects project, policy makers can support the first two opportunities.

The Self-Sufficiency Standard for Select Oregon Places and Family Types

Source: Diana M. Pearce, PhD, The Self-Sufficiency Standard for Oregon for Worksystems, 2021

	Annual Self-	Self-sufficiency Standard for One Adult + One Preschooler + One School-Age Child As Percentage of:			
	Sufficiency				
County	Standard	Federal Poverty Minimum Wage Guidelines		Median Family Income	
Clackamas*	\$76,577	349%	259%	88%	
Clark	\$64,600	297%	227%	80%	
Multnomah*	\$76,912	350%	260%	88%	
Washington*	\$76,278	347%	258%	87%	

Definitions: The federal poverty guidelines for family of three = \$21,960 and for a family of four = \$26,500.

Area median family income varies by and calculated from HUD's FY2021 Income Limits.

Annual minimum wage is the gross amount of full-time, year-round work at an hourly wage of \$12.75 per hour for the Standard.

1A. Implement Quality Jobs Pilot Project that Supports a Small Manufacturer and Scales Regionally

The Metals and Machinery industry, more than any other sector, provides jobs with self-sufficient wages and doesn't require a four-year degree. This reduced education requirement allows a greater share of the population to access this industry opportunity, therefore making it more equitable. Actively supporting this industry provides meaningful equitable economic mobility opportunity. Various interviews with business leaders through other pilot projects

^{*}Indicates that this wage utilizes the \$14.00 per hour in the Portland Metro region.

¹ This measure calculates how much income a family must earn to meet basic needs, with the amount varying by family composition and where they live.

including the CREDC Metals and Machinery Analysis and CWWC Quality Jobs Initiative, elevated consistent themes to help move the industry forward:

- In order for this industry to thrive and remain in the region, it must embrace "technology enhanced production" methods, which includes robotics and data analytics. This focus is also attractive to young talent and helps build the workforce. The industry is seeking support in describing the future industry opportunity with policy makers and K-12 and community colleges.
- Manufacturers increasingly understand that providing a "quality job" environment that
 empowers employees rather than treating them as commodities is a key factor to success.
 This enlightened approach is interesting to young talent and drawing them to the industry.
 However, small businesses desire information and support in implementing new approach.
- Manufacturers require continued support in developing the needed skills fostered by investments in workforce training.
- Provision of a formal networking forum to encourage collaboration and networking between manufacturers to share information about best practices (e.g., safety methods) and build new business opportunities is desired

The Columbia Willamette Workforce Collaborative (CWWC) is applying for a US Economic Development Administration (EDA) Quality Jobs grant in March, 2022. If awarded, the CWWC should implement two pilot projects for manufacturers within the Columbia Connects that will dedicate resources toward determining a process to help small businesses meet the above needs. The pilot projects should be implemented in a manner that can scale regionally through a networking forum.

Lead Organization: CWWC

Supporting Partners: OMEP, GPI, CREDC and Columbia Corridor Association

1B. Foster Food Systems

A resilient food system is an important aspect of a sustainable economy. The region needs to complete a comprehensive analysis of the vulnerability of its food system, including but going beyond the grocery store supply chain, and explicitly considering food access in communities at most risk to be impacted by food system disruptions. Additionally, integrating local farmers and small businesses into the larger traded-sector food processing system would help foster economic mobility tied this industry. The City of Gresham is focused on this opportunity, and through the CEDS Pilot Project determined that there are many organizations providing business support services but no coordinated network of business assistance programming. The Portland Regional Disaster Preparedness Organization (RDPO) is currently leading a grant application process to further study the food system to define gaps and opportunities for regional investment. The Columbia Connects partners should support and engage with the RDPO project to determine future necessary actions.

Lead Organization: RDPO

Recommendation 2

Build Capacity To Confront Climate Change

Climate change is largely caused by the five categories outlined below. Energy production, which has been the focus for Oregon and Washington state policy, is only one of the categories. Mitigating the impacts of climate change requires technology innovation in the other categories as well. The private sector is investing heavily in the new climate technologies, which offers an economic development opportunity for business growth that provides jobs with a self-sufficient wage and can meaningfully solve climate change.



2A. Foster New Technology Decarbonization Adoption by Manufacturing Companies

While manufacturing in the United States is one of the most significant contributors to green-house gas emissions, it is necessary to develop the technology (e.g., wind turbines, electric vehicles, batteries) that will confront climate change. Twenty-three percent of 2019 greenhouse gas emissions from industry primarily come from burning fossil fuels for energy, as well as greenhouse gas emissions from certain chemical reactions necessary to produce goods from raw materials¹. Helping manufacturers to integrate new processes and technologies (e.g., new

² Environmental Protection Agency (EPA), Sources of Greenhouse Gas Emissions, 2020

furnaces, more efficient equipment) to improve production methods is necessary in addressing climate change. There should also be an awareness that the average size of manufacturing companies in the region is 17 employees. These are typically small family-owned businesses that will be significantly burdened by mandates and policies that do not include programs to help invest in new technologies. A proactive approach working with manufacturers to adopt climate technologies will retain this important industry that is critical in meeting equity goals.

Lead Organization: City of Portland BPS Supporting Partners: OMEP, OMIC

2B. Invest in Climate Tech Startups

Climate Tech innovation is closely tied to the manufacturing of devices, batteries, power generation, etc. The Columbia Connects Strategic Investment Area (SIA) could serve as an innovation hub for industrial decarbonization as a place to innovate and test new devices on existing manufacturers. Intentional development of research and development (R&D) support and physical space for incubating new companies are potential opportunities to grow this industry. Successful business creation would mean an expanded traded sector and more jobs with self-sufficient wages while proactively addressing climate change.

Lead Organization: City of Portland BPS Supporting Partners: Vertue Labs, Mt. Hood Community College, Portland Community College, Clark College, PSU Accelerator

2C. Enhance the Circular Economy Ecosystem

Manufacturers indicate that they would like to integrate recycling and use of recycled materials into their production process. However necessary facilities to recycle materials such as plastic are not available in the region. Additionally, the region will need to retain the few recycling facilities, such as glass, that currently support a circular economy in an environmentally safe manner. Additionally, various interest groups have indicated an interest in potentially monetizing waste product. Categorizing existing assets and gaps in the ecosystem would help identify necessary facilities and potential resources to enhance the circular economy. The state of Oregon adopted a new framework for modernizing the recycling system in 2021 that includes Extended Producer Responsibility (EPR) elements that obligate product producers to support investments in the recycling system and to ensure responsible end markets for materials that do not burden local communities or the environment. The state of Washington is considering similar legislation. The new frameworks for recycling system creates an opportunity for bi-state communication and coordination around recycling market/facility development activities. Metro intends to develop a garbage and recycling system facility plan that identifies infrastructure and service gaps to support reuse, repair, recycling. The plan will also consider how Extended Producer Responsibility policies could help to fill these gaps. The planning process will kick off in 2022 and include opportunities for stakeholder engagement.

Lead Organization: Metro Property and Environmental Services

Recommendation 3

Provide The Infrastructure And Sites To Support Industry

Industrial lands within the SIA are being utilized by a variety of businesses. It is understood that e-commerce and distribution uses are increasingly generating the most demand. At the same time, industrial lands along the Columbia Boulevard and Lombard Street corridors in Portland are at times underutilized. Economic development stakeholders continue to cite buildable industrial land shortages and recognize that a comprehensive picture with an agreed-upon baseline of data is needed. There is a finite nature of land supply, therefore maximizing the use and efficiency of the resource is necessary to enhance the environmental and economic health of our region.

3A. Identify the Existing Infrastructure and Land Supply Conditions

Previous work such as the regional three Employment Lands Studies (Oregon 2009, 2014, 2017) and the Land for Jobs Study (Washington 2019) should be leveraged for this work. Intentional coordination between the two states is necessary to build a comprehensive regional inventory. As part of the Metro 2024 growth decision, Metro will lead the Oregon stakeholders to develop a comprehensive inventory of the available land, current uses and infrastructure (e.g., levees, rail, freight corridors) within the SIA to identify regional gaps and opportunities. This should include consideration of marine and land-side industrial sites in both states to better understand supply chain infrastructure status. Some committee members recognize that the region can compete on efficiency improvements of existing infrastructure such as rail and freight if the investments are elevated and prioritized.

Lead Organization: Metro

Supporting Partners: Ports of Portland and Vancouver; Cities of Portland,

Gresham, and Vancouver; RTC; CREDC and GPI

3B. Articulate Business Demand Trends

As part of the upcoming Metro's Emerging Trends study, a focused study of the SIA business trends should be considered. This would include an evaluation of distribution and e-commerce jobs that tend to be undervalued due to an incorrect perception of limited wages and career ladder opportunities. However, data and documentation articulating the industry trends and economic impacts are necessary to determine how to meet industry needs and efficiently utilize limited industrial lands and meet supply chain needs. Insights from commercial brokers and industry leaders are necessary stakeholders in developing this information.

Lead Organization: Metro

Supporting Partners: Ports of Portland and Vancouver; Cities of Portland, Gresham, and Vancouver; commercial brokers; Columbia Corridor Association;

RTC: CREDC and GPI

3C. Define Gaps and Opportunities between Supply and Demand

In completing the first two actions, gaps in the supply inventory will be identified. Specific projects to address the gaps should consider existing programs such as Brownfield Remediation and the Site Readiness Toolkit developed by Metro.

Lead Organization: Metro Supporting Partners: CREDC

3D. Invest in Infrastructure

The Columbia Connects partners should work together to further refine, prioritize and secure funding for currently identified transportation projects. The partners could potentially consider a more robust package of projects beyond individual investments leveraging bi-state grant opportunities. As part of the process, they should identify stakeholder organization roles and unique assets that each bring to the SIA to enhance grant applications. As part of the identification process, "shovel ready" projects should be prioritized. If projects do not meet that definition, the process should identify the gaps that make a project ready for grant funding.

Lead Organization: RTC

Supporting Partners: Metro; Ports of Portland and Vancouver; Cities of Portland,

Gresham, and Vancouver; CREDC and GPI

Proposed Next Steps

Continue the momentum initiated by Regional Transportation Council (RTC) and Metro by co-hosting additional Partner meetings that address the following near- and long-term actions.

Near-Term Actions (year 2022)

- Confirm preliminarily identified near-term recommendations with an associated lead organization for implementation.
- Formalize a Columbia Connects Partnership to implement the near-term recommendations and help position them for project funding under a bistate collaboration.

Long-Term Actions (years 2023-2035)

- Columbia Connects Partners collectively agree to provide technical guidance and support to advance recommendations. Potentially define roles and expectations of the Partners.
- Partners identify a project manager to facilitate the following actions:
 - Confirm lead organizations for recommendations and provide a specific point of contact. Identified lead organizations determine a cost range (if applicable) to implement recommendation and potential funding resource.
 - Work with lead organizations to connect recommended projects with funding opportunities as appropriate.
 - Coordinate with lead organizations and Columbia Connects partners to engage chambers to build collaboration with private businesses regarding the recommended projects to determine level of engagement and need. This may help refine projects and applications for grant funding.
 - Convene the Columbia Connects partners quarterly to provide an update on the project and which recommendations are moving forward. This should foster cross-pollination of ideas and program implementation to maximize efforts in the area.

For Reference: **Key Findings**

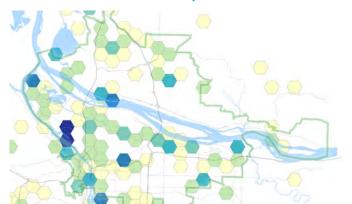
The Columbia Connects SIA supports three traded-industry clusters identified in the Greater Portland Comprehensive Economic Development Strategy (CEDS), which include: **Metals & Machinery, Computer & Electronics, and Climate Tech.** These industries are specifically identified for economic development opportunities because they are heavily concentrated in both states, are supported through workforce training investments, and require industrial zoned land for business operations.

Portland Region Clusters

		Bi-State Cluster Strength	Workforce Training Investment	Industrial Land Use Zone
	Computers and Electronics	х		х
ппп	Software	х	Х	
	Apparel and Outdoor			
On l	Metals and Machinery (Manufacturing)	х	Х	х
	Food and Beverage			х
	Climate Tech	х		х
74.	Design and Media			
	Health Care (local sector)		х	
	Construction (local sector)		Х	

In 2019, Climate Tech employed 14,174 people, created 1,382 jobs, and has a GRP of \$2.0 billion.

Metals and Machinery Jobs Source: DataAxle 2021 industry data

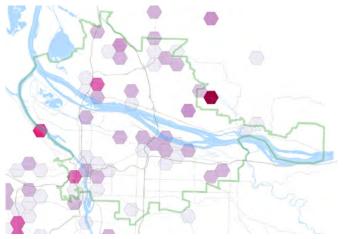


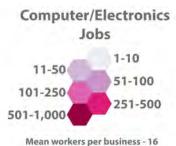
Metals and Machinery Jobs 1-10 11-50 51-100 101-250 251-500 501-3,163

Mean workers per business - 35 Mean sales volume per business - \$6.2M

Computer and Electronic Jobs Source: DataAxle 2021 industry data





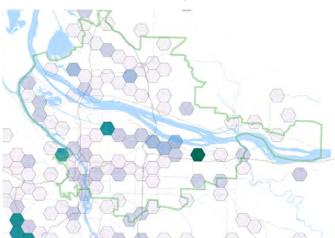


Mean sales volume per business - \$3.7M

Climate Tech Jobs

Source: DataAxle 2021 industry data







Mean workers per business - 11 Mean sales volume per business - \$1.8M

The identified three industries provide jobs with selfsufficient wages as identified in the following table that highlights average earnings per worker. Aligning public policy to support these businesses is an important way to foster upward economic mobility to secure an equitable economy.

Greater Portland Industries, 4-county region

Source: Greater Portland CEDS







Sector	Location Quotient 2019	2019 Jobs	5-Year Growth, 2014-2019	New Jobs 2014-2019	"GRP 2019 (In Billions)"	Share of Region's GDP	Earnings Per Worker	Num.of Biz	Employ Per Biz
Computers and Electronics	14.91	41,045	9.50%	3,566	\$11.90	7.20%	\$161,480	359	114
Apparel and Outdoor	4.26	8,101	18.50%	1,320	\$1.50	0.90%	\$93,113	518	16
Metals and Machinery	4.14	22,266	-0.90%	-204	\$3.30	2.00%	\$87,865	574	39
Food and Beverage	2.24	18,538	24.50%	3,650	\$2.40	1.50%	\$61,614	832	22
Climate Tech	1.79	14,174	10.50%	1,382	\$2.00	1.20%	\$100,674	843	17
Software	1.53	32,169	29.30%	7,290	\$8.80	5.30%	\$137,883	4,282	8
Design and Media	1.48	25,282	22.70%	4,672	\$4.20	2.60%	\$93,204	2,531	10
"Distribution and E-Commerce"	1.28	59,360	16.10%	8,262	\$11.90	7.20%	\$85,792	6,110	10
Health and Technology	1.01	4,466	2.30%	99	\$1.00	0.60%	\$88,428	208	21

Of the three identified clusters, the Metals and Machinery cluster has the largest share of the workforce without a four-year degree. This reduced education requirement allows for more of the population to access the industry, providing more equitable opportunities. Furthermore Oregon Employment Department projects future demand for CNC machine tool skills, necessary within the Metals and Machinery industry in the next 10 years. More collaboration between community colleges and workforce agencies can help support this industry and advance equity objectives.

Industry Employees and Earnings

Source: Greater Portland CEDS

	Share of Employees of Color (2019)	Share of Talent w/ a BA Degree or Less (2019)	Share of Jobs at Risk for Automation (Index > 100) (2019)	Earnings Per Workers (2019)
Apparel and Outdoor	28.40%	74.80%	53.40%	\$93,113
Climate Tech	23.70%	47.80%	40.50%	\$100,700
Computer and Electronics	38.40%	51.60%	39.70%	\$160,840
Design and Media	16.60%	34.60%	8.50%	\$93,204
Food and Beverage	32.20%	97.50%	86.80%	\$61,614
Metals and Machinery	24.90%	79.20%	68.80%	\$87,275
Software	22.20%	18.70%	1.50%	\$137,883

Levels of workforce investment in support of the manufacturing industry are not consistent across the 4-county region. Engagement by the community college serving the county, which provides the training programs, is an important factor. Increased investment in manufacturing skills is necessary to support the manufacturing industry.

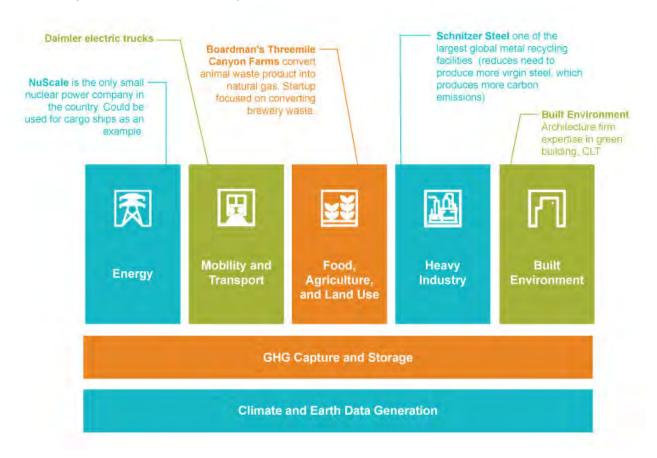
Anticipated Training Completions by Sector and Occupation, Worksystems and CWP, PY2020 Q3

Source: Worksystems, March 2021

	Clackamas Workforce Partnership (CWP)	Worksystems	Total	Percent of Total
Manufacturing (Total)	36	1	37	14.8%
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	1		1	
Computer-Controlled Machine Tool Operators, Metal and Plastic	13		13	
Electrical and Electronic Engineering Technicians	1		1	
Inspectors, Testers, Sorters, Samplers, and Weighers	8		8	
Machinists	1	1	2	
Maintenance and Repair Workers, General	1		1	
Water and Wastewater Treatment Plant and System Operators	11		11	

Climate change is largely caused by the five categories outlined below. Energy production, which has been the policy focus in Oregon and Washington states, is only one of the categories. Mitigating the impacts of climate change requires technology innovation in the other categories as well. The private sector is investing heavily in the new climate technologies, which offers an economic development opportunity for business growth that provides jobs with self-sufficient wages and can meaningfully solve climate change.

Source: PWC, The State of Climate Tech, 2020



Production of climate tech innovation requires advanced approaches to manufacturing. A circular economy creates a closed-loop supply chain, extending the lifespan of materials, components, and products, while reducing waste, conserving resources, and boosting efficiency. This can help deliver construction supplies that are manufactured using less raw material and energy, last longer, and stay out of landfills. This circular economy process also applies to food systems and production.

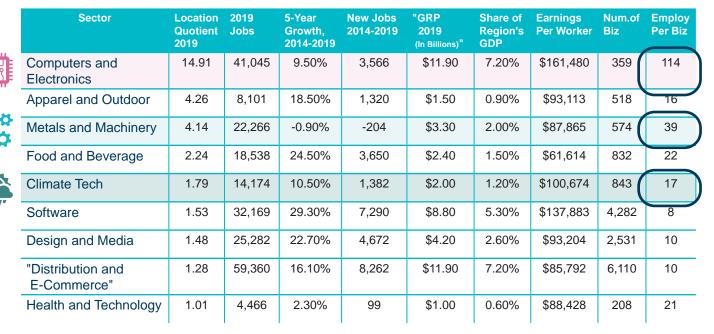
Source: National Renewable Energy Laboratory



The average employment size of the identified industry clusters varies. Manufacturers associated with Metals and Machinery and Climate Tech are smaller with different support needs to foster industry growth. Often Metals and Machinery companies remain small family-owned businesses. Climate Tech and C&E companies with venture capital backing will likely grow. Helping the smallest companies with talent development, business networking, and management skills are identified as the most needed by business leaders.

Portland Industries

Source: EMSI 2019.4 dataset.



Small businesses and entrepreneurs

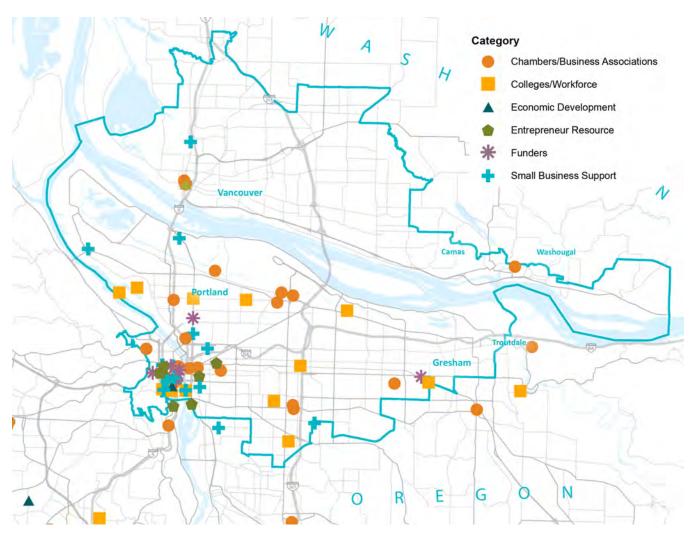
"Most entrepreneurs start by forming small businesses, not all small businesses are entrepreneurial." - Teconomy Partners, LLC

Small Businesses: are not uniform and those in different size categories face different challenges in accessing financing and technical support. Not all small businesses are positioned to scale. Small business owners develop companies to generate wealth and provide employment and income for themselves and others. (Typically local sector)

Entrepreneurs: are interested in creating innovative products or services that lead to further investment and growth. (Typically traded sector)

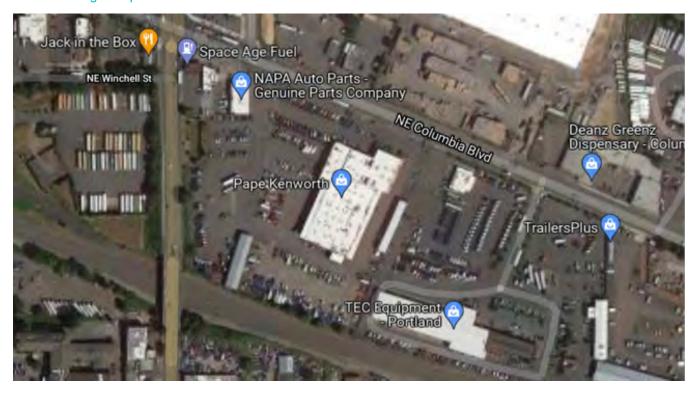
Portland Small Business Ecosystem

Source: Metro



Industrial lands within the SIA are being utilized by a variety of businesses. It is understood that ecommerce and distribution uses are increasingly generating the most demand. At the same time, industrial lands along the Columbia Boulevard and Lombard Street corridors in Portland are at times underutilized. Economic development stakeholders anecdotally continue to cite buildable industrial land shortages and recognize that a comprehensive picture with an agreed-upon baseline of data is needed.

Image of existing industrial uses between Columbia and Lombard at MLK. Source: Google Maps



The Columbia River and ports serve as critical infrastructure for the region and states. Both ports move a significant amount of bulk materials such as copper concentrate, potash, and steel slab that supports the Metals and Machinery industry. Over half of all grain exported from the US flows through the Columbia River ports. Port of Vancouver has been one of the larger importers of wind energy in the United States. Increasingly container ships are getting too large to come into the river. There is a need to consider how this trend will be accommodated and impacts to infrastructure, especially considering the supply chain needs facing the global economy at this time.

River System Highlights

#1 U.S. Wheat Exports

#2 U.S. Corn and Soy Exports

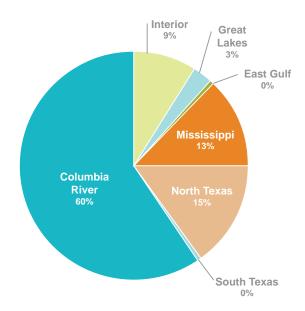
#1 West Coast Wood Exports

#1 West Coast Mineral Exports

#1 West Coast Auto Exports

2020 U.S. Wheat Exports

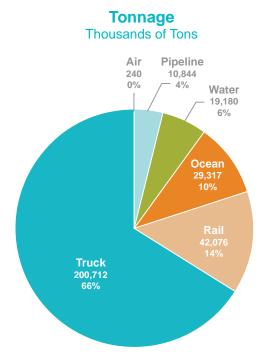
Source: Port of Vancouver

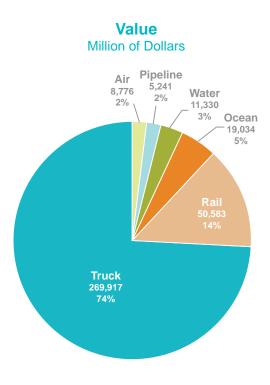


The most significant, and majority of commodities, exported out of the Portland region is electronics. Measured by value,74 percent of the commodities traveling in the Portland region are moved by truck and trucking will remain the predominant mode of freight transport in the region for the foreseeable future. Transportation projects are important for the health of these export industries. Public agencies in Oregon and Washington have identified critical infrastructure projects and adopted them in regional transportation plans to position them for federal funding and support the regional economy.

Port of Portland Commodity Flow Forecast

Source: Cambridge Systematics





Transportation Projects

Bi-state and Clark County

- I-5 Columbia River Bridge (10893) + I-5/Victory Blvd to SR 500 (RTC 1009)
- I-5/SR-500 Interchange (RTC 108)
- I-205 Improvements (RTC105, 1012, 1013, Transportation Alliance Project B)
- WA SR-14 Improvements (Clark Co. Transportation Alliance Project D)
- WA SR-500 Improvements (Clark Co. Transportation Alliance Project A + C)
- WA SR-502/503 (Clark Co. Transportation Alliance Project K)

Rivergate + Airport Industrial Area

- Marine Dr. (10379, 10401, 11600, 10329, 10337)
- Columbia Blvd (10208, 10331, 10336, 10376, 12004, 11951, 11801)
- Airport Way improvements and grade separation (10358, 10362)
- Terminal 4, 5, 6 (11208, 11355, 11797, 10218, 10375)
- Terminal 5 (11659)
- Terminal 6 (11207, 11306, 11307, 11357, 11799)
- Rail Yard + Grade Improvements (11653, 11354, 11353, 11652, 11949)
- Columbia River + Columbia Slough Rail Bridges (11952, 11955, 11956)

Columbia Corridor East

Troutdale Airport Master Plan Projects (11743)

East Multnomah

181st Intersection + Freight Mobility Improvements (10493, 10496, 10495, 10497, 10498, 10445, 10446, 10454, 11682)

Major Freight Corridor/Throughway

- I-5 Rose Quarter/Lloyd District (11176, 10867)
- I-205 Northbound Auxiliary Lane (11370)
- I-5 Freight Operational Improvements + Truck Climbing Lane (11991, 11984)
- I-405 Operational Improvements (11974)

Current bi-state collaboration along the Columbia River is focused on dredging and channel maintenance. There is an opportunity to expand this collaboration with a better understanding of existing resources along the river such as levees and flood management, industry land use resilience, port assets, and supply chain infrastructure. A comprehensive inventory, which leverages existing work, would identify gaps and opportunities within the overall industrial and marine lands ecosystem.

Levee Infrastructure

Source: Multnomah County Drainage District

