



Department of Land Conservation and Development

2019-21 TECHNICAL ASSISTANCE GRANT APPLICATION

Please complete each section in the form below. Type or write requested information in the spaces provided. **Submit completed applications by October 1, 2019.**

Date of Application: September 30, 2019

Applicant: City of Warrenton
(If council of governments, please also include the recipient jurisdiction name if applicable)

Street Address: P.O. Box 250
City: Warrenton
Zip: 97146

Contact name and title: Kevin A. Cronin, AICP, Assistant City Manager/Development Director

Contact e-mail address: cityplanner@ci.warrenton.or.us

Contact phone number: 503 861 0920 / 503 984 6489

Grant request amount (in whole dollars): \$ 76,000

Local Contribution (recommended but not required): \$4,000

Project Title: All In Warrenton: Charting a New Economic Development Future

Project summary: (Summarize the project and products in 50 words or fewer)

The City of Warrenton will conduct an Economic Opportunities Analysis as a foundation for creating a new Five Year Economic Development Strategy based on a traded-sector and entrepreneur focused strategy.

Project Description & Work Program

Please describe the proposed project, addressing each of the following in an attachment.

A. Goals and Objectives. State the goals or overall purpose of the project. Describe particular objective(s) the community hopes to accomplish. Please indicate whether this is a stand-alone project or is part of a longer multi-year program. If it is the latter, describe any previous work completed, subsequent phases and expected results, and how work beyond this project will be funded.

B. Products and Outcomes. Clearly describe the product(s) and outcome(s) expected from the proposed project. Briefly describe any anticipated significant effect the project would have on development, livability, regulatory streamlining, and compliance with federal requirements, socioeconomic gains, and other relevant factors.

C. Work Program, Timeline & Payment.

1. **Tasks and Products:** List and describe the major tasks and subtasks, with:

- The title of the task
- Steps to complete task
- The interim and final products for each task

2. **Timeline:** List all dates for the project including tentative start date after the contract is signed, task completion dates, and project completion date. If the project is part of a multi-year program, provide an overview of the expected timelines in sequence of expected start dates and completion date for each phase and describe subsequent phases to be completed.

3. **Payment Schedule:** Develop a requested payment schedule showing amount of interim and final payments. Include the products that will be provided with each payment request. The payment schedule should generally include no more than two payments – an interim and final payment.

D. **Evaluation Criteria.** Include a statement in the narrative that addresses the program priorities and evaluation criteria presented in the application instructions (“Eligible Projects and Evaluation Criteria”).

E. **Project Partners.** List any other public or private entities that will participate in the project, including federal and state agencies, council of governments, city and county governments, and special districts. Briefly describe the role of each (*e.g.*, will perform work under the grant; will advise; will contribute information or services, etc.).

F. **Advisory Committees.** List any advisory committee or other committees that will participate in the project to satisfy the local citizen involvement program.

G. **Cost-Sharing and Local Contribution.** DLCD funds are only a part of overall project costs; please identify sources and amounts of other funds or services that will contribute to the project’s success. Cost-sharing (match) is not required, but could be a contributing factor to the success of the application.

Will a consultant be retained to assist in completing grant products? Yes X No

Local Official Support

The application **must include a resolution or letter from the governing body** of the city, county, district, or tribe demonstrating support for the project. If the applicant is a council of governments on behalf of a city, a letter or resolution from the city council supporting the application must be included. *The application will not be complete if it does not include this item.* The letter of support may be received by DLCD after the application submittal deadline, but it must be received before a grant is awarded.

Product Request Summary

Product	Grant Request	Local Contribution	Total Budget
1	\$ _____	\$ <u>1,000</u>	\$ <u>1,000</u>
2	\$ <u>10,000</u>	\$ _____	\$ <u>10,000</u>
3	\$ <u>20,000</u>	\$ _____	\$ <u>20,000</u>
4	\$ <u>20,000</u>	\$ _____	\$ <u>20,000</u>
5	\$ <u>26,000</u>	\$ <u>3,000</u>	\$ <u>29,000</u>
6	\$ _____	\$ _____	\$ _____
7	\$ _____	\$ _____	\$ _____
8	\$ _____	\$ _____	\$ _____
TOTAL	\$ <u>76,000</u>	\$ <u>4,000</u>	\$ <u>80,000</u>

Submit your application with all supplemental information to:

Gordon Howard, Community Services Division Manager

E-mail (preferred): DLCD.GFGrant@state.or.us

Mail: Department of Land Conservation and Development
635 Capitol Street N.E., Suite 150
Salem, OR 97301

Phone: 503-503-934-0034

APPLICATION DEADLINE: October 1, 2019

A. Goals and Objectives: State the goals or overall purpose of the project. Describe particular objectives the community hopes to accomplish.

The purpose of this project is to create the City's first five year economic development strategy modeled on other successful action plans in Oregon. There are three objectives that will help achieve the goal: (a) update the City's economic data through an Economic Opportunities Analysis (EOA), (b) develop a technically sound, cohesive economic development strategy based on current data, global trends, trade opportunities, and the traded sector strategy for the region, and (c) better define the City's role in achieving community economic development aspirations through current and planned implementation measures, including capital improvements, technical and financial assistance tools, and development code streamlining.

The City of Warrenton has not evaluated its economic policies in a comprehensive manner since the adoption of the Comprehensive Plan in 1992 (Article 9: Economic Element). The information is outdated and does not account for the changes that have occurred in the marketplace since the Great Recession nor does it address new industries that have flourished in the region, including fermentation and metal fabrication. The continued growth of the forestry sector, a potential expansion of Columbia Memorial Hospital, the emergence of an Oregon Main Street program for downtown revitalization (“Spruce Up Warrenton”) and the burgeoning regional tourist industry also has implications on workforce development and economic development choices and will significantly influence future economic growth in Warrenton.

The City received a grant through DLCD to participate in the Oregon Housing Planning Project. In June 2019, the City completed a Buildable Lands Inventory and Housing Needs Analysis which identified issues relating to the lack of housing for low to moderate income households - the predominant workforce in Warrenton. In an effort to ensure that regional and local economic development efforts are aligned with the needs and resources of the City, the adoption of an economic development strategy clearly delineate the strategies and roles of its partners. For example, Clatsop Economic Development Resources (CEDR) is a countywide agency that also houses the Small Business Development Center (SBDC), and facilitates potential recruitments and business expansions. CEDR has adopted specific industries to grow and expand in the region but may not be strategically aligned with Warrenton’s strengths. The City of Warrenton's Comprehensive Plan does not provide any kind of cohesive or strategic direction for where and how the community should approach economic development. Furthermore, the Development Code has not been updated to reflect economic priorities.

There are numerous opportunities to consider in the next five years: 1) The potential expansion of Columbia Memorial Hospital, 2) the growth of the forestry and wood products industry, and 3) advancing business development expansion in downtown. There is clear community support for developing a coordinated economic development strategy, but the strategy itself needs to be researched, analyzed, and developed through a public involvement process and with multiple business development partners. The City recognizes that now is the time to actively engage with its partners to

put together an economic development strategy while the economy is strong and not wait for another recession to jolt it into action. To this end, the Mayor identified this as a priority in his State of the City speech in August 2019. The City has budgeted \$4,000 but will need at a minimum \$75,000 to complete the number of tasks in the scope of work. These funds would be used to engage a consultant with specific expertise in economic development along with the technical knowledge of conducting economic opportunity analysis for local jurisdictions.

The City, Warrenton Business Association, Spruce Up Warrenton, Astoria-Warrenton Chamber of Commerce, CEDR, Port of Astoria, and other partners will provide meaningful in-kind project support. Warrenton lacks an adequate supply of commercial land and needs to inventory Water Dependent Industrial Shorelands for potential repurposing if an oversupply is demonstrated. There is a considerable amount of underutilized commercial and industrial land within the City's Urban Growth Boundary. Through this process, the City is looking to develop clear policies and implementation measures for providing an adequate 20 year land supply, but more importantly focus on steps that it and/or its partners can take to position these underutilized properties so that they are more desirable and marketable before considering a UGB expansion.

B. Products & Outcomes: Clearly describe the products and outcomes expected from the proposed project. See below under Work Program "Products & Outcomes"

C. Work Program, Timeline, and Payment:

1. Project kick-off. City will hire a consultant through a competitive selection process. City staff will compile background materials from its records and other appropriate sources for the consultant to review. A project steering committee will be formed, with the assistance of the Astoria-Warrenton Chamber of Commerce and CEDR. The committee and consultant will conduct an initial citywide tour of sites and local businesses, followed by a kickoff meeting at which the consultant and staff will outline and clarify the process and project objectives, as needed, based upon feedback from the group. A technical advisory group may also be formed that includes a small group of key staff from partner agencies including Business Oregon, Greater Portland, Inc, Col-Pac, Port of Astoria (Airport), Oregon State Extension Service, Oregon Employment, and other partner organizations.

Timeline: Month 1-3

Product & Outcomes: Memo documenting consultant selection process, formation of an advisory committee with meeting schedule, and the outcomes of the kick-off meeting (including any process adjustments/ clarifications). Additional outcomes include a specific charter for the advisory committee, expectations for attendance and input, and a City drafted public involvement strategy with clear objectives and expectations.

2. Update Economic Data and Prepare Employment Forecast. Consultant will conduct EOA, which includes evaluating relevant national, state, regional, county and local economic development trends, particularly traded sector industries and knowledge-based industries, such as medical and career technical educational facilities, and will review the information and approach with staff and the advisory committee. Consultant will further prepare an employment forecast considering this information and

will review the forecast methodology with staff and the steering committee prior to finalizing the trend data and employment forecast. Targeted stakeholder interviews, focus group, or site tours may be a component of this effort.

Timeline: Months 3-5

Products & Outcomes: Draft Economic Trends & Employment Forecast for the City of Warrenton.

Outcomes will include infographics and visual displays to help tell the economic story of Warrenton and a business case for why Warrenton needs an economic development strategy in the face of global competition for talent, resources, and private capital.

Payment #1: \$10,000 (Due from DLCD upon receipt of draft report)

3. Evaluate Employment Land Availability, Site Needs, & Traded Sector Strategy. Consultant is to outline approach to identifying available employment lands, redevelopment potential of properties within the community, brownfield identification, likely employment densities, land capacity, short term land availability (shovel ready), and a traded sector strategy based on results of Task 2. This will include outreach with industrial and commercial owners and the approach will be vetted and adjusted as needed based upon feedback from staff and the advisory committee. A report with maps will be prepared which will also be vetted with the committee. City staff will organize a fact finding trip to three peer cities, including Independence, Hood River, and Port Townsend to learn about successful approaches and methods to economic development.

Timeline: Months 5-7

Products & Outcomes: Draft Employment Land Availability, Water Dependent Industrial Lands Inventory, and Site Needs Report & Map. Outcomes will include proposed sites for redevelopment and reinvestment targets, and a portfolio of private and public properties to market.

Payment #2: \$20,000 (Due from DLCD upon receipt of draft report)

4. Conclusions, Policy Recommendations, and Implementing Measures. Consultant is to compare and analyze land capacity and demand, identify case studies where similar challenges in other communities were overcome and a cluster strategy led to new private investment, and select key clusters and strategies to support those industry sectors, and thoroughly discuss implications with staff and the advisory committee on existing tools, development code obstacles, or public-private partnership opportunities. Policies and implementation measures will also be prepared and reviewed and refined by the advisory group.

Timeline: Months 7-9

Products & Outcomes: Memo Outlining Key Conclusions, Policy Recommendations and Implementing Measures, including Draft Development Code language. Outcomes will include infographics and visual displays that capture the policy choices between current or expected economic climate and an enhanced economic climate based on key economic factors using socioeconomic data, livability criteria, job growth, and workforce development indicators to delineate the choice. Recommendations will also include regulatory changes to the development code or other obstacles to development.

Payment #3: \$20,000 (Due from DLCD upon receipt of draft report)

5. Economic Element of the Comprehensive Plan Draft Report. Consultant is to finalize the above referenced reports and prepare a new Economic Section to the Warrenton Comprehensive Plan for consideration by the Planning Commission and City Council. Documents are to be adjusted as needed based upon feedback from these policy making bodies. Public hearings are to be held and a signed adoption ordinance is to be forwarded to DLCD.

Timeline: Months 9-12

Products & Outcomes: Amended Economic Section of the Warrenton Comprehensive Plan and supporting Economic Opportunity Analysis documents. Outcomes are a clearer direction on economic development policy and programs, including making a policy decision on repurposing shorelands into other employment land.

6. Economic Development Strategy Draft Report. Based on the above results, the Consultant will prepare a concise, five year economic development strategy with specific actions, assigned partners, and resources to implement, and present it to the advisory committee, City Commission, CEDR Board, and Port of Astoria for final adoption.

Timeline: Months 9-12

Products & Outcomes: Five Year Economic Development Strategy. Outcomes will include numerical job targets, identity of at least four key business clusters to retain, expand, or attract, and measures of success including expected changes in socioeconomic indicators and economic impacts to local economy. Payment: \$26,000 (Due from DLCD upon receipt of draft report)

D. Evaluation Criteria. The proposed project is strategically aligned with the programs' first evaluation criteria: "promote economic development" and is a program priority in that it is "directly related to increasing economic development opportunities." This project is a perfect fit for DLCD's grant program and Warrenton's priorities.

E & F. Project Partners & Advisory Committees. Partners include DLCD, Astoria-Warrenton Chamber of Commerce, Warrenton Business Association, CEDR, Port of Astoria, Col-Pac, Spruce Up Warrenton, Columbia Memorial Hospital, Clatsop County, Business Oregon, and Worksource Oregon. All are prepared to contribute information to the process while many will serve on an advisory committee in some capacity either in a technical or steering committee role. Finally, the City's Planning Commission will also be consulted prior to review by the City Commission.

G. Cost Sharing & Local Contribution. The City of Warrenton is prepared to provide a 5 percent cash match to the grant request using urban renewal (TIF) or professional services budget. Other in kind contributions are expected in staff support, research and development, and meeting facilitation, including a RARE AmeriCorps participant committed until August 2020.