



CITY OF ASTORIA
CITY COUNCIL WORK PLAN
2023 - 2028



2025 Edition

Astoria City Council

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Stacy Kelly – Police Chief

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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. In 2025 the City Council met in January and May during Council retreats to update and reaffirm the five – year plan that was developed in 2023.



NOTE: The Astoria City Council recognizes that resources are limited both in staff time and funds. As a result priorities labeled **"TOP PRIORITY" take precedence over other Work Plan priorities.**



City of Astoria

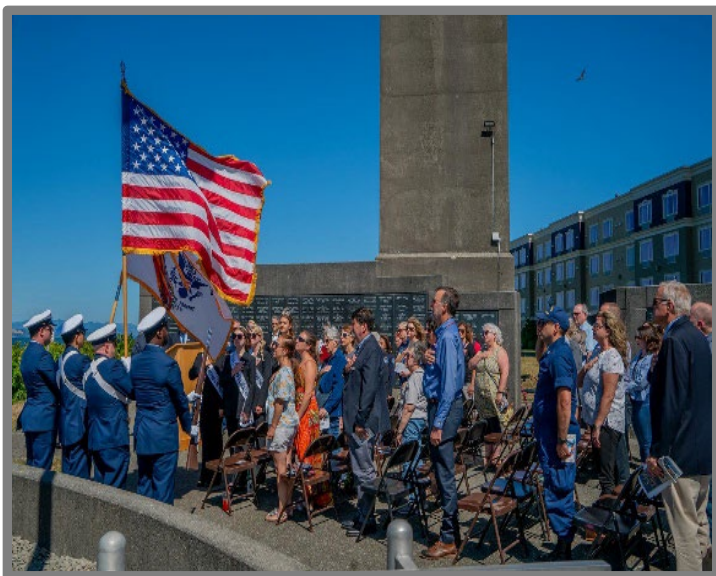
PRINCIPLES

- ACCOUNTABLE
- SERVICE – ORIENTED
- TRANSPARENT
- ORGANIZED
- RESILIENT
- INCLUSIVE
- ACCESSIBLE



VALUES

- PROFFESIONAL
- INTEGRITY
- STRATEGIC
- HUMILITY
- INVESTED
- COLLABORATIVE
- RESOURCEFUL
- PROACTIVE



City of Astoria

Goals

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

- Housing for All Astorians
- A Thriving Local Economy
- Resilience as a Community
- Livability and Quality of Life for Residents



CITY OF ASTORIA

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 exacerbating housing availability and affordability. The development of safe, accessible, and affordable housing is fundamental to the well-being of Astoria’s residents and the long-term vitality of the community. In response, the City Council has identified “**Housing for All Astorians**” as a core pillar of its strategic vision.

To meaningfully address these challenges, Astoria is actively collaborating with regional partners, state agencies, and housing advocates to develop and implement solutions that expand housing opportunities, remove barriers to development, and better align housing supply with community needs. As a city with over 10,000 residents, Astoria is also required by state law to complete a **Housing Capacity Analysis (HCA)** and adopt a **Housing Production Strategy (HPS)**—critical tools that will guide future zoning, infrastructure investments, and housing policy. These efforts will help the City plan for a range of housing types, support equitable access, and ensure readiness for long-term population and economic growth.

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- Review Astoria’s Development Code and Comprehensive Plan.....8
- Participate in Regional Housing Needs Analysis and Finalize Housing Capacity Analysis and Housing Production Strategy9



Housing for All Astorians

**TOP
PRIORITY**

Facilitate the Development of Workforce and Market Rate Housing in Astoria

Objective: Undertake steps to Partner, Invest, Support and/or Facilitate Housing production and redevelopment that address Astoria's workforce and middle-income housing needs.

City Role: Lead

Lead Department(s): Community Development

Secondary Department(s): City Manager's Office,

Point of Contact: 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Consideration of City participation in County-wide lease to locals program (Q2) <input type="checkbox"/> Establish the Housing Initiative Program (HIP) loan program for fund 140 (Q3) <input type="checkbox"/> Consideration of an amendment to the Astor East Urban Renewal Plan to include Copeland Commons and Darigold project. (Q3 & Q4) <input type="checkbox"/> Partner with Clatsop County to advance housing opportunity on Darigold Site in Downtown Astoria. (Q3 & Q4) <input type="checkbox"/> Issue a RFEI and then RFP for the development of the Custom House Property for housing. (Q3 & Q4)	<input type="checkbox"/> Select a developer for Custom House Property cottage cluster (Q1 & Q2) <input type="checkbox"/> Seek grant funding opportunities for targeted infrastructure that will help facilitate workforce housing (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"/> Meet with Coast Guard Leadership to gauge housing needs of service men and women stationed at Base Astoria. (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"/> Seek grant funding opportunities for targeted infrastructure that will help facilitate workforce housing (on-going) <input type="checkbox"/> Identify workforce housing opportunities emerging from the Tongue Point Area. (2027, Q1) <input type="checkbox"/> Consider initiating market study to demonstrate economic viability of creating housing and/or supporting rents (2027 Q3 & Q4) <input type="checkbox"/> Review HIP program based on engagement and desired outcomes. (2028, Q1)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

Housing for All Astorians

**TOP
PRIORITY**

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: 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. A continued examination of the City's regulatory process and zoning is necessary to address barriers to the development of housing in Astoria.

ANTICIPATED BENCHMARKS

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Consider adopting a Vacation Rental Ordinance to clarify standards and improve enforceability (Q2)	<input type="checkbox"/> Consider adoption of vacation rental ordinance into ADC and finalize supporting administrative procedures (Q2) <input type="checkbox"/> Planning Commission considers incorporating code updates or overlays to support downtown housing and vertical housing opportunities. (Q2) <input type="checkbox"/> City Council considers incorporating code updates or overlays to support downtown housing and vertical housing opportunities. (Q3)	<input type="checkbox"/> Launch comprehensive development code review to align zoning, use allowances, and design standards with the Housing Production Strategy Goals. (2027 Q3) <input type="checkbox"/> Initiative technical review and public engagement for targeted comprehensive plan amendments to support housing access and land use efficiency, incorporating the strategies identified in the Housing Production Strategy. (2027 Q3) <input type="checkbox"/> Present recommended updates to the Development Code to Council. (2027 Q4) <input type="checkbox"/> Present recommended updates to the Comprehensive Plan to Council. (2028 Q1)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

Housing for All Astorians

**TOP
PRIORITY**

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: 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Complete and share Countywide Buildable lands inventory. (Q1) <input checked="" type="checkbox"/> Complete and share Housing Needs Analysis. (Q2) <input type="checkbox"/> Apply for DLCD grant funding to support Astoria's Housing Capacity Analysis (HCA) (Q3) <input type="checkbox"/> Continue participation in regional housing efforts and align findings with city-specific needs (on-going)	<input type="checkbox"/> Complete and present Astoria's Housing Capacity Analysis (Q4) <input type="checkbox"/> Apply for state grants to complete Astoria's Housing Production Strategy (Q4) <input type="checkbox"/> Initiate Astoria's Housing Production Strategy (HPS) (Q4) <input type="checkbox"/> Continue participation in regional housing efforts and align findings with city-specific needs (on-going)	<input type="checkbox"/> Finalize and adopt HPS in compliance with state deadlines (2027 Q2) <input type="checkbox"/> Begin implementation of strategies identified in the HPS (2027 Q3) <input type="checkbox"/> Continue participation in regional housing efforts and align findings with city-specific needs (on-going) <input type="checkbox"/> Monitor outcomes and adjust local policies, zoning, and infrastructure planning in alignment with HPS goals (on-going)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

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

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A Thriving Local Economy

**TOP
PRIORITY**

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: 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Publish RFP to Audit the City's Development Review Process for Efficiencies. (Q2) <input checked="" type="checkbox"/> Award contract to consultant (Q3) <input type="checkbox"/> Final audit report drafted with prioritized recommendations and implementation road map (Q4) <input type="checkbox"/> Presentation to Council on results of the development review audit. (Q4)	<input type="checkbox"/> Amend Astoria's Development Code to incorporate a distinct Vesting Process for all Land Use Applications and Building Projects. (Q2) <input type="checkbox"/> Improve coordination between planning, building, and engineering for new development activities. (Q2) <input type="checkbox"/> Provide more opportunities for on-line access permitting in Astoria. (Q3) <input type="checkbox"/> Identify a set of construction activities for expedited permits. (Q3) <input type="checkbox"/> Examine need for a Geologic Hazard Development Ordinance. (Q3) <input type="checkbox"/> Update City website to provide clear information regarding permit applications and review processes.(On-going)	<input type="checkbox"/> Gather Stakeholder Feedback on Astoria Permitting Process – Quality Control Measure. (Q2) <input type="checkbox"/> Continue phased implementation of Development Review Audit recommendations. (Ongoing) <input type="checkbox"/> Monitor and review changes made to development process to ensure changes are meeting desired outcomes (On-going)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

A Thriving Local Economy

**TOP
PRIORITY**

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): City Manager's Office & Community Development Department

Secondary Department(s): Finance Department,

Point of Contact: 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. The Astoria Development Commission has established their priorities to be: 1: Housing; 2: Infrastructure, 3: Economic Development, 4:

ANTICIPATED BENCHMARKS

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Establish Updated Priorities for Astor East and West Urban Renewal Districts. (Q2) <input checked="" type="checkbox"/> Approve a funding program for local businesses and organizations to use to apply for funding (Q3) <input checked="" type="checkbox"/> Update Astor East and West Urban Renewal Districts' website based on new established priorities and funding program. (Q3) <input type="checkbox"/> Consider approving a substantial map amendment to Astor East for housing projects. (Q4)	<input type="checkbox"/> Incorporate Priorities in City Budget Document for FY 2026/2027. (Q1) <input type="checkbox"/> Review the effectiveness of funding programs to meet ADC priorities (Q3) <input type="checkbox"/> Identify the potential for an economic development program in partnership with local lending agencies (Q3) <input type="checkbox"/> Pursue Projects in Astor East and West Urban Renewal Districts' based on updated priorities. (On-going)	<input type="checkbox"/> Incorporate Priorities in City Budget Document for FY 2027/2028. (Q1) <input type="checkbox"/> Pursue Projects in Astor East and West Urban Renewal Districts' based on updated priorities. (On-going)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

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: 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 expanding its services and has purchased 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

2025	2026	2027 and beyond
<input type="checkbox"/> Finalize TGM Scope of Work. (Q3-Q4) <input type="checkbox"/> ODOT initiates consultant procurement process and selects lead firm for project delivery (Q4). <input type="checkbox"/> Coordinate with state and federal partners on the evolving status of the Tongue Point Job Corps Center (On-going).	<input type="checkbox"/> Consultant team completes transportation plan for Greater Tongue Point Area, including stakeholder engagement and technical analysis (Q3–Q4) <input type="checkbox"/> Present final transportation plan to Council (Q4)	<input type="checkbox"/> Develop implementation strategy based on plan recommendations (2027 Q1) <input type="checkbox"/> Pursue funding for infrastructure improvements (e.g., road upgrades, multimodal access) identified in the final plan (On-going)



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: 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

2025	2026	2027 and beyond
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Clatsop County presents Economic Opportunity Analysis to City Council (Q1)<input type="checkbox"/> Identify and reach out to key partners to participate in the update. (Q3 & Q4)	<ul style="list-style-type: none"><input type="checkbox"/> Prepare draft document for Astoria's revised 5-year Economic Development Strategy. (Q3)<input type="checkbox"/> City Council to consider final document for Astoria's 5-year Economic Development Strategy. (Q4)<input type="checkbox"/> Pursue economic initiatives and goals outlined in Astoria's 5-year Economic Development Strategy. (on-going)	<ul style="list-style-type: none"><input type="checkbox"/> Pursue economic initiatives and goals outlined in Astoria's 5-year Economic Development Strategy. (on-going)



A Thriving Local Economy

Finalize Port Master Plan & Partner with the Port to Move the Plan Forward

Objective: Finalize and adopt the Port Master Plan into the City Code and identify future collaboration with the Port of Astoria to move the plan forward.

City Role: Lead

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

Secondary Department(s):

Point of Contact: City Manager and Community Development Director

Background: In 2023, the Port of Astoria jointly adopted the Port's Maritime Waterfront Master Plan, a long-range strategy to guide redevelopment of approximately 65 acres of Port-owned industrial waterfront. The plan emphasizes maritime and industrial uses—particularly at Pier 1—while supporting mixed-use development, economic revitalization, and improved public access around the West Mooring Basin. 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

2025	2026	2027 and beyond
<input type="checkbox"/> Work with Port to advance elements of the Port Master Plan. (on-going)	<input type="checkbox"/> Examine the potential of an Industrial Incubator Project with Port of Astoria. (Q3) <input type="checkbox"/> Hold joint meeting with City Council and the Port Commission to discuss Port Master Plan. (Q2) <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. (2027 Q2)



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: 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. Supporting local businesses—both established and emerging—is essential to job creation, commercial vitality, and neighborhood vibrancy. The City recognizes the critical role business owners play in shaping Astoria's character and economy, and is committed to fostering an environment where enterprises of all sizes can start, grow, and succeed.

ANTICIPATED BENCHMARKS

2025	2026	2027 and beyond
<input type="checkbox"/> Work with Chamber and CEDR to determine how the City can support the business community. (on-going) <input type="checkbox"/> Establish an outreach program to visit established businesses. (Q3) <input type="checkbox"/> Create a City welcome packet for new businesses opening in Astoria. (Q3) <input type="checkbox"/> Collaborate with ADHDA to develop priorities and solutions for ROW and Clean Streets (Q3)	<input type="checkbox"/> Work with Chamber and CEDR to determine how the City can support the business community. (on-going) <input type="checkbox"/> Launch implementation of Clean Streets and ROW improvement strategies in partnership with ADHDA, public works, and business community. (Q2) <input type="checkbox"/> Study businesses presence and activity by sector to understand Astoria's economic base (Q3). <input type="checkbox"/> Continue pursuing grants and aligning funding sources with identified priorities (On-going)	<input type="checkbox"/> Work with Chamber and CEDR to determine how the City can support business community. (on-going) <input type="checkbox"/> Coordinate with local job development and education agencies to develop pipeline programs for local industry partners. (2027 Q2) <input type="checkbox"/> Continue pursuing grants and aligning funding sources with identified priorities (On-going) <input type="checkbox"/> Continue expanding City's business assistance tools, welcome materials, and permit guidance based on stakeholder feedback (On-going)



A Thriving Local Economy

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: 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

2025	2026	2027 and beyond
<input type="checkbox"/> Encourage meetings of Uniontown civic leaders to maintain communication and dialogue on important issues (Q4). <input type="checkbox"/> Have members of Astoria City Council attend Astoria's Historic District Association meetings at least quarterly (Q1, Q2, Q3, & Q4) <input type="checkbox"/> Have members of Astoria City Council attend Uppertown Business Association at least quarterly (Q1, Q2, Q3, & Q4)	<input type="checkbox"/> Explore strategies to better define boundaries of Uniontown, Astoria's Historic Downtown, and Uppertown (i.e., signage, artwork, etc.) (Q1) <input type="checkbox"/> Produce brief write up/history of Uniontown, Astoria's Historic Downtown, and Uppertown and share on City's website (Q2). <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).	<input type="checkbox"/> Have members of Astoria City Council attend Astoria's Historic District Association meetings at least quarterly (Q1, Q2, Q3, & Q4) <input type="checkbox"/> Have members of Astoria City Council attend Uppertown Business Association at least quarterly (Q1, Q2, Q3, & Q4)



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): City Manager's Office

Secondary Department(s):

Point of Contact: Assistant to the City Manager

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 41st 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Council approve Arts & Culture program development consultant contract (Q2) <input checked="" type="checkbox"/> Deliverable 1: Arts Catalog completed (Q3) <input type="checkbox"/> Deliverable 2: Engagement Feedback Summary from Key stakeholders' meetings (Q4)	<input type="checkbox"/> Councilors attend Arts Summit for Educators and Government Officials (Q1) <input type="checkbox"/> Deliverable 3: Arts & Culture funding opportunities list developed for local organizations to access. (Q1) <input type="checkbox"/> Deliverable 4: Presentation to Council on Recommendations and Strategic Direction for advancement of Arts & Culture community in Astoria. (Q2)	<input type="checkbox"/> Councilors attend Arts Summit for Educators and Government Officials (Q1)



Resiliency 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

- Develop Plan to Reinvest in Critical Infrastructure20
- Other Major Projects/Priorities.....21
- Evaluate Essential/Public Safety Facilities within the Inundation Zone22
- Update Astoria City Charter.....23
- Update and Finalize Emergency Operations Plan.....24
- Increase Disaster Resilience and Awareness among Community.....25



Resiliency as a Community

**TOP
PRIORITY**

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: 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Work session on draft Capital Improvement Plan and Integrated Plan (Q1) <input checked="" type="checkbox"/> City Council holds Work Session considering increase to SDC's(Q1) <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. (Q4) <input type="checkbox"/> Work with State and Federal Delegation to seek assistance with utility Infrastructure. (on-going)	<input type="checkbox"/> Identify potential ways to pause CSO loan repayment program (Q2) <input type="checkbox"/> Perform internal evaluation of staffing vs level of service for Public Works Essential Functions (Q3) <input type="checkbox"/> Evaluate rate structure for targeted reinvestment in Astoria utility. (on-going) <input type="checkbox"/> Work with State and Federal Delegation to seek assistance with utility Infrastructure. (on-going)	<input type="checkbox"/> Perform an internal evaluation and identify strategies to cover any gaps in service that may be identified. <input type="checkbox"/> Incorporate strategies into the FY 27-28 Budget. <input type="checkbox"/> Evaluate rate structure for targeted reinvestment in Astoria utility. (on-going) <input type="checkbox"/> Work with State and Federal Delegation to seek assistance with utility Infrastructure. (on-going)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

Resiliency 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.

IN PROGRESS

Project Title	Classification	Project Cost
Pipeline Road Waterline Resilience Project	Water	\$2,930,000
16th St Distribution Waterline Replacement Project	Water	\$2,790,000
Irving Avenue (between 20 th to 28 th) Waterline Project	Water	\$1,894,662
WWTP Headwork Improvements Project	Sanitary Sewer	\$4,860,000
Heritage Square Cleanup & Redevelopment Project	Park	\$2,000,000

COMPLETED

Project Title	Classification	Project Cost
Pre-disaster Landslide Storm Drainage Project	Storm	\$902,488



Resiliency as a Community

**TOP
PRIORITY**

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: 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Map City facilities and public property impacted by a tsunami event (Q1) <input type="checkbox"/> Examine other critical infrastructure that could be impacted by the tsunami inundation zone (Q4)	<input type="checkbox"/> Explore feasibility of upgrading or relocating Public Safety Facilities and Public Works Shops out of the inundation zone. (Q4)	



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

Resiliency as a Community

**TOP
PRIORITY**

Update Astoria City Charter

Objective: Review the Astoria City Charter and update portions to ensure the ability of the municipality to perform its duties in the event of an emergency.

City Role: Lead

Lead Department(s): City Manager's Office, City Attorney

Secondary Department(s):

Point of Contact: City Manager's Office

Background: In recent years the League of Oregon Cities (LOC) has identified potential issues in the structuring of City Charters that could limit the capacity/ability of the municipality to perform its duties in the event of an emergency scenario that may prevent the Council to meet in an official capacity. The LOC has recommended ways that local municipalities can update their charters to better bolster their charters in the event of these emergencies. To ensure the resiliency of the organization so that the municipality can always be prepared to serve its residents, Council adopted this objective. All updates of the City Charter will need to be voted on by the residents of Astoria on a ballot.

ANTICIPATED BENCHMARKS

2025	2026	2027 and beyond
<input type="checkbox"/> Council work session discussing the topic of updating the City Charter (Q4) <input type="checkbox"/> Council considers developing an ad hoc committee whose goal is to provide recommendations on updates to the charter. (Q4)	<input type="checkbox"/> Ad hoc Committee makes recommendations to Council. (Q1) <input type="checkbox"/> Council considers recommendations and makes request to place recommendations on upcoming ballot. (Q2)	



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

Resiliency 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

2025	2026	2027 and beyond
<input type="checkbox"/> RFP submitted by Clatsop County Emergency Management (Q2) <input type="checkbox"/> Hire consultant. (Q2) <input type="checkbox"/> Work begins with selected consultant. (Q3) <input type="checkbox"/> Regularly meet with County-wide representatives to discuss progress of the EOP (On-going)	<input type="checkbox"/> Regularly meet with County wide representatives to discuss progress of the EOP (On-going) <input type="checkbox"/> Coordinate with City of Astoria Departments. (Q2) <input type="checkbox"/> Complete final draft of Astoria Emergency Operations Plan (Q4) <input type="checkbox"/> Adopt Emergency Operation Plan by City Council. (Q4)	<input type="checkbox"/> Update Astoria's Continuity of Operation Plan (COOP) based on new EOP. (Q1) <input type="checkbox"/> Update Astoria's Continuity of Government Plan (COGP) based on new EOP. (Q1) <input type="checkbox"/> Review Emergency Operations Plan for updates. (on-going) <input type="checkbox"/> Annual Emergency Operations Center training exercise. (on-going)



Resiliency 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, windstorms, landslides, wildfire, tsunami, earthquake and flooding.

ANTICIPATED BENCHMARKS

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Back-up EOC MOU signed with Clatsop Community College (Q1) <input checked="" type="checkbox"/> Hold Table Top Training Exercise. (Q2) <input type="checkbox"/> Work with County in developing a promotion strategy for residents to sign up to Clatsop Alerts. (on-going) <input type="checkbox"/> Hold Second Table Top Training Exercise. (Q4)	<input type="checkbox"/> Reach goal of 3,000 City of Astoria residents using Clatsop Alerts. (Q1) <input type="checkbox"/> Emergency Preparedness Training with City Council (Q1) <input type="checkbox"/> Hold semi-quarterly emergency preparedness open houses (Q2 & Q4) <input type="checkbox"/> Identify and supply two additional Relief Areas. (Q4) <input type="checkbox"/> Hold Second Table Top Training Exercise. (Q4)	<input type="checkbox"/> Reach goal of 3,500 City of Astoria residents using Clatsop Alerts. (Q1) <input type="checkbox"/> Hold Table Top Training Exercise. (Q2) <input type="checkbox"/> Identify and supply two additional assembly areas on the Astoria Tsunami Evacuation Map. (Q3) <input type="checkbox"/> Maintain ICS Training requirements for identified City Employees. (on-going) <input type="checkbox"/> Hold Second Table Top Training Exercise. (Q4)



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

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Livability and Quality of Life for Residents

**TOP
PRIORITY**

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

2025	2026	2027 and beyond
<ul style="list-style-type: none"><input type="checkbox"/> Collaborate with service and shelter providers to meet community need to house and provide direct services to homeless community. (on-going)<input type="checkbox"/> Identify methods to ensure compliance of Astoria's Camping Code. (Q3)<input type="checkbox"/> Install Livability information signs throughout City (Q4)<input type="checkbox"/> Support the development of Clatsop Behavior Health's new facility on Marine Drive. (Q4)	<ul style="list-style-type: none"><input type="checkbox"/> Collaborate with service and shelter providers to meet community need to house and provide direct services to homeless community. (on-going)<input type="checkbox"/> Continue City's Participation in Multi-Agency Coordination – MAC meetings. (Q1, Q2, Q3, & Q4)	<ul style="list-style-type: none"><input type="checkbox"/> Collaborate with service and shelter providers to meet community need to house and provide direct services to homeless community. (on-going)<input type="checkbox"/> Continue City's Participation in Multi-Agency Coordination – MAC meetings. (Q1, Q2, Q3, & Q4)



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

Livability and Quality of Life for Residents

**TOP
PRIORITY**

Library Renovation

Objective: Complete the Renovation of the Astoria Public Library

City Role: Lead

Lead Department(s): Library

Secondary Department(s): City Manager's Office

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

2025	2026	2027 and beyond
<ul style="list-style-type: none"><input checked="" type="checkbox"/> City Council walkthrough of Astoria Library (Q1)<input type="checkbox"/> Complete Construction. (Q3)<input type="checkbox"/> Library staff relocates to new Library facility. (Q4)<input type="checkbox"/> Grand Reopening. (Q4)		



CITY OF ASTORIA

CITY OF ASTORIA STRATEGIC WORK PLAN

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: 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 184,000 square feet. The project, is estimated at between \$225 million and \$250 million, an increase from earlier projections, and 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Allow usage of aquatic center parking lot for CMH expansion (Q1) <input checked="" type="checkbox"/> Consideration of a utility easement for the CMH expansion. (Q1) <input type="checkbox"/> Finalize Fire/Life Safety and Mechanical Plan Reviews for CMH expansion. (Q3-Q4) <input type="checkbox"/> Continue interdepartmental coordination and onsite inspection services during construction (On-going)	<input type="checkbox"/> City Council receive update on expansion (Q2) <input type="checkbox"/> Completion of Phase 1 of the Expansion Project. (Q4) <input type="checkbox"/> Draft amendments to the Health Care Zone sign code considered by Planning Commission and City Council (Q2-Q3) <input type="checkbox"/> Continue interdepartmental coordination and onsite inspection services during construction (On-going)	<input type="checkbox"/> Start Phase 2 of the expansion. (2027 Q1) <input type="checkbox"/> Completion of Phase 2 of the Expansion Project. (2027 Q3) <input type="checkbox"/> Council attend CMH ribbon cutting. (2027 Q3) <input type="checkbox"/> Continue interdepartmental coordination and onsite inspection services during construction (On-going)



Livability and Quality of Life for Residents

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's Office

Point of Contact: 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

2025	2026	2027
<input checked="" 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. (Q1) <input type="checkbox"/> Participate in lead-up events in anticipation of 100 year anniversary of Astoria Column (Q1 & Q2). <input type="checkbox"/> Celebrate 100 year anniversary of Astoria Column (Q3)	<input type="checkbox"/> Continue collaboration with Friends of the Astoria Column for ongoing maintenance and support of landmark



Livability and Quality of Life for Residents

Heritage Square

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

City Role: Primary

Lead Department(s): City Manager's Office, Parks & Recreation, Public Works

Secondary Department(s):

Point of Contact: City Manager and 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

2025	2026	2027 and beyond
<input checked="" type="checkbox"/> Outlined a framework that advances a vision for Heritage Square which incorporates community and stakeholder engagement (Q2) <input checked="" type="checkbox"/> Awarded EPA Brownfield grant program to help pay for construction that will cap environmental comprised area for space adjacent to Heritage Square. (Q2) <input type="checkbox"/> Submit a request for proposal for development of engineering plans for the project. (Q4) <input type="checkbox"/> Continue engagement with Friends of Heritage Square and key partners in advancing future vision of Heritage Square (On-going)	<input type="checkbox"/> Finalize engineering plans for space immediately adjacent to Heritage Square (Q1 & Q2) <input type="checkbox"/> Complete construction of cap for space adjacent to Heritage Square and obtain a "No Further Action" on site. (Q3 & Q4) <input type="checkbox"/> Continue engagement with Friends of Heritage Square and key partners in advancing future vision of Heritage Square (On-going)	<input type="checkbox"/> Continue engagement with Friends of Heritage Square and key partners in advancing future vision of Heritage Square (On-going)



Livability and Quality of Life for Residents

Transportation and Public Transit in Astoria

Objective: Consider initiatives, policies and programs to enhance transportation safety in Astoria and identify the potential of additional public transit options throughout Astoria.

City Role: Primary

Lead Department(s): City Manager's Office

Secondary Department(s): Community Development, Public Works

Point of Contact: City Manager

Background: Transportation safety and access are essential to Astoria's connectivity and quality of life. With thousands of visitors coming to Astoria every year ensuring that both visitors and residents can travel safely throughout the City is a top priority.

ANTICIPATED BENCHMARKS

2025	2026	2027 and beyond
<ul style="list-style-type: none"><input type="checkbox"/> City Council work session to discuss transportation (Q4)<input type="checkbox"/> Consideration of adoption of a traffic concern response policy for the traffic advisory committee (Q4)<input type="checkbox"/> Staff identifies potential locations in Uppertown, Downtown, and Uniontown for a localized parking area (Q4)	<ul style="list-style-type: none"><input type="checkbox"/> City Council Work Session to discuss the potential for additional public transit options (Q1)<input type="checkbox"/> Future meeting with Sunset Empire Transit District to discuss transit in Astoria and Clatsop County. (Q2)	

