# **ADVANCE ASTORIA** JOINT STRATEGY DEVELOPMENT WORKSHOP

Hi, and thanks for participating in our strategy development workshop for Advance Astoria. We need your help! Draft strategies and actions are provided below, and we'd like you to use this worksheet to fill in as much as you can of the following:

- 1. Edits to the wording and intent of any existing strategies and actions
- 2. Additional strategies and actions that we may have missed
- 3. Lead and supporting actors needed to implement these strategies and actions

After the workshop, we'll compile your suggestions and revise the strategies and actions below to prepare a final draft of the five-year economic development strategy.

## FOUNDATIONAL STRATEGIES

The following strategies are intended to be broadly beneficial for most or all of Astoria's employers and employees.

LEAD	SUPPORTING
ACTOR	ACTORS

### 1.1 HOUSING >> EXPAND THE SUPPLY OF AFFORDABLE AND MARKET RATE HOUSING IN ASTORIA

- 1.1.1 Use the forthcoming Astoria Housing Strategy to expand housing options for all Astorians
- 1.1.2 Investigate the feasibility of formal and informal "company housing" programs, with partnerships between firms and local property owners
- 1.1.3 Explore a tiny house pilot project with a focus on local workforce development opportunities
- 1.1.4
- 1.1.5 \_\_\_\_\_

#### 1.2 WORKFORCE DEVELOPMENT >> LEVERAGE ASTORIA'S SIGNIFICANT EDUCATIONAL RESOURCES TO MEET THE NEEDS OF LOCAL TARGET INDUSTRY SECTORS

1.2.1 Create a clearinghouse of employer-driven training programs through OSU Extension, CCC/MERTS, local and regional public schools and other institutions

## FOUNDATIONAL STRATEGIES (CONTINUED)

The following strategies are intended to be broadly beneficial for most or all of Astoria's employers and employees.

- 1.2.2 Identify funding sources for scholarship programs targeting skilled workforce development related to Astoria's target clusters
- 1.2.3 Partner with local industries and businesses to expand internship and apprenticeship programs to match local employer needs
- 1.2.4 Facilitate the creation of an online portal to centralize resources and information related to workforce development, including internships, apprenticeships, and scholarships
- 1.2.5 \_\_\_\_\_
- 1.2.6

#### 1.3 BRANDING & IDENTITY >> DEVELOP & MARKET AN ASTORIA BRAND ROOTED IN THE CITY'S UNIQUE HISTORY, CHARACTER AND IDENTITY

- 1.3.1 Retain a consultant to leverage social media channels to better attract skilled workers, entrepreneurs, events and conferences
- 1.3.2 Expand Astoria's "extreme makeover" matching grant program for continued façade improvement in Astoria's commercial centers
- 1.3.3 Identify funding sources to implement Astoria's wayfinding master plan
- 1.3.4
- 1.3.5 \_\_\_\_\_

#### 1.4 DEVELOPMENT & PERMITTING >> ENSURE THAT ADOPTED PERMITTING & DEVELOPMENT REGULATIONS PROVIDE ADEQUATE FLEXIBILITY, CLARITY AND PREDICTABILITY TO FOSTER ECONOMIC GROWTH

1.4.1 Continue to provide flexibility in the interpretation of zoning requirements to encourage adaptive reuse and compatible commercial / industrial development

LEAD SUPPORTING ACTOR ACTORS

## FOUNDATIONAL STRATEGIES (CONTINUED)

The following strategies are intended to be broadly beneficial for most or all of Astoria's employers and employees.

- 1.4.2 Continue to expand City of Astoria's online permitting & development resources & information
- 1.4.3 Develop and implement a coordinated onboarding system for new and small businesses, in coordination with CEDR, ADHDA and other partners
- 1.4.4 Create an online "property finder" tool that markets vacant and potentially redevelopable sites in Astoria
- 1.4.5
- 1.4.6

#### 1.5 PLACEMAKING >> CONTINUE TO BUILD ON ASTORIA'S REPUTATION AND ATTRACTION AS NORTHWEST OREGON'S MOST AUTHENTIC AND LIVABLE CITY

- 1.5.1 Partner with statewide nonprofit biking groups, local riders, and local bike shops to develop, maintain and market a local network of mountain biking trails
- 1.5.2 Consolidate, improve, and expand programming of public spaces in downtown Astoria; consider re-purposing underperforming for commercial spec space
- 1.5.3 Explore partnerships to bring Columbia River cruises back to the Lower Columbia
- 1.5.4 Continue to build on retail and service provision in Astoria's Uniontown and South Slope neighborhoods
- 1.5.5 \_\_\_\_\_
- 1.5.6 \_\_\_\_\_
- 1.6 INFRASTRUCTURE >> PROVIDE THE INFRASTRUCTURE NECESSARY TO SUPPORT BUSINESS RETENTION, RECRUITMENT, CREATION AND EXPANSION
- 1.6.1 Ensure the long-term supply of high-quality drinking water in Astoria

## FOUNDATIONAL STRATEGIES (CONTINUED)

The following strategies are intended to be broadly beneficial for most or all of Astoria's employers and employees.

LEAD SUPPORTING ACTOR ACTORS

- 1.6.2 Ensure reliable broadband provision to homes and businesses in Astoria
- 1.6.3 Find funding sources for implementation of the Transportation System Plan and to expand transit service
- 1.6.4 Expand water-borne passenger transportation options on the Lower Columbia River
- 1.6.5
- 1.6.6 \_\_\_\_\_
- 1.7 PARTNERSHIPS & ORGANIZATION >> LEVERAGE COOPERATIVE STRUCTURES & FINANCING TOOLS TO EMPOWER LOCAL BUSINESSES, FOUNDATIONS & NOT-FOR-PROFIT ORGANIZATIONS
- 1.7.1 Explore the concept of aggregators to cooperatively distribute locally-made products from Astoria businesses to larger metropolitan markets
- 1.7.2 Create a "Funders Network Roundtable" aimed at convening funders in Astoria to empower local capacity building efforts by Astoria foundations & non-profits
- 1.7.3 Develop & solicit membership in a "Made in Astoria" campaign for certification to support local products & technology
- 1.7.4 Assess the feasibility of a shared commercial kitchen for local value-added producers
- 1.7.5 Investigate a grant from the Meyer Memorial Trust to underwrite an "Equity Fund" for small loans or to capitalize existing Revolving Loan Fund
- 1.7.6 Work with partners to curate and host Astoria-based professional co-working retreats that support industries unique to the region
- 1.7.7
- 1.7.8 \_\_\_\_\_

## TARGET INDUSTRY STRATEGIES

The following strategies are intended to support specific industry clusters that offer unique opportunities for Astoria.

LEAD SUPPORTING ACTOR ACTORS

#### 2.1 CRAFT BEVERAGE & FERMENTATION >> LEVERAGE EXISTING ANCHORS AND OTHER RESOURCES TO SUPPORT AND GROW NEW AND EXISTING CRAFT BEVERAGE & FERMENTATION SECTOR ACTIVITY

- 2.1.1 Support the creation and/or expansion of a fermentation science or similar program at CCC with support from OSU
- 2.1.2 Support a shared-equipment incubator concept or "lease this brewery" model to support the creation and growth of new craft beverage establishments
- 2.1.3 Create a "brewing coalition" to share knowledge and talent, and foster new initiatives to improve sustainability practices
- 2.1.4 \_\_\_\_\_
- 2.1.5
- 2.2 EDUCATION, MEDICINE AND R&D >> STRENGTHEN LOCAL EDUCATIONAL AND MEDICAL INSTITUTIONS THAT SERVE ASTORIA RESIDENTS, CREATE ECONOMIC VALUE AND CONTRIBUTE TO LOCAL INNOVATION
- 2.2.1 Contine to support local science in sustainable resource management of fish and wildlife populations
- 2.2.2 Recruit value-added products and services firms and research & development programs that leverage traditional North Coast natural resources
- 2.2.3 Partner with the OSU extension campus to identify priorities and secure needed resources
- 2.2.4 Ensure that Columbia Memorial Hospital can accommodate future growth through a master plan; including supportive zoning, targeted capital improvements and other tools
- 2.2.5 Connect employers in education and health care to national skilled workforce pools through branding, recruitment, relocation incentives and other tools

## TARGET INDUSTRY STRATEGIES (CONTINUED)

The following strategies are intended to support specific industry clusters that offer unique opportunities for Astoria.

LEAD	SUPPORTING
ACTOR	ACTORS

- 2.2.6 Convene a group to articulate & advocate the policy priorities of medical providers & educational institutions
- 2.2.7

2.2.8

#### 2.3 MARITIME >> EXPAND MARITIME ASSETS & INFRASTRUCTURE TO BECOME A NATIONAL HUB FOR MARITIME OPERATIONS, TRAINING & RELATED MANUFACTURING

- 2.3.1 Identify zoning and infrastructure-related challenges to the expansion of maritime and supporting uses on appropriate lands in Astoria
- 2.3.2 Pursue federal designation as a "Maritime Center of Excellence" for South Tongue Point
- 2.3.3 Increase support for MERTS by securing additional land, equipment, faculty & other key resources to expand training of workers in the maritime industry cluster
- 2.3.4 Support proactive planning for the future use of Port property at North Tongue Point
- 2.3.5 Undertake targeted recruitment of synergistic maritime firms as well as up- and down-stream suppliers and distributors to the sector
- 2.3.6 Partner with the locally-based U.S. Coast Guard Sector Columbia River to identify public sector needs & priorities related to local operations & employment
- 2.3.7 \_\_\_\_\_

## TTARGET INDUSTRY STRATEGIES (CONTINUED)

The following strategies are intended to support specific industry clusters that offer unique opportunities for Astoria.

LEAD SUPPORTING ACTOR ACTORS

#### 2.4 MICROENTERPRISE >> NURTURE ASTORIA'S BURGEONING ENTREPRENEURIAL ECOSYSTEM TO EXPAND & DIVERSIFY LOCAL ECONOMIC OPPORTUNITIES

- 2.4.1 Support the creation of a not-for-profit (non-equity) small business accelerator aimed at growing local high-potential startups
- 2.4.2 Identify opportunities for a proprietary crowd-sourcing platform that allows local residents to invest in local start-ups and small business expansion
- 2.4.3 Create an "Etsy guild" to share knowledge, cross-represent products, improve business practices and foster new initiatives
- 2.4.4 Establish design & prototyping programs for local entrepreneurs in partnership with local maker space and industry educators
- 2.4.5 Support the creation of a co-working space in Astoria that allows employees and entreprenuers to grow and work untethered
- 2.4.6 Plan and host a "startup challenge" to spur innovation and increase the visibility of locally-produced products
- 2.4.7 Explore the potential for small business boot camps to leverage the knowledge of established entrepreneurs for new business owners
- 2.4.8 Apply for Business Oregon's Rural Opportunities Initiative to bring more resources to entrepreneurs
- 2.4.9
- 2.4.10

## TARGET INDUSTRY STRATEGIES (CONTINUED)

The following strategies are intended to support specific industry clusters that offer unique opportunities for Astoria.

LEAD SUPPORTING ACTOR ACTORS

#### 2.5 SEAFOOD PROCESSING >> SUPPORT SEAFOOD PROCESSING AS AN ENDURING ECONOMIC ENGINE FOR ASTORIA AND THE REGION

- 2.5.1 Identify & expand local production of innovative value-added seafood products, including pre-packaged goods
- 2.5.2 Invest in and support sustainablility and conservation-related programs in fisheries management
- 2.5.3 Respond to regional and national changes in fishery management with local co-housing programs targeted at seasonal seafood processing workers and fishermen
- 2.5.4 Identify research practices that can advance the industry and encourage innovation in product development
- 2.5.5 Aid local companies in recruiting workers for seasonal and permanent job openings
- 2.5.6
- 2.5.7

## Thank you for your help!