MEMORANDUM

To: Ryan Wells, AICP
   Community Development Director
   City of Cornelius, Oregon

From: Bill Reid, Principal
       PNW Economics, LLC

Subject: ADDENDUM Cornelius Economic Opportunities Analysis & Strategic Action Plan

Date: June 16, 2017

Dear Ryan:

This memorandum is intended as an addendum to the 2017 City Economic Opportunities Analysis & Strategic Action Plan. The memo addresses three remaining issues for finalization of the project for the City:

1. **Action Plan Suggestions & Recommendations from Eric Hovee of E.D. Hovee & Co.**
2. **Hospitality Development Need issues for Cornelius**
3. **Detailed funding/grant source inventory matrix by specific Action Plan Item with source and additional information detail.**

**Action Plan Suggestions & Recommendations**

E.D. Hovee & Co. reviewed the DRAFT Strategic Action Plan and had the following comments and suggestions. A revised Strategic Action Plan reflecting the following comments and suggestions is included with this memorandum.

**Town Center Opportunities/Constraints**
- Under competitive advantages / 2nd to last paragraph – expand the last line to read 201K sq ft capacity too small for national or regional firms, especially those requiring a large store size footprint. (Added text underlined)

**Community Economic Opportunities/Constraints**
- Bottom of first column – I would note the farmers market, wineries, ag-tourism also a clear town center opportunity, i.e., fits both strategies
- Under last column of constraints (at bottom) – perhaps add (e.g., food and beverage processing related including microbrewery or winery)

**Town Center Goal**
- In first line under strategies, correct 201 to 201,000 square feet
- Also consider adding reference to urban renewal
City Wide Goal
- With food processing, perhaps again add reference to microbrewery / winery as examples. Note: I keep emphasizing this as it seems to be a major potential opportunity but clearly currently rendered non-competitive due to water issues.

Comp Plan / Zoning Amendments
- Under Goal 3 business retention/expansion program – a question: Has a determination been made as to how much active cooperation with Forest Grove is warranted vs. more emphasis on Cornelius doing its own thing?
- Under 3rd bullet of business parks, perhaps expand to indicate the range of uses to incorporate, e.g., manufacturing, distribution, showroom, R&D, office, supportive and ancillary retail.

Comp Plan / Zoning Amendments (2nd page)
- Under Goal 4, 1st bullet, perhaps add and/or reduce local sales leakage.
- Bottom of page w/urban renewal – what about including entire town center (including residential rehab/mixed use)?

Hospitality Development Need Issues
As the City of Cornelius moves forward with a fundamentally new and targeted economic development Action Plan, the issue of new hospitality development will emerge as new employers and population growth occur. We would recommend the City consider these factors that determine hotel location and feasibility as it plans and presses forward with Opportunity Site and Town Center core revitalization.

Hotel Site Requirements & Demand Drivers
- Site Size & Shape: Sufficient, Flexible, Suitable
  Recommendation: Fred Meyer Opportunity Site highest probability.

- Transportation Exposure: Primary Access Type *Important* In Determining Lodging Type & Category (discussed in the next subsection)
  • Freeway: One-Night/Transitory Stay Lodging?
  • Commercial Arterial: Business Travel Accommodation?
  • Downtown or District Avenue: Boutique or Business Travel?
  • Airport: Leisure or Business Travel?
  Recommendation: Highway 8 represents the current, best major transportation access for the hospitality development in the City, until such time that additional or new investment north-south or east-west occurs. Fred Meyer Opportunity Site highest probability due to major arterial exposure and access from two directions rather than one in the couplet.

- Attractions: *Important* In Determining Lodging Type & Category (Discussed in the next subsection)
  • Business Travel: Conference Center, Downtown District, Employment Concentration, etc.
  • Leisure Travel: Recreation, Destinations, Entertainment, etc.
  • Potential Hybrid: Entertainment Districts related to Conference Centers, Employment Concentrations.
**Recommendation:** As a destination, Cornelius will need to see significant successes in terms of developing destination status and amenities as outlined in the Strategic Action Plan, including agritourism. At best, Cornelius could serve as a nearby, alternate stay location for destination amenities or plans in nearby Western Washington County.

- **Employment Concentrations:** Also *Important* In Determining Lodging Type & Category (discussed in the next subsection)
  - Corporate Headquarters (Fortune 500): Luxury/Boutique
  - Downtown/CBD Office: Luxury/Boutique/Upper Midscale depending upon
  - Suburban Employers: Upper Midscale, Midscale typically

**Recommendation:** Cornelius at best can strengthen its Suburban Employer core over time, which lends itself to Upper Midscale and Midscale hotel classes, as well as new budget hotel classes.

**Hotel Class: Six Standard Hotel Classes**

- **Luxury:** Most Expensive with Best Amenities (High-End Business Travel and High-End Destination) – First Class City/Fortune 500 (Flagship Hilton, Ritz-Carlton, etc.)
- **Boutique:** Smaller-Scale Luxury More Commonly Targeting Higher-End Leisure Travel or Some Corporate Travel (Think Historic Districts, Second-Class City.. Yes Portland) (The Nines)
- **Upscale:** Second-tier Business or Leisure Travel, High-End in the Suburbs, More Formulaic Brands/Building Formats (Embassy Suites, Hilton Garden Inn)
- **Upper Midscale:** “Affordable Luxury” Standard Format Hotels (Mid-Range Business Travel and Nicer Vacation Stay) – Includes Many Extended Stay (Courtyard by Marriott, Hampton Inn)
- **Midscale:** Budget Business Travel & Likely Best-of-Class Along Interstates for Travel Stay (Fairfield Inn, Holiday Inn Express)
- **Budget:** Predominantly One-Night Stay Along Interstates or Near Airports (Motel 6, La Quinta)

**Recommendation:** At present, the hotel development cycle has produced significant new Upper Midscale and some Midscale hotel development in nearby Hillsboro. The market has not received all new product as some projects are still under construction. But by virtue of the unprecedented scale of new supply in Cornelius’s neighbor, the western Washington County market is not likely to need notable new hotel development until the next real estate cycle.

On the other hand, there has been no new Budget hotel development along with modest Midscale project additions. Unfortunately, Budget hotel chains look for and increasingly depend upon high-volume freeways as a must for new site acquisition and construction.

Overall, hospitality development can and eventually will have a place in Cornelius, but significant effort and economic development successes will first be required within the City. Lacking, nearby hospitality options are – like parking – a good problem to have, signaling successful employment and entertainment offering growth within a community. We would, therefore, recommend this be a lower-tier priority subject to and benefiting from other recommended efforts.
Strategic Action Plan Funding Sources Matrix

Also as part of this Addendum, a matrix of specific public funding and grant sources by Strategic Action Plan Item. Additional details for programs, where on-line detailed information and program guidance are available, are also provided by Public Agency and funding program.
### Competitive Advantages

**Retail**
Best short-term retail opportunity: value-added retailers.
To capture higher-end market: Need Town Center "sense of place" with consumer amenities and quality independent retailers.

**Place to start:** ag-tourism and/or ethnically-based businesses.

**Retail Space Demand Prospective**
Cornelius trade area could support 210,000 square feet added retail space (assuming conservative capture of 25% of current sales leakage) requiring an estimated 19-20 more acres of land.

**Store Type/25% Sq. Ft. Capture Potential:**
- Grocery/42,750
- Apparel/28,250
- General Merchandise/26,250
- Miscellaneous Specialty/27,250
- Dining/26,750

Creates opportunity for retail space expansions or new smaller-scale specialty stores, including locally-owned independent operators. (210K sq. ft. capacity too small for national or regional firms, especially those requiring a large store footprint.)

Location straddles TV Highway Corridor, strong access to pass-through and destination travelers.

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### Leisure & Hospitality, Tourism and Community Events:
- Farmers’ Market, Wineries, Agri-tourism

### Assets
Opportunity to capture $200M in sales leakage from Cornelius Trade area. (Area underserved across all retail categories except automotive, building/garden, non-store businesses). Greatest sales leakage: home furnishing, apparel, sporting/hobby and grocery.

### Constraints
Only 14 acres are vacant and zoned commercial—not enough to accommodate 19-20 additional acres retail land needed to capture 25% of trade area sales leakage – a conservative capture goal.
- City Commercial Zones: C2, MSG, MSM, MSR, C2/A2.
- Inventory suitability questionable
- Lack of suitably-sized sites preferred by retail uses with potential to serve trade area “market gaps”
- Inventory spread over four different zones, each with its own distinct and, sometimes, cumbersome requirements.

Inadequate supply of suitable vacant land in the Town Center suggests need for a proactive, multi-prong approach to achieve Town Center economic expansion emphasizing tech-based business park(s), office employment, live-work opportunities, higher-density housing to create “critical urban mass” needed for a full-service City.
## City Economic Development Competitive Advantages, Assets and Constraints

### Community Economic/Employment Growth Opportunities & Constraints – a “Proactive Approach” Strategic Plan
(Addressing the “Healthy City” Economic Development 20-Year Land Need)

### Competitive Advantages:
- Existing and potential employment sites have favorable new-tech, small-tech location and surrounding environment features per ULI case studies.
- The City’s close proximity, and potential connectivity, to Wash. Co. Silicon Forest High Tech Industry Cluster creates opportunity for tech industry cluster expansion at Cornelius.
- Proximity to Pacific University Main Campus in Forest Grove: Potential partnership with College of Business to support entrepreneurship within the City.
- Stronger jobs growth in Leisure & Hospitality, Retail Trade and Construction/Other Services than County-wide.

### City’s Economic Development Potential (requires State, County, other Cities and private entrepreneurs Partnerships)

- **Manufacturing, Tech and Agricultural Tech:**
  - Existing firms that compete (inter)nationally and/or will need public-sector technical and/or funding assistance to stay in City and continue to be competitive.
  - Limited Silicon Forest land supply creates opportunity to capture smaller, new-tech firms.
  - City’s farming industry and proximity to high tech creates strong position to recruit agri-technology.

- **Agriculture & Food Processing:**
  - Value-added food processing firms

- **Leisure & Hospitality, Tourism and Community Events:**
  - Farmers’ Market, Wineries, Agri-tourism

### Micro-Businesses (Construction, Other Services and Latino Entrepreneurships):
- Relatively high level of micro-business startups (firms in construction, landscape services, food and dining business and other services)
- Focused support for existing and new immigrant entrepreneurs (i.e Latino-owned businesses)

### Assets:
- Existing, potential tech-based employment sites:
  - **Holladay Street Industrial Area**
    - 9 parcels totaling 54 acres, 25.4 acres vacant, 20 acres are State Certified “development ready”.
  - **Fred Meyer Employment Area**
    - 5 parcels totaling 33.4 acres; mostly vacant; 2 small, underused tax lots.
  - **Hank’s/Grande Food Site**
    - 1 parcel, 3.72 acres containing historic and cultural building/site features and the kind of complementary surrounding urban environment that have attracted small-tech and new-tech building re-purposing/upgrading renovation investments in other US communities per ULI.

### Constraints:
- Annual wages, incomes and education levels significantly lower and unemployment rates higher than Countywide and Regional levels.
- City’s per capita taxable property assessed value (TAV) lowest among all Washington County jurisdictions: Cornelius: $44k, next lowest is Banks @ $55k.
- City needs 106 additional employment acres to accommodate Metro “Baseline” 20-year City population and jobs growth estimates, and between 171 (low) and 260 (high) acres to become a “Healthy City” financially: i.e.; an average TAV comparable to neighboring cities.
- City’s UGB is landlocked by surrounding Rural Reserves, must intensify employment and business uses on vacant and underused opportunity sites to address additional land needs.
- Water supply and costs, and limited energy capacities deter industrial and agri-business investments, e.g. food and beverage processing related to or including microbrewery or winery.
**Economic Development Strategic Plan Goals, Objectives and Actions**

**Town Center Goal: Business Retention, Expansion & Recruitment.**
(Retain and cultivate growth of existing businesses & attract new businesses.)

**Objective:** Retain & Expand Existing Businesses

**Strategies & Actions:**
- Increase Town Center zoning building/development envelope to accommodate an additional 201,000 square feet of additional retail space.
- Extend the Town Center Area east and west along Adair and Baseline Street; include northern residential area bounded by Adair and Davis Streets and 10th and 19th Avenues.
- Work with local business organizations and retail market specialists to develop a Town Center business development/marketing plan and implementation actions to capture at least 25% of the Cornelius Trade Area retail sales spending leakage in groceries, apparel, general merchandise, miscellaneous specialty goods, and dining.
- Establish an active on-site and web-based, City/Business Sector Business Recruitment & Retention (BRE) Program that:
  - Assists existing businesses with City issues.
  - Connects them to available business resources as appropriate.
  - Affirms their value to the community.
  - Recruits new businesses in agri-tourism, ethnic-based businesses, value-added retailers, and
  - Promotes events and projects that enliven the Town Center Core and attract customers (i.e., ethnic and rural community festivals, farmers’ markets, concerts, local historic/heritage gatherings, etc.)

**Objective:** Focus on Filling Existing Buildings and Infill/Redevelopment of Vacant and Underutilized Parcels in the Town Center

**Strategies & Actions:**
- Contact owners of vacant and underused Town Center properties (+½ acres in size) to gain an understanding of, and identify solutions to development obstacles (regulatory, environmental, legal, financial, etc.); provide appropriate technical, land use, business counseling and research assistance to owners if funded by grant resources.
- Organize, host and sponsor grant-funded semi-annual Town Center retail development seminars/conferences conducted by retail development and market research specialists and commercial brokers on retail (re)development best practices in the Portland region for interested Town Center property owners.
- Obtain ODOT and Washington County policy support and assistance for:
  - Planning, designing and permitting the construction of pedestrian-friendly and real property roadway access along Adair and Baseline Streets needed to enable redevelopment/infill of vacant/underused properties and increased overall urban densities and critical mass along both Streets.
  - Designing/implementing and uncoupling Adair and Baseline Streets to calm traffic flow within, and enable increased urban densities and pedestrian-oriented/friendly travel through Adair Street along its length within the Town Center.
- Reduce City minimum parking (including allowed shared parking) within the Town Center limits
- Encourage residential area mixed use reinvestments on the north side of Adair Street between Adair and Davis Street and 10th and 20th Avenues by supportive modifications and refinements to City planning and zoning policies are development standards applicable to this area.
- Explore the feasibility of Urban Renewal as a municipal too to facilitate Town Center revitalization.
Economic Development Strategic Plan Goals, Objectives and Actions

Citywide Goal: Grow Family Wage Jobs and a “Healthy City” Revenue Base in Cornelius.

**Objective:** Attract and Accommodate “Small-Tech” and “New-Tech” Silicon Forest High Tech Industry Cluster Growth within identified Employment Opportunity Sites/Areas in Cornelius

**Strategies & Actions:**
Design and implement an attraction/recruitment component of a Cornelius Business Recruitment & Retention Program focused on bringing subsector high tech businesses in the following Silicon Forest High Tech & Agriculture Industry Clusters to identified employment opportunity sites in the City, potentially in partnership with agencies such as Business Oregon and the City of Forest Grove:

- Computer & Electronics (C&E)
- Software & Media
- Multi-tenant Offices
- Food Processing
- Business Incubators

Enable and facilitate development of new and emerging small-tech and new tech technology-based businesses on the following three (3) Employment Opportunities Sites/Areas identified by City EOA research:

- A Hank's/Grande Foods Town Center Site (for C&E, Software & Media, Business Incubator subsector businesses)
- A Fred Meyer Employment Area “High Tech Lifestyle Center” (for C&E and Software Media subsector businesses, Multi-tenant Offices and Business Incubators together with Mixed Use retail/housing developments)
- A Holladay Street Industrial Area (for subsector businesses from all Silicon Forest High Tech & Agriculture Industry Clusters).

Assist high tech business startups and entrepreneurship within the Town Center and the Employment Opportunity Sites/Areas.

Develop and implement regulatory and financial tools and incentives, including the use/application of Urban Renewal District(s) that include appropriate properties within the three Opportunity Sites/Areas, to encourage, facilitate and aid/incentivize development of interested high tech subsector businesses within those Sites/Areas.

Partner with State and Regional Business Development organizations, Metro, Washington County, the City of Hillsboro, the Willamette Water Supply Consortium, PGE, cable and fiber optics/high speed communications franchisers and other necessary public and private entities for the provision of competitively-priced and reliable water supply, energy, fiber optics/high-speed communication, transportation connectivity needed to support high tech businesses development within the three Opportunity Sites/Areas.

Identify and make necessary modifications and/or refinements to regulatory City codes and processes applicable to the 3 Opportunity Sites/Areas that:

- Facilitate economically and environmentally-sustainable new and expanded high tech business developments.
- Remove unreasonable development barriers as well as incentivize and reward the development of promising new or expanding high tech and related businesses.
- Evaluate and refine development permitting process to increase efficiencies and predictability, and reduce holding times to respect development cost issues.
- Provides contracted technical assistance as needed through project development review and permitting, especially for particularly complex high tech
### Comp Plan Amendments Focus/Concepts

**Incorporate Economic Development Plan Goal 3 and related policies** - as informed by EOA findings and recommendations - into City’s Comp Plan Land Use, Transportation and/or Economic Development Sections as relevant:

#### Goal 3 – Retain and Grow Existing Businesses:
*Develop relationships with existing Cornelius companies and assist them to remain and grow in the City.*

- Create a City Business Retention & Expansion Program and develop and apply business retention/ expansion tools via the Program and through coordinated City-Chamber of Commerce business assistance activities as feasible. Strengthen existing agency partnerships and explore new ones to strengthen efforts.
- Encourage redevelopment, renovation and/or expansion of existing businesses and active business use of vacant and underutilized properties in the Town Center.
- Encourage new business parks as a resource for attraction and growth of small to medium size companies. Ensure City codes are conducive for flexibility for business parks., e.g. manufacturing, distribution, show room, R&D, office, supportive & ancillary retail.

As feasible opportunities arise and resources permit, pursue and implement the following EOA-supportive PSU Town Center development design recommendations:

- Encourage value-added agriculture businesses to locate on suitable, primary street-front sites within the Town Center
- Pursue vertically-integrated and horizontally-integrated manufacturing activities within the Town Center as opportunities arise (i.e., on-site business production, servicing, showroom, sales, shipping, management, research activities).
- Identify and facilitate development of Urban Activity Nodes at available vacant and underutilized properties within the Town Center.
- Pursue with ODOT and Washington County pedestrian and commerce-supportive street design and property access improvements along the extent of the Adair and Baseline Streets through an expanded Town Center.
- Modify City Comprehensive Plan Land Use Map to extend the Town Center Area along the entirety of Adair and Baseline Streets within City Limits.

### Zoning Adjustments Focus

- Modify City Land Use Map to extend the Town Center Area along the entirety of Adair and Baseline Streets within City Limits.
- Consolidate the four Main Street Districts into a single, development-flexible Main Street District.
- Consolidate the City Mixed Use Districts into a single, development-flexible Mixed Use District and apply throughout extended Town Center Area
- Designate for Mixed Use development and permit a broader range of live-work options (including small-scale offices, professional services, retail and low-impact craft food and beverage production) within the older residential areas north of Adair Street between 10th and 20th Avenues.
Recommended Comprehensive Plan & Zoning Adjustments

Comp Plan Amendments Focus/Concepts

Incorporate Economic Development Plan Goal 4 and related policies – as informed by EOA finding and recommendations - into City’s Comp Plan Land Use, Transportation and/or Economic Development Sections as relevant.

Goal 4 – Attract New Businesses: Aggressively recruit new business opportunities which draw from the economic strengths of the Portland region and provide family-wage jobs for Cornelius.

- Target those traded sector industries which benefit from existing strengths of western Washington County and will expand the range and depth of companies in Cornelius which provide family-wage jobs, and/or reduce local sales leakage.
- Evaluate methods to create incubator space for business startups. Work with owners of prospective incubator space to encourage such spaces to be created and help eliminate obstacles to its development.
- Work with ODOT, Washington County and neighboring local governments to identify and pursue long-term transportation improvement projects within the City and to/from Western Washington County industrial areas, including extending NW Evergreen Road from Hillsboro to Cornelius/Forest Grove, needed to support City economic development and growth prescribed in this Comprehensive Plan.
- Form City public and private-sector partnerships and agreements for the provision of cost-effective, adequate and reliable water supply and energy to the City sufficient to support planned community and business growth prescribed in this Comprehensive Plan.

Amend City Comp Plan Economic Development Goal and Policies to incorporate policies directing City evaluation, focus and feasible pursuit and attraction to Cornelius Economic Development Opportunity Areas of research & development and production/distribution businesses in the following five (5) established Silicon Forest High Tech & Agriculture industry clusters:

- **Computer & Electronics (C&E) Subsectors**: 1) assembly, packaging & testing; 2) manufacturing & etching; 3) components & machinery; 4) printed circuit assembly; and 5) raw materials.
- **Software & Media Subsectors**: 1) computer systems design; 2) software publishing; 3) custom computer programming; 4) computer-related services; and 5) data processing and hosting.
- **Multi-tenant Office**: speculative office featuring adjustable spaces suitable for a variety of professional services, back-office operations and small-scale C&E and Software & Media operations.
- **Food Processing (raw materials and assembling)**: 1) production foods/goods (i.e., bakeries); 2) fruits, nuts and vegetables; 3) breweries and wineries; 4) dairy; and 5) bottling/beverages.
- **Business Incubators**: Facilities offering a unique and highly flexible combination of business processes, infrastructure and on-site advisory and other services designed to cultivate and nurture the growth of new and small businesses.

On the City’s Comp Plan Map describe, delineate and designate three Economic Development Opportunity Areas to be evaluated for designation as part of a broader Cornelius Urban Renewal District(s) and related Program Tools application:

- **Holladay Street Industrial Area** for potential accommodation of businesses in all five (5) high tech and agriculture industry clusters (see attached Map and design concepts)
- **Fred Meyer Employment/“High-tech-Lifestyle Center” Area** for potential accommodation of subsector businesses in four (4) high tech clusters (Software & Media, C&E, Multi-tenant Office, and Business Incubators), and a Mixed-use Commercial/Housing Lifestyle Center. (see attached Map and design concepts)
- **Hank’s/Grande Foods Incubator-Tech Complex Site** for potential accommodation of businesses in Business Incubators and small-scale Software and Media subsectors along with redevelopment and renovation of surrounding retail and business/convenience services uses.
### Strategic Plan Implementation

#### Key Assumptions – Town Center Economic Growth

Within the 20-year economic development planning horizon, the recent South Cornelius UGB expansion area will add 2,000 residents with consumer spending capacity and demand for local retail and services to the Cornelius Trade Area.

Successful attraction and development of targeted businesses, employers and mixed-uses within the three Employment Opportunity Sites/Areas will spur and create Town Center (re)investments in new and expanded retail, employment and mixed use residential growth and financially justify (re)development of vacant and underused Town Center properties.

State, regional and/or private sector (business or non-profit) grant funding, as needed, is obtained to undertake preparation and processing of recommended Town Center and Community Economic Growth plans, programs or actions.

<table>
<thead>
<tr>
<th>Strategy &amp; Actions</th>
<th>Performance Measure</th>
<th>Timing</th>
<th>Lead Agent</th>
<th>Necessary Partnerships</th>
<th>Priority</th>
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<tr>
<td>Analyze and document obstacles to, and solutions for Town Center vacant and underused land and buildings.</td>
<td>Detailed survey and inventory of parcels vacancy or uses completed and assessments/recommendations of (re) development potential prepared and presented to City leaders.</td>
<td>w/in 1 year</td>
<td>Community Development Director</td>
<td>Property owners: Metro, ODOT, DLCD</td>
<td>High</td>
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<tr>
<td>Pursue Urban Renewal (UR) Feasibility Study and Potential Urban Renewal Plan</td>
<td>Urban Renewal Feasibility Study completion with alternative district boundaries for different opportunity sites, followed by UR Plan process and adoption as deemed appropriate</td>
<td>w/in 1 year</td>
<td>City Manager</td>
<td>Property owners. Metro, Washington County, other taxing jurisdictions</td>
<td>High</td>
</tr>
<tr>
<td>Extend Town Center Area; increase building envelope.</td>
<td>Plan/zoning map and regulatory amendments prepared and adopted</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Property owners</td>
<td>Medium</td>
</tr>
<tr>
<td>Town Center development/ marketing plan.</td>
<td>Marketing plan preparation completed</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Property owners, Forest Grove-Cornelius Chamber of Commerce</td>
<td>Medium</td>
</tr>
<tr>
<td>City-Business Sector Business Retention &amp; Expansion (BRE) Program &amp; Program Manager</td>
<td>BRE program jointly prepared and executed by City and Business Sector participant(s)</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Business Oregon, Forest Grove-Cornelius Chamber of Commerce, Portland Community College</td>
<td>High</td>
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<tr>
<td>Semi-annual Town Center retail development seminars or conferences.</td>
<td>Seminars or conferences conducted twice each year</td>
<td>w/in 1 year</td>
<td>Community Development Director</td>
<td>Property owners. Real estate brokerage community. International Council of Shopping Centers, Urban Land Institute</td>
<td>Medium</td>
</tr>
<tr>
<td>Reduce Town Center minimum parking requirements.</td>
<td>Code amendments prepared and adopted</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Property owners</td>
<td>Medium</td>
</tr>
<tr>
<td>Encourage mixed use reinvestments in older residential area north of Adair Street between 10th and 20th Avenues.</td>
<td>Prepare suggested Area land use and proposed mixed use development reinvestment concepts; conduct City outreach (media, public meetings, etc.) to Area property owners re: proposed concepts</td>
<td>w/in 4 years – concepts preparation, then ongoing.</td>
<td>Community Development Director</td>
<td>Property owners</td>
<td>On-going</td>
</tr>
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### Strategic Plan Implementation

**Key Assumptions – Opportunity Sites/Areas Development Infrastructure & Partnerships**

Productive City cooperative partnerships with pertinent State Agencies, Washington County, PGE, Cities of Hillsboro and Forest Grove, PGE, the Willamette Water Supply Consortium, fiber optics/high-speed communications franchises and other applicable entities results in Evergreen Road Extension from Hillsboro to Cornelius and Forest Grove, sufficient and reliable water supply, community fiber optic/high-speed communications services, dependable energy and electricity power – infrastructure essential to the development of businesses in all Silicon Forest High Tech & Agriculture Industry Clusters subsectors within the three Opportunity Sites/Areas.

State, regional and/or private sector (business or non-profit) grant funding, as needed, is obtained to undertake preparation and processing of recommended Town Center and Community Economic Growth plans, programs or actions.

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<td>Initiate and execute City Water Supply partnership agreement(s)</td>
<td>Favorable water supply/rates IGAs or MOUs executed with City of Hillsboro and Willamette River Water Supply Consortium.</td>
<td>w/in 1 year</td>
<td>City Manager</td>
<td>Water Service Provider</td>
<td>High</td>
</tr>
<tr>
<td>Define and designate Holladay Street Industrial Area, Fred Meyer Employment/Lifestyle Center Area, and Hank’s/Grande Foods Incubator-Tech Complex Site on City Comp Plan Land Use Map(s)</td>
<td>Three (3) <strong>Special Employment Development Areas</strong> designated on amended City Comp Plan Land Use Map; companion flexible development standards and incentives formed and incorporated into Comp Plan and development codes.</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Property Owners</td>
<td>High</td>
</tr>
<tr>
<td>Study the inclusion of industrial employment areas into a Town Center-focused Urban Renewal Plan</td>
<td>Urban Renewal District(s) formed, enacted and implemented concurrently with Comp Plan and development code for two (2) Areas/Site sequentially: 1) Fred Meyer Area / Hank’s/Grande Food Site, then 2) Holladay Industrial Area.</td>
<td>w/in 1-2 years</td>
<td>Community Development Director</td>
<td>Property owners. Metro, Washington County, other taxing jurisdictions</td>
<td>High</td>
</tr>
<tr>
<td>Establish a City &quot;champion&quot; partner or staff person primarily tasked with economic development responsibility</td>
<td>Additional staff and funding secured to enable existing Comm Dev Director position or new staff position to engage in economic development tasks as a primary responsibility.</td>
<td>w/in 2 years</td>
<td>City Manager</td>
<td>Potential grants/funding partners, local business community and Forest Grove-Cornelius Chamber of Commerce</td>
<td>High</td>
</tr>
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<td>Explore innovative or model ordinance that allows mixes of residential and industrial uses that enable development flexibility for smaller employers</td>
<td>Study of zoning ordinances and best practices most suitable to Cornelius industrial areas with residential/commercial proximity. Adoption of new ordinance language.</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Metro</td>
<td>Medium</td>
</tr>
<tr>
<td>Develop and execute Business Retention &amp; Expansion (BRE) Program component.</td>
<td>Component developed separately and incorporated into the BRE after enactment of Comp Plan and development codes.</td>
<td>w/in 2 years</td>
<td>Community Development Director</td>
<td>Business Oregon, Metro, partner Cities, Westside Economic Alliance, Forest Grove-Cornelius Chamber of Commerce, Portland Community College</td>
<td>Medium</td>
</tr>
<tr>
<td>Initiate and execute City Evergreen Road Extension partnership agreement(s)</td>
<td>Favorable roadway extension IGAs or MOUs executed w/ WashCo and Metro incorporating Extension into County TSP and Metro RTP and committing to County MSTIP Extension funding.</td>
<td>w/in 2 years</td>
<td>City Manager</td>
<td>Partner agencies such as Washington County, neighboring cities, property owners, Oregon Regional Solutions Team</td>
<td>Medium</td>
</tr>
<tr>
<td>Initiate and execute agreements for delivery of sufficient electric power and fiber optics/high speed communication services to City.</td>
<td>Favorable energy and communication facilities and service delivery MOUS executed with PGE and cable and other local provides of fiber and high speed communication services.</td>
<td>w/in 2 years</td>
<td>City Manager</td>
<td>Power service provider</td>
<td>Medium</td>
</tr>
</tbody>
</table>
## Recommended Funding Sources by Strategic Action

<table>
<thead>
<tr>
<th>IFA</th>
<th>ODOT</th>
<th>OPRD</th>
<th>HUD</th>
<th>Metro</th>
<th>DLCD</th>
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<th>Long Term Funding / Resources</th>
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<td>Ford Family Foundation</td>
<td>ODOT Statewide Planning and Research Fund (SPR)</td>
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<td>Oregon Business Development Fund</td>
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<td>Nonprofit / Foundations</td>
<td>Oregon New Markets Tax Credit</td>
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<td></td>
<td>Nonprofit / Foundations</td>
<td>Enterprise Zones</td>
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<tr>
<td>6A Special Public Works Fund</td>
<td>Business Oregon DAS Assessment Fund</td>
<td>Oregon Infrastructure Opportunity Fund</td>
<td>Water/Wastewater Financing Program</td>
<td>Oregon Transportation Infrastructure Bank (OTIB)</td>
<td>Oregon Transportation Improvement Program (STIP)</td>
<td>Oregon Transportation Infrastructure Bank (OTIB)</td>
<td>Oregon Transportation and Growth Management Program (GMP) Category 2</td>
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<td>Oregon Infrastructure Opportunity Fund</td>
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### Analyze and document obstacles to, and solutions for Town Center vacant and underused land and buildings

- Analyze and document obstacles to, and solutions for Town Center vacant and underused land and buildings

### Pursue Urban Renewal (UR) Feasibility Study and Potential Urban Renewal Plan

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### Extend Town Center Area; increase building envelope

- Extend Town Center Area; increase building envelope

### Town Center development/ marketing plan.

- Town Center development/ marketing plan.

### City-Business Sector Business Retention & Expansion (BRE) Program & Program Manager

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### Semi-annual Town Center retail development seminars or conferences

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### Reduce Town Center minimum parking requirements

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### Encourage mixed use reinvestments in older residential area north of Adair Street between 10th and 20th Avenues

- Encourage mixed use reinvestments in older residential area north of Adair Street between 10th and 20th Avenues
## Recommended Funding Sources by Strategic Action

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<td>General Oregon</td>
<td>Sustainable Transportation Improvement Program (STIP)</td>
<td>Oregon Transportation Infrastructure Bank (OTIB)</td>
<td>Oregon Transportation and Growth Management Program (TGM) Category 2</td>
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</tbody>
</table>

- **Initiate and execute City Water Supply partnership agreement(s)**
- **Define and designate Holladay Street Industrial Area, Fred Meyer Employment/Lifestyle Center Area, and Hanks'/Grande Foods Incubator-Tech Complex Site on City Comp Plan Land Use Map(s)**
- **Study the inclusion of industrial employment areas into a Town Center-focused Urban Renewal Plan**
- **Establish a City “champion” partner or staff person primarily tasked with economic development responsibility**
- **Explore innovative or model ordinance that allows mixes of residential and industrial uses that enable development flexibility for smaller employers**
- **Develop and execute Business Retention & Expansion (BRE) Program component**
- **Initiate and execute City Evergreen Road Extension partnership agreement(s)**
- **Initiate and execute agreements for delivery of sufficient electric power and fiber optics/high speed communication services to City**

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(continued)
Funding Sources Additional Information

IFA
Oregon Brownfields Cleanup Fund
Brownfields Redevelopment Fund
IFA Special Public Works Fund
Water/Wastewater Financing Program

http://www.orinfrastructure.org/Infrastructure-Programs/Brownfields/
http://www.orinfrastructure.org/Infrastructure-Programs/Brownfields/
http://www.orinfrastructure.org/Infrastructure-Programs/SPWF/
http://www.orinfrastructure.org/Infrastructure-Programs/WW/

ODOT
Connect Oregon
Statewide Transportation Improvement Program (STIP)
Oregon Transportation Infrastructure Bank (OTIB)
Oregon Transportation and Growth Management Program (TGM) Category 2

http://www.oregon.gov/ODOT/TD/TIP/Pages/connector.aspx
http://www.oregon.gov/ODOT/TD/STIP/Pages/WhatsChanged.aspx
http://www.oregon.gov/LCD/TGM/docs/Grants/Category2.pdf?
http://www.oregon.gov/LCD/TGM/Pages/grants.aspx
http://www.rvcog.org/pdf/Planning_TIP_state.pdf

Oregon Parks & Recreation Department
Oregon Main Street Revitalization Grant
Local Government Grant Program

https://www.oregon.gov/oprd/HCD/FINASST/Pages/grants.aspx#Oregon_Main_Street_Revitalization_Grant
https://www.oregon.gov/oprd/GRANTS/Pages/local_more.aspx

HUD
Community Development Block Grants


Metro
2040 planning and development grants
Travel Options Grants (2 year)
Community Placemaking grants (twice annually)


DLCD
Technical Assistance Grant

https://www.oregon.gov/LCD/Pages/grants.aspx

NonProfit/Foundations
Paul G. Allen Foundation
Oregon Community Foundation

http://www.pgafamilyfoundation.org/Grants
http://www.oregoncf.org/grants-scholarships/grants

Long Term Funding/Resources
Oregon Business Development Fund
Oregon Capital Access Program
Oregon Credit Enhancement Fund
Entrepreneurial Development Loan Fund
Oregon Industrial Development Bonds/Oregon Express Bond Program
Oregon New Markets Tax Credit

http://www.oregon4biz.com/How-We-Can-Help/Finance-Programs/OBDF/
http://www.oregon4biz.com/How-We-Can-Help/Finance-Programs/CAP/
http://www.oregon4biz.com/How-We-Can-Help/Finance-Programs/CEF/
http://www.oregon4biz.com/How-We-Can-Help/Finance-Programs/EDLF/
http://www.oregon4biz.com/How-We-Can-Help/Finance-Programs/IDB/
http://www.oregon4biz.com/How-We-Can-Help/Finance-Programs/NMTC/