

CLATSOP COUNTY STRATEGIC PLANNING

OCTOBER 2020

ECONOMIC DEVELOPMENT FOCUS AREA

Introduction

Clatsop County is developing a Strategic Plan to serve as the cornerstone of an annual process to link planning, budgeting, implementation, monitoring, and evaluation. The Board of Commissioners retained Portland State University, Center for Public Service, to facilitate and guide the planning process. The County has (1) defined a Vision, Mission and set of Values; (2) assessed past, current, and likely future conditions that suggest areas that could benefit from special attention; and (3) evaluated and selected the most important areas for the Plan to address in FY 2021-22 (Focus Areas).

In August 2020, the Board of Commissioners identified five focus areas for the Plan to address, and creating work groups to develop reports describing issues and evaluating potential actions to address them:

- Governance
- Infrastructure
- Economic Development
- Environmental Quality
- Social Services

In September 2020, the Economic Development Focus work group convened to discuss areas for focus and improvement over the next 12-18 months. The members of the group were:

Mark Kuala, District 1 Commissioner
John Toyooka, District 2 Commissioner-elect
Courtney Bangs, District 4 Commissioner-elect
Kevin Leahy, Clatsop Economic Development Resources (CEDR)
David Reid, Astoria-Warrenton Chamber of Commerce
Ayreann Colombo, COL-PAC
Melanie Olson, Business Oregon
Don Bohn, County Manager
Suzanne Johnson, Director, Assessment and Taxation
Gail Henrikson, Director, Community Development

Description of Focus Area

A strong, diverse and resilient economy is essential to meet the education, social, environmental, infrastructure, equity and quality of life goals for our community. For the purpose of strategic planning, economic development encompasses many facets including job retention and creation, family wage incomes, transportation, infrastructure, comprehensive community planning and removal of regulatory barriers where feasible and appropriate.

The Infrastructure Focus Group is addressing the key components of affordable housing, broadband and child care. While not included in the work of the Economic Develop Focus Group, the three areas have been discussed and identified as essential to the economic vitality of our community.

Economic Development efforts at the local level require collaboration and partnership with the state and all manner of public, private and not-for-profit partners. The short- and long-term strategies illustrated in this report assume collaboration and partnership among the state, Clatsop County, Clatsop Economic Development Resources (CEDR), Chambers, education partners and business interests.

The County's role in economic development may assume several forms, including: direct service provider, partner, or supporter. The County currently functions primarily as a partner and supporter as we provide a financial contribution (partner) to CEDR who serves as the County economic development arm; and support through technical assistance and endorsement/advocacy of specific projects and/or legislation.

Clatsop County endeavors to engage with economic development partners with a spirit of teamwork, productivity, transparency/accountability, effectiveness, efficiency, and equity/fairness.

Recommended Actions

Overview

After introductions and an overview of the strategic planning initiative, the work group developed nine (9) actions for focus over the next eighteen months and beyond. The group categorized the proposed actions into tiers. Tier 1 refers to items that will be a primary focus during FY 2021-22, while recognizing select actions will be multi-year engagements. Tier 2 refers to items that will be worked on as time and resources are available; if not completed in the FY 2021-22 cycle, they will roll over as part of FY 2022-23 considerations.

Summary of Recommended Actions by Tier

Tier 1 - Foundational	Tier 2 - Next Step: Aspirational
Formalize plan to market/sell North Coast Business Park for development purposes; include assessment of private/public partnership opportunities.	Identify additional programs or incentives for use of state video lottery funds.
Collaborate with partners to develop toolkit summarizing business incentives, emphasizing retention and growth of existing businesses.	Collaborate with partners to evaluate the capacity of economic development agencies to respond to marketing, retention and expansion opportunities.
Initiate process to review local regulatory barriers to economic development. Include evaluation of opportunities to reduce the cost of development such as (but not limited to) <ol style="list-style-type: none"> 1. Conduct wetland delineations in particular geographic areas where wetlands are prevalent; and/or 2. Assist with surveying costs or preparation of elevation certificates for properties within Special Flood Hazard Areas. 	Partner with ODOT and local transit agencies to expand transit options for tourist traffic in order to reduce traffic congestion.
	Tier 2 - Next Step: Administrative
	Continue support of the Clatsop County Arts Commission and annual “Arts Summit” as an integral and growing element of a diverse economy.
	Identify opportunities for Board of Commissioners and other elected officials to participate in economic development training and workshops.
	As part of Comprehensive Plan, evaluate development opportunities, incentives and barriers for the Jewell and Westport areas.

The work group developed the details for Tier 1 actions only, which follow. As the County begins to engage in Tier 2 actions, it would begin by developing a similar description of each action.

Details of Tier 1 Recommendations:

1. Formalize plan to market/sell North Coast Business Park for development purposes; include assessment of private/public partnership opportunities.

How the action will address an issue of importance

The North Coast Business Park (NCBP) is the largest single, contiguous site of vacant, buildable, industrial-zoned property in Clatsop County. The NCBP features

approximately 162 acres of vacant land owned by Clatsop County located within the City of Warrenton. It is part of a larger collection of parcels acquired by the County in 1991 and targeted for development of family wage jobs and expansion of County and City tax base. The property’s General Industrial (I1) zoning designation allows a variety of uses including manufacturing, business offices and distribution services. Taking into consideration all identified wetlands on the property and proposed protection and mitigation measures, approximately 117 acres are available for development.

How the action fits with other current policies and activities

The County and other partners are focused on supporting a diverse and resilient local economy. This is fundamental to meeting other County goals and objectives; and contributing to the long-term livability and prosperity of our community. This action is consistent with the strategic plan and previous Board goals and objectives.

Who does what, and how

The County will facilitate a collaborative process to assess the various paths toward private investment and development of the NCBP, including an evaluation of public-private partnerships. Participants of this process will include (but are not limited to) Clatsop County, Business Oregon, CEDR, City of Warrenton, commercial real estate broker(s) and other consultants.

Timeline

The goal is to have a preliminary strategy and recommendation for Board of Commissioner consideration during the fourth quarter of FY 20-21.

Funding Requirement

The estimated cost of developing a strategy is approximately \$50,000 and is primarily related to funding consultants and studies such as an updated wetland delineation. Resources for consultants and studies are paid by the Industrial Revolving Fund.

Description	One-time Expense	Annual/Ongoing	Total FY 21
Consultant(s)	\$50,000	TBD	\$50,000

Monitoring Progress

The County Manager’s Office will provide regular updates to the Board of Commissioners and key partners and interested parties.

2. Collaborate with partners to develop toolkit summarizing business incentives, emphasizing retention and growth of existing businesses.

How the action will address an issue of importance

Clatsop County and local economic development interests are committed to support the retention and growth of existing businesses. This toolkit will be a resource and

clearinghouse of information for businesses to plan, seek technical assistance and apply for the various available incentives.

How the action fits with other current policies and activities

This action is focused on working closely with existing businesses to remain and prosper in Clatsop County. It is consistent and aligned with the work of CEDR, Small Business Development Center and the various Chambers of Commerce.

Who does what, and how

Clatsop County and CEDR will develop a collaborative process to develop the toolkit. It will include Business Oregon, cities and other interested parties.

Timeline

The toolkit will be developed during FY 2021-22.

Funding Requirement

The action item will be supported and facilitated by a consultant.

Description	One-time Expense	Annual/Ongoing	Total
Consultant	\$30,000	TBD	\$30,000

Monitoring Progress

Regular Board of Commissioner and Interested Parties updates/briefings.

3. Initiate process to review local regulatory barriers to economic development. Include evaluation of opportunities to reduce the cost of development such as (but not limited to)
 - a. Conduct wetland delineations in particular geographic areas where wetlands are prevalent; and/or
 - b. Assist with surveying costs or preparation of elevation certificates for properties within Special Flood Hazard Areas.

How the action will address an issue of importance

In recognizing the importance of economic development to the quality and resiliency of the community; it is vital for the County and other regulatory agencies review the requirements, processes and fees to ensure alignment with public policy goals. This should be a collaborative and continuous process of improvement to the local regulatory systems.

How the action fits with other current policies and activities

This action addresses local regulatory barriers and opportunities to reduce the costs of development. It focuses on local solutions to local challenges and reinforces the

value of collaboration, cooperation and continuous improvement. This action is consistent with strategic goals and best practices.

Who does what, and how

Clatsop County will convene a group of interested parties to review, analyze and make recommendations to 1) eliminate regulatory barriers; and 2) identify opportunities to reduce costs of development. The group will include broad representation from business, development, cities and other interests.

Timeline

This process will be convened during FY 2021-22; with recommendations to the Board of Commissioner during the 4th quarter.

Funding Requirement

This action item will be primarily staff convened and supported. It is possible a consultant will be retained to assist with meeting coordination/support/facilitation.

Description	One-time Expense	Annual/Ongoing	Total FY 21-22
Consultant	\$30,000	TBD	\$30,000

Monitoring Progress

Regular Board of Commissioner and Interested Parties updates/briefings.

Tier 1 Summary Estimated Expenses

Task	One-time Expense	Annual/Ongoing	Total FY 21-22
1	\$ 50,000	TBD	\$ 50,000
2	\$ 30,000	TBD	\$ 30,000
3	\$ 30,000	TBD	\$ 30,000
Total	\$110,000	TBD	\$110,000