

**JOINT (CITY/PORT) WORK GROUP FOR ECONOMIC DEVELOPMENT**

**Meeting Notice and Agenda**

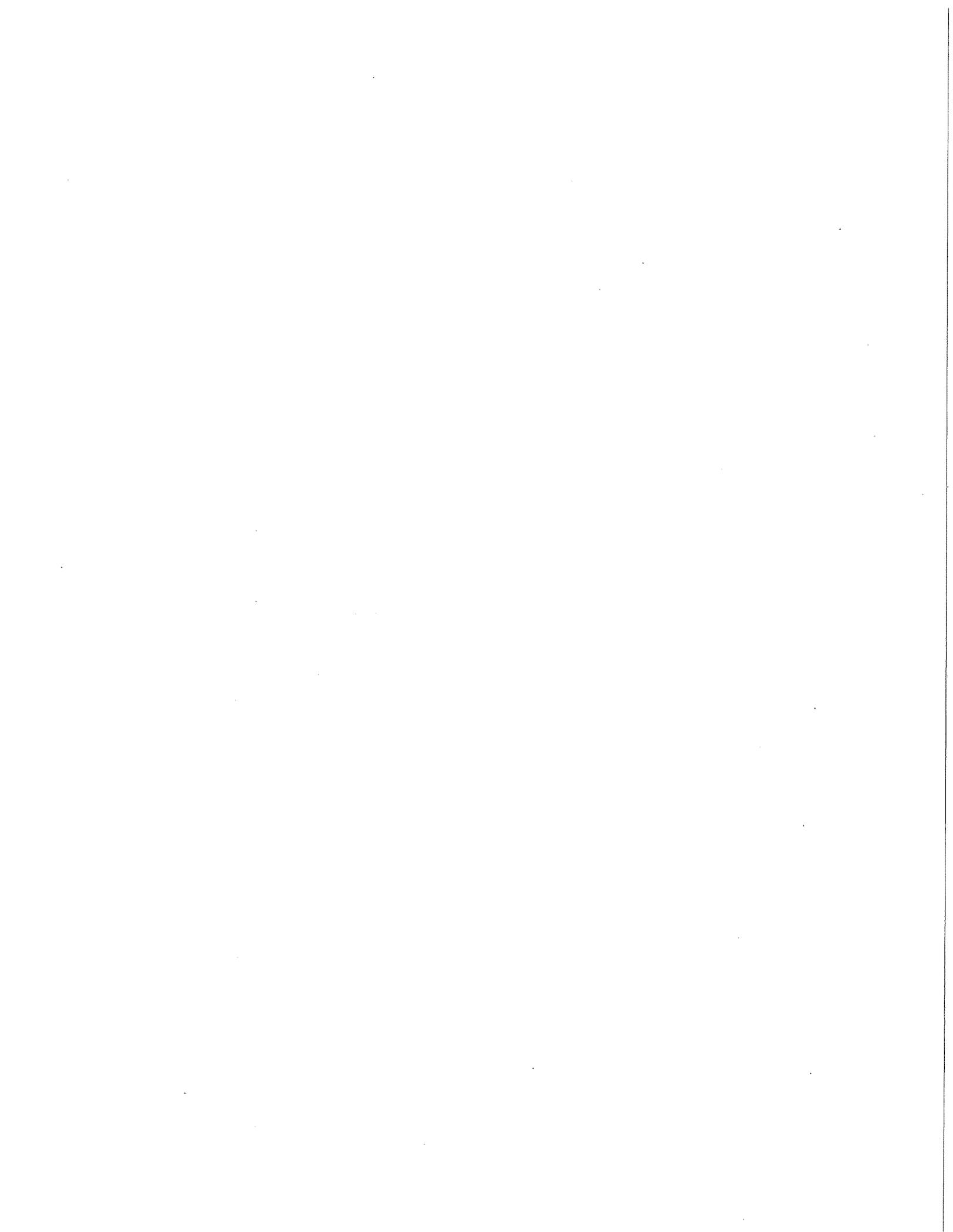
**Thursday, August 28, 2014**

**7:00 PM**

**City Hall Council Chambers**

1. Call To Order/Pledge of Allegiance
2. Welcome and Self-Introductions
3. Adoption of meeting minutes of July 30, 2014
4. Citizen Input
5. Other Matters
  - a. Update on City economic development efforts
  - b. Update on Port economic development efforts
  - c. Status Report from Energy Task Force
  - d. Update on Negotiations with four Treaty Tribes
  - e. Town Hall Meeting Critique
6. Next Meeting: September 25, 2014
7. Adjournment

**The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired, or for other accommodations for person with disabilities, should be made at least 48 hours in advance of the meeting by contacting the City of Cascade Locks office at 541-374-8484.**



1. Call To Order/Pledge of Allegiance. Mayor Cramblett called the meeting to order at 7:02 PM. Mayor Tom Cramblett, City Councilor Bruce Fitzpatrick (via phone), Port President Jess Groves, and Port Commissioner Brenda Cramblett were present. Also present were City Administrator Gordon Zimmerman, Port Interim General Manager Paul Koch, City Recorder Kathy Woosley, Holly Howell, Thomas Zeilman, Les Brown, Amanda Hoey, and Dave Palais.

PIGM Koch said he would like to add agenda item 7. c. Oregon Regional Solutions Priorities.

2. Welcome and Self-Introductions.
3. Adoption of meeting minutes of June 28, 2014. PP Groves moved, seconded by PC Cramblett, to approve the minutes. The motion was passed unanimously.
4. Citizen Input. None.
5. Presentation from Amanda Hoey, Mid-Columbia Economic Development District. Amanda spoke of programs offered and administered by MCEDD and presented handouts to the Work Group (Exhibits A-D). She said her hope is for regular communication. She said it is great partnering and packaging resources together. PP Groves told Amanda that she was doing a great job.
6. Discussion with Columbia River Inter-Tribal Fish Commission (CRITFC), Les Brown and Tom Zeilman.

- a. Tribal fish sales in Cascade Locks and the City's current street vendor ordinance. Mr. Zeilman said he has been working with the Yakima Nation for 16 years. He handed the Work Group a handout regarding Law Governing to Treaty Indian Fish Sales in Oregon (Exhibit D). Mr. Zeilman said he had some issues with the City's Ordinance and registration for tribal fish sales. He said tribal fish sellers won't have a state license, which is a requirement listed on the City's registration form. He spoke to the Work Group of the Tribes' rights to self-govern. He said they can sell what they hunt and gather with the exception of game. Mayor Cramblett said that if the City can't manage them as street vendors then he would ask Mr. Zeilman to manage the situation. CA Zimmerman asked if Mr. Zeilman could make suggestions for the ordinance and registration form to make it also fit for Tribes selling their fish. Mr. Zeilman said there could be an exception listed in the ordinance but he would review the ordinance and make suggestions.

- b. Future local economic opportunities. PP Groves said his concern was nuisance and health code issues. He said he wanted to work together to make this a good thing for the community. He said the Port has considered purchasing property and constructing a facility that could be used for vendors that would have restroom facilities, drains, ice, etc.

Les Brown said it has been a pleasure working with the City and it is important to be a good neighbor. He said he has seen a behavior change and works with 400 fishermen. He said he is seeing second generation fishermen. He handed out the Tribal Fisher's Handbook to the Work Group (Exhibit F). He said an important part

of this is getting the right information. He said Tribal Members are being trained on food and water safety and being a good neighbor. He said as in most cases the majority do follow the rules.

c. They will help us better understand tribal rights and pertinent permits. PIGM Koch stated that the Port Commission also established a vendor policy and could be subject to an increase in their insurance due to the way some fishing platforms are constructed on Port property. There was discussion about a particular fishing platform constructed off of Thunder Island. Mr. Zeilman said there are registered fishing sites and the Port could find out if this is a registered fishing site. He said the Port could follow the model of Bonneville Corps of Engineers with signage on their properties and distributing information regarding Tribal Rights for fishing.

PIGM Koch said we can get the solutions needed by working together. Mr. Zeilman said he appreciated the opportunity for communication. Mayor Cramblett said there have been issues but have always been able to work them out. PP Groves said the key is to communicate and solve the issues before they turn into a problem.

CA Zimmerman said a concern came up with the Brigham's spending the money and time to build a business and wouldn't want to see them fail because others are selling out of a tent. Mr. Brown said he thought this to be more of a misconception than a concern. He said his thought is that there are plenty of people that want to purchase fish. He said he receives a lot of phone calls during the fall season from different states and they will travel here to purchase the fish. He said there are other families that just don't have the resources to build a facility like the Brigham's Fish Market. Mr. Brown said ice is being purchased from the Brigham Fish Market by Tribal Fishermen. He said certain steps have to be taken but well taken care of fish can last for 10-14 days.

PC Cramblett asked again about an answer as to who would be liable if a problem arose with the fishing platform on Thunder Island. Mr. Zeilman said the first thing to establish is if it is a registered fishing site. He said he would investigate the issue.

Holly asked who is responsible for maintenance and removal of unused scaffolding. Mr. Zeilman said Tribal Enforcement can remove. Mr. Brown explained that a site could be abandoned for a time and could be investigated if one is being questioned.

**7. Other Matters**

a. Update on City economic development efforts. CA Zimmerman said the City is waiting on attorney's environmental review for the US Department of Agriculture Rural Utility Services application. He announced the Town Hall Meeting scheduled for August 18<sup>th</sup> to be held at the pavilion in Marine Park.

b. Update on Port economic development efforts. PIGM Koch said Don Mann is negotiating with the Puff Factory and Smokey Bear is in the final stages of a Letter of Intent. He said negotiations will continue with the Heuker family when they return from fishing in Alaska.

Holly reported that the surveyor will have a preliminary plat to the Port by August 1<sup>st</sup> and the pre-application meeting with the City will be on August 8<sup>th</sup> at 3:00 PM. She said then the application for the 8 lot subdivision will go before the Planning Commission within 90 days.

PIGM Koch said the Port is working with the County on the possible purchase of land east of the Fire Station. He said the Port and City are working together on the sale of City and Port owned properties downtown.

c. Oregon Regional Solutions Priorities (added). PIGM Koch handed out a staff report and the list of projects for Regional Solutions. Consensus of the Work Group was to make priorities 1, 2, and 3 into one and to keep Nestlé Water and the Port of Cascade Locks Sail Park Expansion on the list. PIGM Koch and CA Zimmerman would consolidate the information and file with Regional Solutions. PP Groves moved, seconded by PC Cramblett, to pare down priorities 1, 2, and 3 into one and keep Nestlé Water and the Sail Park Expansion on the list. The motion was passed unanimously.

8. Next Meeting: August 28, 2014. PP Groves reiterated the importance of having the full group participate in the meetings as there are going to be a lot of things happening soon. He said that he would mention it at the Port meetings and Mayor Cramblett should mention at the City meetings.

CA Zimmerman asked Mayor Cramblett and CM Fitzpatrick if they would be in support of the old ambulance being put in an auction and explained that the auction is happening before the next meeting. He said the decision could be ratified at the next Council meeting. Mayor Cramblett and CM Fitzpatrick agreed.

PIGM Koch suggested an invitation being made to County Commissioner Joplin to become part of the Work Group. CR Woosley said she is on the email list to receive meeting information.

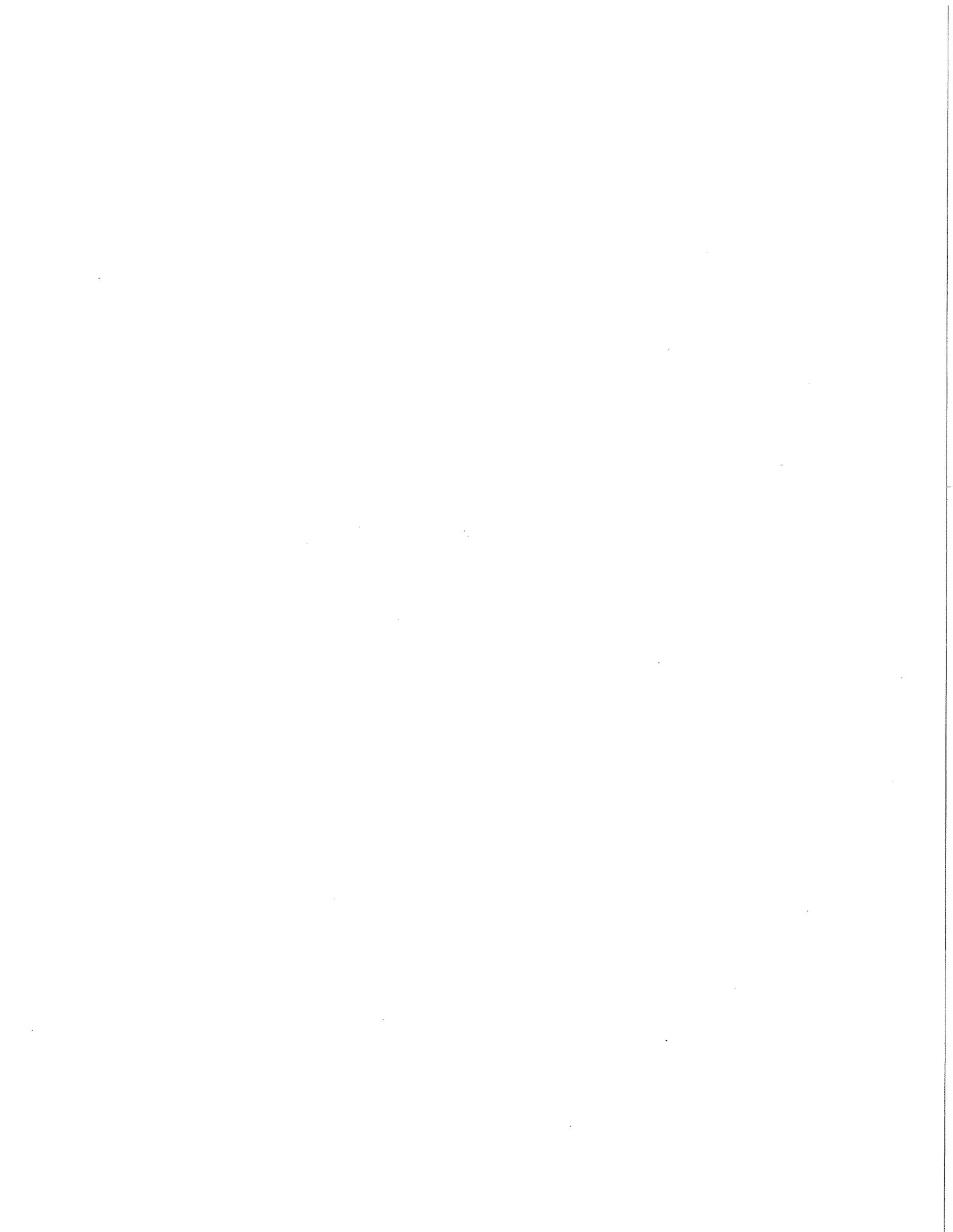
9. Adjournment. PP Groves moved, seconded by PC Cramblett, to adjourn the meeting. The meeting was adjourned at 9:05 PM.

Prepared by  
Kathy Woosley, City Recorder

APPROVED:

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Tom Cramblett, Mayor



## Cascade Locks / Hood River Enterprise Zone

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The Cascade Locks / Hood River Enterprise zone includes most of the commercial and industrial property within the County. Mid-Columbia Economic Development District staff acts as the Zone Manager and works closely with all governmental entities involved in a possible Enterprise Zone project. Call Eric Nerdin, 541-296-2266 for additional information on the Cascade Locks / Hood River Enterprise Zone or visit [http://mcedd.org/services/business/HR\\_EZ.html](http://mcedd.org/services/business/HR_EZ.html).

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### Summary of Benefits: Short-term exemption on taxable property

Eligible business firms that invest, qualify and operate in the Cascade Locks / Hood River enterprise zone receive several kinds of advantages. In exchange for locating or expanding into an enterprise zone, eligible (generally non-retail) businesses receive exemption from the local property taxes normally assessed on new plant and equipment, for a specified amount of time. The standard incentives available to eligible (generally non-retail) businesses locating in any enterprise zone, subject to authorization, timely filings and criteria.

- **Standard**—100 percent (total) exemption from the property taxes normally assessed on significant new plant and equipment. Exemption lasts for *three consecutive* years after the property has been placed in service.
- **Extended Abatement**—As explained below, the standard exemption can be lengthened to four or five consecutive years in total by the local government(s).
- **Construction-in-Process Enterprise Zone Exemption**—For up to two years before qualified property is placed in service, it can be exempt from local taxes.

### Business Eligibility

Before construction/installation activities begin on-site, the local zone manager must receive an application for authorization. Eligible business includes manufacturers, processors, shippers and a variety of operations that serve other organizations, as well as call centers and headquarter-type facilities. Hotel, motel and destination resorts are allowed in the Cascade Locks / Hood River Zone, if used 50 percent or more by overnight guests. Otherwise, retail, construction, financial and certain other defined activities are ineligible.

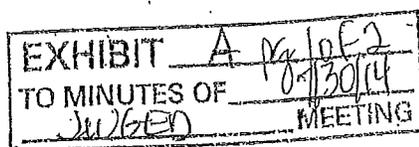
### Qualified Property

A new building/structure, structural modifications or additions, or newly installed machinery and equipment qualify for exemption, but not land, previously used property value and miscellaneous personal items.

### Criteria for Qualifying Projects

For the basic, three-year enterprise zone exemption period, the business needs to:

- Increase full-time, permanent employment of the firm inside the enterprise zone by the greater of one new job or 10%;
- Generally have no concurrent job losses outside the zone boundary inside Oregon;
- Maintain minimum employment level during the exemption period;
- Enter into a first-source agreement with local job training providers; and
- Satisfy any additional local conditions.



### **Criteria for extended tax abatement**

This includes the criteria for the three-year enterprise zone exemption as well as the following:

- Compensation of new workers must be at or above 150% of the county average wage;
- There must be local approval by written agreement with the local zone sponsor; and
- The company must meet any additional requirements that the local zone sponsor may reasonably request. The Cascade Locks / Hood River Enterprise Zone has previously approved extended abatement agreements, requiring a contribution of a portion of abated taxes to be paid to the County for distribution to taxing entities or other entities working to enhance the community as agreed upon by the lead governmental entity involved in the extended abatement. Agreements are negotiated through the Zone Manager.

**Property tax exemption** is strictly unavailable for any property already assessed by the county or, already under construction, modification or installation before the enterprise zone's designation takes effect. The same applies to the effective date for newly amending the property's location into an existing enterprise zone.

### ***Disclaimer***

*In preparing this informational flier, every appropriate effort was made to present accurate and straightforward information, in complete accordance with current Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR). Users of this document are advised that legal requirements and provisions are subject to change, and that they might consider seeking confirmation of any crucial fact presented herein. This document is based upon the Oregon Business Development Department site and pulls significant narrative directly from that site. The State site is available at <http://www.oregon4biz.com/The-Oregon-Advantage/Incentives/Enterprise-Zones/>*

For More Information:

515 East Second St

The Dalles, OR 97058

541-296-2266

[http://mcedd.org/services/business/HR\\_EZ.html](http://mcedd.org/services/business/HR_EZ.html)



Mid-Columbia Economic Development District

## Business Assistance | Revolving Loan Funds for Small Business

### Overview

To support businesses create and retain jobs, MCEDD provides loans for the financing needs of businesses with favorable rates, terms and requirements.

### Basic Terms

- **Interest Rate and Fees:** Low interest rate currently between 7.5% and 11%. Loan fee of 1.5%. Competitive loan costs. *Currently no application fee!*
- **Loan Amount:** Loans generally range from \$1,000 to \$150,000.
- **Eligible Businesses:** Almost any legal business including sole proprietorships, LLCs, Corporations, and partnerships can apply. We support start-ups, established businesses, and businesses from most sectors.
- **Other:** MCEDD is a gap funder, working in partnership with financial institutions or when they are unable to provide financing. Job requirements. We can accept a wide variety of collateral and can be in a secondary position as a lien holder.

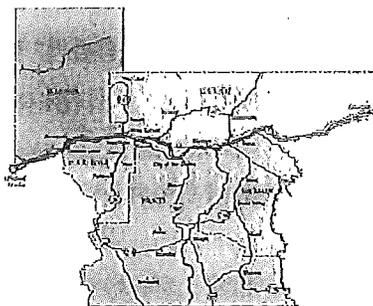
### Application Process

Contact MCEDD to discuss your business needs. Complete a loan application with supporting documentation. Your application will generally be reviewed within 2-6 weeks and a decision made by the Loan Board.

### Area Served

We provide loans to businesses in:

- Hood River County, Oregon
- Wasco County, Oregon
- Sherman County, Oregon
- Skamania County, Washington
- Klickitat County, Washington



### Contact MCEDD

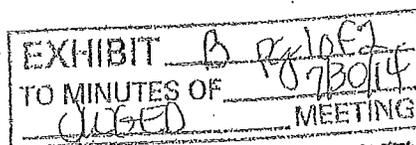
Eric Nerdin, Loan Fund Manager  
Mid-Columbia Economic Development  
515 East Second Street  
The Dalles, OR 97058

Phone: 541-296-2266

Cell: 541-980-2282

Email: [mcedd@mcedd.org](mailto:mcedd@mcedd.org)

[www.mcedd.org](http://www.mcedd.org)



MCEDD is an Equal Opportunity Lender. The Federal Equal Credit Opportunity Act prohibits creditors from discriminating against applicants on the basis of race, color, religion, national origin, sex, marital status, age (provided that the applicant has the capacity to enter into a binding contract), because all or part of the applicant's income derives from any public assistance program or because the applicant has in good faith exercised any right under the Consumer Protection Act.



*Mid-Columbia Economic Development Center*



### **Funds for Business Development:**

- MCEDD's loan programs have been capitalized with approximately \$4.6 million in federal and state loans and grants and \$1.9 million in local matching resources.
- The intention of these funds are to support local businesses to create jobs, build businesses, leverage other investments, and serve distressed and rural communities

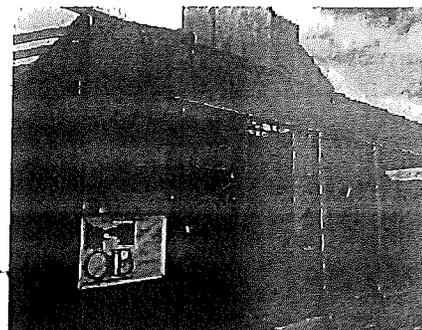
### **Loan Program Impact:**

As of fiscal year 2013, MCEDD's revolving loan programs have had sustained impact in supporting business and have:

- Provided sustained regional impact: Over 200 loans, approximately \$11 million total invested.
- Leveraged Resources: \$11 million public, \$27 million private.
- Resulted in job creation/retention: more than 1,890 jobs.

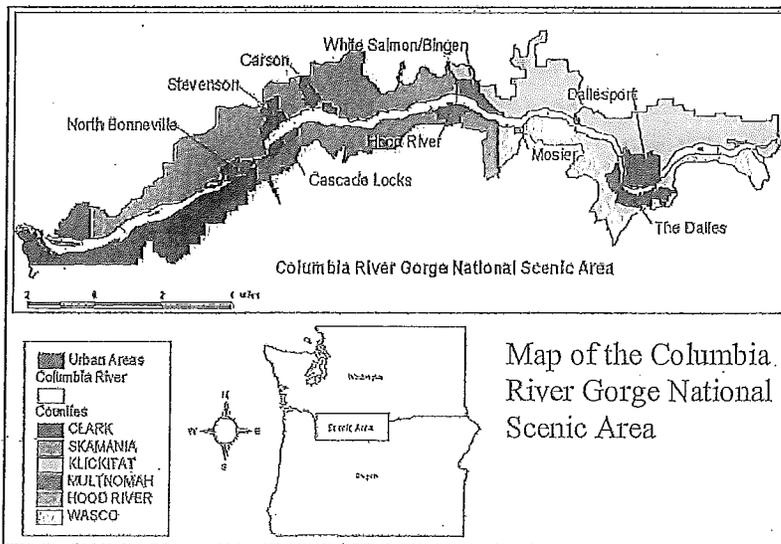
### **Projects Funded:**

MCEDD's programs have supported a wide variety of businesses including value added food processing, manufacturing, grocery stores, retail, restaurants, laboratories, medical clinics, and more.



**Community Benefit:**

In 1986, Congress established the Columbia River Gorge National Scenic Area, a bi-state region within Oregon and Washington, and authorized funding in support of economic development, establishing the Oregon and Washington Investment Board loan and grant programs. Only a portion of the authorized funds have been appropriated to the Investment Boards and those are now fully revolved. New appropriations are required to support the economic development goals of the National Scenic Area.



**Funding needed:**  
\$5 million

Funds will support the Columbia River Gorge economy and support initiatives to address economic opportunity lost during the twenty-eight year gap from congressional fund authorization until appropriation.

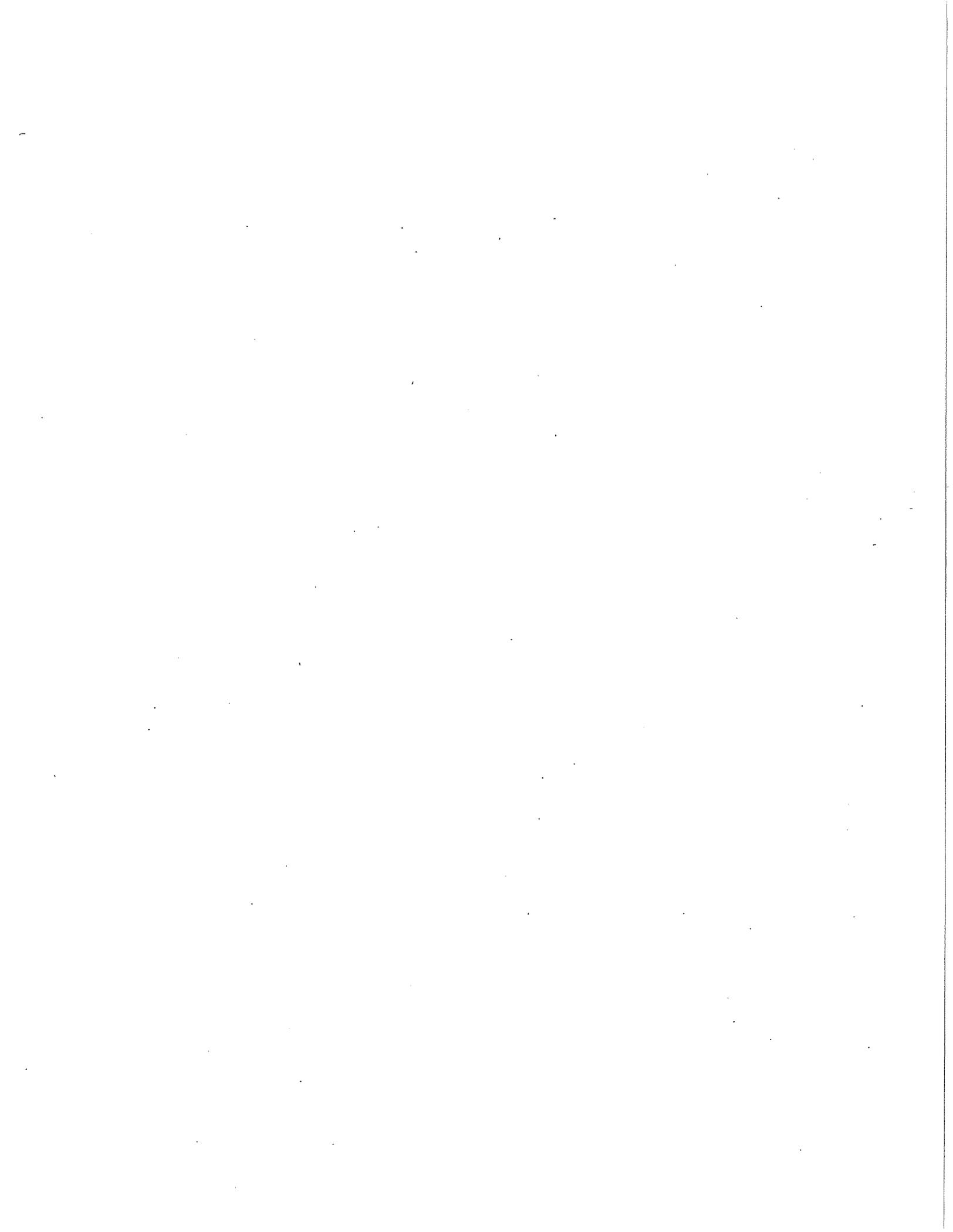
**Impact:**

Through wise use of funds the Investment Boards have generated sustained economic growth in our rural communities.

- **Sustained Impact:** From an initial funding of \$8 million, the Boards approved grants and loans, by utilizing revolved funds, totaling nearly \$14 million.
- **Creates/Retains Jobs:** Investments through the Investment Boards directly resulted in the creation or retention of over 900 jobs.
- **Leverage:** Projects leveraged non-federal contributions of nearly \$34 million from public and private sources.

The Investment Boards have established the framework for successful investment, providing resources to businesses, governments and nonprofits for business assistance, infrastructure assistance and workforce development. The Investment Boards seek funding to be in a position to fulfill their duties under the NSA and continue to advance the economic well being of the Columbia River Gorge.

EXHIBIT C  
TO MINUTES OF  
CLUBBER MEETING



# Starting a Business in Cascade Locks

## Business Siting Guide



Presented by the  
Hood River Economic Development Working Group  
January 2014

EXHIBIT	D
TO MINUTES OF	1/20/14
OWED	MEETING

## How to Site a Business in the City of Cascade Locks

*This handout was prepared to help you move through the various local permitting processes to site a business in the City of Cascade Locks.*

**Step 1:** Contact the City of Cascade Locks to determine if the business type is one that can be permitted or expanded at the location you desire and to determine what permitting process applies to your situation. Ensure that you understand all the fees, taxes and System Development Charges that will apply to your process. This office is also your stop for any floodplain permits.

All new businesses are required to fill out a development permit application from this office, unless they are not changing the use of the building. Some businesses (even in existing buildings or homes) could require a full land use decision process (e.g. conditional use permits, home occupation permits, National Scenic Area or commercial land use permits). This process may require a formal application, which takes approximately six weeks to complete.

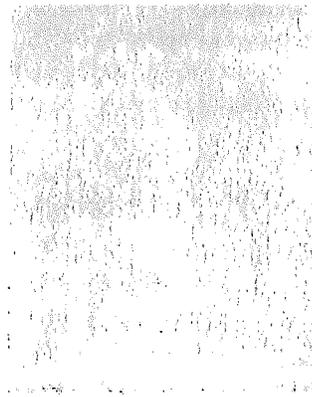
**Contact:** Cascade Locks City Hall  
140 SW Wa Na Pa Ave, Cascade Locks, OR 97014  
(541) 374-8484  
<http://www.cascade-locks.or.us/>

**Step 1-A:** You may hold a pre-application conference with the City Administrator or waive your right to do so before your permit can be processed if the permit requires more than an administrative action.

Once the land use decision process is completed (or if that process is not required) you may need to then apply for a land use permit that is associated with a building permit. This type of process takes approximately two weeks and consists mainly of site development requirements (building height, setbacks, etc.). If no construction will take place, you likely will not need this type of permit.

**Step 2:** Contact Hood River County Building to determine if building permits are required. Generally, a permit is required to construct, enlarge, alter, repair, move or change the occupancy of a building or structure, or to erect, install, enlarge, alter, repair, convert or replace any electrical, gas, mechanical or plumbing system. The County will provide you with a building permit application form and, if necessary, direct you to the appropriate service providers (sewer, water, etc.) to get their signatures on the application form. The Building Codes review process typically takes about two to three weeks to complete and can be processed simultaneously with the Planning land use review.

**Contact:** Hood River County Building  
601 State Street  
Hood River, OR 97031  
Plan.dept@co.hood-river.or.us  
<http://co.hood-river.or.us>



## How to Site a Business in the City of Cascade Locks

**Step 3:** Contact the City of Cascade Locks for sign off on your building permit. City staff will circulate the request to Public Works and the Fire Department. The City of Cascade Locks can be reached at City Hall (see above for contact information).

**Step 4:** Contact Mid Columbia Building Code Services if any electrical or plumbing work is needed as part of your development; they are responsible for issuing permits and performing inspections for all electrical and plumbing work.

**Contact:** Mid-Columbia Building Codes Services  
1113 Kelly Avenue, The Dalles, OR 97058  
541-298-4461 or 866-520-6206  
[www.mccog.com/building.htm](http://www.mccog.com/building.htm)

**Step 5:** Contact the Oregon Department of Environmental Quality if you are remodeling an existing building and suspect there might be hazardous materials. The proper removal of hazardous materials is essential. Potential hazardous materials include asbestos, underground fuel tanks, hazardous waste, water quality, used woodstoves, or dust problems.

**Contact:** Oregon DEQ Office at Columbia Gorge CC  
400 E. Scenic Drive, The Dalles, OR  
541-298-7255

**Step 6:** Call Mid-Columbia Economic Development District to discuss what incentives may be available through the Hood River-Cascade Locks Enterprise Zone. Note: This must be done prior to starting to construct or alter a building in order to qualify for the incentives.

**Contact:** MCEDD  
515 E 2nd Street, The Dalles OR  
541-296-2266



## Business Resources in Hood River County: Business Development

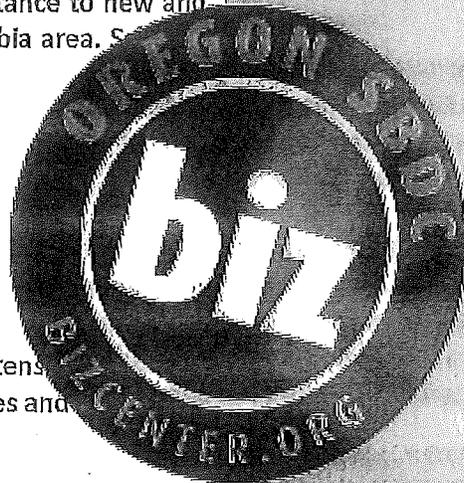
This handout provides an overview of the business services available to you, as you start, grow, or relocate your business in Hood River County. This sheet was prepared by the Hood River Economic Development Working Group. Please contact Carrie at [carrie@mcedd.org](mailto:carrie@mcedd.org) or 541-296-2266 with questions or updates.

### Small Business Development Center at Columbia Gorge Community College

The SBDC's goal is to provide business and technical assistance to new and existing business owners and managers in the Mid-Columbia area. Services include:

- Free one-on-one business counseling
- Seminars and workshops
- Small Business Management (SBM) Program
- Commercial kitchen
- Customized training for business & industry
- Collaboration with Oregon State University Extension Service, The Dalles, Oregon, to bring value-added services and products to local farmers.

**Contact:** [www.cgcc.edu/sbdc](http://www.cgcc.edu/sbdc); 541-506-6120



## gorge innoventure

Gorge Innoventure helps new business members by guiding them through the steps of registration, patents, branding, hiring employees and finding resources like equipment and appropriate space. Innoventure offers training and mentoring through a team of hand picked mentors, Boot Camps, PubTalks and the Gorge Angel Conference.

**Contact:** [www.gorgeinnoventure.com](http://www.gorgeinnoventure.com);  
[info@gorgeinnoventure.com](mailto:info@gorgeinnoventure.com)

## Business Resources in Hood River County: Business Support

### Hood River-Cascade Locks Enterprise Zone

An opportunity for businesses growing or relocating to Cascade Locks or Hood River. The enterprise zones exempt certain businesses from local property taxes on new investments. The enterprise zone is managed by Mid-Columbia Economic Development District (MCEDD). Contact MCEDD prior to making relocating or expanding to determine if you may qualify.

**Contact:** [www.co.hood-river.or.us](http://www.co.hood-river.or.us); 541-296-2266

### Port of Hood River

The Port of Hood River develops shovel-ready industrial sites, renovates industrial buildings, provides transportation infrastructure, assesses and responds to market conditions, provides community facilities that include waterfront parks and recreation sites, encourages workforce education and training, and sustains the business communities both within the Port District and the Columbia Gorge region.

**Contact:** [www.portofhoodriver.com](http://www.portofhoodriver.com); 541-386-1645

### Port of Cascade Locks

The primary purpose of the Port of Cascade Locks is to facilitate the economic development of the Cascade Locks Community. In the execution of the mission, the Port is committed to enhancing tourism for the Gorge Region and State of Oregon; creating employment opportunities for citizens of the Gorge Region; providing safe and effective infrastructure, and promoting economic growth for existing and new area businesses.

**Contact:** [portofcascadelocks.org](http://portofcascadelocks.org); 541-374-8619

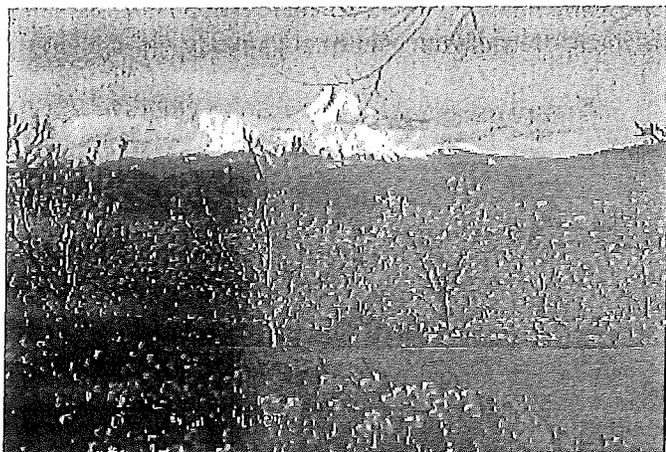
### Hood River County Chamber of Commerce

The Chamber of Commerce provides extensive networking and referral opportunities and helps its members grow and maintain a sustainable and healthy economic environment for Hood River County businesses and residents.

**Contact:** [hoodriver.org](http://hoodriver.org) (541) 386-2000

**Industry Organizations:** There are a variety of industry organizations that support businesses in Hood River County and throughout the Gorge. These include:

- Columbia Gorge Technology Alliance  
[www.crgta.org](http://www.crgta.org)
- Columbia Gorge Winegrowers Association  
[www.columbiagorgewine.com](http://www.columbiagorgewine.com)
- Columbia Gorge Fruitgrowers Association  
[www.cgfg.org](http://www.cgfg.org)
- Gorge Grown Food Network  
[www.gorgegrown.com](http://www.gorgegrown.com)



## Business Resources in Hood River County: Financing

### State of Oregon

Business Oregon has a team of professionals to assist businesses with their financing needs. Business Oregon manages the following financing programs to assist businesses:

- Oregon Business Development Fund
- Oregon Capital Access Program
- Oregon Credit Enhancement Fund
- Business Retention Program
- Oregon Industrial Development Bonds
- Oregon New Market Tax Credit
- Entrepreneurial Development Loan Fund
- Brownfields Redevelopment Fund

**Contact:** <http://www.oregon4biz.com/Business-financing-resources/>



### Mid-Columbia Economic Development District and Oregon Investment Board

To support businesses create and retain jobs, MCEDD provides loans for the financing needs of businesses with favorable rates, terms and requirements. In addition to the funds directly managed by MCEDD, the staff is knowledgeable about most state and federal loan and assistance programs and can help your business to access these funds and package your loan application.

**Contact:** [www.mcedd.org](http://www.mcedd.org); 541-296-2266

### Mt. Hood Economic Alliance

The Mt Hood Economic Alliance is a partnership between Clackamas, Hood River and Wasco counties that has gap financing loans for local businesses. MHEA provides secondary financing for businesses unable to secure (enough) financing through conventional banking.

**Contact:** [www.mthoodea.org](http://www.mthoodea.org); 503/970-3336



6A

## LAW GOVERNING TO TREATY INDIAN FISH SALES IN OREGON

### The *Puyallup I* decision and treaty commercial fishing

Under federal law, Indian treaty rights to fish at all usual and accustomed off-reservation fishing sites may only be regulated by the state "in the interest of conservation, provided the regulation meets appropriate standards and does not discriminate against Indians." *Puyallup Tribe v. Department of Game*, 391 U.S. 392, 398, 88 S.Ct. 1725 (1968) ("*Puyallup I*"). Under this test, the state is obligated to prove that its regulation is a reasonable and necessary conservation measure, and also that its application to off-reservation Indian fishing is essential to conservation of the species. In *Puyallup I*, the U.S. Supreme Court noted that "we assume that fishing by nets was customary at the time of the Treaty; and we also assume that there were commercial aspects to that fishing as there are at present." This has since been interpreted as an acknowledgement that the Indian treaty right to fish also encompasses the right to sell the treaty catch commercially, and that state police power cannot regulate treaty commercial sales unless there is a conservation necessity.

### Post-*Puyallup I*

Five years after *Puyallup I*, the Oregon Attorney General (AG) concluded that Indian treaty fishers were exempt from an Oregon law requiring that they sell their catch only to licensed fish buyers, wholesale fish dealers or fish canners. 36 Or. Op. Atty. Gen. 531, 1973 (1972). Columbia River treaty Indians were selling their catch directly to the public, to retail fish markets and to restaurants. The AG stated:

The treaties themselves do not expressly refer to a right of the Indians to dispose of fish obtained by treaty rights, free of state regulation. However, the Indians who fished the Columbia River historically used their catch for barter as well as for subsistence and ceremonial purposes. Presumably, the treaties were entered into with the expectation that the Indians would be permitted to barter or sell what they caught. . . . If the proposed state regulations on Indians trafficking in fish are directed to the management of fishery resource, the state must justify its regulations as being reasonably necessary for conservation purposes.

### The 1974 Boldt decision pertaining to Indian fish sellers

The landmark "Boldt decision" appears to be the first to carefully consider the historic setting at treaty time in order to determine what the Indians understood concerning commercial trade in treaty harvested fish. *United States v. Washington*, 384 F.Supp. 312 (W.D.Wash. 1974). U.S. District Judge George H. Boldt made the following factual findings that pertain to fish selling:

- Historical facts demonstrated a substantial amount of inter-tribal buying and selling of fish over a wide geographic area; tribes sold a substantial amount of tribal commercial fish to non-Indians, particularly since the non-Indian fishing enterprises at treaty time were rudimentary.

EXHIBIT E	pg 1 of 2
TO MINUTES OF	07/30/14
WGED	MEETING

Ad

- The United States did not intend to prevent Indians from continuing to use the fisheries for economic gain.
- Indian commercial fisheries continued after treaty time.

Judge Boldt prohibited the State of Washington from restricting the time, place, manner, volume or purpose of a treaty tribal member's disposition by of fish harvested pursuant to treaty. His order also prohibited the State from interfering with anyone purchasing, attempting to purchase, transporting, receiving for shipment, processing or reselling treaty fish. A year and a half later the Ninth Circuit Court of Appeals upheld this ruling. *U.S. v. Washington*, 520 F.2d 676 (9<sup>th</sup> Cir. 1975).

#### Post-Boldt legal opinions on Indian commercial sales

The Oregon AG found that the state Fish & Wildlife Commission could not enforce a state law (RCW 7.16.040) that prohibited the take and sale of steelhead against treaty Indians. 37 Or. Op. Atty. Gen. 27 (1974). This opinion appears to only address Indian fishers who sell their own fish, not Indians that just buy and sell fish, and acknowledged that Judge Boldt had recently enjoined WDFW from enforcing "against treaty Indian tribes" a law prohibiting any person from buying or selling steelhead or other game fish. The AG noted that steelhead were not an endangered species, and that the Indians' take of steelhead by dipnets would not harm summer Chinook salmon.

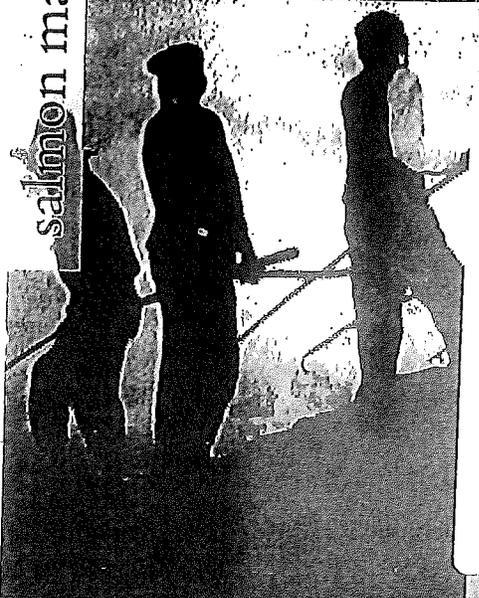
Three years later, the Oregon AG determined that state law could prohibit non-Indian fish processors from reselling treaty Indian-caught steelhead to retailers or consumers, and could also restrict such resales to wholesale fish dealers, canners or buyers. 38 Or. Op. Atty. Gen. 1347 (1977). Oregon law prohibited commercial steelhead fishing, *except* by Indian treaty fishers who were "provide[d] a market for Indian caught steelhead." The AG found that "the right to catch fish commercially must necessarily include the right to sell the fish, or the right to catch is illusory."

In 1986, the Oregon Court of Appeals rejected applying a state law that prohibited selling deer to a Warm Springs tribal member who had killed the deer on his reservation and sold it off-reservation. *State v. Jim*, 81 Or.App. 189, 725 P.2d 372 (1986). The Court rejected the conviction mainly on grounds that the state had failed to demonstrate a conservation necessity, but also favorably addressed the treaty right to sell:

The state argues that the right to hunt, reserved in the treaty, does not include the right to sell that which is taken pursuant to the right. As appealing as that proposition may be, the authorities are to the contrary. In *Puyallup Tribe v. Dept. of Game*, 391 U.S. 392 (*Puyallup I*), a treaty fishing case, the Supreme Court recognized that commercial uses of the fish resource are one aspect of the treaty fishing right, subject to state regulation only when necessary for conservation. In *Antoine v. Washington*, *supra* n. 2, the Court recognized that the right to hunt also encompasses the right to use the game for commercial purposes. 420 U.S. at 207, 95 S.Ct. 952. Therefore, the state's contention that sale of game is beyond the reach of the treaty rights and federal decisions is not correct.

salmon marketing

# Tribal Fisher's Handbook



*Improving the quality and safety of tribally harvested salmon through sanitation and proper handling*



EXHIBIT F  
TO MINUTES OF TRIBAL  
MEETING

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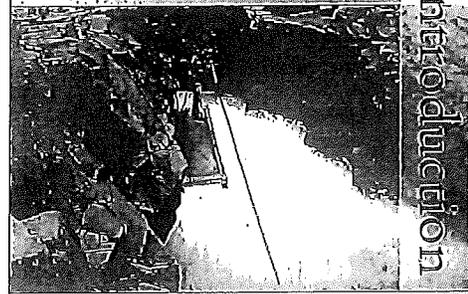
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Introduction

For thousands of years, tribal fishers have been harvesting salmon for cultural and ceremonial purposes, as well as bartering, trading and selling fish when there was enough to share. In recent years, the marketplace has increased the emphasis on purchasing high quality fish and many of you have responded by developing a harvest system that incorporates the three "R's": harvesting a cold wholesome resource, creating a reliable delivery system and developing good business relationships.

The results have been significant. The price fishers receive for their salmon has

We wish to thank the following people and organizations for providing information for this booklet:

- Tribal fishers all their good work making the tribal fishery better.
- Washington Sea Grant Program
- Columbia River Inter-Tribal Enforcement
- Bureau of Indian Affairs
- Stan Speaks Keith Hatch
- U. S. Coast Guard
- Matthew Weaver-Fiberglass Supply Co.
- Lara Berg Editor
- Larry Blaise - Marine engine repair training consultant

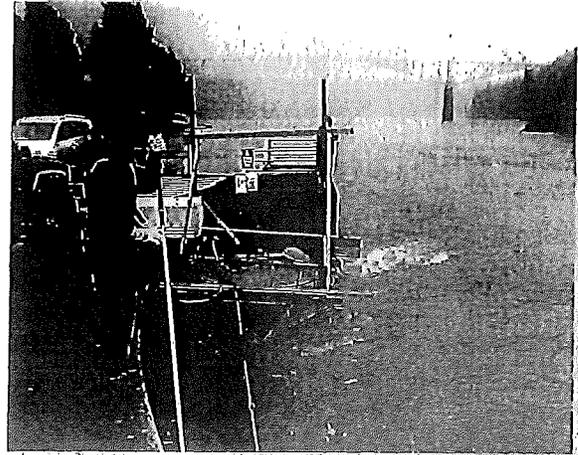


increased over three-fold from just a few years ago. Instead of a couple of buyers on the river, now we have many. Buyers come from as far away as San Francisco to purchase salmon directly from fishers. Indian fishers are developing new markets and transporting their fish off the river and receiving prices that make it worth their efforts. Fishers selling over the bank and at farmers markets have developed a steady supply of good paying customers.

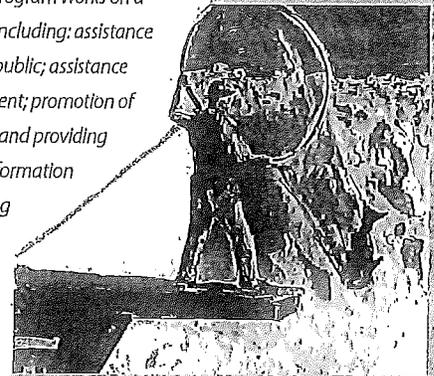
With the Tribal FishCo processing plant coming on-line this year, even more opportunities are on the horizon.

We can do more. Our journey is just beginning. We can teach each other how to care for the fish. With the increase in price comes an increase in fishers coming to the river. Some fishers may not be familiar with the new three "R"s and the importance of doing the basics: checking the nets more often, bleeding, icing and taking care of the fish while it's on the boat. Higher quality promotes the efforts of all fishers.

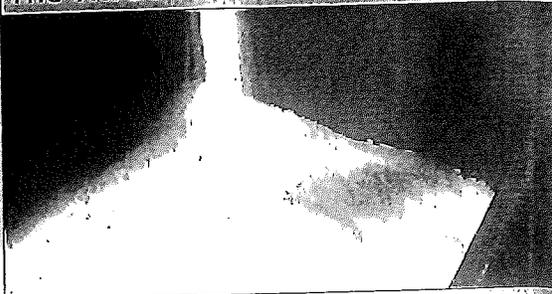
We also need to remind each other about keeping safe while fishing. The weather can change quickly, which impacts conditions on the river. Making good decisions about when to go out to fish and wearing protective gear will foster safety.



*Guided by the four member tribes and tribal fishers, the CRITFC Salmon Marketing program promotes ways to increase the economic value of treaty fisheries. The program works on a variety of objectives including: assistance in direct sales to the public; assistance in product development; promotion of traditional products; and providing business planning information and an understanding of the importance of food safety and quality handling to tribal fishers.*



## The Three R's Checklist



There are three fundamental components to a successful salmon marketing program:

1. Harvest a wholesome resource.
2. Master a reliable delivery system.
3. Develop strong business relationships.

A top Alaskan salmon marketing firm called this approach of focusing on these three principles "The perfect marketing program."

A summary of elements included in the "three R's" are included on this checklist. The more items you can check, the greater the quality of your product and positive impact on sales.

### 1 Harvest a wholesome Resource

#### Pre-harvest plan

- Take a HACCP class-If you have taken it, how about your crew?
- Review your HACCP plan
- Set aside money each season to cover the upcoming year's costs:
  - Nets new/repair
  - Totes
  - Fuel (both boat and equipment)
  - Life jackets and other safety gear
  - Repairs
  - Labor
  - Supplies
  - Packaging and labels
  - Cleaning agents for boat and totes



- Gloves
- Rain gear and other clothes
- Cost of ice/locate resource



#### During the harvest

- Use sanitation log in this booklet
- Clean boat and totes daily
- Slush ice in totes on board
- Plan for an over abundance of fish that may come from the nets
- Avoid fish coming in contact with boat fuel-it can cause an entire tote to be discarded by buyer or at the plant
- Check nets often; fish should have:
  - Fish have shiny eyes
  - Fish have red gills (not white)

- Fish show no or little signs of net damage and scale loss
- Keep fish out of wind and sun
- Avoid crowding, overpacking, or stepping on fish
- Bleed and cut gills of fish right away
- Fish handled gently from boat at the dock to the truck (Bruising shows up when the fish is processed)
- Determine a fish-buyer before fishing to ensure moving product quickly
- Fish should be off-loaded gently. Buyer should handle fish in a good way. Remind them if necessary: bad fish hurt everyone, including next week's price.



## 2 Master a Reliable delivery system

- Practice food safety to make a good impression
- Handle fish carefully with food safety standards in mind
- Fish delivered in a clean truck, in clean totes, holding cold, fresh, firm wholesome fish
- Self-grade your fish so the product will always meet customer standards. If you do not know what their standards are - simply ASK, then comply. If some fish have issues point them out before they do!
- Wear rubber gloves, have hair coverings and clean clothes

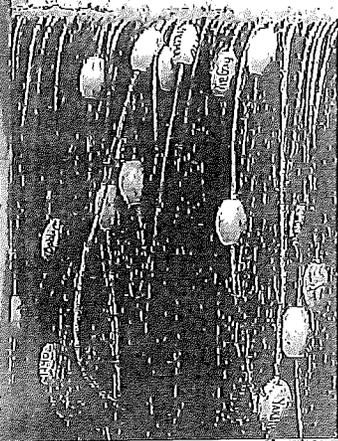
## Dependability and Consistency

- Always be on time
- If you are going to be late, call as soon as possible
- Call buyer as soon as possible if fishing is poor and you do not have the fish they are expecting.



## 3 Develop Strong Relationships

- Always be trusted
- You don't have to be perfect; just honest
- Help buyers look good to their customers by always delivering cold, fresh, firm wholesome fish
- Admit mistakes and correct them
- Give a heads up on changes to the market place which may affect the buyer, i.e., more fish, fewer fish, brighter fish, darker fish, etc.
- Be your buyer's "go to guy" and always come through even if it takes extra work to keep a commitment



## proper handling

Clean fish and handling areas promote quality and consumer perception.



### CLEANING AND SANITIZATION

To help promote safety and quality, clean and sanitize all fish contact surfaces including the tote or hold, before delivery.

Bleach does not clean. It only sanitizes. To begin the process, surfaces should be cleaned with a weak biodegradable soap/water mix. Next, sanitize with a 10:1 bleach mixture (10 parts clean water to one part plain bleach (no color or scent)—or

one quart of bleach for every 2½ gallons clean water), in a five-gallon bucket to make a solution for sanitizing surfaces.

Also have on-hand disposable rubber gloves, paper towels, and no-water hand cleaner (Purell). Your customers may also want to use these items for clean-up as well. Your area should have a fresh smell, no overpowering smell of cleaners or fishy smell.

Have enough water to wash-down the fish as they are brought up from totes, held, and sold.

Take care not to contaminate the fish with the bleach water.

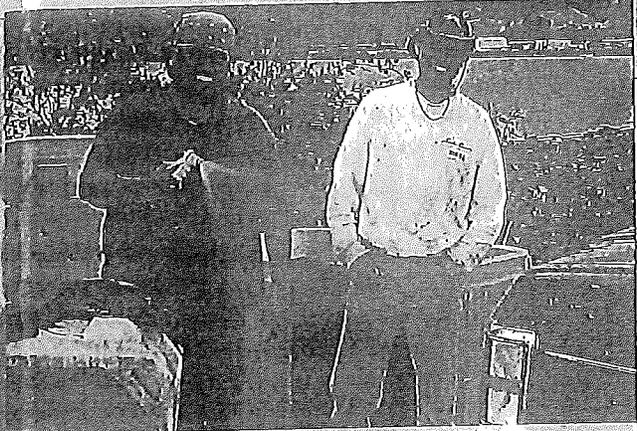
Clean and sanitize all knives, cutting surfaces, and totes right after delivery to avoid build up of scales, dirt, crud, germs etc, which will be much more difficult to remove after it has hardened.

### FISH HANDLING

There are many activities, from the timely checking of nets, to the careful handling of fish, that impact the quality of the product.

Net marks on the fish indicate tissue damage beneath the skin and muscle bruising.

To increase the quality of gillnet salmon, nets should be picked often so the fish do not struggle in the mesh for a long time.



Keeping things sanitary is the key to quality.

Gillnet fish should be handled carefully. When picking them from the nets, use both hands. Do not pick them up by the tail and throw them! Throwing fish causes damage to the spine, hemorrhaging, blood staining and bruising. Dropping the fish when retrieving it from the net, from unloading vessels, or placing into totes leaves significant bruising on the inside of the fish. Take precautionary steps to avoid wind- and sunburn by shielding fish from the weather.

Whenever possible, bleed the fish (cut gills) as soon as fish come on board to improve quality. When harvested live, bleed the fish upon landing.

**STUNNING FISH:** Stun fish while they are still in the water if possible. It is easier to connect with the head while the fish is in the water than on the boat. There will be fewer neck and side bruises from 'misses' and less scale loss.

Strike the fish on the top of the head, between the eyes. Any gaff marks in the neck or body will downgrade a fish.

**BLEEDING FISH:** Decomposition begins immediately after fish are landed. Blood carries both nutrients and waste materials in fish tissue and following death, all of these nutrients provide an excellent source for bacterial growth, so getting rid of blood is important to maintain quality. A quick jab with a sharp pointed knife just ahead of the heart in the throatlatch works well. Cutting gill arches on each side of the fish after stunning works well too.

Avoid making unsightly cuts or jabs that damage the heart so that it will not pump.

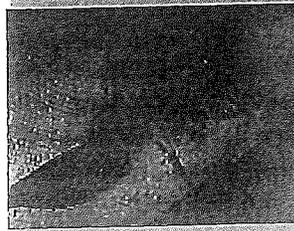
Make sure to keep the fish cool and out of the sun while you bleed it.

Bleed the fish completely before gilling and gutting and then ice immediately.

**CLEANING FISH:** Keep pace with cleaning as the fish are landed. Clean the older fish first. If you are bleeding fish, this will allow the newer fish a chance to bleed out.

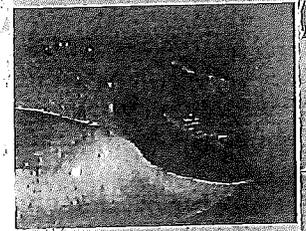
Carefully slit the vent to a point just between the pectoral (or side) fins. This cut leaves a place to grip for later head-off

handling. A cut through the chinstrap can downgrade the fish. Trim gullet attachment and scrape to remove kidney blood. Milk the blood out of the large belly wall veins (a small rubber spatula is recommended). This will help reduce meat discoloration, particularly on lighter fish.

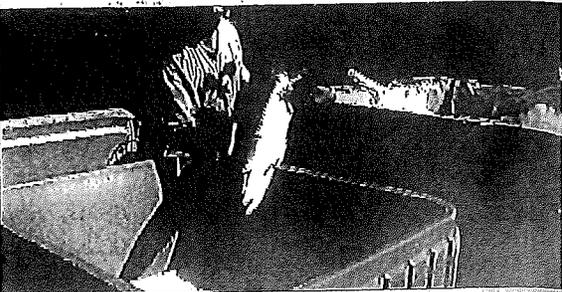


*Improperly handled fish are easy to spot. The washed out gills on this salmon result from the fish not being chilled properly, or from being left in the water too long after harvest.*

*Well-treated salmon are not only more valuable, they are better looking and visually appealing which helps promote sales. This salmon's gills are bright red and well separated, resulting in a higher grade fish.*



Ice preserves fish quality and ensures a safe product for your consumers.



*Fish that have been properly slush iced can stay fresh for ten or more days.*

Use easy-to-clean containers with smooth surfaces and no sharp edges to hold fish.

Use at least one pound of ice for each pound of fish—more is better. Crush or flake ice is better than cubed, as it does not leave dimple marks. If cubed ice is all that's available, use it—it's always better than no ice.

### Slush Ice

The temperature of fresh water and ice is 32°F. By adding salt, the temperature drops to about 28°F yet stays liquid. Salt, a natural preservative, also slows the rate of bacterial growth. This combination of water, ice, and salt is called "slush ice."

Follow the recipe on the next page to make slush ice.

### Slush Ice Recipe

- 3-5 lbs. salt
- 1/3 tote flake ice
- Fresh water

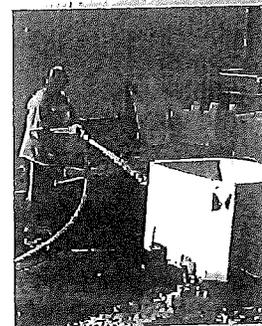
Instructions: Fill a clean, non-leaking tote 1/4 full with fresh water. Add salt and stir until completely dissolved. Stirring continuously, add ice until the mixture is the consistency of a Slurpee.

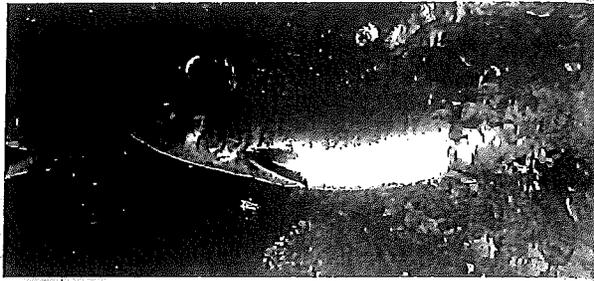
Adding fish to slush ice: Grasp fish by the tail and gently force into the slush solution head first until completely submerged. When the tote is nearly full, add a layer of ice on top of the slush to ensure that all of the fish are properly chilled.

Slush solution should be discarded after each use and the tote cleaned before making the next batch of slush ice using fresh ingredients.

NOTE: If you will be selling your harvest to Tribal FishCo, do not add salt to your ice slush. For further information on prepping your harvest for sale at Tribal FishCo, call (509) 943-1104.

*Totes should be thoroughly cleaned after each use.*





### Bulk Stowage

The proper method for icing fish is to place 8-12 inches of ice at the bottom of the tote. Place the fish on ice facing the same direction, belly down, head sloping slightly down, leaving space between fish for ice. Shovel ice over fish. If the fish are gutted and gilled, pack the belly and head cavity loosely with ice, covering fish so they are barely visible; level ice and repeat with next layer of fish. Never stack more than three levels of fish in a small tote.

Fish should never touch the sides of the tote or each other. Each one should be completely surrounded by ice.

Place a scoop of ice in the gut and gill cavity of each dressed fish.

Bank up each layer of ice on all sides of the tote. This insulates the fish better. Banking up ice will keep the tote colder.

Completely cover the top layer of fish with ice and replace the top ice as it melts.

Drain off the melted ice to maintain good fish quality.

Cover totes with light-colored tarps as they absorb less heat than darker ones.

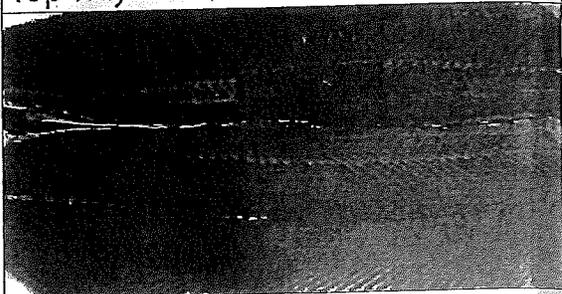
Once fish is iced, the container temperature should be monitored with a stem-type thermometer to ensure the fish core remains 38°F or lower.

◀ Cube ice can be used to make slush ice if flake ice is not available.



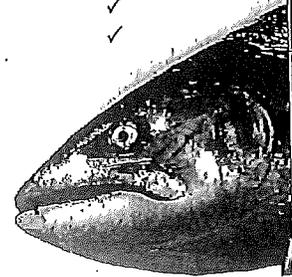
A properly iced fish ready for sale.

Top ways that fish lose value.



1. Fish left in nets too long or infrequently checked nets
2. Not understanding the value of quality handling or using proper handling processes
3. Slow cooling—little or no ice used
4. Fish and site are not clean
5. Bruising
6. Sunburn or wind burn—fish are not iced or shielded from the weather
7. Meat separation
8. Belly burn
9. Fish turns blush, or pale
10. Broken backbone
11. Hemorrhaging along bloodline
12. As mesh size regulations allow choose a net that matches the target fish's size to avoid catching fish by the belly
13. Dropping fish and rough handling

Issue	Poor Handling	Little/No Ice
Bruising	✓	
Sunburn/windburn	✓	✓
Meat separation	✓	✓
Belly burn		✓
Blushing		✓
Broken backbone	✓	
Hemorrhaging	✓	
Bloodline	✓	

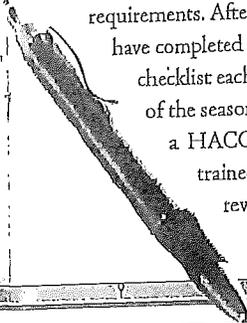


Quality Checklists

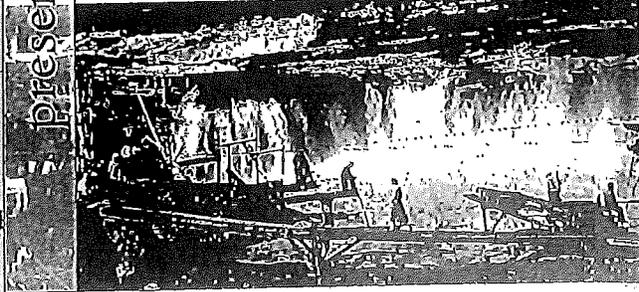
To meet federal food safety regulations and buyer requirements, each fisher should have a sanitation program. The checklists on the following pages will meet those requirements. After you have completed the checklist each week of the season, have a HACCP trained fisher review it

and sign off. It is a good idea to save these records (or copies of them) for one year.

New federal food safety laws require that all foods be tracked from the supplier to the customer. For packaged fish including fresh fillets, you should give your buyers fish labeled with a date or lot code on it. For over-the-bank sales, give your customers a dated receipt.



## Honoring the tradition of over-the-bank sales

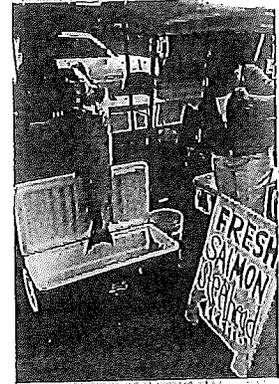


Ways to maximize your sales in today's market place.

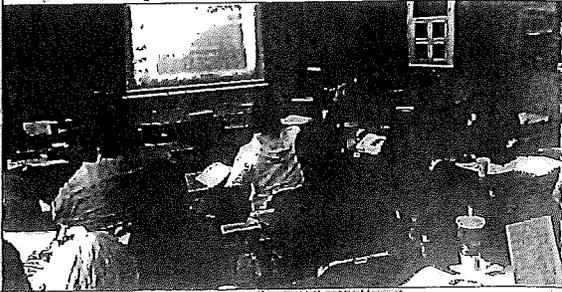
*The following suggestions based on the FDA's Food Code will add value to your product and promote repeat customers.*

1. Wear clean clothing and have a clean vehicle and coolers. If selling from a tailgate, be sure it is sanitized; a covered canopy is desirable and in some public markets, required.
2. Don't smoke or eat around the fish or in front of customers.
3. Sellers should not be sick or have open wounds.
4. Wear disposable gloves when handling fish and change gloves after doing things like handling money or equipment.
5. Leave your dog at home.

6. Display fish in a thick bed of fresh ice or in fresh, clean slush and keep under some type of cover. Dressed fish should be kept belly down when displayed on ice. Keep a thermometer in the ice. Monitor and record temperature.
7. Know the different types of fish for sale, when they were caught, and where and how they were caught. Be able to explain how the fish are handled and what is done to keep them fresh.
8. Sell fresh fish either whole or cleaned with the head on. If you sell fillets, steaks, or smoked products, they should be vacuum-packed at a HACCP-approved facility and labeled to include contents, date of pack, and temperature holding requirements, i.e. keep refrigerated at 38°F or below.
9. When weighing fish, use scales approved for trade by the state you are in.
10. Respect other fishers' selling spaces. We are all in this together.
11. Know if your selling location requires a business license and/or a health permit and have them if required.



## The seven HAACP principles



Many consumers seek out fishers with HACCP training when making their fish purchases. By following these guidelines, you are telling the public that you care about your product and your customers' safety.

### 1. Conduct a hazard analysis.

Determine all potential food safety hazards and identify the preventive measures for each.

### 2. Identify critical control points.

A critical control point (CCP) is a food processing action where a control can be applied to prevent, eliminate, or reduce to an acceptable level a food safety hazard. A food safety hazard is any biological, chemical, or physical contaminant that can cause a food to be unsafe for human consumption.



tion. Also consider the risk of intentional contamination.

### 3. Establish critical limits for each CCP.

A "critical limit" is the maximum or minimum value a food safety hazard must be controlled at a CCP to prevent, eliminate, or reduce to an acceptable level any risks.

### 4. Establish CCP monitoring requirements.

Monitor activities to ensure that all processes are under control at every CCP.

### 5. Establish corrective actions.

Take action when a critical limit has been exceeded. A HACCP plan identifies the corrective actions to be taken if a critical limit is not met. Corrective actions ensure that no unsafe product is marketed.

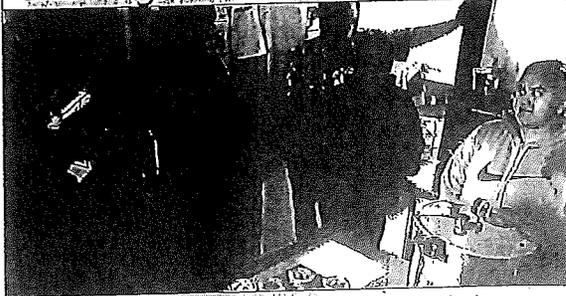
### 6. Establish recordkeeping procedures.

Maintain a hazard analysis and written HACCP plan and records documenting the monitoring of CCPs, critical limits, verification activities, and the handling of processing deviations.

### 7. Establish procedures for verifying that the HACCP system is working as intended.

*CRITFC Salmon Marketing is always available to assist fishers with any questions about selling fish directly to the public: (503-238-0667)*

Canning resources



Fishers at a food safety canning class. The workshop focused on both subsistence and commercial requirements and was sponsored by the First National Development Institute's food safety grant.

Here are several Oregon canneries that can process your harvest.

- |  |   |
|--|---|
| Oregon Seafoods<br>Coos Bay<br>Mike Babcock, owner<br>Cans and pouches<br>(541) 266-8862<br>c (541) 913-1050 | Skipanon Brand Seafoods<br>Warrenton<br>Mark Kujula, owner<br>Cans<br>c (503) 791-2513<br><br>Dungeness Development<br>South Bend, Washington<br>Melvin Corbit, plant manager<br>Cans<br>(360) 875-5507 |
|--|---|

Chucks Seafood  
Charleston  
Heath Hampel, owner  
Cans  
(541) 888-5525

Tony's Smokehouse &  
Cannery  
Oregon City  
(503) 655-2488

Home Canning Guidelines for Salmon  
(Home-style canning jars, lids, and rings)

Recommended process time for fish in pint jars in a DIAL-GAUGE pressure canner

Style of Pack	Jar Size	Process Time	Canner Pressure (PSA) at Altitudes of			
			0-2,000 ft	2,001-4,000 ft	4,001-6,000 ft	6,001-8,000 ft
Raw	Pints	100 min	11 lb	12 lb	13 lb	14 lb
Smoked	"	110	"	"	"	"

Recommended process time for fish in pint jars in a WEIGHTED-GAUGE pressure canner

Style of Pack	Jar Size	Process Time	Canner Pressure (PSA) at Altitudes of	
			0-1,000 ft	Above 1,000 ft
Raw	Pints	100 min	10 lb	15 lb
Smoked	"	110	"	"

\*Note: Several additional steps and procedures are required for sale of canned salmon products to the general public.

—USDA Complete Guide to Home Canning, Bulletin No. 539

# Farmers Markets Bringing your harvest directly to customers



Farmers markets in the Northwest are popular and located in a growing number of communities. Many of today's consumers appreciate local and seasonal products and will pay premium prices for premium products. Over 30 farmers markets operate within a 100-mile radius of

Columbia River Indian fishing sites. Currently the closest large markets are in Portland, Gresham, Beaverton, Lake Oswego, and Hillsboro. Other cities in Oregon, including Hood River, The Dalles, Troutdale, have smaller markets. In Washington, Goldendale, Prosser, the

Tri-Cities, Camas, Vancouver and others have small markets within reach of tribal fishers.

While you can sell directly to consumers at farmers markets and avoid intermediaries, you must compare the cost of transportation, the selling station and vendor application fees (usually small) with potentially higher prices. There may also be requirements for having potable water on-site, keeping totes covered during non-sale periods, and using state-certified scales for sales. Page 29 offers information on how much to increase price per pound for your fish to recover mileage costs.

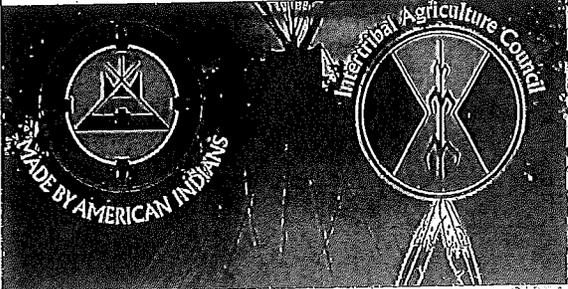
Each market requires a separate application. For a list of markets, days and hours of operation, contact and application information, visit [www.critfc.org/farmersmarkets](http://www.critfc.org/farmersmarkets)

Cities in the region with farmers markets (as of fall 2011):

- OREGON
- Portland (23 markets)
- Gresham
- Troutdale
- Beaverton
- Lake Oswego
- Hillsboro (5 markets)
- Hood River
- The Dalles
- Maupin
- Madras
- Pendleton
- Hermiston

- WASHINGTON
- Vancouver
- Camas
- Prosser
- Goldendale
- Kennewick
- Pasco
- Richland

## Consider the American Indian brand



"Made by American Indians" is a registered trademark approved by the United States Patent and Trademark Office in 1995. The Intertribal Agricultural Council developed the trademark to increase the market share of authentic American Indian-made products. More than 500 tribes or tribal members are currently displaying the

licensed trademark "Made/Produced by American Indians."

Fish, meat, game, fruits, and vegetables are among the approved products eligible for the "Made by American Indians" trademark. Eligible value-added products such as smoked or canned salmon, may be labeled with the "Made/Produced by American Indians," if the prod-

uct was processed in a plant at least 51% owned by American Indians.

Note that compliance with the trademark rules does not exempt a producer or user from complying with other federal or tribal laws and rules relating to labeling, interstate transport, and international trade agreements.

Authorization to use the trademark is based on approval of an application. Use of the trademark is free, but as demand increases, this may change. The trademark license must be renewed each year.

Visit the Intertribal Agriculture Council's website for more information and to download an application.

<http://indianaglink.com/madeby.html>

## Marketing through New Technology *Heard about Food Hub?*

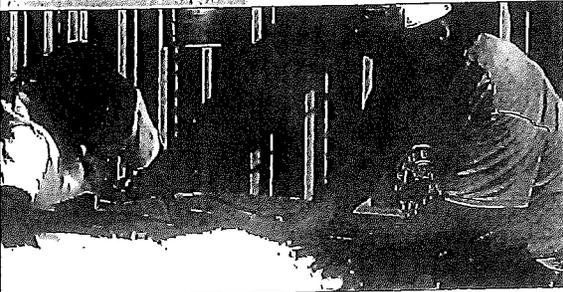
Food Hub is a free service that can connect you and your salmon products with buyers who want your fish. Food Hub gathers independent producers and suppliers with food buyers through an online service. It has over 1,000 products in its database and more than 2,500 members in Washington, Oregon, Idaho, California and Montana.

A FoodHub online profile of your business allows potential customers to get to know you and your products. You, in turn, can make the best use of your time by identifying and contacting more precisely the customers you want.

To get connected, start at <http://www.ecotust.org/foodhub>

**Production costs**

**Production costs**



The price you charge for your product should cover all your costs. The production costs fall into five categories.

**Harvest costs:** gas, oil, ice, boat maintenance.

**Transportation costs:** gas, ice, possibly lodging and food if the distance is too far to make the trip in a single day.

**Production costs:** processing the product, including

cleaning, gutting, and icing. See detailed information on the next page.

**Distribution costs:** shipping, and delivery.

**Marketing costs:** product labeling and advertising. If selling over-the-bank, the costs of purchasing state-certified scales may also be a consideration.

**Increase price per pound by listed amount to recover mileage.\***

\*mileage amount is the 12/2011 federal reimbursement rate of 55.5¢/mile

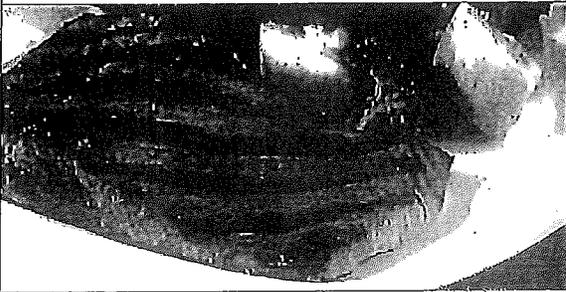
lbs. of fish in delivery	84 miles RTT (Cascadia Lakes to Portland)	200 miles RTT (The Dalles to Portland)	300 miles RTT (Bend/Don to Portland)	600 miles RTT (The Dalles to Seattle)
100	\$0.47	\$1.11	\$1.67	\$3.33
200	\$0.23	\$0.56	\$0.83	\$1.67
300	\$0.16	\$0.37	\$0.56	\$1.11
400	\$0.12	\$0.28	\$0.42	\$0.83
500	\$0.09	\$0.22	\$0.33	\$0.67

**Round vs. cleaned price converter**

Price/lb. in the round	Equivalent price/lb. for cleaned*	Price/lb. in the round	Equivalent price/lb. for cleaned*
\$2.00	\$2.48	\$4.25	\$5.16
\$2.25	\$2.78	\$4.50	\$5.46
\$2.50	\$3.08	\$4.75	\$5.75
\$2.75	\$3.37	\$5.00	\$6.05
\$3.00	\$3.67	\$5.25	\$6.35
\$3.25	\$3.97	\$5.50	\$6.65
\$3.50	\$4.27	\$5.75	\$6.95
\$3.75	\$4.56	\$6.00	\$7.24
\$4.00	\$4.86	\$6.25	\$7.54

\*factors in 16% weight reduction and a 10¢/lb. cleaning fee

## Value-added production costs



Value-added products generate higher prices, but they also cost more to make. The following information can be used as a guide, as prices vary from year to year. The costs are based on processing expenses typical of custom processors that provide services to clients bringing in less than 500 lbs. of fish. They also reflect a profit for the processor. These estimates are not to be used for actual process-

ing costs that a tribal-owned facility would incur, which in some cases may be substantially different.

Also note that recovery from whole salmon to fillets is 55%.

To determine a price for your product, account for all your costs, including the harvest, transportation, production, distribution, and marketing costs...

—Information provided by Oregon Sea Grant

Baseline pricing (prices vary from year to year)



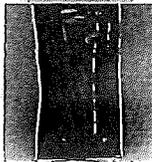
### Frozen Vacuum-packed Fillets

- 25¢/lb. to fillet whole fish into fillets
- \$1.25 per bag (1-2 lb. vacuum-pack bags) plus label



### Individual Quick Frozen Fillets (Shatterpack)

- 25¢/lb. to fillet whole fish into fillets
- 10¢/lb. glazing cost
- 10¢/lb. packaging cost (box and label)
- 45¢/lb. for a 20 lb. IQF box (bulk storage)



### Hot Smoked Fish (vacuum pack)

- Figure \$4.75/lb. of finished smoked fish to brine, smoke, vacuum package and label fish starting with incoming fillets
- Figure 75-80% yield from fillet to final product, actual cost then is near \$6.00/lb. for finished product ( $\$4.75 \div 0.75 = \$6.33$ )



### Canned Salmon

(Starting from incoming head off dressed fish or fillets)

- \$2 per can (6-8 oz. can) fresh pack, includes box, not label
- \$3 per can (6-8 oz.) smoked and packed, includes box, not label

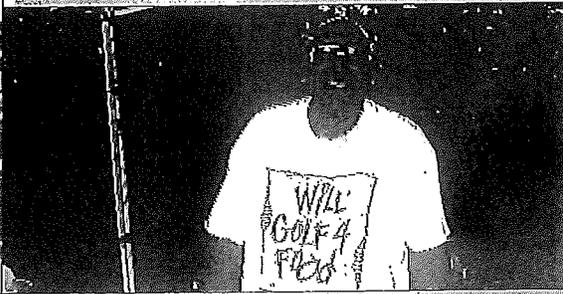


### Retort Pouch

(Starting from incoming fresh or smoked fillets)

- \$1.20 per 6-8 oz. pouch, no label
- \$4.50 per 2-3# food service pouch, w/ label
- Add \$1 per pouch for 2-hour cold smoke

## Direct-to-the-public fish sales



By improving quality, tribal fishers have created new market opportunities for their fresh fish/salmon products. Direct sales to the public at roadside stands and farmers markets can help you sell fish at a better price.

What you need for your fresh fish stand or selling station are the following items:

- Pop-up tent cover
- Certificate to purchase "fish for sale" signs
- 168-quart cooler to meet food safety temperature requirements
- Certifiable market scale to determine the correct weight
- Cleaning supplies
- Packaging and labels

CRITFC's salmon marketing program distributes these fish sales receipts, but any kind of receipt will be acceptable as long as these items are included:

- Fishers' information including tribal affiliation and ID number
- Buyer's name
- Number and kind of fish sold
- Date

This receipt protects your buyers and provides you a record of your sales.

- Stem thermometer, food grade gloves, hat, apron
- Receipt book
- Advertising materials
- A HACCP training class and a food handler's card may be required for some selling locations, such as a farmers market.

### FISH SALES RECEIPT



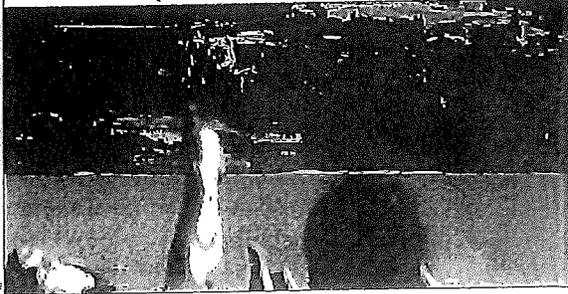
### Columbia River Indian Salmon Harvest

Yakama · Warm Springs · Umatilla · Nez Perce  
(888) 289-1855 · www.critfc.org/harvest

FISHER	Name	Tribal ID		
	Phone	Tribe		
BUYER	Name			
	Phone	Email address		
FISH PURCHASED	# of fish	total lbs	price/lb	total
	Chinook			
	Steelhead			
	Coho			
	Sockeye			
	Other			
	Pool	<input type="checkbox"/> BOHNI	<input type="checkbox"/> DALLES	<input type="checkbox"/> JOAY
	Date	/ /		Total

Thank you

## The Columbia River Indian Fishers Expo.



### *A conference and trade show specifically geared to Columbia River Indian fishers.*

CRITFC sponsored the first ever Columbia River Indian Fishers' Expo in 2010. The event is now an annual conference and trade show held at the end of July in Hood River, Oregon. The Expo is free to all Yakama, Umatilla, Nez Perce, and Warm Springs fishers. It is part of an ongoing effort to help Indian fishers improve their

own safety and the quality, pricing, and image of Indian-caught salmon in general.

The Expo features seminars, demonstrations, and classes on boat and river safety, cold water survival, boat engine repair, food handling techniques, making slush ice, and improving over-the-bank sales. Food handling certification classes are

also offered.

Featured topics change each year. Past classes have been on net repair and maintenance, selling at farmers markets, labeling requirements for value-added products, and preventing the spread of invasive aquatic species.

Vendors display information and products including scales, life jackets, totes, mobile cold storage trailers, vacuum-sealing products, business cards, signage, and small business financing.

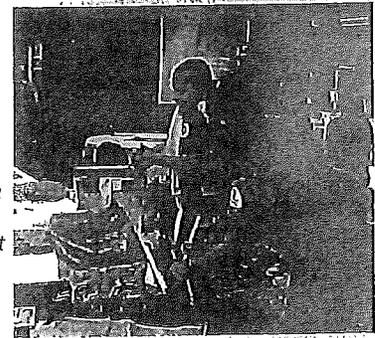
The Expo addresses the more diverse needs and growing participation of tribal members, particularly youth, as they engage in their traditional practice of fishing.

The conference and trade show also includes opportunities for fishers to discuss their concerns and exchange information with tribal leaders and CRITFC staff.

Expo details are distributed in *The Dipnetter* newsletter and advertising.

At the Fishers Expo, attendees give a thumbs up to the US Coast Guard rescue demonstration.

→ Future fisher Henry Begay learns about the dangers of cold water and why it is important to always wear a life jacket when out on the river.



## Operation Stay Afloat



In 2011, CRITFC Enforcement launched a 5-year boat safety program for Columbia River tribal fishers. Operation Stay Afloat, which offers classes and other services, provides officers the opportunity to give fishing boats a safety inspection. The inspection helps you identify problems and fix them. You'll receive a sticker once your boat passes the safety inspection.

+ Umatilla tribal members are required to have proof of a safety inspection by CRITFC or CTUIR enforcement officers.

Here are some facts and additional safety tips from Operation Stay Afloat.

- + Be aware of the risks involved in fishing
- + About 30% of all deaths are attributed to fishing ac-

cidents, according to the U.S. Coast Guard. Of those:

- + About 90% are related to not wearing a personal flotation device
- + About 85% are related to a person going overboard or the boat capsizing
- + About 50% are also related to alcohol and prescription drug use. The impact of alcohol when you are out on the water is twice what it would be if you were on land. This is because of noise, vibration, heat, and fatigue when you are operating a boat.

- + Beware of issues like weather, condition of your vessel, and overloading
- + To report difficulties or for more information about boat safety inspection and other safety concerns, call (541) 386-6363.

If you're new to Columbia River fishing, you need to learn boating and personal safety. CRITFC offers classes on cold water survival, boat engine maintenance, and safe boating practices.

Look for safety information and course announcements at [www.critfc.org/harvest](http://www.critfc.org/harvest) or in the Dipnetter newsletter at [www.critfc.org/dipnetter](http://www.critfc.org/dipnetter).

## Safety first



US Coast Guard life vest training session, Swan Island, Portland.

Be safe so you can bring your catch ashore and return home to your families. Know what safety equipment you need and what you should do to avoid dangers. Be prepared. If someone goes overboard, your boat gets swamped or you have other emergencies, be ready and know how to survive.

Life saving equipment and practices include personal and

boat flotation devices, boat engine maintenance and repair, knowing how much weight your boat will hold and not overloading it, personal locator beacons, and not using drugs and alcohol while fishing. As the operator or captain of a boat, you are responsible for the safety of yourself, your crew, and damage to property.

## Personal Flotation Devices

Wear a personal flotation device (PFD). Please note that an inflatable life vest (type 5) must be worn by the person in the vessel to count as a flotation device as required by tribal or federal law. Just having it in the vessel is not enough. Read the owner's manual to make sure you know how to properly use and maintain your inflatable life vest.

Here are some tips—also described in the owner's manual—to keep your PFD in top condition:

- Before each outing, check the status of the inflator and that the CO<sub>2</sub> cylinder has not been used (punctured), and is screwed in tightly. (A cylinder is either used or not; empty or full.)

- Occasionally check that the PFD itself has no leaks by

removing the CO<sub>2</sub> cylinder and inflate the PFD with the mouthpiece. The PFD should still be firm after several hours.

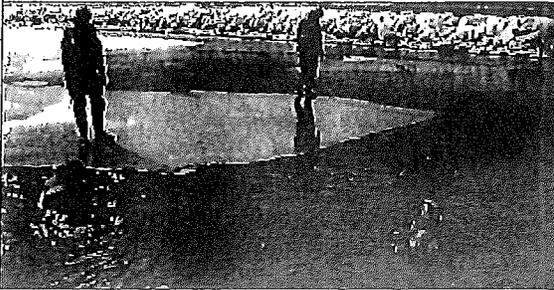
- After an inflatable PFD has been inflated using a cylinder, replace the spent cylinder and re-arm it.

## Railroad Crossing

For safety sake, always yield to a train and cross railroad tracks with care. Need convincing? Look at these facts:

- Trains take a mile or more to stop. They can NOT stop quickly
- The average locomotive weighs 400,000 pounds
- Trains are wider than the tracks
- Freight trains do not travel on a fixed schedule
- Expect a train from either direction, on any track, at any time

## Coldwater survival



If you accidentally fall into the river without a PFD or life jacket on—you have a chance of drowning.

The good news is you can survive a fall into the river.

The Columbia River is known for its winds, heavy waves and currents. Cold water temperatures can also make it dangerous. From February

through April, the water temperature on the river is around 50°F. From May until the latter part of August, temperatures usually range between mid 50°F to 68°F. (Data from Fish Passage Center.)

Noting the chart on Coldwater Accidents, falling into the water at these temperatures can be fatal.

## Coldwater Accidents

In water under 50°F = 60% drowned

In water between 50-68°F = 34% drowned

Of those who drowned = 43% were less than 6 feet from safety

Of those who drowned = 90% were not wearing life jackets

—National statistics from the U.S. Coast Guard Drowning Report (2007) and Lifesaving Society Study (2007) that are consistent with Columbia River accidental drowning.

Your odds of surviving a fall into the river are much better with the PFD. Here is how a PFD can help you survive:

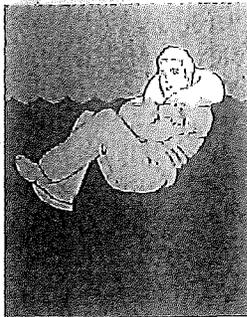
- ❑ The very first thing to remember is just survive the first minute. Don't panic and get your breathing under control.
- ❑ Keep your head above water. The gasp reflex is automatic, and if your head is underwater, you could take in enough water to drown.
- ❑ Control your breathing. Gasp and hyperventilation is a natural reaction to the cold. If you can't control your breathing, not only could you have difficulty swimming, you could breathe water in and drown. Concentrate on breathing slowly and evenly.
- ❑ After getting your breathing under control that first minute, there are 10 minutes of meaningful movement in your arms and legs to complete escape or survival activities. Use that time to re-board your boat and summon help via an emergency distress call or signal. As

the body cools, muscles and nerves will not work well and even if you are a good swimmer, swimming failure looms. Without some kind of flotation aid, a person will drown.

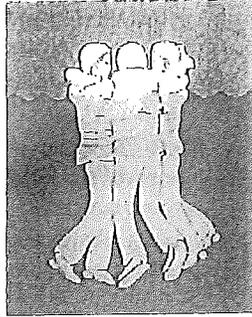
□ Depending on water temperature and other factors, it will be at least one hour before you risk becoming unconscious due to hypothermia. A PFD will keep your airway above water even if you are unconscious,

### Safety Positions

Swimming may not be the best option. The rushing of the cold water across high heat loss areas (head, neck, arm pits, body sides and groin) causes a victim to lose heat much more rapidly. The best solution is to get as much of the body out of the water or to assume a fetal position or HELP (Heat Escape Lessening Position) to reduce heat loss. For a group, use the Huddle position.



The HELP position



The Huddle position

illustrations from Maritime New Zealand

and even an unconscious person may still be successfully rescued and revived. from "Beyond Cold Water Bootcamp"

Distances on the water are very deceptive. Generally individuals should not consider swimming unless they are very close to shore or a floating object, or they have little chance of rescue. Columbia River fishers have been successfully rescued after waiting six hours with their floating boat. Try to get into the boat or as far out of the water as possible. Boats with their flotation removed or without places to cling to in rough water may not offer this option. Fishers wearing a PFD can be more liberal in deciding to swim because flotation allows them to gradually make their way to safety and they can still float if they become incapacitated by the cold.

"Hypothermia Frostbite and Other Cold Injuries" Giesbrecht and Wilkerson, 2006

Clothing is invaluable; if you wind up in the river, it will help insulate you, and nearly all of it is neutrally buoyant. An average-size person wearing light clothing and a PFD may survive three to six hours in 50°F water by remaining still.

### Hypothermia

#### TREAT HYPOTHERMIA VICTIMS GENTLY!

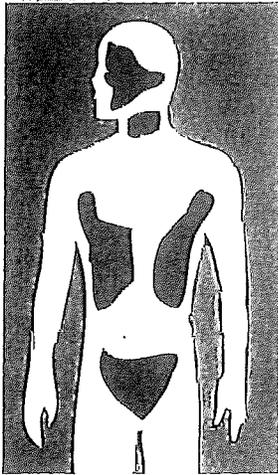
1. Call EMS/911.
2. Check vital signs and begin CPR if necessary.
3. Remove wet clothing if possible. If that is not possible, wrap the victim, wet clothing and all, in a vapor barrier (plastic sheeting or a tarp), and then place in as much insulation as possible (i.e., one or even two sleeping bags). The tarp will keep the insulating material from getting wet and losing its effectiveness.
4. Insulate from further heat loss by dressing the victim in dry

clothes and/or wrapping in a blanket.

5. Slowly re-warm the victim through body-to-body contact, warm towels, or a heating pad on the high heat loss areas.

Remember, the ultimate goal during a rescue and treatment is to be gentle and keep the victim horizontal.

from "Beyond Cold Water Bootcamp"



Once someone is rescued, insulate them to prevent further heat loss and apply heat to the neck, head, and other high heat-loss areas of the body. Perform CPR on the rescued person and if needed, first aid.

Signalling your distress is most important, and multiple methods will improve your odds of getting help. A personal locator beacon, flares, waterproofed cell phone, or a VHF radio used along with or in combination, are going to improve your odds of getting help.

High heat-loss areas.

## Personal Locator Beacons

Consider a personal locator beacon. It is a small, handheld device that quickly gives search and rescue authorities your location during an emergency. While you should also have other types of signaling devices, the personal locator beacon gives search and rescue your exact coordinates, speeding their effort to find you on the Columbia River. Such coordinates will especially be helpful at night when it's harder to see you. Bright colors, reflective tape, and strobe lights will help, too.

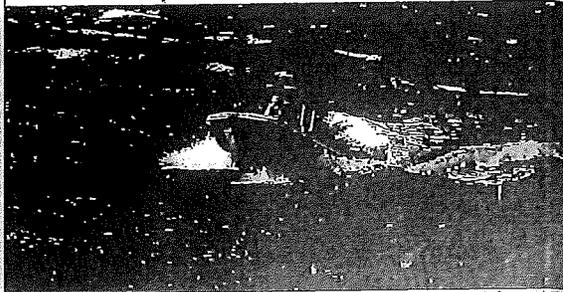
The locator beacon uses standard GPS (Global Positioning System) technology; the same as might be used in a car. Unlike the GPS in your car, once

you manually activate this signaling device, it's like a 911 call and is treated very seriously.

The BIA is loaning these to tribal fishers on a long-term basis. There may be a waiting list, so call now to reserve yours. Contact Keith Hatch at the BIA, (503) 872-2876.



## Boat safety

**Weight**

Know how much weight your boat was made to hold. Boats made in the last 20 years have labels indicating their weight capacity. If the label is missing, a boat owner can contact the manufacturer with the hull number and should be able to retrieve that information. Once you know, don't exceed

that amount of weight.

What is overloaded? With the waves and currents on the Columbia, overloading your boat is likely to bring water over the side. If water is coming up to the bottom of the motor head on the outboard, you are overloaded. Before that happens, get back to the dock and unload.

Most tribal fishers' boats are fiberglass and originally built for recreation.

Navigation lights as required: Operating between 30 minutes after sunset and 30 minutes before sunrise and in areas where visibility is reduced to less than  $\frac{1}{4}$  mile, your vessel must display proper running lights. A combination red/green sidelights and an all-around white mast light is required.

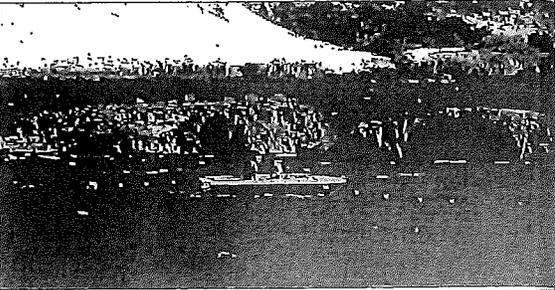
Whether your boat is aluminum or fiberglass, secure your load. Don't let totes or bags slide around the bottom of the boat. Weight can change from side to side and front to back. If you have an aluminum boat, use the lash points to hold your cargo in place. An off-balance boat is a dangerous boat.

**Flotation placement**

You need flotation in your boat. If you hit a rock or another boat hits yours, that boat is going to be sinking. Pay attention to where you put your flotation.

If it's an outboard boat, flotation needs to be up high near the gunnels and towards the back of the boat. That prevents your boat from floating upside down. Only aluminum fishing boats are made with flotation to keep them upright. It's very hard to climb on a boat that's upside down in the river. As long as it floats right side up, you can stand in it, hold on to the gunnels and save your life, probably saving your boat as well.

## Fiberglass repair



Fiberglass boats are great. They resist corrosion and rot, are easy to modify and repair, and when maintained properly will last for decades. Below are some tips on getting the most life out of your boat.

Prevention, of course, is the best measure and less costly than repair work. If you have areas that receive lots of abuse,

consider reinforcing those areas ahead of time. For example, if you are constantly banging up the hull while hauling gear, place strike plates of plastic or metal over those areas of the hull.

If you are not able to prevent damage, you should perform timely and proper repair. Fixing issues quickly prevents the

damage from spreading and shows your crew that you care about the boat and their safety, which in turn lets them know they should respect the boat as well. A boat that is not repaired in a timely manner may become unsafe through structural failure or water ingress.

Proper repair is key to any repair job. Some key points to a proper repair are: structural soundness, good bonding, appropriate materials. A good repair will return the boat to the same or better structural strength than it was before the damage occurred. A major key to this and perhaps one of the most common reasons repairs fail is due to poor bonding. When rebuilding laminate or patching holes of significant size the key is to bevel the repair area and increase the surface bonding area. A good rule of thumb is that for every inch of laminate thickness,

there is at least 12 inches of surface bonding area when using epoxy and 1:20 when using polyester resin (i.e., if the laminate is  $\frac{1}{8}$ " thick then the bevel face should be  $1\frac{1}{2}$ " with epoxy and  $2\frac{1}{2}$ " with polyester resin). The other key to a good bond is keeping the repair area clean. Remove contaminants such as oil, grease, or dirt from the repair area as they will negatively affect the bond. Use the appropriate materials. Fixing a large crack with Marinorex may be a quick fix but it will ultimately fail. The right materials must be used for a repair to be structurally sound and long lasting.

—Content provided by Matthew Weaver,  
Fiberglass Supply Co.

## Engine care



With annual maintenance, end-of-season weatherization and the right fuel, you can prevent most engine problems.

### Yearly maintenance

Be ready for the next fishing season. Replace your lower unit grease at least once a year. Replace your water pump propeller at least once a year. Check your zinc fittings and lubricate at least once a year.

Zincs are sacrificial anodes that the process of electrolysis will attack before it attacks something more valuable like the metal in your lower unit or thru-hull fittings.

Check the propeller more often than that to see if water is present. Inspect the propeller and shaft to make sure they are not bent. To find out, spin the blades to see if the propeller shaft wobbles. If it does and

you're getting water in the lower unit, you may need more work on the lower unit.

### End-of-season weatherization

Check the lower unit to see that no water is in the unit. Drain it. Put fresh lower unit gear oil (refer to the manufacturer's recommendations). Run the engine on a garden hose. Run all the fuel out of the carburetor to empty and dry the engine. Do this whether you have a two cycle or four cycle stroke, outboard engine.

Any gas left inside creates a varnish that can be a problem when trying to start the engine. Fuel—gas with ethanol—can't be left sitting in the engine.

### Don't use old fuel

Fuel older than 15 days can damage your engine.

Adding stabilizer may give you another month of fuel use, but after that, fuel with a stabilizer will also damage your engine.

You don't want to have problems with old fuel once you are out on the river. Marine fuel contains ethanol, which is alcohol-laden gas. This fuel absorbs water from the air and sinks to the bottom of the fuel tank. When you are running on water-laden fuel, your engine doesn't run well. With older gasoline as it separates, the engine runs through the high octane gas, then goes to the low octane, which can burn up your engine. Never use gas left over from the previous season.

Minimize engine problems by keeping moisture out of the lower unit, preventing rust, and weatherizing it for the off-season.

—Content provided by Larry D. Blais, boat engine expert.





Columbia River Indian Salmon Harvest  
A project of the Salmon Marketing Program of the

**Columbia River Inter-Tribal Fish Commission**

*Yakama • Umatilla • Warm Springs • Nez Perce*  
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