

# PNW Economics

Evidenced-Based Real Estate, Land Use, & Economic Development Due Diligence

## 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

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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 / 2<sup>nd</sup> 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

Prepared for: City of Cornelius, Oregon

Prepared by: PNW Economics, LLC

ADDENDUM Cornelius Economic Opportunities Analysis & Strategic Action Plan

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## 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 3<sup>rd</sup> bullet of business parks, perhaps expand to indicate the range of uses to incorporate, e.g., manufacturing, distribution, show room, R&D, office, supportive and ancillary retail

## Comp Plan / Zoning Amendments (2<sup>nd</sup> page)

- Under Goal 4, 1<sup>st</sup> 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

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*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 state 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.

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## 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.

# City Economic Development Competitive Advantages, Assets and Constraints

## Town Center Economic Growth Opportunities & Constraints – a “Status-Quo Approach” Strategic Plan

(Addressing the “Baseline Growth” Economic Development 20-Year Land Need)

### 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.

### **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.

#### **Town Center Land Resources**

- 33 vacant & underused sites, 36 total acres of an  
average size of 1.1 acres as follows:
- 19 vacant & 17 underused acres (36 total acres)
  - 33 total sites: 20 vacant sites, 13 underused sites
  - 12 vacant sites (containing 14 commercial-  
zoned acres) available ready-to-build inventory;  
largest, commercial vacant site (about 10 ac.)
  - 11 underutilized commercial-zoned sites spread  
among 4 acres, average size: 0.4 acres.

### 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 10<sup>th</sup> and 19<sup>th</sup> 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 10<sup>th</sup> and 20<sup>th</sup> 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 tool 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 Opportunity 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

# Recommended Comprehensive Plan & Zoning Adjustments

## **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 the 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 10<sup>th</sup> and 20<sup>th</sup> 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.

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

# 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.

Strategy & Actions	Performance Measure	Timing	Lead Agent	Necessary Partnerships	Priority
Initiate and execute City Water Supply partnership agreement(s)	Favorable water supply/rates IGAs or MOUs executed with City of Hillsboro and Willamette River Water Supply Consortium.	w/in 1 year	City Manager	Water Service Provider	High
Define and designate <i>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)</i>	Three (3) " <b>Special Employment Development Areas</b> " designated on amended City Comp Plan Land Use Map; companion flexible development standards and incentives formed and incorporated into Comp Plan and development codes.	w/in 2 years	Community Development Director	Property Owners	High
Study the inclusion of industrial employment areas into a Town Center-focused Urban Renewal Plan	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.	w/in 1-2 years	Community Development Director	Property owners. Metro, Washington County, other taxing jurisdictions	High
Establish a City "champion" partner or staff person primarily tasked with economic development responsibility	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.	w/in 2 years	City Manager	Potential grants/funding partners, local business community and Forest Grove-Cornelius Chamber of Commerce	High
Explore innovative or model ordinance that allows mixes of residential and industrial uses that enable development flexibility for smaller employers	Study of zoning ordinances and best practices most suitable to Cornelius industrial areas with residential/commercial proximity. Adoption of new ordinance language.	w/in 2 years	Community Development Director	Metro	Medium
Develop and execute Business Retention & Expansion (BRE) Program component.	Component developed separately and incorporated into the BRE after enactment of Comp Plan and development codes.	w/in 2 years	Community Development Director	Business Oregon, Metro, partner Cities, Westside Economic Alliance, Forest Grove-Cornelius Chamber of Commerce, Portland Community College	Medium
Initiate and execute City Evergreen Road Extension partnership agreement(s)	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.	w/in 2 years	City Manager	Partner agencies such as Washington County, neighboring cities, property owners, Oregon Regional Solutions Team	Medium
Initiate and execute agreements for delivery of sufficient electric power and fiber optics/high speed communication services to City.	Favorable energy and communication facilities and service delivery MOUS executed with PGE and cable and other local providers of fiber and high speed communication services.	w/in 2 years	City Manager	Power service provider	Medium

# Recommended Funding Sources by Strategic Action

	IFA				ODOT				OPRD		HUD	Metro			DLCD	NonProfit / Foundations			Long Term Funding / Resources									
	IFA Special Public Works Fund	Business Oregon RSIS Assessment Fund	Oregon Infrastructure Opportunity Fund	Water/Wastewater Financing Program	Connect Oregon	Statewide Transportation Improvement Program (STIP)	Oregon Transportation Infrastructure Bank (OTIB)	Oregon Transportation and Growth Management Program (TGM) Category 2	ODOT Immediate Opportunity Fund	Oregon Main Street Revitalization Grant	Local Government Grant Program	Community Development Block Grants	2040 Planning and Development Grants	Travel Options Grants (2 year)	Community Placemaking Grants (twice annually)	Technical Assistance Grant	Ford Family Foundation Economic Development Grants	Paul G. Allen Foundation	Oregon Community Foundation	ODOT Statewide Planning and Research Funds (SPR)	Oregon Business Development Fund	Oregon Capital Access Program	Oregon Credit Enhancement Fund	Entrepreneurial Development Loan Fund	Oregon Industrial Development Bonds and Oregon Express Bond Program	Oregon New Markets Tax Credit	Local Improvement Districts	Enterprise Zones
Analyze and document obstacles to, and solutions for Town Center vacant and underused land and buildings									X	X	X	X		X	X	X	X											
Pursue Urban Renewal (UR) Feasibility Study and Potential Urban Renewal Plan									X			X			X	X	X	X										
Extend Town Center Area; increase building envelope									X			X			X													
Town Center development/ marketing plan.								X				X	X	X		X		X		X	X	X	X		X	X	X	
City-Business Sector Business Retention & Expansion (BRE) Program & Program Manager											X					X	X	X		X	X	X	X		X	X	X	
Semi-annual Town Center retail development seminars or conferences																X	X	X										
Reduce Town Center minimum parking requirements								X				X	X		X													
Encourage mixed use reinvestments in older residential area north of Adair Street between 10 <sup>th</sup> and 20 <sup>th</sup> Avenues								X	X	X		X		X	X						X	X	X	X		X		



## 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  
  
ODOT Immediate Opportunity Fund

<http://www.oregon.gov/ODOT/TD/TP/Pages/connector.aspx>  
<http://www.oregon.gov/ODOT/TD/STIP/Pages/WhatsChanged.aspx>  
<https://www.oregon.gov/ODOT/CS/FS/pages/otib.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](http://www.rvcog.org/pdf/Planning_TIP_state.pdf)  
<https://www.oregon.gov/gov/admin/regional-solutions/Documents/Mid-Valley/4.3.15.MidValley.IOF.Guidelines.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/HCD/FINASST/Pages/grants.aspx#Oregon_Main_Street_Revitalization_Grant)  
[https://www.oregon.gov/oprd/GRANTS/Pages/local\\_more.aspx](https://www.oregon.gov/oprd/GRANTS/Pages/local_more.aspx)

### HUD

Community Development Block Grants

[https://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/communitydevelopment/programs](https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs)

### Metro

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

<http://www.oregonmetro.gov/tools-partners/grants-and-resources/2040-planning-and-development-grants>  
<http://www.oregonmetro.gov/tools-partners/grants-and-resources/travel-options-grants>  
<http://www.oregonmetro.gov/tools-partners/grants-and-resources/community-placemaking-grants>

### 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/>