

City of Astoria Community Development Department

“Where Preservation Meets Progress”



CITY OF ASTORIA

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ADVANCE ASTORIA

Creating a 5 Year Economic Development Strategy

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Creating a 5 Year Economic Development Strategy

Community Forum No. 2

April 13, 2017

Hampton Inn

Agenda

Open House: 6:30 pm

Presentation: 7:00 pm

Town Hall: ~ 7:30 pm

Adjourn: 8:30 pm

ADVANCE ASTORIA

Creating a 5 Year Economic Development Strategy

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Thank you to our sponsors!



Presentation Outline

- City Council Goal FY 15-16
- What is economic development?
- What are we trying to achieve?
- What is different about this project?
- How do we involve the public?
- What have we done so far?
- What have we learned thus far?
- What strategies and actions should we consider?
- What is the final product?
- Q/A

City Council Goal FY 15-16

- “Promote positive economic development through strengthening partnerships...”
- Wrote and received \$40,000 matching grant from DLCD to support creation of the strategy and update the Comprehensive Plan.
- A strategy identifies partners and resources to achieve Council and community goals and objectives.

Who are the players and partners?

- Client: City Council

- Consultant:



- Project Manager & Sponsor: Community Development Department & CEDR

- Project Partners:



What is economic development?

- **DIVERSIFYING** economic sectors in the community and not relying one industry or job base...just like a business not relying on one product to sell
- **WEALTH CREATION:** Grow the job base and wages to encourage wealth among varying levels of household income – “ladders of success”
- **RESILIENCE:** In bad times, growing the local economy can help weather economic downturns especially in the real estate industry

What are we trying to achieve?

- Update the Comprehensive Plan: commercial and industrial land inventory, policies, objectives, and implementation strategies
- Gain consensus about where the best bang for the City's buck is when allocating funds in the community ("DQ Fund" and URA funds)
- Identify target industries that are "traded sector" meaning products and services exported outside the region and dollars imported as well as knowledge based industries such as health care, research and development, and education

What are we trying to achieve?

- Identify target industries that are “traded sector” or knowledge-based industries
- “Batch Strategy”
 - Research & Development: CCC, CMH Cancer Center, OSU Seafood Lab – luring research dollars and talent
 - Craft beverage: cider, kombucha, mead, and soda
 - Microenterprise: very small, home-based, high growth, ready to scale start ups that support innovation
 - Maritime industry: workforce development in place
 - Seafood processing: longtime asset in Astoria

What is different about this effort?

- It is **NOT ABOUT TOURISM**.....rather it's about other opportunities to grow and expand the local economy to complement tourism
- It's **NOT ABOUT REAL ESTATE DEVELOPMENT**... however identifying specific industries can help drive real estate investment and fill empty buildings
- It's a **CITYWIDE CONVERSATION** about jobs, the local economy, and how our partners can help us achieve a stronger economy...City can't do it alone

How do we engage the public?

“ADVANCE PARTY” – Mayor-appointed advisory committee

- Held four meetings open to the public
- Next meeting: May 2 @ City Hall + Planning Commission

- CEDR
- Astoria-Warrenton Chamber of Commerce
- Pacific Power
- Port of Astoria
- Clatsop Community College

- Sunday Market
- Columbia Memorial Hospital
- CRAFT3
- Craft Brewing
- Hispanic Council
- Bornstein Seafoods

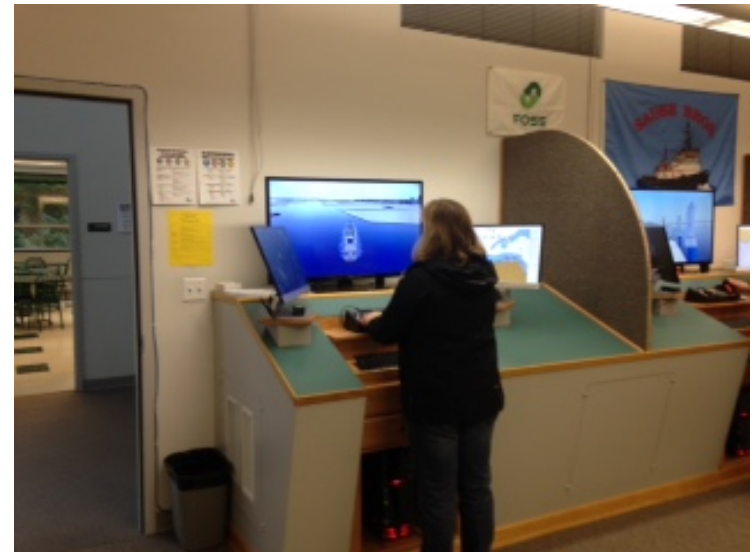
How do we engage the public?

- E-newsletter to participants and city website subscribers
- Project website, FAQ, and display boards
- “Pop up shops” @ Community Events - Career Fair, CEDR Awards, 2nd Saturday Art Walk, Co-op
- Social media: cross marketing strategy
- Engaging partners outside of Astoria that can help us grow – Business Oregon, Oregon State University, and non-profit providers



What have we done so far?

- Kick off meeting on October 5 at Fort George with advisory committee and panel presentation of business leaders
- Conducted tour of select city businesses – Oct 6
- Conducted tour of MERTS Campus – Dec 9



What have we done so far?

- Launched survey in November 2016 @ Chamber Breakfast to engage business community, investors, and general public
- Closed on March 31
- 93 respondents – Summary of survey results in EOA
- Random Drawing: Drum roll, please!



What have we done so far?

- Interviewed key leaders and property owners

January 2017

- Focus Groups @ City Hall
 - Interviewed 5 industry groups, 19 people attended
- Community Forum No. 1 @ Red Building
 - Open House: displayed results of “Economic Opportunities Analysis”
 - Panel presentation of entrepreneurs
 - 80 people registered, 29 comments



What have we done so far?

- Presentations to various groups: A-W Chamber Breakfast @ Wet Dog Café, Rotary, Kiwanis/Lions, and City Council
- Advisory Committee: Tour of Mo's – March 2017
- Direct outreach to media:
 - Daily Astorian: Business Profiles – Astoria Maker Industries | Timber & Steel
 - Radio: 91.9 FM KMUN “Talk of the Town”, 94.9 FM “The Bridge” with Mark Evans, and KAST 1370 AM News with Tom Freel



What is the project timeline?

- Project Completion: **JUNE 2017**



State of the Economy – Astoria

- Final Draft **ECONOMIC OPPORTUNITIES ANALYSIS (EOA)**
 - State-required analysis to meet Goal 9 – Economic Development – Oregon Land Use Planning
 - Provides baseline of future strategy
 - Snapshot of recent economic conditions
 - Forecast of economic conditions
 - Inventory commercial and industrial lands
 - Focus on specific target industries

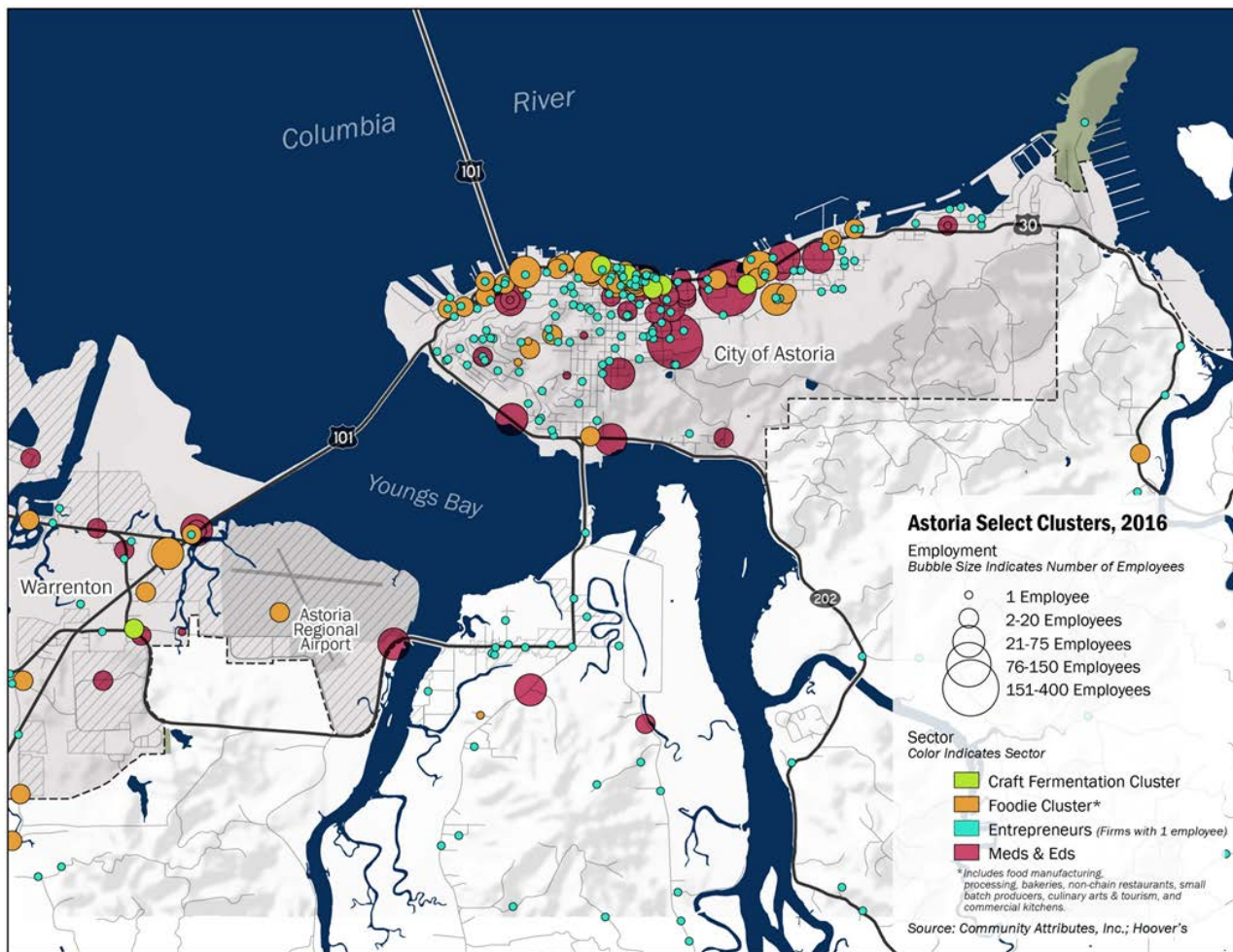


ADVANCE ASTORIA:
ECONOMIC OPPORTUNITIES ANALYSIS FOR
THE FIVE-YEAR ECONOMIC DEVELOPMENT
STRATEGIC PLAN

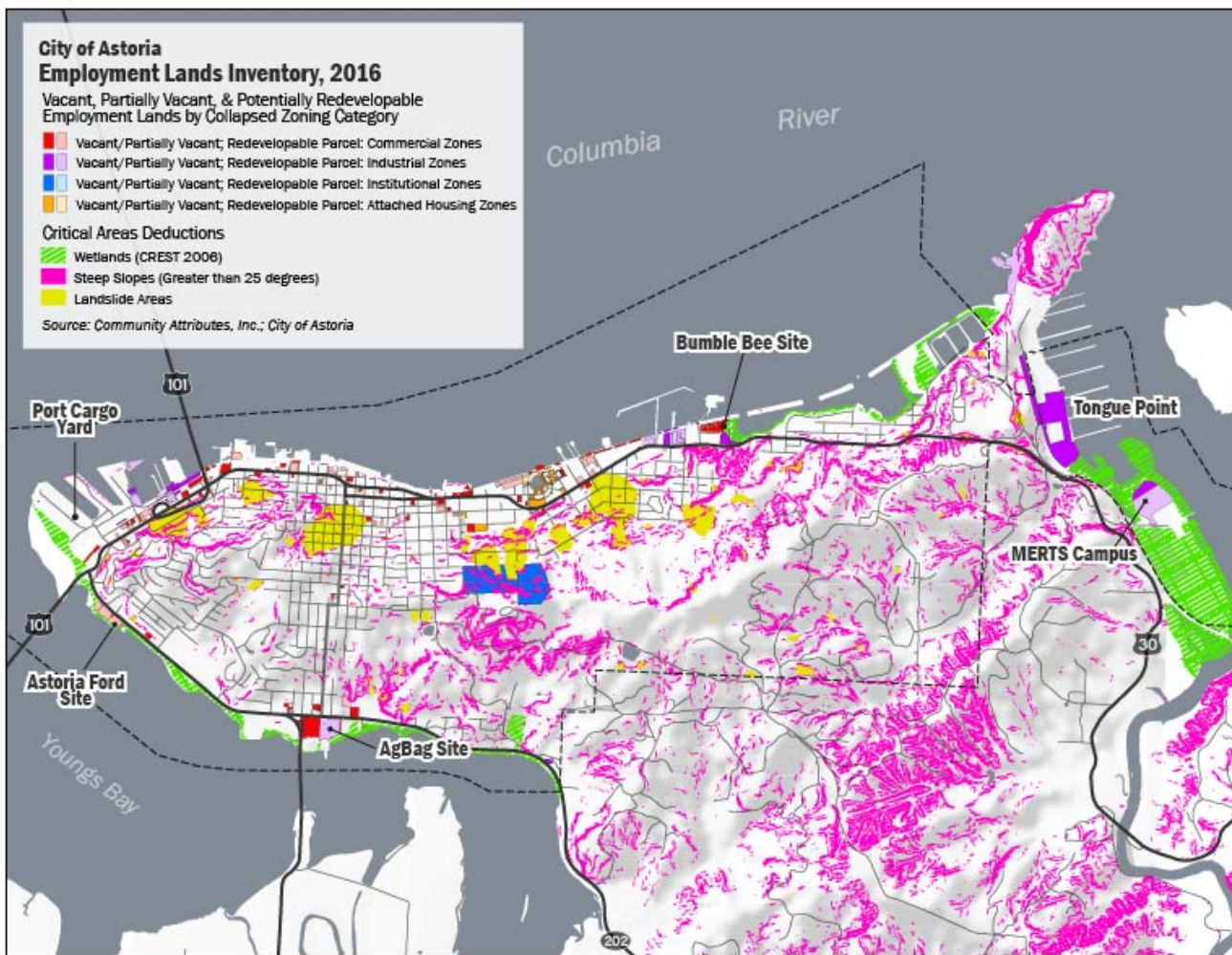
State of the Economy – Astoria

- Employment: 5,868
- Breakdown: 78% Private / 22% Public
- 518 Employers
- \$218M Payroll
 - Average: \$36,192 (County: \$35,085 | State: \$48,322)
 - 35% of total payroll in County is in Astoria
 - 1/3 of all employers are located in Astoria

State of the Economy – Astoria



State of the Economy – Astoria



Strategy Buckets

FOUNDATIONS

1.1	Use the forthcoming Astoria Housing Strategy to expand housing options for all Astorians
1.2	Investigate the feasibility of formal and informal "company housing" programs, with partnerships between firms and local property owners
1.3	Undertake a comprehensive and coordinated City branding effort
1.4	Plan and fund coordinated wayfinding and public realm improvements Astoria's commercial areas
1.5	Work with local partners to plan and host additional events, festivals and other periodic offerings
1.6	Create a clearinghouse of employer-driven training programs through OSU Extension, CCC/MERTS, local and regional public schools and other institutions
1.7	Expand internship and apprenticeship programs to match local employer needs
1.8	Identify, assess and pursue options for increasing the number of available parking spaces in downtown Astoria
1.9	Diversify opportunities for transportation in to and out of Astoria through passenger rail (e.g. from Portland) and Columbia River cruises
1.10	Continue to provide flexibility in the interpretation of zoning requirements to allow appropriate uses in key commercial areas
1.11	Consider form-based zoning codes that allow a broader range of uses while maintaining character in key commercial areas
1.12	Develop and implement a coordinated onboarding system for new and small businesses, in coordination with CEDR, ADHDA and other partners
1.13	Create an online "property finder" tool that markets vacant and potentially redevelopable sites in Astoria
1.14	Support the creation of a not-for-profit, broad-spectrum business accelerator
1.15	Explore the concept of aggregators to aid industry-specific distribution of productions from small Astoria-based companies to larger markets
1.16	Identify opportunities for a proprietary crowd-sourcing platform that allows local residents to invest in local start-ups and small business expansion
1.17	Concentrate resources on the development of outdoor recreation assets that drive visitation

CRAFT BEVERAGE

2.1	Support the creation and/or expansion of a fermentation science program at CCC with support from OSU
2.2	Ensure the long-term supply of high-quality drinking water in Astoria
2.3	Support a shared-equipment incubator concept or "lease this brewery" model to support the creation and growth of new craft beverage establishments
2.4	Create a "brewing coalition" to share knowledge and talent, and foster new initiatives to improve sustainability practices

EDUCATION, MEDICINE, R&D

2.5	Support sustainable resource practices for fish and wildlife populations that are linked to Astoria-based scientific initiatives
2.6	Expand research and development on new value-added products and services that leverage traditional North Coast natural resources (e.g. cross-laminated timber, aquatic biomass)
2.7	Increase support for MERTS by securing additional land, equipment, faculty or other resources
2.8	Ensure that Columbia Memorial Hospital can accommodate future growth through a master plan; including supportive zoning, targeted capital improvements and other tools
2.9	Ensure that employers in education and health care have access to a talented workforce through branding, recruitment, relocation incentives and other tools
2.10	Explore the creation of a "R&D coalition" to identify and harness synergies between institutions and industries
2.11	Regularly communicate the policy needs and positions of major educational and medical institutions in the appropriate state forums

MARITIME

2.12	Pursue federal designation as a "Maritime Center of Excellence" for South Tongue Point
2.13	Fund the purchase of the necessary equipment to expand training of workers in the maritime industry cluster
2.14	Support proactive planning for the future use of Port property at North Tongue Point
2.15	Identify maritime companies that want to expand or relocate to Astoria
2.16	Aid local companies in recruiting workers for seasonal and permanent job openings

MICROENTERPRISE

2.16	Create an "Etsy guild" to share knowledge, cross-represent products, improve business practices and foster new initiatives
2.17	Assess the feasibility of a shared commercial kitchen for local value-added producers
2.18	Support the creation of a "maker" or co-working space in Astoria
2.19	Plan and host a "startup challenge" to spur innovation and increase the visibility of locally-produced products
2.20	Establish and communicate a "made in Astoria" brand
2.21	Support the creation of a pitch event ("Salmon Run" or "Fish Bowl) for aspiring entrepreneurs who need additional resources
2.22	Ensure reliable broadband provision to homes and businesses in Astoria
2.23	Explore the potential for small business boot camps and leverage the knowledge of established entrepreneurs for provide instruction
2.24	Apply for Business Oregon's Rural Opportunities Initiative to bring more resources to entrepreneurs

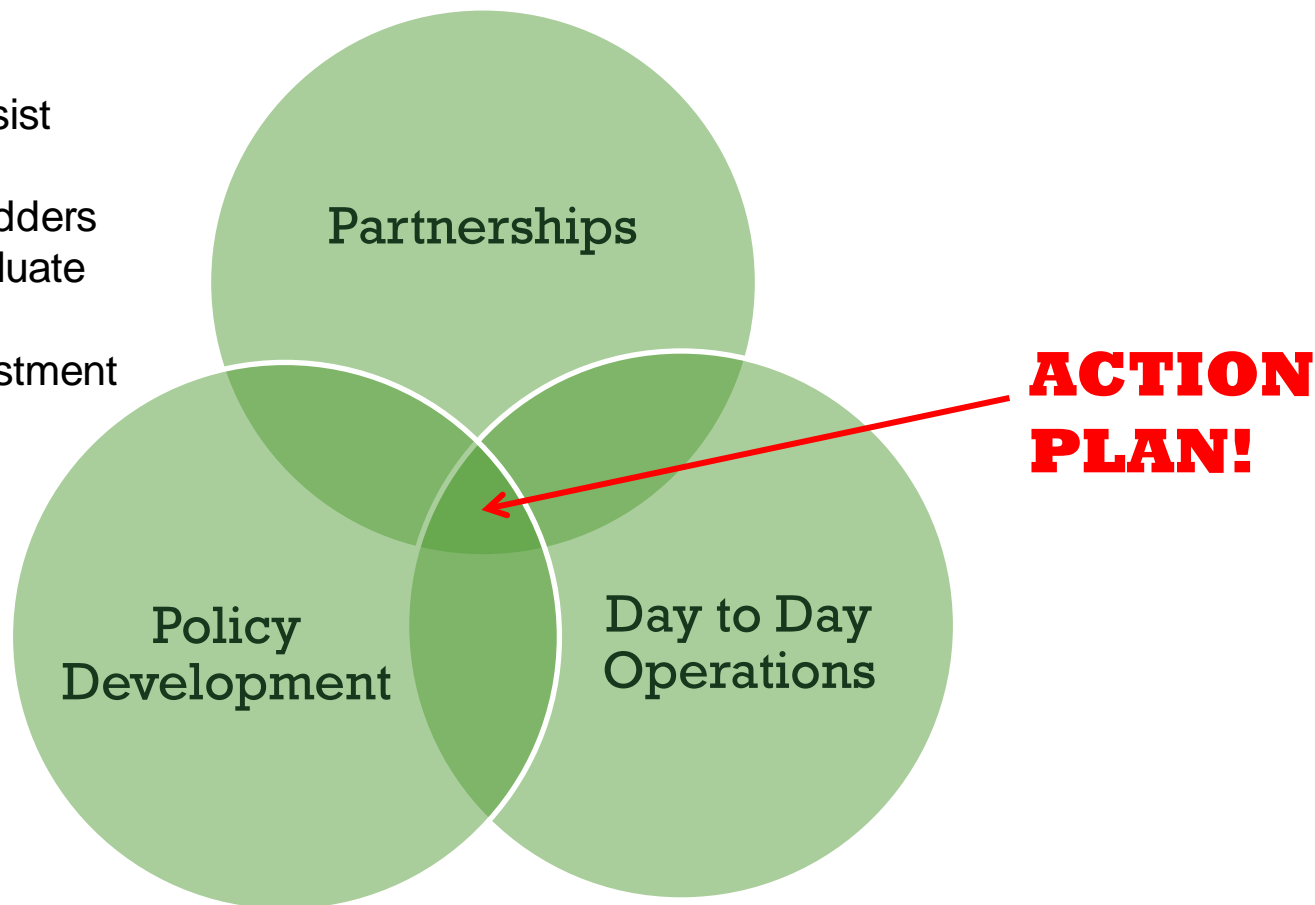
SEAFOOD PROCESSING

2.25	Identify zoning and infrastructure-related challenges to the expansion of maritime and supporting uses on appropriate lands in Astoria
2.26	Promote innovative value-added seafood products, including pre-packaged goods (i.e., "fishpeople")
2.27	Communicate sustainability and conservation-related successes in fisheries management
2.28	Identify research practices that can advance the industry and encourage innovation in product development

What is the final product?

OUTCOMES

- More quality jobs
- Better tools to assist businesses
- Defined career ladders
- Guidelines to evaluate proposals
- More private investment
- Reduce poverty



ACTION PLAN: 2017-2025

Questions?

PROJECT WEBSITE:

www.astoria.or.us – “Current Projects”



City of Astoria
Community
Development



@CityofAstoria

Town Hall Panel Members

- Kevin Leahy - CEDR
- Larry Trujillo – Small Business Administration
- Janet Soto – Business Oregon
- Ian Sisson – Astoria Makers
- Kristen Wilkin – Clatsop Community College

