

APPENDIX C | PUBLIC ENGAGEMENT APPROACH

Steering Committee
Board of Directors
SWOT Analysis

The NW Oregon CEDS is a flexible and dynamic planning document that is updated annually, with a full economic review every five years. Drafting of the CEDS is a collaborative effort, with input through public meetings with the region's public partners and private stakeholders.

To kick-off our listening process, we presented information about our organization and the CEDS at nine city council and port commission meetings across the region. In the spring of 2022, we hosted workshops with community leaders and stakeholders in Clatsop, Columbia, Tillamook and western Washington counties in April and May 2022. Workshops were planned in coordination with our county-based partners with an emphasis on inviting individuals active in economic development through their work or volunteerism. Every event brought together over a dozen individuals and included a SWOT analysis.

A Steering Committee made up of elected officials, non-profit executives, port directors, and regional economic development agencies met to review vision and goals and to provide a diverse perspective on how to achieve these goals. Additional public meetings were held with the ColPac Board to review current economic and demographic data, and to refine NW Oregon's vision, mission, and key strategic priorities.

Over the course of several months we interviewed a dozen private businesses representing the manufacturing, forestry, fishing, fermentation, and maritime industries.

Oregon's Regional Solutions Team provided further refinement and input into the development of the 2023, 2028 CEDS. The strategy was also open for public comment for 30 days. The Steering Committee reviewed comments and addressed them, as needed, within the document.

STEERING COMMITTEE BOARD OF DIRECTORS

Steering Committee

Michelle Bradley, Port of Tillamook Bay
Terre Cooper, Economic Development Council of Tillamook County
Matt Craigie, Washington County
Maribel DeLeon, Adelante Mujeres
Heather DeSart, Northwest Oregon Works
Brenna Faulks, City of Forest Grove
Marsha Kirk, City Councilor in Banks
Kevin Leahy, Clatsop Economic Development Resources & SBDC
Melanie Olson, Business Oregon
Jennifer Purcell, Governors' Regional Solutions Team
Erin Skaar, Tillamook County Commissioner
Frank Spence, Port of Astoria
Lianne Thompson, Clatsop County Commissioner
Paul Vogel, Columbia Economic Team & SBDC

Board of Directors

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Henry Heimuller, Columbia County
Erin Skaar, Tillamook County
Jerry Willey, Western Washington County
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Steve Wright, City of Seaside, Clatsop County
Rick Scholl, City of St Helens, Columbia County
Scott Jorgensen, City of Rainier, Columbia County
Liane Welch, City of Bay City, Tillamook County
Nathan George, City of Tillamook, Tillamook County
Rob Drake, City of Cornelius, West Washington County
Marsha Kirk, City of Banks, West Washington County
Frank Spence, Port of Astoria
Brian Fawcett, Port of Columbia County
Sierra Lauder, Port of Tillamook Bay
Peter Roscoe, Clatsop County Private Sector
Tony Hyde, Columbia County Private Sector
Val Folkema, Tillamook County Private Sector
Juanita Lint, West Washington County Private Sector
Jeff Wong, Private Sector
Heather DeSart, Workforce
Chris Breitmeyer/Rosemary Baker-Monaghan, Clatsop Community College
Ross Tomlin, Tillamook Bay Community College
Alfredo Moreno, Portland Community College

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

REGIONAL

STRENGTHS

- ◆ Natural Resources
- ◆ Regional Collaboration
- ◆ Connection to Water Resources
- ◆ Highway System
- ◆ Connections to Business Oregon & Regional Solutions
- ◆ Strong Utility Providers
- ◆ Network of Community Colleges
- ◆ Entrepreneurial Support Network

WEAKNESSES

- ◆ Lack of Attainable Housing Options
- ◆ Aging & Overburdened Water Infrastructure
- ◆ Lack of Buildable Lands
- ◆ Insufficient Revenues to Maintain Infrastructure & Services
- ◆ Geographic Challenges (Topography, Watersheds, etc.)
- ◆ Lack of Statewide/Local Development Protocols/Timelines
- ◆ Cost of Permitting/Mitigation
- ◆ Limited Local Capacity to Solicit Funds & Deliver Special Projects

OPPORTUNITIES

- ◆ Business Expansion for Producers of Value-Add Products
- ◆ Workforce Training
- ◆ Pent-Up Opportunities
- ◆ Federal Funding Available In 2022 & Beyond
- ◆ Expand Airport Services
- ◆ Blue Sector Expansion
- ◆ Emerging Industries (Climate Change Related Technologies)
- ◆ UGB Adjustments to Increase Housing Options & Industrial Lands
- ◆ Waste-Products into Renewable Fuels
- ◆ Cluster Development (Food & Beverage, Advanced Manufacturing, Aviation/UAS)

THREATS

- ◆ Lack of Childcare Services
- ◆ Failing Infrastructure
- ◆ Limited Transportation Network (Lack of Rail, Constrained Highways, Feeble Port Infrastructure)
- ◆ Climate Change & Natural Disasters Risk
- ◆ Nimbyism
- ◆ Over-Regulation at Every Level
- ◆ Shrinking Workforce
- ◆ Loss of Trust in Institutions Leading to Incivility
- ◆ Loss of Leadership & Societal Division
- ◆ Mounting Challenges to Small Business (Regulation, Taxes, Labor Issues, Supply Chain, Access To Capital)

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT) BY COUNTY

CLATSOP

- ♦ Workforce development programs for youth: Clatsop Works, Job Corps, HS Career Fair
- ♦ Scenic beauty
- ♦ Forestry resources
- ♦ Name recognition (Astoria, renown as a 'famous' place)
- ♦ Maritime Infrastructure
- ♦ Collaborative community; civic engagement
- ♦ Diverse economy
- ♦ USCG presence
- ♦ Open space

COLUMBIA

- ♦ Available real estate
- ♦ OMIC/Columbia Commerce Center
- ♦ Strong team; collaborative mentality
- ♦ River access
- ♦ Highway 30, transit
- ♦ Focus on sustainability statewide
- ♦ Housing prices/Cost of living
- ♦ Road/rail infrastructure

TILLAMOOK

- ♦ Trucking industry
- ♦ Collaboration/ Networks/ Partnerships
- ♦ TBCC
- ♦ Natural Resources (Sea, Forest, Farm)
- ♦ State of Oregon & Regional Solutions
- ♦ Strong private sector: diversified economy, health of businesses, partnerships
- ♦ Ports: Garibaldi, Tillamook & Nehalem
- ♦ Tillamook Light Wave
- ♦ UAS Range
- ♦ PUD

W. WASHINGTON

- ♦ Optimism, collegial spirit, culture of collaboration
- ♦ Tech Sector
- ♦ Workforce availability
- ♦ Proximity to Portland/ Metro
- ♦ Utilities, electric specifically
- ♦ Water resources, investing in future capacity
- ♦ Hwy 26/8/47/6, interconnect transportation
- ♦ Small business resources
- ♦ NP orgs/ staff/networks

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

BY COUNTY

CLATSOP

- ♦ Lack of affordable, workforce housing
- ♦ Lack of child care
- ♦ inadequate & unreliable broadband
- ♦ Ideology-based, negative civic engagement
- ♦ Lack of buildable I&S
- ♦ Old infrastructure (particularly water) make it difficult to address issues holistically
- ♦ Mental health systems for better support/access

COLUMBIA

- ♦ Outbound commuters
- ♦ Railroad tracks precluding easy access to commercial property
- ♦ Lack of ready-to-occupy buildings
- ♦ Water Systems: sewer/storm/waste
- ♦ Lack of pre-apprenticeships
- ♦ Lack of accessible/affordable child care
- ♦ Lack of vision
- ♦ Infrastructure/Site Prep

TILLAMOOK

- ♦ Low growth rate may impact even the 'stable job' growth if workers can't replace retirees
- ♦ Revenue: tax base, fuel tax, forestry returns are not keeping up with costs
- ♦ Small population with geographic variety & disparities
- ♦ Capacity to complete for & manage grants
- ♦ Available land that is clean, accessible, zoned right, near infrastructure
- ♦ DLCD: permit length & costs & unintended consequences of policy
- ♦ Weather/ Seasonality affect business & talent recruitment
- ♦ Amenities of the area; lack of easy shopping
- ♦ Blighted areas & perceptions based on unmaintained areas; cost of code

W. WASHINGTON

- ♦ Outbound commuters
- ♦ Railroad tracks precluding easy access to commercial property
- ♦ Lack of ready-to-occupy buildings
- ♦ Water Systems: sewer/storm/waste
- ♦ Lack of pre-apprenticeships
- ♦ Lack of accessible/affordable child care
- ♦ Lack of vision
- ♦ Infrastructure/Site Prep

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

BY COUNTY

CLATSOP

- ◆ Increase Tourism: housing, activities, promotion, flow, perception
- ◆ Local business expansion
- ◆ Remote work
- ◆ Fermentation industry
- ◆ Increase workforce housing to unleash economic development
- ◆ Time/Talent/Treasure focused on collaboration
- ◆ CCC workforce training focused on growth industries
- ◆ CCC Dorms/Workforce dorms

COLUMBIA

- ◆ Columbia Commerce Center
- ◆ St Helens Waterfront Redevelopment
- ◆ Post secondary education & training incl CTE in HS
- ◆ Vacant industrial properties
- ◆ Makerspace/Co-work space
- ◆ Tourism
- ◆ Funding
- ◆ Networking
- ◆ Metro expansion

TILLAMOOK

- ◆ Value-add products, including waste utilization
- ◆ Tourism, local & statewide
- ◆ Electrified transportation
- ◆ Current Federal funding opportunities
- ◆ Pent-up Opportunity: Folks are poised to make moves if the right partner/l& /funding hits
- ◆ Natural Gas & Bio-digester projects
- ◆ TBCC's workforce training
- ◆ Retired folks that could engage for community benefit
- ◆ Community health initiatives are blossoming
- ◆ Opportunity to grow/train new leadership

W. WASHINGTON

- ◆ UGB expansion
- ◆ Banks looking to connect water system to Haag Lake source
- ◆ Willamette expansion
- ◆ Hillsboro Regional Airport
- ◆ Grow existing (really strong) resources/orgs for underserved

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

BY COUNTY

CLATSOP

- ♦ Housing cost & inventory
- ♦ Community in-fighting over resources
- ♦ Forest management plans
- ♦ Waster water limitations
- ♦ Climate Change
- ♦ Inequality
- ♦ Adverse affects of pervasive & invasive technology
- ♦ Dem& on resources by climate refugees
- ♦ Homelessness
- ♦ Lack of drug treatment & reentry programs
- ♦ Condition/Lack of Freight/Transportation Infrastructure

COLUMBIA

- ♦ Lack of wetland mitigation options
- ♦ Cascadia Event
- ♦ Regulation at all levels
- ♦ Slow processes EG permitting & decision-making
- ♦ NIMBYism
- ♦ Changes in leadership positions & staff turnover at every level

TILLAMOOK

- ♦ Available housing
- ♦ Attainable housing
- ♦ Climate Change & Natural Disasters
- ♦ Urban Growth Boundary (price & growth consequences)
- ♦ Slowing population growth & a shrinking force
- ♦ NIMBYism: incivility, stagnation, lack of land use understanding among constituents
- ♦ Crime: small business being targeted, more cyber crime
- ♦ Small business resiliency (or lack thereof)
- ♦ Lack of childcare
- ♦ K-12 teacher availability
- ♦ Loss of leadership in city councils, schools boards, referees, et al due to threatening & hostile treatment.

W. WASHINGTON

- ♦ Greying workforce in agriculture
- ♦ State L& Use Policy; rigid, opaque, process to amend daunting
- ♦ Climate Change; wildfires & heat waves
- ♦ NIMBYism in relationship to I& use change