

Target Industry Matrix: Advance Astoria Advisory Committee

Industry	Sample Position: Starting Wage (Avg)	Stengths	Weaknesses*	Opportunities	Threats	Potential Strategies	Evaluation Criteria
Craft brewing	Brewer: \$14-20/hr Office Support: \$13-16/hr HR: Salary	Defined career ladder	Lower starting wage	Growth Opportunity: Kombucha, cider, mead, hard soda, and distilling		Brewing Coalition	Starting wages and salary range at or above living wage; upward movement in wage scale
		Traded sector	Smaller share of jobs in brewpub model	Export to Asian markets			Traded sector or knowledge-based industry
		Supports retail business and supply chain	Tightening market for craft beer	Brewers open more breweries; market expansion			"It Factor" - Growth projection in industry supports long term (1-5 year) job outlook
		Collaboration part of industry culture	Crossover from retail	Connection to OSU Corvallis and CCC program?			Public-private partnership opportunity: City government role or link to the industry to grow tax base, improve neighborhoods and promote partnership opportunities
		External branding: "Made in Astoria"		Placemaking: Supports "Fermentation District" concept			Supports community livability and Astoria culture
Research & Development: Eds & Meds	Medical Assistant: \$17/hr	Defined career ladders	Needs clear master/strategic plan to support growth	Placemaking: Supports Medical District concept		R&D Coalition	
	Medical Secretary: \$17.50/hr	Knowledge-based	Future of Obamacare uncertain	CCC DRAFT Strategic Plan			
	Pharmacy Tech: \$17.83	Brings research dollars and outside professionals	Land intensive	Baby boomer retirements will open many positions			
		Offers critical needs	No assessed value				
		Educational infrastructure			Tsunami regulations?		
		Collaboration opportunity					
	Mariner: \$18/hr	Demand in regional market	Limited amount of local jobs	Coast Guard Cutters		Maritime Center of Excellence (Federal Designation)	

Maritime: Deck hand, metalwork, boatswain, engineering, building/repair		Educational infrastructure	AMCO shutting down				
		Supports local culture/working waterfront ideal	Future of South Tongue Point				
		Supports MERTS Expansion	Placemaking opportunity?				
		Coast Guard connection	Future of South Tongue Point				
		Brings students from outside of Astoria	Limited data at local level				
		Touches multiple business sectors					
Microenterprise: "Cottage Industry"	Sole Proprietor: Gross Sales	Supports home-based industries	Volatile market	New maker space available; Commercial kitchen for foodies	Home occupation rules for "light manufacturing"	"Etsy Guild"	
		Support entrepreneurial climate for other maker industries	Scaling is difficult		Internet service is unreliable	Kitchen feasibility study	
		Less land intensive	Income is uncertain			Senior Center?	
		Online sales platform	Brick & mortar difficult proposition			Fairgrounds?	
		External branding	Hard to track success (no sales tax)			"Made in Astoria" Brand	
		Sunday Market/4Biz Kids	Seasonality			Microloan Program: <\$5K loans	
Seafood Processing	Line Worker: Min Wage Skilled: \$13-15/hr	Traded sector	Higher minimum wage will accelerate automation	Port of Astoria leases to almost all processors; OSU Seafood Lab connection	City has limited capacity for filtered potable water		
		Lots of jobs/defined career path					
		Healthy supply chain	Volatile market				
		Strong cultural identity	Capital intensive (equipment)				
		External branding	Port lacks clear strategy				

DRAFT: 3/14/2017

*Housing continues to be a short term and long term weakness for recruitment of employees. The City has a separate, but parallel strategy for affordable housing.

Non-Targeted Industries

These industries include but are not limited to hospitality, retail, and tourism. These industries are critical to the local economy, but are not considered target industries.

Historically, these industries have performed well as long as the macro economic conditions are healthy.

Other organizations are providing high value service to these industries where the City plays a secondary role.

These industries typically do not pay above minimum wages, but do provide excellent opportunities for first time workers to gain experience.

Advance Astoria is focused on the selection of target industries as part of a larger "batch strategy" to grow clusters of collaborative industries to support a healthy and resilient economic ecosystem.