



CITY OF ASTORIA  
CITY COUNCIL WORK PLAN  
2023 - 2028



## Astoria City Council

Sean Fitzpatrick – Mayor

Andy Davis – Ward 1

Tom Brownson – Ward 2

Elisabeth Adams – Ward 3

Tom Hilton – Ward 4

## Executive Team

Scott Spence – City Manager

Matt Brandmeyer – Community Development Director

Ryan Quigley – Executive Assistant to the City Manager

Hilary Norton – Finance & Administrative Services Director

Dan Crutchfield – Fire Chief

Ashley Houston – Human Resources Director

Suzanne Harold – Library Director

Jonah Dart-McLean – Parks & Recreation Director

Stacy Kelly – Police Chief

Jeff Harrington – Public Works Director



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# City of Astoria

## ASTORIA CITY COUNCIL

The Astoria City Council is the governing body of the City of Astoria, and is comprised of four (4) City Councilors, each representing their own Ward, and a Mayor elected by the general public. On May 12, 2023, the City Council met during an Annual Retreat to further define and lay out a five-year work plan that would provide City Council and City staff with identifiable goals to address community priorities.





# City of Astoria

## Guiding Principles

The City Government will provide high quality service, be responsive, and be transparent. The City of Astoria is committed to being a community welcoming diversity, embracing equity and inclusion, and where all are accepted, valued, respected, and safe.



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

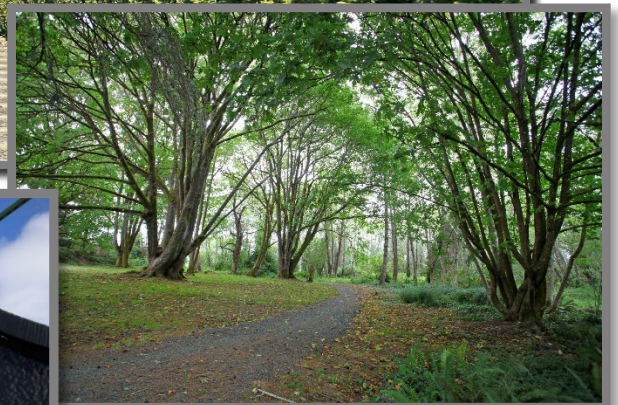


# City of Astoria

## Goals

While developing this document, the Astoria City Council identified five goal areas. The following goal areas will be supported by tasks and objectives:

- Preservation of Astoria's Unique Character
- Livability and Quality of Life for Residents
- A Thriving Local Economy
- Resilience as a Community
- Housing for all Astorians



# Preservation of Astoria's Unique Character

**Goal:** The Preservation of Astoria's Unique Character

**Context:** As the oldest United States settlement west of the Rockies, the City of Astoria is proud of its history and heritage that has developed over two centuries. With over 10,000 residents and thousands of visitors that come to Astoria each year, the City Council recognizes the importance of preserving Astoria's distinctive character.

## 2023- 2028 PRIORITIES

- Heritage Square.....7
- Astoria Column – 100 Year Anniversary.....8
- Partner with District entities..... 9



# Preservation of Astoria's Unique Character

## Heritage Square

**Objective:** Initiate a Plan to Address the Inaccessible Space referred to as Heritage Square.

**City Role:** Primary

**Lead Department(s):** City Manager, Parks & Recreation, Public Works, and Community Development

**Secondary Department(s):**

**Point of Contact:** Scott Spence, City Manager and Jonah Dart-McLean, Parks & Recreation Director

**Background:** On a city block (the “Legion Block”) in the center of downtown Astoria, an exposed basement exists where a grocery store once stood until 2005. Immediately adjacent to the Garden of Surging Waves, the area is fenced off and inaccessible to the public. Since 2002, there have been several ideas and plans advanced for the space. The City is also working with the EPA and DEQ to facilitate a plan to address contamination, at the basement level, adjacent and south of Heritage Square that will impact any plans going forward.

### ANTICIPATED BENCHMARKS

| 2024  | 2025  | 2026 and beyond |
|---|---|-----------------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Outline a framework that advances a vision for Heritage Square which incorporates community and stakeholder engagement. (Qtr. 1)</li> <li><input type="checkbox"/> Finalize engineering plans for space immediately adjacent Heritage Square (Qtr. 2)</li> <li><input type="checkbox"/> Apply for EPA grants to help pay for construction that will cap environmental comprised area for space adjacent to Heritage Square. (Qtr. 3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Complete construction of cap for space adjacent to Heritage Square and obtain a “No Further Action” on site. (Q3 &amp; Q4)</li> </ul> |                 |





# Preservation of Astoria's Unique Character

## Support Astoria Column's 100 Year Anniversary

**Objective:** Celebrate the Astoria Column's 100 Year Anniversary

**City Role:** Secondary

**Lead Department(s):** Parks & Recreation

**Secondary Department(s):** City Manager

**Point of Contact:** Jonah Dart-McLean, Parks & Recreation Director

**Background:** The Astoria Column stands at 125 feet atop of Coxcomb Hill, the highest point in the City of Astoria. Originally built in 1926, the Astoria Column memorializes the region's history and culture. A top attraction in the region, thousands of people visit the site each year. On July 2026, the Astoria Column will celebrate 100 years. Given the significance of this unique Astoria landmark, the City will work with community partners in promoting and recognizing the Astoria Column's 100 year anniversary.

### ANTICIPATED BENCHMARKS

| 2023  | 2024 - 2025   | 2026  |
|---|---|---|
| <input type="checkbox"/> Attend planning meetings of Friends of the Astoria Column. (Q3 & Q4) | <input type="checkbox"/> Attend Planning Meeting of Friends of the Astoria Column. (2024 - Q1 thru Q4   2025 - Q1 thru Q4)<br><br><input type="checkbox"/> Help Promote the 100 year celebration of Astoria Column. (2025 - Q4) | <input type="checkbox"/> Participate in lead-up events in anticipation of 100 year anniversary of Astoria Column (Q1 & Q2).<br><br><input type="checkbox"/> Celebrate 100 year anniversary of Astoria Column (Q3) |



# Preservation of Astoria's Unique Character

## Partner with District Entities

**Objective:** Partner with Uppertown, the Downtown Historic District, and Uniontown organizations to promote their distinct identities, and businesses.

**City Role:** Primary

**Lead Department(s):** City Manager's Office

**Secondary Department(s):** Community Development Department

**Point of Contact:** Scott Spence, City Manager

**Background:** The City of Astoria enjoys distinct areas within its city boundaries that share a common history and/or heritage. Notably these areas include Uppertown, the Downtown Historic District, and Uniontown. Residents and local businesses alike are closely connected with their district's image and reputation. The City of Astoria would like to continue proactive engagement with these districts to help preserve and promote their unique character and identity.

## ANTICIPATED BENCHMARKS

| 2023  | 2024   | 2025 and beyond   |
|---|--|---|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Have members of Astoria City Council attend Astoria Downtown Historic District Association meetings at least quarterly (Q3)</li> <li><input checked="" type="checkbox"/> Renew agreement with the Astoria Downtown Historic District Association that promotes tourism related activities (Q3)</li> <li><input checked="" type="checkbox"/> Enter into an agreement with Uppertown Business Association for the promotion of tourism related activist in Uppertown area. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify Uniontown civic leaders. (Q1)</li> <li><input type="checkbox"/> Encourage meetings of Uniontown civic leaders to maintain communication and dialogue on important issues (Q3).</li> <li><input type="checkbox"/> Have members of Astoria City Council attend Astoria's Historic District Association meetings at least quarterly (Q1, Q2, Q3, &amp; Q4)</li> <li><input type="checkbox"/> Have members of Astoria City Council attend Uppertown Business Association at least quarterly (Q1, Q2, Q3, &amp; Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Explore strategies to better define boundaries of Uniontown, Astoria's Historic Downtown, and Uppertown (i.e., signage, artwork, etc.) (Q1)</li> <li><input type="checkbox"/> Produce brief write up/history of Uniontown, Astoria's Historic Downtown, and Uppertown and share on City's website (Q2).</li> <li><input type="checkbox"/> Apply for a state grant to develop a sub-area plan document for Uppertown and incorporate into City's Comprehensive Plan (Q2).</li> </ul> |





# Livability and Quality of Life for Residents

Goal: Maintain a high standard of quality of life for City of Astoria residents.

**Context:** The City of Astoria provides essential services and programs to improve the quality of life of its residents. City Council identified “livability and quality of life for residents” with the long-term vision of constantly improving upon Astoria residents’ overall quality of life. Priorities identified by City Council directly relate to this goal.

## 2023- 2028 PRIORITIES

- Library Renovation.....11
- Homelessness Response.....12
- Columbia Memorial Hospital.....13



# Livability and Quality of Life for Residents

## Library Renovation

**Objective:** Complete the Renovation of the Astoria Public Library

**City Role:** Lead

**Lead Department(s):** Library

**Secondary Department(s):** City Manager

**Point of Contact:** Suzanne Harold, Library Director

**Background:** In November 2022, Astoria voters approved an \$8 million bond measure for a full renovation of the library. This bond passed with a nearly 70% voter approval, demonstrating how important this public space is to the citizens of Astoria. This project will modernize the Astoria Public Library by renovating and expanding into the basement, resulting in 18,000 square feet open to the public. This project provides enhanced areas for youth programs, updating the technology and essential systems, and making the space 100% ADA accessible, while keeping the historic Ebba Wicks Brown mid-century building intact.

### ANTICIPATED BENCHMARKS

| 2023   | 2024   | 2025 and beyond                                      |
|--|--|--|
| <input checked="" type="checkbox"/> Select and award Contract for Architecture and Engineering Services. (Q3)              | <input type="checkbox"/> Begin Construction Documents. (Q1)              | <input type="checkbox"/> Complete Construction. (Q3) |
| <input checked="" type="checkbox"/> Launch Public Engagement Process to affirm Vision of Astoria Public Library. (Q3 & Q4) | <input type="checkbox"/> Execute Contract for GM/GC services. (Q1)       | <input type="checkbox"/> Grand Reopening. (Q4)       |
| <input checked="" type="checkbox"/> Begin Work on Schematic Design. (Q4)   | <input type="checkbox"/> Complete Construction Documents. (Q2)           |  |
| <input checked="" type="checkbox"/> Hire Project Manager Services for Library Project. (Q4)                                | <input type="checkbox"/> Complete Permitting Process. (Q3)               |  |
| <input checked="" type="checkbox"/> City Council Approve Schematic Design by Year-End. (Q4)                                | <input type="checkbox"/> Relocation Library Programs and Services. (Q3). |  |
|  | <input type="checkbox"/> Start Construction. (Q4)                        |  |





# Livability and Quality of Life for Residents

## Homelessness Response

**Objective:** Develop strategies, and solutions to address homelessness within the City of Astoria

**City Role:** Lead

**Lead Department(s):** City Manager’s Office, Police, Fire, & Parks & Recreation

**Secondary Department(s):** Public Works

**Point of Contact:** Scott Spence, City Manager and Stacy Kelly, Police Chief

**Background:** Clatsop County has the highest per capita rate of homeless individuals in the State. The City will work with the County to achieve a consistent framework to effectively deal with this societal problem. The City realizes homelessness cannot be “fixed overnight” and that one solution cannot adequately address all circumstances. Instead, the City will work with local non-profits to provide critical services to help people out of homelessness.

### ANTICIPATED BENCHMARKS

| 2023  | 2024   | 2025 and beyond  |
|---|--|--|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Establish the Livability Response Team (Q1).</li> <li><input checked="" type="checkbox"/> Council awarded \$100,310 in granted to 15 area non-profits in FY 2023/2024 (Q3).</li> <li><input checked="" type="checkbox"/> City Council grants \$30,000 to Clatsop County toward construction of Columbia Inn (Q3)</li> <li><input checked="" type="checkbox"/> Columbia Inn opened providing shelter capacity for up to 50 people (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrate Cadets into Homeless Outreach Team within the Police Department (Q1)</li> <li><input type="checkbox"/> Collaborate with service and shelter providers to meet community need to house and provide direct services to homeless community. (on-going)</li> <li><input type="checkbox"/> Continue City’s Participation in Multi-Agency Coordination – MAC meetings. (Q1, Q2, Q3, &amp; Q4)</li> <li><input type="checkbox"/> Explore funding strategies to enhance Mobile Outreach Team to provide mental health services out in the community. (Q3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Support the development of Clatsop Behavior Health’s new facility on Marine Drive. (Q4)</li> </ul> |



# Livability and Quality of Life for Residents

## Columbia Memorial Hospital

**Objective:** Update City’s Comprehensive Plan, Development Code, Zoning Map, and initiate other elements in support of the proposed expansion of the Columbia Memorial Hospital

**City Role:** Lead

**Lead Department(s):** Community Development

**Secondary Department(s):** Public Works Department and City Manager’s Office

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** In February 2023, the Columbia Memorial Hospital Board announced the remodel and expansion of the Hospital, which would include the remodel of the existing facility, and the construction of a new facility – estimated at 180,000 square feet. The project, estimated at approximately \$175 million, includes a variety of additions that would benefit the residents of the City as well as increase the resiliency of the hospital in the event of an emergency.

### ANTICIPATED BENCHMARKS

| 2023  | 2024  | 2025 and beyond |
|---|---|-----------------|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> April 21, 2023, Work Session to discuss City’s Development Code and identify necessary applications/step for hospital design – with Winterbrook Consultants. (Q2)</li> <li><input checked="" type="checkbox"/> Astoria Planning Commission’s Final recommendation to City Council on Development Code Changes. (Q4)</li> <li><input checked="" type="checkbox"/> City Council’s final vote on Development Code Changes related to CMH’s expansion project. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Consider the vacation of 21st Street between Exchange Street and Franklin Avenue. (Q1)</li> <li><input type="checkbox"/> Consider the approval of Hospital Bond Financing in support of CMH’s expansion project (Q1).</li> <li><input type="checkbox"/> Issue final permits and approval for anticipated construction start of CMH expansion project. (Q4)</li> </ul> |                 |





# A Thriving Local Economy

**Goal:** Work with local businesses/organizations to establish and promote a thriving diverse local economy.

**Context:** The City of Astoria strives to create the conditions that support a diverse and resilient economy, one that can respond to change as well as expand. Astoria benefits from its geographical location on the Columbia River and from its critical partners such as the Port of Astoria, Clatsop Community College, Astoria-Warrenton Chamber, United States Coast Guard, and others. A thriving local economy is key to maintain Astoria as a quality community.

## 2023- 2028 PRIORITIES

- Collaborate with Key Partners to Update a 5-Year Economic Development Strategy.....15
- Finalize Port Master Plan .....16
- Develop Strategies to Support the Marine/Industrial Development of Tongue Point.....17
- Update City Permitting and Site Plan Review Process.....18
- Reaffirm Priorities under Astor East and West Urban Redevelopment Districts.....19
- Initiate Programs and Services to Assist Astoria’s Business Community.....20
- Help Support Astoria’s Thriving Art and Culture Community .....21



# A Thriving Local Economy

## Collaborate with Key Partners to Update a 5-Year Economic Development Strategy

**Objective:** To work alongside our local business community and economic development partners and outline a definitive strategy advancing citywide economic development priorities.

**City Role:** Lead

**Lead Department(s):** Community Development, City Manager’s Office

**Secondary Department(s):** Finance Department

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** The City of Astoria recognizes that developing a strong local economy is an essential part of maintaining a high level of livability for our residents. As part of developing a strong local economy, the City of Astoria is looking to collaborate with key regional partners to update its 5-year economic development strategy that would define and outline necessary steps for city-wide economic development goals and initiatives over a 5-year timeline.

### ANTICIPATED BENCHMARKS

| 2024   | 2025  | 2026 and beyond |
|--|---|-----------------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate a process to revisit or renew “Advance Astoria” as the basis for the City’s 5-year economic Strategy. (Q1)</li> <li><input type="checkbox"/> Gather stakeholder engagement from business community and economic development partners. (Q2 &amp; Q3)</li> <li><input type="checkbox"/> Prepare draft document for Astoria’s revised 5-year Economic Development Strategy. (Q3)</li> <li><input type="checkbox"/> City Council to consider final document for Astoria’s 5-year Economic Development Strategy. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Pursue economic initiatives and goals outlined in Astoria’s 5-year Economic Development Strategy. (on-going)</li> </ul> |                 |





# A Thriving Local Economy

## Finalize Port Master Plan

**Objective:** Finalize and adopt the Port Master Plan into the City Code and identify future collaboration with the Port of Astoria

**City Role:** Lead

**Lead Department(s):** City Manager’s Office and Community Development Department

**Secondary Department(s):**

**Point of Contact:** Scott Spence, City Manager and Matt Brandmeyer, Community Development Director

**Background:** In 2021, the City of Astoria partnered with the Port of Astoria to establish a Waterfront Master Plan that creates a vision and implementation strategy for the Port’s industrial waterfront. The Master Plan will be a guiding document that provides a framework that is long term in focus but also capable of adapting to changing economic circumstances and opportunity. The Master Plan will convey a vision for mixed used development and public access that contributes to Astoria’s economic prosperity and reinforces its historic role as the economic hub of the North Coast.

### ANTICIPATED BENCHMARKS

| 2023  | 2024   | 2025 and beyond  |
|---|--|--|
| <input checked="" type="checkbox"/> Astoria Planning Commission’s final recommendation of the Port Master Plan (Q3)<br><br><input checked="" type="checkbox"/> City Council’s final decision on the Port Master Plan (Q4) | <input type="checkbox"/> Hold joint meeting with City Council and the Port Commission to discuss Port Master Plan. (Q2)<br><br><input type="checkbox"/> Examine the potential of an Industrial Incubator Project with Port of Astoria. (Q2)<br><br><input type="checkbox"/> Work with Port to advance elements of the Port Master Plan. (on-going) | <input type="checkbox"/> Hold joint meeting with City Council and the Port Commission to discuss Port Master Plan. (Q2)<br><br><input type="checkbox"/> Work with Port to advance elements of the Port Master Plan. (on-going) |



# A Thriving Local Economy

## Develop Strategies to Support the Marine/Industrial Development of Tongue Point

**Objective:** Support Marine and Industrial Development at Tongue Point

**City Role:** Lead

**Lead Department(s):** Community Development Department

**Secondary Department(s):** City Manager’s Office and Public Works Department

**Point of Contact:** Matt Brandmeyer – Community Development Director

**Background:** Hyak Tongue Point is a 34-acre shipyard facility along the Columba River in Astoria. The site was purchased by Hyak in 2017, and the tenants of the site, WCT Marine & Construction, Bergerson Construction, and American Cruise lines have collectively invested nearly \$4.5 million into site improvements. Already a key provider of maritime services in the area, Hyak is looking to expand its services by purchasing a 1,500 metric ton all-electric Cimolai Mobile Lift. This investment provides opportunity for significant economic impacts to the maritime economy in the region, including the creation of a least 50 new jobs and investments of \$22 million in developing the shipyard. The City of Astoria sees this as a great opportunity to assist in supporting the development of the maritime economy in this area.

### ANTICIPATED BENCHMARKS

| 2023  | 2024   | 2025 and beyond  |
|---|--|--|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Enter into Enterprise Zone Agreement with WCT Marine (Q1)</li> <li><input checked="" type="checkbox"/> Apply for the Transportation and Growth Management (TGM) Grant Program to development strategy for ingress and egress of Tongue Point (Q3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate with Hyak Maritime to meet permitting needs and timelines in support of the construction of boat lift project at Tongue Point (Q1, Q2, &amp; Q3).</li> <li><input type="checkbox"/> Reapply for the Transportation and Growth Management (TGM) Grant Program. (Q3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Seek funding for road design and construction based on approved transportation plans for ingress and egress of Tongue Point. (Q2)</li> </ul> |



# A Thriving Local Economy

## Update City Permitting and Site Plan Review Process

**Objective:** Streamline the permitting, and site plan review processes.

**City Role:** Lead

**Lead Department(s):** Community Development and Public Works

**Secondary Department(s):** City Manager

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** The City experienced renewed construction activity after COVID-19. This demand highlighted staffing shortages in both Community Development and Engineering. It also created an opportunity to examine current business practices. The City’s interest is to enhance our permitting process and timelines in order to create a higher level of customer satisfaction and to create a process that is more easily managed by staff engaged in the development process. Astoria’s goal is to create a reputation for its development process that is defined by the following: Timely, Predictable, Consistent, Objective, and Solutions Oriented.

### ANTICIPATED BENCHMARKS

| 2023   | 2024  | 2025 and beyond  |
|--|---|--|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Assess Astoria’s current Permitting Process (Q4)</li> <li><input checked="" type="checkbox"/> Identify potential strategies to implement to enhance Astoria’s Permitting Process. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Amend Astoria’s Development Code to incorporate a distinct Vesting Process for all Land Use Applications and Building Projects. (Q2)</li> <li><input type="checkbox"/> Improve coordination between planning, building, and engineering for new development activities. (Q2)</li> <li><input type="checkbox"/> Provide more opportunities for on-line access permitting in Astoria. (Q3)</li> <li><input type="checkbox"/> Identify a set of construction activities for expedited permits. (Q3)</li> <li><input type="checkbox"/> Examine need for a Geologic Hazard Development Ordinance. (Q3)</li> <li><input type="checkbox"/> Update City website to provide clear information regarding permit applications and review processes.(Q3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Audit Development Review Process for Efficiencies. (Q1)</li> <li><input type="checkbox"/> Gather Stakeholder Feedback on Astoria Permitting Process – Quality Control Measure. (Q2)</li> </ul> |





# A Thriving Local Economy

## Reaffirm or Update Priorities under Astor East and West Urban Renewal Districts

**Objective:** Update priorities under Astor East and West Urban Renewal Districts.

**City Role:** Lead

**Lead Department(s):** Community Development Department

**Secondary Department(s):** City Manager’s Office, Finance Department,

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** The Astoria Development Commission (ADC) directs, and the Community Development Department administers the Urban Renewal program for the City of Astoria. There are two Urban Renewal Districts, Astor-East Urban Renewal District, and Astor-West Urban Renewal District in the City. Through a mechanism called Tax Increment Financing (TIF), urban renewal districts invest the growth in property taxes from an established property tax base. Districts can address economically distressed areas and leverage economic opportunity in defined geographic locations of a community.

### ANTICIPATED BENCHMARKS

| 2024  | 2025   | 2026 and beyond   |
|---|--|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Work Session to discuss current goals of Astor East and West Urban Renewal Districts. (Q2)</li> <li><input type="checkbox"/> Receive Council’s direction identifying priorities/goals. (Q3)</li> <li><input type="checkbox"/> Establish Updated Priorities for Astor East and West Urban Renewal Districts. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Incorporate Priorities in City Budget Document for FY 2025/2026. (Q1)</li> <li><input type="checkbox"/> Update Astor East and West Urban Renewal Districts’ website based on new established priorities. (Q2)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Pursue Projects in Astor East and West Urban Renewal Districts’ based on updated priorities. (Q1 - Q4)</li> </ul> |



# A Thriving Local Economy

## Initiate Programs and Services to Assist Astoria’s Business Community

**Objective:** Create an environment that allows business owners to succeed and thrive in Astoria with an emphasis on retention and expansion of existing businesses.

**City Role:** Lead

**Lead Department(s):** Community Development Department

**Secondary Department(s):** City Manager’s Office

**Point of Contact:** Matt Brandmeyer – Community Development Director

**Background:** It is paramount that Astoria remain a vital place to maintain and operate a business as well as a place for new enterprises to locate. Astoria understands the value of the business community, which contributes to job generation and vitality of the city overall.

### ANTICIPATED BENCHMARKS

| 2024   | 2025   | 2026 and beyond   |
|--|--|---|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Work with Chamber and CEDR to determine how the City can support the business community. (on-going)</li> <li><input type="checkbox"/> Establish an outreach program to visit established businesses. (Q2)</li> <li><input type="checkbox"/> Assemble Market Data on Astoria that will be useful to both businesses and the development community. (Q2)</li> <li><input type="checkbox"/> Create a City welcome packet for new businesses opening in Astoria. (Q3)</li> <li><input type="checkbox"/> Examine creating a separate website focused on running or opening a business in Astoria. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Work with Chamber and CEDR to determine how the City can support business community. (on-going)</li> <li><input type="checkbox"/> Study businesses presence and activity by sector to understand Astoria’s economic base (Q3).</li> <li><input type="checkbox"/> Identify areas of the City that are economically distressed or underutilized for potential business and development opportunities. (Q4)</li> <li><input type="checkbox"/> Pursue grants at the state and federal level that can assist in Astoria’s economic development goals. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Work with Chamber and CEDR to determine how the City can support business community. (on-going)</li> <li><input type="checkbox"/> Pursue grants at the state and federal level that can assist in Astoria’s economic development goals. (Q4)</li> </ul> |



# A Thriving Local Economy

## Help Support Astoria’s Thriving Arts and Culture Community

**Objective:** Identify opportunities to support and promote Astoria’s Arts and Culture community.

**City Role:** Secondary

**Lead Department(s):** Community Development Department

**Secondary Department(s):** City Manager’s Office

**Point of Contact:** Matt Brandmeyer – Community Development Director

**Background:** Astoria has an established and growing arts and culture community. A recent study by the Americans for Arts demonstrated that Oregon’s arts and culture community generated \$829 million in economic impact statewide in FY2022. However, nationwide the State of Oregon ranks 41<sup>st</sup> when it comes to investing in the arts. The same study identified spending on arts and culture events in Clatsop County exceeded the state average on a per-person, per-event basis (i.e., \$73 vs. \$39). Astoria’s artistic community is attracting visitors and generating economic vitality for region. The City has an opportunity to take a leadership role in advancing and supporting the arts.

### ANTICIPATED BENCHMARKS

| 2024  | 2025  | 2026 and beyond |
|---|---|-----------------|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Meet with representatives of the arts and culture community to develop a needs assessment – fact finding. (Q2)</li> <li><input type="checkbox"/> Work with the arts and culture community to promote existing inventory attractions and assets within the City. (Q2)</li> <li><input type="checkbox"/> Explore grants and other investment strategies to help Astoria’s arts and culture community grow. (Q3)</li> <li><input type="checkbox"/> Examine the potential for the establishment of an Arts District in Astoria. (Q3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Partner with Oregon Arts Commission to advance arts and culture community in Astoria. (on-going)</li> </ul> |                 |





# Resilience as a Community

**Goal:** Increase the resiliency of the City to ensure the safety of its residents and their property.

**Context:** The City of Astoria is vulnerable to a variety of natural hazards ranging from winter storms, tsunami events and flooding, to landslides, earthquakes, and fires. Due to these real dangers, the City is focused on resiliency and preparedness. In preparation, Astoria is collaborating with its neighboring communities and Clatsop County to improve the safety of residents, and visitors alike. To continue with this mission, the City Council has outlined priorities over the next 5 years, which will increase our community’s resiliency.

## 2023- 2028 PRIORITIES

- Update and Finalize Emergency Operations Plan.....23
- Evaluate Essential/Public Safety Facilities within the Inundation Zone .....24
- Increase Disaster Resilience and Awareness among Community.....25
- Develop Plan to Reinvest in Critical Infrastructure.....26
- Other Major Projects/Priorities.....27



# Resilience as a Community

## Update and Finalize Emergency Operation Plan

**Objective:** Finalize an Emergency Operations Plan that the City can follow in the event of an emergency.

**City Role:** Lead

**Lead Department(s):** Fire, Police, Public Works

**Secondary Department(s):** City Manager’s Office, Parks & Rec

**Point of Contact:** Brian McCarthy – Deputy Fire Chief

**Background:** The City of Astoria’s current Emergency Operation Plan (EOP) was created in July 2010. Due to the age of the EOP, staff has determined the best course of action would be the creation of a completely new EOP. An EOP is an all hazard plan describing how the City will organize and respond to incidents. The framework of an EOP will combine the technical capabilities and resources of the City, plus the expertise of its emergency response personnel, department directors and other decision makers to development operational plans in the event of an emergency.

### ANTICIPATED BENCHMARKS

| 2023  | 2024   | 2025 and beyond   |
|---|--|---|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Clatsop County Emergency Management applied for a grant to create a new Emergency Operation Plan (EOP) for Astoria (Q4)</li> <li><input checked="" type="checkbox"/> Grant Awards announced for Emergency Preparedness Plans (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Partnership with Clatsop County and City of Astoria to draft new Emergency Operations Plan. (Q1)</li> <li><input type="checkbox"/> Complete final draft of Astoria Emergency Operations Plan (Q2)</li> <li><input type="checkbox"/> Adopt Emergency Operation Plan by City Council. (Q2)</li> <li><input type="checkbox"/> Annual Emergency Operations Center training exercise. (Q3)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Update Astoria’s Continuity of Operation Plan (COOP) based on new EOP. (Q1)</li> <li><input type="checkbox"/> Update Astoria’s Continuity of Government Plan (COGP) based on new EOP. (Q1)</li> <li><input type="checkbox"/> Review Emergency Operations Plan for updates. (on-going)</li> <li><input type="checkbox"/> Annual Emergency Operations Center training exercise. (on-going)</li> </ul> |



# Resilience as a Community

## Evaluate Essential/Public Safety Facilities within the Inundation Zone

**Objective:** Ensure Effective Emergency Response in the event of a tsunami

**City Role:** Lead

**Lead Department(s):** Police, Fire, Public Works

**Secondary Department(s):** City Manager’s Office

**Point of Contact:** Dan Crutchfield, Fire Chief

**Background:** The City of Astoria prioritizes the safety of all citizens. Currently the public safety building and public works shop are within the Tsunami Inundation Zone. In the event of a tsunami, these facilities would likely be severely damaged and the critical assets that operate out of these facilities could be comprised, which would negatively affect the City’s ability to respond during a natural disaster.

### ANTICIPATED BENCHMARKS

| 2024  | 2025 | 2026 and beyond |
|---|------|-----------------|
| <input type="checkbox"/> Evaluate City facilities and Property located in the Inundation zone. (Q1)<br><br><input type="checkbox"/> Examine impacts to Emergency Response and City Facilities affected by a Tsunami Event. (Q2)<br><br><input type="checkbox"/> Explore feasibility of upgrading or relocating Public Safety Facilities and Public Works Shops out of the inundation zone. (Q4) |      |                 |



# Resilience as a Community

## Increase Disaster Resilience and Awareness among Community

**Objective:** Increase disaster resilience and create a culture of emergency preparedness for the City's residents.

**City Role:** Lead

**Lead Department(s):** Fire, Police, Public Works

**Secondary Department(s):** City Manager's Office, All Other City Departments

**Point of Contact:** Brian McCarthy, Deputy Fire Chief

**Background:** The City of Astoria believes that each member of the community has a role in creating a culture of emergency preparedness. In the event of a natural hazardous event, being well informed is essential. Hazards to focus on include: winter storms, wind storms, landslides, wildfire, tsunami, earthquake and flooding.

### ANTICIPATED BENCHMARKS

| 2023  | 2024   | 2025 and beyond  |
|---|--|--|
| <input checked="" type="checkbox"/> Apply for grant to purchase new radio equipment (Q1)<br><input checked="" type="checkbox"/> Purchase emergency generator for Public Safety building (Q3)<br><input checked="" type="checkbox"/> Purchase new radio equipment (Q3)<br><input checked="" type="checkbox"/> Participate in Great Shakeout Drill. (on-going)<br><input checked="" type="checkbox"/> Establish Emergency Relief Area – 50 people at the Astoria Armory. (Q4)<br><input checked="" type="checkbox"/> Distribute Tsunami Maps to Astoria Hotels & Motels. (Q4) | <input type="checkbox"/> Emergency Preparedness Training with City Council. (Q1)<br><input type="checkbox"/> Replacement of Astoria Fire Department radio equipment. Q1)<br><input type="checkbox"/> Hold Table Top Training Exercise. (Q2)<br><input type="checkbox"/> Identify and supply two additional Relief Areas. (Q4)<br><input type="checkbox"/> Update section of City Website related to Emergency Preparedness. (ongoing)<br><input type="checkbox"/> Installation of Emergency Generator at the Public Safety Building. (Q3)<br><input type="checkbox"/> Hold Second Table Top Training Exercise. (Q4)<br><input type="checkbox"/> Complete ICS Training requirements for identified City Employees. (Q4) | <input type="checkbox"/> Establish Back-up Emergency Operation Center. (Q1)<br><input type="checkbox"/> Reach goal of 3,000 City of Astoria residents using Clatsop Alerts. (Q2)<br><input type="checkbox"/> Hold Table Top Training Exercise. (Q2)<br><input type="checkbox"/> Identify and supply two additional assembly areas on the Astoria Tsunami Evacuation Map. (Q3)<br><input type="checkbox"/> Maintain ICS Training requirements for identified City Employees. (on-going)<br><input type="checkbox"/> Hold Second Table Top Training Exercise. (Q4) |





# Resilience as a Community

## Develop Plan to Reinvest in Critical Infrastructure

**Objective:** Increase City’s resiliency through creating a plan to reinvest in infrastructure.

**City Role:** Lead

**Lead Department(s):** Public Works, Finance

**Secondary Department(s):** City Manager’s Office

**Point of Contact:** Jeff Harrington, Public Works Director

**Background:** The City of Astoria maintains public infrastructure that provides the means to deliver and collect water, sewer, and stormwater. These essential services are critical to residents and businesses served by Astoria’s utility systems. As one of the oldest cities in Oregon, Astoria still relies on infrastructure built in the last century. Currently, City staff does an extraordinary job of repairing and replacing components of Astoria’s critical public infrastructure by leveraging state and federal grants. Without these efforts, Astoria utility customers would have had to confront much higher utility rates. This is also critical to accommodate redevelopment and growth. To ensure the maintenance of these critical infrastructure systems, the City needs to continue to advance the replacement of the critical backbone components of Astoria’s water, sewer, and stormwater systems.

### ANTICIPATED BENCHMARKS

| 2023   | 2024  | 2025 and beyond   |
|--|---|---|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> City Council holds multiple Work Session(s) on System Development Charges Program. (Q3)</li> <li><input checked="" type="checkbox"/> City Council formally adopts System Development Charges Program. (Q4)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Seek out State Loans to replace Astoria’s three lift stations. (Q1 or Q2)</li> <li><input type="checkbox"/> Finalize Draft of Capital Improvement Plan or Project list for critical Water, Sewer, and Stormwater Infrastructure. (Q1)</li> <li><input type="checkbox"/> Adoption by City Council of Final Capital Improvement Plan or Project list for critical Water, Sewer, and Stormwater Infrastructure to ensure City’s grant eligibility. (Q1)</li> <li><input type="checkbox"/> Work with State and Federal Delegation to seek assistance with utility Infrastructure. (Q2)</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate rate structure for targeted reinvestment in Astoria utility. (Q1 or Q2)</li> <li><input type="checkbox"/> Work with State and Federal Delegation to seek assistance with utility Infrastructure. (on-going)</li> </ul> |



# Resilience as a Community

## Other Major Projects/Priorities

**Objective:** Besides the current priorities outlined in this section, City of Astoria staff are committed to other major projects that will increase the resiliency and livability of our community. These major projects are equally as important for our community and need to be recognized due to their public need, and for the amount of staff time these projects will require.

| Project Title                                      | Classification | Project Cost |
|--|----------------|--------------|
| Pipeline Road Waterline Resilience Project         | Water          | \$2,930,000  |
| 16th St Distribution Waterline Replacement Project | Water          | \$2,790,000  |
| WWTP Headwork Improvements Project                 | Sanitary Sewer | \$4,860,000  |
| Pre-disaster Landslide Storm Drainage Project      | Storm          | \$902,488    |



# Housing for All Astorians

**Goal:** Identify opportunities for the City to promote housing opportunities, and development both within the City and regionally.

**Context:** The City of Astoria recognizes that this is a desirable place to live, and that there are current conditions both nationally and locally that are making housing solutions difficult to achieve. The City Council established “Housing for All Astorians” as a key goal in the long-term vision of the City. To address this problem and develop meaningful solutions, the City of Astoria will work with its regional partners and State representatives to promote housing solutions that can address constraints or barriers that limit entry into housing. Additionally, the City must meet its statutory obligations as a community of 10,000 residents and complete a housing capacity analysis followed by a housing production strategy.

## 2023- 2028 PRIORITIES

- Participate in Regional Housing Needs Analysis and Finalize Housing Capacity Analysis and Housing Production Strategy .....29
- Review Astoria’s Development Code and Comprehensive Plan.....30
- Facilitate the Development of Workforce and Market Rate Housing in Astoria .....31



# Housing for All Astorians

## Participate in the Regional Housing Needs Analysis & Finalize HCA and HPS

**Objective:** Complete and finalize the deliverables of the Housing Assistance Grant (HAG) awarded to Clatsop County. Results of the grant will provide basis for Housing Capacity Analysis (HCA) and Housing Production Strategy (HPS).

**City Role:** Secondary for HAG and Lead for HCA and HPS

**Lead Department(s):** Community Development

**Secondary Department(s):** City Manager’s Office

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** In 2023, Clatsop County received a Housing Assistance Grant from the Oregon Department of Land Conservation & Development (DLCD) to conduct a comprehensive study of regional housing needs. The study will create an updated buildable lands inventory for unincorporated Clatsop County and its five incorporated cities. Additionally, the study will inventory current housing supply and overlay information with demographic metrics to assess gaps. The final piece of the study will identify infrastructure readiness necessary to enable housing production of vacant or underdeveloped properties. This base information will allow Astoria to pursue a Housing Capacity Analysis, due December 31, 2027, and a Housing Production Strategy, due December 31, 2028, both state mandated for the City since reaching 10,000 in population.

## ANTICIPATED BENCHMARKS

| 2024   | 2025   | 2026 and beyond  |
|--|--|--|
| <input type="checkbox"/> Complete Countywide Buildable lands inventory. (Q1)<br><input type="checkbox"/> Share Findings of Countywide buildable lands inventory. (Q2)<br><input type="checkbox"/> Complete Housing Supply Inventory. (Q2)<br><input type="checkbox"/> Share Findings of Countywide Housing Supply inventory. (Q3)<br><input type="checkbox"/> Complete Countywide Infrastructure Readiness Summary. (Q4) | <input type="checkbox"/> Share Findings of Countywide Infrastructure Readiness Summary. (Q4)<br><input type="checkbox"/> Apply for state grants to assist with the development of Astoria’s Housing Capacity Analysis (Q2)<br><input type="checkbox"/> Initiate Astoria’s Housing Capacity Analysis (Q4) | <input type="checkbox"/> Complete Astoria Housing Capacity Analysis (2026   Q2)<br><input type="checkbox"/> Apply for state grants to complete Astoria’s Housing Production Strategy (2026   Q2)<br><input type="checkbox"/> Initiate Astoria’s Housing Production Strategy (2026   Q4)<br><input type="checkbox"/> Complete Astoria’s Housing Production Strategy (2027   Q2) |





# Housing for All Astorians

## Review Astoria’s Development Code and Comprehensive Plan

**Objective:** Review Astoria Development Code and Comprehensive Plan to address provisions that may create barriers to housing in the City of Astoria

**City Role:** Lead

**Lead Department(s):** Community Development

**Secondary Department(s):** City Manager’s Office

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** Astoria as well as other communities within the State of Oregon face challenges in creating new housing opportunities and at the same time meet housing demand. An examination of the City’s regulatory process and zoning is necessary to address any unforeseen barriers to the development of housing in Astoria.

### ANTICIPATED BENCHMARKS

| 2024  | 2025  | 2025 and beyond |
|---|---|-----------------|
| <input type="checkbox"/> Review code language related to vacation rentals to make it more clear what is prohibited or permitted (Q1)<br><br><input type="checkbox"/> Review permitting procedures to enhance the predictability of the approval process for development projects in Astoria. (Q1)<br><br><input type="checkbox"/> Review DLCD’s housing toolkit and review specific actions for potential adoption within the City of Astoria. (Q2)<br><br><input type="checkbox"/> Evaluate regulatory constraints that create barriers to the development of living units in second story or higher within Astoria’s historic downtown. (Q3)<br><br><input type="checkbox"/> Amend Code to establish a Formal Site Plan Approval Process for all development activity in Astoria. (Q4). | <input type="checkbox"/> Review housing chapter of the comprehensive plan. (Q2) |                 |



# Housing for All Astorians

## Facilitate the Development of Workforce and Market Rate Housing in Astoria

**Objective:** Undertake steps to Partner, Invest, and/or Facilitate Housing with an emphasis on workforce and market rate housing.

**City Role:** Lead

**Lead Department(s):** Community Development

**Secondary Department(s):** City Manager’s Office,

**Point of Contact:** Matt Brandmeyer, Community Development Director

**Background:** Workforce housing (i.e., 60% to 120%) is an identified need by existing local employers operating in the downtown as well from new development activity occurring in Tongue Point. A focus on housing that can be afforded by wages earned in Astoria’s local economy is a critical path. It is also vital for the sustainability of businesses operating in Astoria that depend on an available and stable workforce.

### ANTICIPATED BENCHMARKS

| 2024  | 2025  | 2026 and beyond   |
|---|---|---|
| <input type="checkbox"/> Partner with Clatsop County to advance housing opportunity on Darigold Site in Downtown Astoria. (Q1 & Q2)               | <input type="checkbox"/> Seek grant funding opportunities for targeted infrastructure that will help facilitate workforce housing (Q1 & Q2)             | <input type="checkbox"/> Develop partnerships with housing and economic development organizations that can provide technical or financial assistance to property owners. (Q1) |
| <input type="checkbox"/> Work with Copeland Commons Property to help facilitate proposed housing project. (Q1 & Q2)                               | <input type="checkbox"/> Meet with Astoria businesses to gauge demand for future workforce and to understand barriers to Astoria’s housing market. (Q2) | <input type="checkbox"/> Seek grant funding opportunities for targeted infrastructure that will help facilitate workforce housing (on-going)                                  |
| <input type="checkbox"/> Identify vacant or partial developed properties for redevelopment potential as housing. (Q1 & Q2)                        | <input type="checkbox"/> Meet with Coast Guard Leadership to gauge housing needs of service men and women stationed at Base Astoria. (Q2)               |   |
| <input type="checkbox"/> Work with willing property owners to develop housing opportunities (Q3 & Q4)   | <input type="checkbox"/> Develop Program, with possible funding support, to incentivize workforce housing. (Q2)   |   |
| <input type="checkbox"/> Consider initiating market study to demonstrate economic viability of creating housing and/or supporting rents (Q3 & Q4) |   |   |
| <input type="checkbox"/> Explore “home sharing” as potential avenue to create living opportunities. (Q4)  |   |   |

