

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 ACTOR	SUPPORTING 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.

	LEAD ACTOR	SUPPORTING ACTORS
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	

FOUNDATIONAL STRATEGIES (CONTINUED)

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

	LEAD ACTOR	SUPPORTING ACTORS
1.4.2		
1.4.3		
1.4.4		
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		
1.5.2		
1.5.3		
1.5.4		
1.5.5		
1.5.6		
1.6		
INFRASTRUCTURE >> PROVIDE THE INFRASTRUCTURE NECESSARY TO SUPPORT BUSINESS RETENTION, RECRUITMENT, CREATION AND EXPANSION		
1.6.1		

FOUNDATIONAL STRATEGIES (CONTINUED)

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

	LEAD ACTOR	SUPPORTING ACTORS
1.6.2		
1.6.3		
1.6.4		
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		
1.7.2		
1.7.3		
1.7.4		
1.7.5		
1.7.6		
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 ACTOR	SUPPORTING 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 Continue 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 ACTOR	SUPPORTING ACTORS
2.2.6		
2.2.6		
2.2.7		
2.2.7		
2.2.8		
2.2.8		
2.3		
MARITIME >> EXPAND MARITIME ASSETS & INFRASTRUCTURE TO BECOME A NATIONAL HUB FOR MARITIME OPERATIONS, TRAINING & RELATED MANUFACTURING		
2.3.1		
2.3.1		
2.3.2		
2.3.2		
2.3.3		
2.3.3		
2.3.4		
2.3.4		
2.3.5		
2.3.5		
2.3.6		
2.3.6		
2.3.7		
2.3.7		
2.3.8		
2.3.8		

TARGET INDUSTRY STRATEGIES (CONTINUED)

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

	LEAD ACTOR	SUPPORTING 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 entrepreneurs 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 ACTOR	SUPPORTING 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 sustainability 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!