

**Tillamook County
Economic Development Council**

Strategic Plan

Synopsis

July 2003

Mission:

Facilitate a healthy business community and infrastructure to increase economic viability for Tillamook County citizens.

Goals

- 1. Expand, retain and recruit businesses and industries including the traditional bases in forestry, agriculture and tourism.**
- 2. Increase per capita income, diversify the economy, and promote economic growth through year-round family-wage jobs.**
- 3. Sustain and grow the Economic Development Council of Tillamook County.**
- 4. Support infrastructure for community and economic development.**
- 5. Promote educational opportunities for youth and adults that will increase prospects for local satisfactory employment.**

Introduction

From September 2002 through May 2003, the Economic Development Council of Tillamook County (with assistance from Craig Smith, Rural Development Initiatives, Inc.) has been working on a Five Year Strategic Plan. The following information is a synopsis of the progress thus far.

Revised Mission Statement

Facilitate a healthy business community and infrastructure to increase economic viability for Tillamook County citizens.

Vision Statements

The EDCTC reviewed the Tillamook County Futures Council Vision before developing its own vision, specific to economic development. The vision statements below (along with the SWOT analysis detailed later in this document) were used to develop the goals, strategies and actions within the plan.

- **Sustainable and affordable quality infrastructure: water, wastewater, transportation and communications**
- **More diversified industrial base**
- **Maintain and improve quality of life**
- **Clean air and water**
- **All industry including timber, dairy and fishing are operating in balance with the environment**
- **Adequate food and housing for everyone**
- **Education K-12 offers a foundation for success**
- **Retention of youth through family wage jobs**
- **Kids are trained for jobs that will allow them to live here and raise families**
- **Available and affordable healthcare for all citizens**
- **Local job training – quality for all ages**
- **Tillamook State Forest – model for reforestation and wood product development**
- **Tillamook is a model for balancing natural resource preservation and economic development**
- **Integration of ethnic and minority population**
- **Year-round family wage jobs**
- **Trained workforce with positive work ethic**
- **Unified County with countywide chamber/CVB**
- **People feel secure in the communities e.g. public safety**
- **Retail mix that allows residents to shop locally**
- **Thriving art community**
- **TBCC technical training capabilities**
- **Downtown is vibrant and vital with meeting places**
- **Oregon Coast is internationally recognized for historical significance**
- **Enhanced tourism facilities**
 - attract people to stay longer
 - destination
- **Library, skate parks – family community facilities**
- **Comp plan reflects realistic land use**

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Tillamook Forest • Environmentally sound practice • Opportunity for Business Diversity • Enterprise zone • Geographical assets • Active volunteers • 1 million yearly visitors (due to Creamery) • Tillamook County Creamery Assn. • Well-established traditional business community partnerships • Fully functional EDC • Variety of transportation • Small community lifestyle • Operational funding • Revolving loan fund • CDBG Management • Highly technically savvy residents • Stable family values • Location for business opportunities • Good proximity in state • Three Lumber Mills • Highway 101 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Food security • Lack of affordable housing • Low wage jobs with lack of youth opportunities • Geographic segregation of county communities • Local politics • Weather / dairy air • Cash Poor • Cyclical economy • Educational system at risk - does not produce what we need • Lack of motivated workforce • Us vs. Them mentality • Lack of indoor recreation • Poor road maintenance • Poor communications system • Too much negative PR • Flooding • Discouragement • Limited health care facilities • Old thinking (in the box)
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Forestry center • Lewis and Clark Bicentennial • Aviation business opportunities • Downtown development • Professional telecommuting • Indoor recreation Water Park • Expanding EDC membership • VCB events coordinator • Film and video opportunities • Agriculture diversity (value added) • Childcare services • Developing lightwave • Destination resort golf courses • Small business expansion • High tech mom and pop business • Wood products value added • Retain and expand industry jobs • Natural resource recreation • Heritage Farm interpretation • Highway 101 traffic • Geriatric services industry • Community art programs • Waste to watts (Bio-mass electrical generation) 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • State funding education • State fiscal decisions • Environmental rules and regulations • Flooding and natural disasters • Resource areas vulnerable to development • Increasing cost of land for housing • Funding for EDC • Accelerated cost of doing business • Youth relocating • Cost of illegal aliens

Economic Development Council of Tillamook County

Strategic Plan – July 24, 2003

Goal 1: Expand, retain and recruit businesses and industries including the traditional bases in forestry, agriculture and tourism.

Strategy 1.1: Maintain and expand current EDC programs that support Goal 1

- ✓ Administer and seek additional funds for EDC Revolving Loan Fund
- ✓ Administer Soil & Water Conservation District's Revolving Loan Fund
- ✓ Manage Tillamook Enterprise Zone
- ✓ Coordinate with local community partners, i.e. chambers, business associations, county departments, workforce partners, etc.
- ✓ Coordinate with regional, statewide and national partners, i.e. Northwest Oregon Economic Alliance, Northwest Oregon Regional Partnership, Col-Pac EDD, Oregon Economic and Community Development Department, etc.
- ✓ Coordinate with private and public funding sources to increase access to risk capital

Strategy 1.2: Inventory available industrial and commercial lands and include on website

- ✓ Support and house R.A.R.E. student (or staff, or contractor) to assist in data collection
- ✓ Coordinate with industrial/commercial sites, and county and state permitting departments to identify and develop "project ready" sites
- ✓ Coordinate with Northwest Oregon Economic Alliance and Col-Pac to link EDC and other appropriate (i.e. regional and/or state) websites

Strategy 1.3: Survey existing businesses to determine if EDC has programs that can assist

- ✓ Promote Revolving Loan Fund opportunities
- ✓ Educate businesses within Enterprise Zone about benefits and how to access those benefits
- ✓ Expand library of business-related publications, including feasibility studies for county entities
- ✓ Share marketing materials and educate businesses that EDC will help assist with promotions

Strategy 1.4: Promote marketing efforts of county's agricultural and food products

- ✓ Support Farmers Market and similar efforts
- ✓ Encourage web-based and other collective marketing efforts
- ✓ Promote using/selling local products (agricultural and other) in county restaurants and businesses

Strategy 1.5: Manage annual Taste of Tillamook County

- ✓ Coordinate all aspects of event operations and management
- ✓ Support and house R.A.R.E. student (or staff, or contractor) to assist with event coordination
- ✓ Convention/Visitors Bureau to take over event (when such organization is formed)
- ✓ Assist with distribution of Dining Guide

Strategy 1.6: Support development at Tillamook County port districts

- ✓ Support composting and methane digesting industrial opportunities
- ✓ Encourage businesses that utilize products developed through composting and MEAD
- ✓ Encourage aviation-related industries

Strategy 1.7: Recruit new business opportunities

- ✓ Coordinate with Oregon Economic and Community Development Dept. to follow up leads
- ✓ Coordinate with Oregon Film & Video department to encourage industry filming in County
- ✓ Identify appropriate business sectors to recruit
- ✓ Participate in appropriate regional marketing strategies and programs (i.e. Oregon Economic Development Association; Franchise Marketing Campaign, etc.)
- ✓ Produce (from existing footage as much as possible) short (7 minute) promotional video
- ✓ Utilize marketing materials to actively promote doing business in Tillamook County

Strategy 1.8: Organize Business Assistance Teams to recruit and assist new businesses

- ✓ Organize team to be ready to court new businesses: state/county/city/chamber liaisons
- ✓ Organize team to address issues of: permits, finance, location

Strategy 1.9: Support tourism-related endeavors

- ✓ Assist businesses to recognize importance of tourism-related businesses
- ✓ Assist businesses to implement quality service programs
- ✓ Educate businesses about other tourism activities within the county, and importance of cross promotion (Tillamook County Through a Visitor's Eyes)
- ✓ Pursue tourism opportunities that arise through Lewis & Clark Bicentennial
- ✓ Encourage tourism activities - birding, kayaking, fishing, hiking, boating, quilting, golfing, entertainment, trains, special events, etc.
- ✓ Develop marketing plan to take advantage of Lewis & Clark Bicentennial Activities

Strategy 1.10: Explore long-range opportunities for agricultural diversification, industrial/commercial growth, and tourism-related endeavors

- ✓ Research and support opportunities for:
 - suitable agri-businesses, i.e. mushroom growing, rose cultivation, pet food, etc.
 - secondary wood products manufacturing, i.e. furniture, toys, musical instruments, etc.
 - industrial "clusters," i.e. aviation-related endeavors at the Port
 - fisheries
 - forest products businesses
 - big-rig mechanics business, marine equipment repair, farm equipment repair, specialized automotive services
 - commercial growth, i.e. movie theatre, retail shops, outlet shops, McMenemy's-type brew-pub, 24-hour restaurant, 24-hour gas station
 - development of a Heritage Farm, Indoor Water Park, Arts/ Educational programs, skate park, outdoor recreation, special events, etc.
- ✓ Coordinate with Oregon Department of Forestry and US Forest Service to receive their "Jobs in the Woods" notices
- ✓ Explore county-wide visitors bureau or event coordinator
- ✓ Encourage development of destination resorts and related activities

Goal 2: Increase per capita income, diversify the economy, and promote economic growth through year-round family-wage jobs.**Strategy 2.1: Maintain and expand current EDC programs that support Goal 2**

- ✓ Support and promote training programs, i.e. Small Business Development Center, Tillamook Work Solutions, Oregon Employment Department, Workforce Investment Board
- ✓ Assist and participate in construction contractor training programs, i.e. Getting Government Contracts workshops

Strategy 2.2: Support opportunities for local construction industry

- ✓ Keep tabs on, and inform county contractors of construction projects
- ✓ Work with partners (i.e. Small Business Development Center) to provide contract assistance to contractors
- ✓ Provide business incubator space for contractors' use

Strategy 2.3: Explore small business incubator with commercial kitchen

- ✓ Work with C.A.R.E., OECDD and other community partners to establish community facility that could facilitate small food products business as well as general small business

Strategy 2.4: Support increased High Tech capacity and related business

- ✓ Support Lightwave
- ✓ Encourage business opportunities that arise from increased high tech capacity
- ✓ Pursue high tech business recruitment effort

Strategy 2.5: Promote businesses that support the increasing retirement population

- ✓ Encourage attractions that cater to retirees - entertainment, golf, birding, quilting, etc.
- ✓ Include appropriate web-page keywords: Senior, Friendly, Retirement, etc.

Strategy 2.6: Encourage healthcare industry and related services for senior population

- ✓ Promote training opportunities for health care and assisted living services
- ✓ Support short and long-term health care facilities
- ✓ Support and encourage assisting living facilities (i.e. C.A.R.E.'s assisted living projects)

Strategy 2.7: Support Arts and Culture Related Endeavors

Goal 3: Sustain and grow the Economic Development Council of Tillamook County.

Strategy 3.1: Maintain and expand current EDC programs that support Goal 3

- ✓ Develop and update interactive EDC website
- ✓ Manage EDC in fiscally responsible way
- ✓ Seek funding sources that will compensate EDC for furthering joint goals
- ✓ Publish periodic newsletter
- ✓ Provide marketing materials for EDC and members' use
- ✓ Provide professional development opportunities for staff
- ✓ Publicize EDC's activities and efforts
- ✓ Provide safe working environment
- ✓ Continue development of "fee for services" plan with discounts for members

Strategy 3.2: Develop Membership Campaign / Increase Membership Benefits

- ✓ Hold quarterly membership meetings throughout Tillamook County
- ✓ Compile and update directory of businesses in Tillamook County
- ✓ Arrange frequently scheduled publicity in county newspapers
- ✓ Form membership committee from board members
- ✓ Design membership recruitment plan and pursue
- ✓ Review and restructure membership dues
- ✓ Increase EDC exposure and participation throughout Tillamook County
- ✓ Recruit new members to get involved in EDC projects

Goal 4: Support infrastructure for community and economic development.

Strategy 4.1: Maintain and expand current EDC programs that support Goal 4

- ✓ Organize Tillamook County Needs & Issues Project Notification process
- ✓ Support community infrastructure projects, such as water treatment plants, community centers, etc.
- ✓ Educate and assist communities and organizations to apply for grants
- ✓ Assist communities to obtain Community Development Block Grants, and other grants
- ✓ Administer Community Development Block Grants, and other grant and loan programs
- ✓ Support Tillamook County Watershed Resource Center (G.I.S. data repository & services)

Strategy 4.2: Explore establishment of transient room tax that would provide revenues for county roads, public safety and tourism promotion

- ✓ Establish task force, sanctioned by County Commissioners, to research and develop an appropriate transient room tax proposal for commissioners and public to consider adopting

Strategy 4.3: Support Revitalization and Livability efforts throughout county communities

- ✓ Consider Futures Council and community vision plans in all economic strategies
- ✓ Coordinate with Tillamook County Community Development Department
- ✓ Assist communities to find funding to bring their vision plans to fruition
- ✓ Assist Cloverdale and Hebo with tourism and wayside development and highway striping
- ✓ Encourage use of public transportation
- ✓ Promote renewable energy sources

Strategy 4.4 Support like-industry groups and organizations

- ✓ Assist Chambers of Commerce, Merchant Associations, Watershed Councils, etc.
- ✓ Research what organizations and groups exist in Tillamook County
- ✓ Encourage formation of appropriate organizations (i.e. hotel and restaurant associations, etc.)
- ✓ Increase public awareness of such organizations

Strategy 4.5: Encourage and assist affordable housing opportunities

- ✓ Work with C.A.R.E. to support opportunities for affordable housing

Goal 5: Promote educational opportunities for youth and adults that will increase prospects for local satisfactory employment.

Strategy 5.1: Maintain and expand current EDC programs that support Goal 5

- ✓ Act in advisory capacity for educational endeavors, i.e. NW Regional Education Service District's Hospitality Program
- ✓ Encourage and participate in Service Learning programs
- ✓ Support and promote Customer/Quality Service training programs
- ✓ Coordinate with Tillamook Bay Community College, the Small Business Development Center, Oregon Employment Department, and Tillamook Work Solutions to encourage entrepreneurs

Strategy 5.2: Promote training and other programs that support Goals 1-4

- ✓ Support healthcare industry and senior services training programs
- ✓ Support basic workforce skills training programs
- ✓ Co-sponsor Securing Government Contracts workshops
- ✓ Support job shadowing opportunities
- ✓ Encourage and support mentoring programs, available to businesses and entrepreneurs
- ✓ Encourage and support apprenticeship programs
- ✓ Encourage work-study and classroom credit programs between schools and businesses
- ✓ Support local specialized training and education programs
- ✓ Recruit youth to serve in advisory capacity to EDC Board