



Kemmer Oyster Company harvesting on Willapa Bay

4

Proposed Coordinating Entity & Approach

This chapter describes the proposed coordinating entity and its conceptual approach to the proposed NHA as evaluated according to criteria in the study legislation and other directives issued by Congress.



KEY DEFINITIONS

National heritage area (NHA) –

A region recognized by Congress because it tells a distinctive part of the American story.

National heritage area program (NHA program) –

The program put in place to assist local communities engaged in work within an NHA. This program involves a congressionally designated coordinating entity and eligibility for federal appropriations.

An NHA can exist without a program, federal assistance, or a coordinating entity. NHAs are simply an area recognized by Congress. The NHA “program” is the assistance and can include a federal appropriation. This appropriation is intended to be managed and leveraged by a coordinating entity that is also identified by Congress.

WHAT IS A COORDINATING ENTITY AND WHAT ARE ITS PRIMARY RESPONSIBILITIES?

NHA programs are not run by the NPS. They are local efforts administered by a coordinating entity that is identified in the NHA’s authorizing legislation.

The legislation creating an NHA gives the coordinating entity certain authorities and responsibilities. Its primary responsibility is to develop a financially self-sustaining program that helps a region maintain its identity and heritage. This program is developed in collaboration with local governments and other stakeholders. Any federal funds appropriated for the NHA program are to be used as seed money to help the coordinating entity develop this self-sustaining NHA program.

Coordinating entities are vital to the success of NHA programs. An NHA rarely succeeds without a capable coordinating entity. For this reason, the NPS has made the evaluation of the proposed coordinating entity for the Columbia-Pacific NHA a key part of this study.

Early NHA programs were often run by appointed commissions; however, most NHA programs created in the past 10 years have selected non-profit organizations as their coordinating entities. Eight of the nine most recently designated NHA programs will be coordinated by non-profit organizations. NHA programs have discovered that non-profit organizations are best suited to manage fundraising, partnership building, and other collaborative activities, duties typical of a coordinating entity.

PROPOSED COORDINATING ENTITY AND APPROACH

Proposed Coordinating Entity: ShoreBank Enterprise Cascadia

The proposed coordinating entity for the Columbia-Pacific National Heritage Area is ShoreBank Enterprise Cascadia (SBEC). SBEC is a certified 501(c)(3) tax-exempt, non-profit community development financial institution (CDFI) serving communities at the mouth of the Columbia River in Oregon and Washington.

SBEC was established in 1995 to strengthen family, ecological and economic resilience through consulting, financial and business assistance to entrepreneurs, non-profits and others that deliver economic, social and/or environmental benefits to local communities and the larger region. They have had a larger impact than any single organization on the health of historic districts and properties within project area that are listed on the National Register of Historic Places.

SBEC's primary tool is the investment of non-bank capital in endeavors that would not otherwise be possible. The organization's goal is to fund projects that meet more than one need in the community. Over the past fifteen years, SBEC has invested more than 80 million dollars in people and communities of the Pacific Northwest. In summary, SBEC is a capacity-building organization that helps others to do good work.

SBEC, classified by the Department of the Treasury as a non-profit CDFI, participates in the New Markets Tax Credit Program which provides tax incentives, on a competitive basis, to induce private-sector, market-driven investment in businesses and real estate developments located in distressed communities.

PROPOSED CONCEPTUAL APPROACH

The NPS asked SBEC to develop a conceptual approach to the proposed NHA in collaboration with other stakeholders. While the focus of the NHA's



Logging remains vital to the regions heritage

work will be determined by a plan developed after designation, the NPS wanted to evaluate broad strategic elements to make certain they were in accordance with the purposes of the NHA designation.

RESILIENCE FOR LIVING PLACES AND COMMUNITIES

SBEC understands that NHAs are places that have made it to the 21st century with their identities and heritage intact. They are living, breathing communities. Communities within NHAs, have held on to their identities not by “freezing” their region in time but by adapting and changing, while holding on to the traditions and places they consider important.

SBEC proposes that the Columbia-Pacific National Heritage Area be organized around the principle of resilience. Resilience is the ability to weather change and to continue to thrive in a changing world. Without resilience – or adaptability – people, historic places, cultures, and economic well-being are vulnerable.

Economists use resilience to describe the health of economies and their ability to absorb shocks or reverse

equal net gains over long periods of time.

SBEC defines resilience as:

- Economic resilience means supporting entrepreneurs, innovators and competitive regional markets that ensure a regional economy that is and remains vital for all residents of the region.
- Family resilience means preserving social and cultural traditions and ensuring access to essential services that get and keep people on the path toward opportunity.
- Ecological resilience means preserving the integrity of natural systems, minimizing the impacts of desirable commercial activity, and reducing carbon in the environment.

Family Resilience:

- **Chinook Indian Nation** – Conducted strategic planning to address business development opportunities such as fisheries branding and the location of a headquarters building.
- **Lower Columbia Hispanic Council** – Received as-

TABLE 4.1: HOW SBEC ORGANIZES ITS ACTIVITIES

FAMILY RESILIENCE	<i>Economic Opportunity</i> out of poverty	<i>Essential Services</i> that support and sustain families	<i>Cultural Traditions</i> that deliver social networks and confidence
ECOLOGICAL RESILIENCE	<i>Preservation of Nature</i> because it is scarce and valuable	<i>Climate Change</i> because rural landscapes deliver carbon storage capacity	<i>Minimizing Impact</i> on nature from human activity
ECONOMIC RESILIENCE	<i>Rural Competitiveness</i> anchored by strong economic centers	<i>Green Collar Jobs</i> are essential to emerging economies	<i>Entrepreneurship</i> delivers opportunity and innovation

negative trends. The social professions use resilience to describe a family’s ability to withstand a setback without being debilitated. Ecologists use resilience to describe a healthy ecosystem and its recovery from and reaction to natural disasters. Resilience implies that progress is not a single upward trajectory, but instead a dynamic process – a series of ups and downs that

sistance to refine and implement bylaws, operating manual, policies and procedures for this non-profit that aims to establish a better standard of living for Hispanic immigrants in the region.

- **NOW CDC** – Assisted a consortium of non-profit affordable housing groups that purchased property, to develop much needed affordable

housing units on a converted brownfield site.

Ecological Resilience:

- **Clearwater Forest Fund** – Purchased 40 acres in south Pacific County, Washington to harvest timber using sustainable forestry techniques and sold the conservation easement to Cascade Land Conservancy.
- **Trails End Recovery** – Provided capital and support for a local company owned by a 4th generation logging family. Support has allowed the company to expand into recycling and recovery, restoration forestry, and biomass energy.
- **Mill Pond Village** – Conversion of a brownfield associated with an old mill site into a “green” community-owned subdivision. This project won the EPA’s Phoenix Award.
- **ShoreBank Septic Loan Program** – Assisted property owners with failing septic systems to get the needed financing to upgrade their systems.

Economic Resilience:

- **Bridgewater Bistro** – Financed a new restaurant, which uses local seafood and other products in its menu, as the anchor tenant for the recently restored, nationally registered “Red Building”, a



The refurbished Red Building along the Astoria waterfront



The great blue heron is a common sight in the estuary

historic machine shop on the Astoria waterfront.

- **Clatsop Community College Renovation** – Utilized New Market Tax Credits to fund new and updated facilities to meet increased demand for local educational opportunities. Field of study at the college include a new, fully subscribed track in historic preservation, tracks in marine technology and other trades specific to the heritage of the region. The campus is home to several historic buildings.
- **Jessie’s Ilwaco Fish Company** – Made plant improvements that reduce environmental impact and expanded their purchasing power to increase their business. This business anchors the historic Port of Ilwaco and has helped to maintain the Port as a working waterfront.
- **NBSD, LLC** – Converted the 1891 Hanthorn Cannery building at Pier 39 into a complex with office rentals, luxury suites, coffee shop, restaurant, indoor boat storage and maritime businesses.

SBEC proposes using three approaches to help communities within the NHA to thrive:

- Investments that create opportunity and community;
- Building capacity and facilitating collaboration; and

- Connecting stories.

INVESTMENTS THAT CREATE OPPORTUNITY AND COMMUNITY

NHA programs are about “whole” communities. Communities are complex; they have many needs and desires: economic opportunity, a healthy environment, cultural traditions, social ties, health care, space for recreation, among others. Considering the conservation of culture, historic places, or the environment in a vacuum often results in asking communities to choose between two values: Do we keep an historic building or make way for new development? Do we lock up a forest or cut it down?

SBEC believes that many of these are false choices. The organization believes that in many cases there are opportunities for business people, non-profits, and government institutions to come together and meet all

of their needs.

An excellent example is a project SBEC collaborated on at a forest tract within the boundary of the proposed NHA at Knappton Cove, Willapa Land and Dendrology Corporation (WILD), a local sustainable timber company, approached SBEC to collaborate on the purchase of the property. WILD believed that it could both manage the site in a way that brought more revenue per harvested tree and help to restore the site to mature forest. WILD sustainably harvested some of the alder and sold it as Forest Stewardship Council SmartWood, a designation given to wood that is sustainably harvested from ecologically managed forests. WILD also used conservation easements and riparian deed restrictions to both protect the site and generate additional income.



Renovations at Clatsop Community College

In a related project, SBEC also helped provide capital and entrepreneurial support to mills in Raymond and South Bend, Washington, just outside of the proposed boundary, to allow these mills to process SmartWood alder.

These project satisfied many community needs. They created forestry jobs, allowing people to work in the woods; it helped to conserve the landscape; and, it was profitable, which means the activity could be sustained by the private sector without assistance.

Synergy between Heritage and Civic Life of Communities

SBEC believes that there is a very useful synergy between heritage and civic life, and that the large-scale conservation of heritage and identity requires that they be woven into the economic life of communities. Heritage activities that are economically viable are likely to be sustained by market forces and, therefore, should not require subsidy. Similarly, economic activities that preserve cultural traditions, build confidence and instill in a population pride in livelihood and identity which improves the quality of life in communities.

Investing directly in local projects, such as putting a business into a restored historic building, helps to make certain that the unique character of the community continues and that places become tangible to citizens as well as visitors seeking to learn and understand what events have shaped the region.

Non-Bank Capital Approach

The approach proposed for the Columbia-Pacific NHA is significantly different than that in practice in most other heritage areas. SBEC's strength is raising non-bank capital from philanthropists, foundations, and other sources to invest in projects that would not otherwise be possible. It is rare that coordinating entities have the tools to directly invest capital in communities. Most other NHAs focus their efforts on education, visitor programming and facilities, branding, and regional promotion rather than on economic

development activities. The assumption is that these educational activities will generate tourism and more interest in the area and that this increased traffic and interest will stimulate investment in the places and communities of the region.

The SBEC approach is uniquely positioned to maintain authentic American places where identity and livelihood are intact and closely linked. While this approach might not be possible for all NHAs, the NPS believes that it has great merit and should be explored in other NHAs.

Precedent within NHAs

The non-profit Progress Fund (www.progressfund.org) provides an interesting precedent for the approach that SBEC proposes. The Progress Fund was created in partnership with the Paths of Progress NHA in southwestern Pennsylvania. After the NHA had reached the end of its appropriation and the coordinating entity disbanded, the Progress Fund continued. Since the termination of the NHA, the Progress Fund has expanded its region of service to neighboring Ohio and West Virginia, while continuing to support many of the goals and aims of the Paths of Progress NHA.

The Progress Fund provides one of the only examples of a self-sustaining community-based program created in partnership with a NHA.



Sunday Market in Astoria

BUILDING CAPACITY AND ENCOURAGING COLLABORATION

SBEC believes that rural regions persist and thrive because communities with a shared heritage work together. In the Columbia-Pacific region communities are just beginning to identify their common challenges and opportunities. Though they often share common history, they belong to separate states, counties, and cities.

Gateway Communities Workshop

In 2007, the Conservation Fund and other partners sponsored a three-day series of meetings, known as the Gateway Communities Workshop, at Fort Columbia State Park, near Chinook, Washington. About 90 leaders from all of the region’s incorporated cities and counties attended, including state agency representatives. Many found the sessions transformational. They discovered that they shared experiences. SBEC participated in the workshop and noted that it was the first time that many leaders from what they considered a distinct economic and historic region had gathered in one room.

The follow-up to the workshop was also encouraging. Teams proposed several projects and these two have been implemented:

- A \$400,000 waterfront study in Astoria that found support from the Ford Foundation
- Adoption of a trails plan as a part of the master plan for the City of Warrenton

Future Collaboration Opportunities

SBEC would like to create a forum in which local leaders can further this spirit of collaboration. An NHA designation would create a “neutral table” where leaders and community members could work across boundaries on problems of common interest.

SBEC proposes to work in synergy with a variety of organizations in the NHA region and has a proven track record of strong and successful collaborations with a full spectrum of groups including local, state and federal government entities, private foundations, businesses, Native American tribes, and non-profits. A partial list of SBEC’s current partners includes:



March 2008 Community Workshop

Historic Preservation

- Lower Columbia Historic Preservation Council
- City of Astoria, Uppertown National Historic District
- City of Astoria, Uniontown-Alameda National Historic District
- Lower Columbia Historic Preservation Cluster
- Clatsop Community College
- The Liberty Theater – Liberty Restoration, Inc
- Columbia Pacific Heritage Museum
- Clatsop County Heritage Museum

Sustainable Agriculture and Agricultural Heritage

- Farm Service Agency – Oregon
- The Food Alliance
- Food Innovation Center
- North American Farmers’ Direct Marketing Association
- Oregon State Extension Service
- Oregon Tilth
- Tilth Producers of Washington
- USDA Economic Research Service
- USDA Sustainable Agriculture Research and Education Program
- Washington State Department of Agriculture
- Washington State Extension Service

Conservation and Stewardship

- The Columbia Land Trust
- Columbia River Estuary Task Force
- Ecotrust
- Lower Nehalem Community Trust
- North Coast Watershed Association
- Sustainable Northwest

Community Economic Development

- Association for Enterprise Opportunity
- Center for Rural Affairs
- Coastal Community Action Program
- Coastal Enterprise, Inc.
- Corporation for Enterprise Development
- Impact Capital
- Institute for Social and Economic Development
- Oregon Microenterprise Network
- Rural Development Initiative

Sustainable Fishing/Seafood and Fishing Heritage

- Coastal Oregon Marine Experiment Station
- Consumer Seafood Initiative
- Marine Stewardship Council
- Northwest Maritime Center
- Oregon State University Seafood Lab
- The Seafood Consumer Center
- Oregon Sea Grant



OSU Seafood Lab, Astoria, OR

Sustainable Forestry/Wood Products and Forestry Heritage

- National Network of Forest Practitioners
- Northwest Natural Resource Group
- The Forest Stewardship Council
- National Commission on Science for Sustainable Forestry
- Northwest Natural Resource Group
- Sustainable Forestry Initiative
- Sustainable Forestry Network
- Sustainable Oregon

If designated, the Columbia-Pacific NHA will be the region’s heritage area. SBEC has articulated its role to be as a convener, collaborator, and coordinator. SBEC is committed to a balanced approach of coordinating the various special interests that exist in all communities.

Community Involvement – Advisory Board

SBEC’s intent is to create a National Heritage Area (NHA) Division within its organizational structure dedicated to NHA activities and create an Advisory Board, appointed by the SBEC Directors and regional representatives of the National Park Service to oversee and guide the annual activities and performance of the NHA Division.

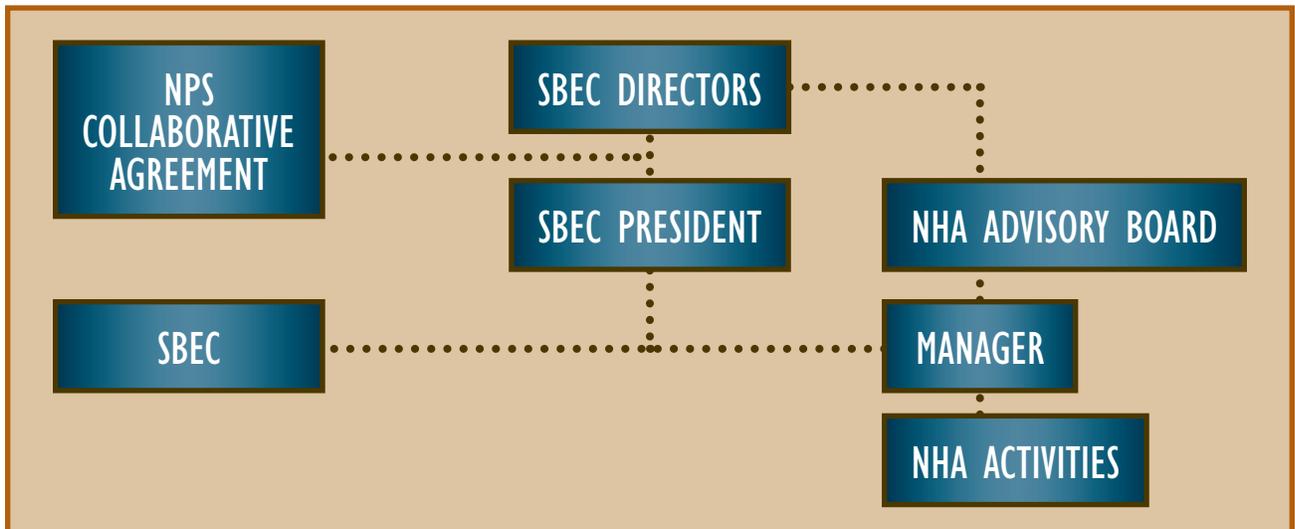


Landscape materials are recycled by Trails End Recovery in Warrenton, Oregon

All management, supervisory, administrative and fiscal functions and authorities would rest with SBEC. SBEC employees would carry out the NHA strategy. Advisors would inform and approve multi-year strategy, annual work plans, budget and performance to plan.

SBEC will designate one Director to chair the NHA Advisory Board. SBEC will seek input from community leadership in the designation of this person as well as appointment of Advisory Board members.

FIGURE 4.1: NHA DIVISION ORGANIZATIONAL STRUCTURE



CONNECTING STORIES

Understanding the region involves asking the right questions. SBEC believes that an NHA program would provide a vehicle to help the regional community leaders to understand their common history and the challenges shaping the current environment. This understanding will give the communities greater influence over their futures.

Past Study: Typology of the Region

SBEC collaborated with the Carsey Institute at the University of New Hampshire on a study of rural communities in America. Based on this research, the authors classified communities into “types:” chronically poor areas, prevalent in the South; areas where manufacturing or industry was declining, such as towns in the Midwest; and communities surrounded by natural beauty, like those outside ski areas or on the coasts.

The region at the mouth of the Columbia River was classified as a fourth type. Researchers found that it shared much in common with both the declining industry areas of the Midwest and the areas of natural beauty in the Rocky Mountains. It was a “hybrid.”

The study found that the population on the coast was growing largely due to an influx of retirees or semi-retirees and young professionals. However, many young people were still leaving to find opportunity elsewhere instead of staying in



An abundance of natural resources along the Columbia River



Historical photo of salmon and tuna processing in the Lower Columbia Region

their communities. Housing values were rising. Affordable housing was a problem, along with the other challenges that come with rapid growth. At the same time, many people who make their living either on the land or on the water were finding it increasingly more challenging to make ends meet. Their industries had changed, mostly due to global and national forces outside of their control.

The characterization of this region as one both rich with natural beauty and subject to the booms and busts in resource markets is not a new one. For more than 140 years, both tourism and resource-based industries have been the base of the region’s economy. In meetings and workshops held to share the Carsey Institute’s findings, residents made it clear that they did not want to have to choose between becoming a tourism economy and a resource-based economy. They wanted to continue both traditions.

Tying Together the Past and the Future

Understanding the forces that created the region's history is not just an exercise for history buffs. Those forces shaped the communities near the mouth of the Columbia as they exist today. SBEC believes that understanding the region's heritage is key to understanding where the region has been and where it is going.

Understanding the heritage at the mouth of the Columbia means understanding the web of history, culture, social and economic forces at work. There are many public places devoted to history and culture, but the stories are often disconnected from one another. One might focus on an event, another on a person or a place, but there are few efforts to connect the stories into a coherent whole.



Hanthorn Cannery 2009



Hanthorn Cannery 2004

Astoria's Historic Hanthorn Cannery before and after renovation by NBSD, LLC

For this reason SBEC, NPS, state parks, and other organizations have been working with adjunct faculty at Portland State University and the University of Washington on the Lower Columbia Special History Study. One outcome of this study will be a series of "public histories" that link past and present.

WHAT WOULD NHA ACTIVITIES LOOK LIKE IN THE COLUMBIA-PACIFIC NHA?

Resilience within the Proposed Columbia-Pacific NHA

Within the proposed NHA, one example of resilience is the fishing industry on the lower Columbia. In 1877, there were 30 canneries on the lower river and more than 1,000 sail-powered gillnet boats.

By 2009, the industry had changed substantially. Today there are only two major packers in the lower Columbia yet Astoria still ranks 15th in the nation in terms of commercial catches landed at U.S. ports. Hundreds of local residents work in the industry. Though less dominant than in the past, the industry has survived.

More importantly the community has held on to the marine culture and traditions of fish, and fishing. Each year dozens of fishermen and women participate in the Fisher Poets gathering, sharing tales of their lives at sea or on land.

Old canneries like the Hanthorn Cannery at Pier 39, formerly home to Bumblebee Seafood, have been adaptively reused. Today the Hanthorn Cannery not only houses new maritime businesses but also holds an annual reunion for cannery workers and has a small museum featuring oral histories and old gillnet boats.

SBEC and Oregon State University have formed the Community Seafood Initiative, housed at the Seafood Consumer Center, a public-private endeavor aimed at finding new markets for sustainably harvested seafood products.

All of these activities help communities along the lower Columbia to maintain their connection to the Columbia estuary, the near shore Pacific Ocean and the fish.



Oregon State University Seafood Laboratory in Astoria, OR

SBEC’s approach to the proposed NHA would be to use strategic investment to help people, places, and the economy at the mouth of the Columbia become more resilient, thereby ensuring that cultural traditions and a healthy environment are passed to future generations.



Knappton Cove Forest
Protected old Growth Spruce Tree
12 Feet in Diameter, 207 Feet Tall, 600 Years Old

Willapa Land and Dendrology Corporation
Sustainable Timber Production and Ecological Conservation
alebovitz@willapabay.org

Old Growth Timber being sustainably managed by Willapa Land and Dendrology

Examples of Activities Related to NHA Themes

The Water Economy – Themes 2 and 6

The two large estuaries, the Columbia River Estuary and Willapa Bay, are the defining water features of the heritage area, and the abundance of their natural resources is what led to the settlement and development of the region. Industries sprang up to harvest nature’s abundance. These are the fishermen, oyster farmers, crabbers, and next, the secondary businesses, such as the processors, local markets and restaurants that bring added value to the harvests.

SBEC has worked with the following partners on activities supporting themes 2 and 6:

- Jessie’s Ilwaco Fish – Ilwaco, WA
- Kemmer Oyster Company – Willapa Bay, WA
- Doumit Marine Services – Cathlamet, WA
- Jimella’s Seafood Market – Klipsan Beach, WA
- Fulio’s Pasteria – Astoria, OR
- Bridgewater Bistro – Astoria, OR

The Land Economy – Theme 6

The most rapidly growing sector is regional tourism, but it has always been present in certain spots on the coast such as Seaside, Cannon Beach and Long Beach. Therefore, supporting and enhancing this sector with a focus on heritage and natural resource will be a priority too. Extra emphasis in land economy investments will be placed on niche timber products, carbon sequestration, agriculture, farmland preservation, eco-tourism and more locally produced goods, those operations that help to re-tool these historic industries into viable businesses that can operate sustainably in the new economy.

SBEC has worked with the following partners on activities supporting theme 6:

- Trails End Recovery - Warrenton, OR
- Willapa Land and Dendrology Corporation – Clearwater Creek, WA
- Long Beach Peninsula Visitors’ Bureau – Seaview, WA
- Bailey’s Bakery and Café – Nahcotta, WA



Willapa Land and Dendrology crew after a day of sustainable logging

Historic Preservation– Themes 3-7

Safeguarding the heritage of a place also means preserving its historic structures because they represent physical evidence that “history existed here.” Their unique silhouettes bring character to a place. Within their bones exists all of the hopes and dreams that brought them to fruition and without them one plot of land is like any other. The problem is that most of these aged structures have outlasted their originally intended uses. In order to keep them from being destroyed and forgotten, new uses must be found. Some must become modernly practical and actively sought out for new uses. Some like the Flavel House in Astoria are so unique that by merely restoring them to their original luster, audiences will want to simply walk through and marvel at them. These are candidates for the exalted status of museums and interpretive centers. However, these types of structures can only comprise a small number of the historic buildings in an area. The rest must be adapted for reuse drawing in new tenants. The challenge here is that the cost to restore a structure can exceed its economic value. Innovative financing is often needed to make these competitive in the market. Historic tax credits, private foundations and public grants can be combined with debt financing to bring out the full potential in these historic buildings. This type of collaborative financing is one of SBEC’s specialties.



Fort George Building in Astoria, OR

SBEC has worked with the following places and partners on activities supporting themes 2 and 6:

- Pier 39 Redevelopment Project – Astoria, OR
- Fort George Building – Astoria, OR
- Finnish Meat Market Bldg, Columbia River Coffee Roasters – Astoria, OR
- Clatsop Community College Campus – Astoria, OR
- Old Navy Housing, Seaview Motel – Long Beach, WA
- Shanahan Building – Astoria, OR
- Columbia-Pacific Heritage Museum – Ilwaco, WA
- Lower Columbia Preservation Society – Astoria, OR



Jimella's Community Seafood Market specializes in locally grown and harvested products

The Cultural Heritage – Immigrants and Indigenous Inhabitants – Themes 3 and 7

The Indians were the first to show early travelers that the region was a rich place indeed. Great networks of Native American villages and trading posts existed here prior to western settlement and local boundaries and landmarks still bear their names. This culture is preserved in the Chinook and Clatsop people who still occupy the land and preserve its ancient history. As we have noted, the culture of the Columbia-Pacific region is marked by successive waves of immigrants who arrived to take advantage of these riches.

Since immigration is part of the social fabric of the Columbia-Pacific region, all immigrants, including the latest ones, should receive recognition within the NHA. SBEC proposes that investments be made that provide resilience to the full spectrum of cultural heritage of the area, both to indigenous inhabitants and immigrants.

SBEC has worked with the following partners on activities supporting theme 7:

- Chinook Indian Nation – Chinook, WA
- Memories of Our Past, Kay Reid – Long Beach, WA
- Tienda El Puerto – Astoria, OR
- Lower Columbia Hispanic Council – Astoria, OR
- KMUN Radio Station – Astoria, OR

Stewardship – Themes 1 and 2

The backdrop for the rich culture and heritage of the Columbia-Pacific region is the unique, natural environment that exists where the largest river on the west coast meets the ocean. This land and seascape generates abundant natural resources that provide its inhabitants with the ingredients for economic success. If these resources are lost, or compromised too greatly, the rest of the region’s culture and heritage will be at risk. This need for a healthy, natural environment continues to fuel the region and should guide



Wetland Mitigation along Willapa Bay preserves the ecosystem



ShoreBank Septic Loan help keep waste out of Willapa Bay

investments in activities that help to preserve and improve the integrity of the local environment.

SBEC has worked with the following partners on activities supporting themes 1 and 2:

- Long Beach Mitigation Bank – Long Beach, WA
- Alderbrook Lagoon – Astoria, OR
- Sea Resources – Chinook, WA
- Septic Loan Program – Pacific County, WA
- Duck Shacks, DEQ Septic Program – Clatsop County, OR
- Mill Pond Village, Brownfield Restoration – Astoria, OR
- Willapa Demonstration Land Bank – Long Beach, WA
- Wastewater Treatment Lab, Clatsop Community College – Astoria, OR

EVALUATION OF THE COORDINATING ENTITY

Detailed information on evaluation is located in Section 5 – Tracking Performance and Section 7 - Evaluation According to NHA Criteria.



Mill site in 2006



Mill site in 1993

Mill Pond Village before and after remediation of abandoned mill site