

CITY OF BANKS ROADMAP (2018 TO 2023)

Actions	2018	2019	2020	Year 4&5	Lead Org/ Staff	City Support	External Partners	Resource Required (Monetary and/or Skills)	Deliverable
GOAL 1: ADEQUATE HOUSING									
Objective 1.1 Develop clear plan and system for providing water infrastructure to support new development									
Outcome: Private investors have certainty regarding future investments.									
A. Clearly convey to developers the capacity for development with existing system.	X				City Manager	Public works consultant	NA	Consultant	Create an existing water supply map with associated phasing and costs of improvements to serve a specified number of homes or industrial development by Q3 2018.
B. Determine approach to enhancing supply and infrastructure for future growth		X			City Manager	Water system consultant	USDA, Business Oregon	Consultant	<ul style="list-style-type: none"> Complete supply analysis report by Q3 2018. Determine approach to enhance new supply by Q3 2019.
C. Determine how to pay for enhance supply and infrastructure			X		City Manager	Public works consultant	USDA, Business Oregon	Consultant	<ul style="list-style-type: none"> Determine cost and budget for each phase of improvement by Q2 2020. Determine bond strategy Q2 2020. Determine SDC for each new housing unit and commercial development by Q3 2020.
D. Clearly convey to developers the timing, phasing and cost for new infrastructure to convey certainty.				X	City Manager	Public works consultant	USDA, Business Oregon	Consultant	Prepare a future supply phasing map of necessary future infrastructure, zones of development, and caps of development tied to each phase by Q1 2021.
Objective 1.2 Provide a flexible code and process to encourage various housing types.									
Outcome: A variety of homes to accommodate the entire community is provided.									
A. Allow for a variety of housing types.	X	X			City Manager	City Planner	DLCD	Consultant	<ul style="list-style-type: none"> DLCD grant to review existing code awarded by Q3 2018. Change code to allow cottage clusters, multi-family, tiny houses and accessory dwelling units (ADU) by Q2 2019. Make sure zoning along Main Street and western property permits variety of housing types with overall code change by Q4 2019.
B. Make sure permitting process is streamlined while also ensures quality design through PUD process.		X			City Manager	City Planner	DLCD	Consultant	Update overall code by Q4 2019.
C. Work with key Washington County permitting staff to collaboratively provide streamlined permitting process	X	X	X	X	City Manager	City Planner	Washington County	Internal staff time	<ul style="list-style-type: none"> Meet with key staff by Q3 2018. Meet bi-annually at a minimum to retain relationships and proactively coordinate on upcoming or ongoing projects. Ongoing.
Objective 1.3 Proactively collaborate with private developers.									
Outcome: Future projects provide desired housing types as well as infrastructure for broader community									
A. Maintain a strong relationship with the west-side residential developer regarding the city plans and expectations for the Main Street Plaza as it will provide necessary access to the new development.	X	X	X	X	City Manager	Mayor	Developer, Washington County	Internal staff time	<ul style="list-style-type: none"> Document and define access points in TSP in relation to western property development by Q4 2018. Obtain right-of-way (ROW) for all access points by Q4 2019.
B. Encourage a variety of housing types on city-wide through a collaborative PUD process.		X	X	X	City Manager	Planning Commission	Developer, Washington County	Internal staff time	<ul style="list-style-type: none"> Work with property owner and developer to determine desired density for housing variety and project viability by Q4 2018. Align desired densities with code changes by Q4 2019.

									<ul style="list-style-type: none"> Determine phasing of PUD and alignment with water supply by Q2 2020.
C. Determine if enough affordable housing is being built and if incentives are required.				X	City Manager	City Council	Developer, Washington County	Consultant	<ul style="list-style-type: none"> Evaluate affordable housing availability by Q4 2021. Develop an incentive tool kit (Vertical Housing Tax Credit (VHTC), SDC credit, etc.) by Q2 2022.

GOAL 2: LOCAL JOBS

Actions	2018	2019	2020	Year 4&5	Lead Org/ Staff	City Support	External Partners	Resource Required (Monetary and/or Skills)	Deliverable
Objective 2.1: Enhance access to broadband infrastructure									
Outcome: Opportunity to attract remote high-tech workforce and support local business									
A. Reach out to existing private providers of broadband service. Clearly convey planned residential and employment growth to see if they can enhance service.	X				City ED Staff	Metro Area Communications (MAC) Committee Rep	Broadband Providers	Internal staff time	Initial meeting held with providers by Q4 2018
B. Document barriers to providing desired broadband services of minimum 50Mbps up and download. Ideal is 100 Mbps.		X			City ED Staff	MAC Committee Rep	Broadband Providers	Internal staff time	Memorandum documenting barriers by Q4 2019.
C. Begin to implement actions to remove barriers.			X	X	City ED Staff	MAC Committee Rep	Broadband Providers	Internal staff time	If necessary, apply for USDA grant to enhance service by Q1 2020.
Objective 2.2: Focus on Business Retention and Expansion (BRE) program									
Outcome: Local businesses stay and grow.									
A. Enhance and grow timber and agriculture industries	X	X	X	X	City ED Staff	Mayor/EDC	Washington County, Business Oregon	Internal staff time.	<ul style="list-style-type: none"> Meet bi-annually with local timber industry businesses to determine the services needed for their ecosystem (i.e. card-lock fueling station, drug testing, etc.) and innovation. Include representatives from Business Oregon (exports, rural initiative) and Washington County starting Q3 2018. Consider hosting ED program representatives to enhance business owner understanding of available grants and programs. Obtain ezone incentive for property exemptions for industrial use investments and job creation by Q4 2019.
B. Remove barriers and leverage opportunities for timber and agriculture industries.		X			City ED Staff	EDC	Local businesses	Internal staff time	Submit for Business Oregon Rural Opportunities Initiative (ROI) grant that addresses needs of timber and/or agriculture industry based on meetings. (Business owners will support grant, ensuring better chance of award.) Application submitted by Q2 2019.
C. Enhance workforce needs for local industry.		X	X	X	City ED Staff	EDC	Worksystems, Youth Readiness Programs, TriMet, Washington County.	Internal staff time	<ul style="list-style-type: none"> Work with the Banks Superintendent and local traded-sector businesses to promote internship programs and skills development desired by employers. Consider building off existing programs: https://www.worksystems.org/our-expertise/our-people/barb-timper. Pilot program in place by Q2 2019. Enhance transit service between Forest Grove and Banks to support employment base commuting into Banks by Q4 2019.

Objective 2.3: Prepare local industrial sites									
Outcome: Business and employment expansion.									
A. Get industrial land "shovel ready"	X	X			City Manager	Mayor	Business Oregon, Regional Solutions Team, Washington County	Consultant	<ul style="list-style-type: none"> Define preliminary design and cost of infrastructure (water, sewer and transportation) necessary for industrial zoned land to be developed by Q4 2018. Work with Business Oregon to determine if portion of infrastructure cost can be covered by city to encourage development with desired jobs and wages by Q2 2019.
B. Work with property owner to determine development objectives and level of engagement		X			City Manager	Mayor	Business Oregon	Internal staff time.	First meeting with property owner for property vision and review infrastructure needs by Q1 2019.
C. Promote and market site.			X	X	City Manager	Mayor/EDC	Washington County, Brokers, Developers, Recruitment staff from Greater Portland Inc and Business Oregon	Internal staff time.	<ul style="list-style-type: none"> Build a relationship with Washington County brokers and local employers to identify tenants for industrial uses. Ongoing. Once a year, host a round-table to educate brokers and ED recruitment staff on the city's focus as well as hear from them regarding regional demand by Q2 2020 and ongoing.

GOAL 3: VIBRANT MAIN STREET

Actions	2018	2019	2020	Year 4&5	Lead Org/ Staff	City Support	External Partners	Resource Required (Monetary and/or Skills)	Deliverable
Objective 3.1: Enhance existing businesses along Main Street									
Outcome: Healthy existing businesses to serve residents and visitors									
A. Actively support health of existing businesses and serve as downtown coordinator.	X	X			City Manager	EDC	Peer cities	Consultant – Recommended: Michele E Reeves, CIVILIS Consultants	<ul style="list-style-type: none"> Hire consultant to work with existing retailers to enhance services by Q4 2018. Implement storefront improvement program to support consultant recommendations by Q1 2019. Take best practice trips to communities such as Beaverton, Vernonia and Woodburn to gain ideas for programs to implement. First trip by Q2 2019.
B. Develop pilot programs to enhance street activity.		X	X	X	City Manager	EDC	Washington County	Internal staff time	<ul style="list-style-type: none"> Permit and promote food carts on parking lots during summer months by Q2 2019. Permit and fund up to two “parklets” to encourage street activity in summer months by Q2 2019. Implement a new program based on best practice trip by Q4 2019.
C. Cohesively market retailers.		X	X	X	City Manager	EDC	Washington County Tourism, Travel Oregon	Consultant – Recommended: Matthew Domingo, Wilder Projects	<ul style="list-style-type: none"> Hire a marketing consultant to help define retail assets and how to best promote them by Q1 2019. Develop a marketing plan with tactical implementation actions by Q2 2019. Actively market enhanced and cohesive retailers by Q3 2019.
Objective 3.2: Maximize use of existing parking areas.									
Outcome: Enhance parking availability and infill development can occur without the expense or barrier of additional parking.									
A. Efficiently utilize existing parking to enhance visitor experience.	X	X			City ED Staff	EDC	Washington County	Internal staff time	<ul style="list-style-type: none"> Clearly mark on-street parking by Q4 2018 Complete inventory of number of on and off-street parking stalls by Q3 2018. Identify property owners willing to share parking and document availability by Q3 2018 Sign parking areas for trail visitors by Q2 2019.
B. Encourage new retail infill by utilizing existing shared parking or on-street parking.		X			City Planner	Planning Commission	Main Street parking lot owners	Internal staff time	<ul style="list-style-type: none"> Determine if there is excess parking to be utilized by new development by Q3 2019. Minimize parking code requirements to greatest extent possible as part of code change Q4 2019.
Objective 3.3: Recruit new businesses to Main Street.									
Outcome: Grow the retail base to meet needs of tourism and residents.									
A. Determine where new business can go	X	X			City Manager	Mayor	Washington County	Internal staff time	<ul style="list-style-type: none"> Get written confirmation from Washington County that a roundabout will be built at the northern intersection by Q3 2018. Define property impacts of roundabout improvements by Q4 2018. Host round-table with northern district property owners to discuss vision and anticipated availability of buildings or sites by Q1 2019.

B. Prepare programs to attract new businesses.		X			City Manager	City Council	Washington County, Business Oregon	Internal staff time	<ul style="list-style-type: none"> Identify brownfield grants through Business Oregon or Washington County to assist with clean up any vacant buildings and encourage re-use by Q2 2019. Determine if incentives should be available for restaurants (grease traps, and HVAC) by Q4 2019.
C. Actively recruit target tenants: coffee shop, restaurants, brewpub			X	X	City ED Staff	EDC	Commercial retail brokers	Internal staff time	<ul style="list-style-type: none"> Create marketing documents of district boundaries with identified sites and buildings for new business and available incentives by Q1 2020. Create a target list of existing Portland restaurants to actively solicit for expansion to new market in Banks by Q2 2020.

GOAL 4: THRIVING TOURISM

Actions	2018	2019	2020	Year 4&5	Lead Org/ Staff		External Partners	Resource Required (Monetary and/or Skills)	Deliverable
Objective 4. 1: Proactively pursue the Main Street Plaza project									
Outcome: Develop a catalyst site in the heart of Main Street that could support a hotel development									
A. Secure a site for city control	X	X			City Manager	City Council	Broker	Internal staff time	<ul style="list-style-type: none"> Identify site that will serve as multi-modal connection to western property development for acquisition by Q3 2018. Secure broker and perform preliminary environmental assessment prior to acquisition by Q 4 2019.
B. Solicit development interest from housing and/or hotel developers			X		City Manager	City Council	Architect, Real Estate Consultant	Consultant	<ul style="list-style-type: none"> Prepare conceptual infrastructure and massing study (not architectural elevations) with preliminary cost estimate by Q3 2020. Determine what city can contribute to project: property value, infrastructure, SDCs, etc. by Q4 2020. Hire consultant to help issue an RFP and actively solicit developer interests. TBD based on market conditions.
C. Formalize public-private partnership				X	City Manager	City Council	Developer	Consultant	<ul style="list-style-type: none"> Sign a Disposition and Development Agreement (DDA) with a private developer to secure investment. TBD Construct infrastructure improvements in conjunction with private development guarantee. TBD
Objective 4.2: Support tourist amenity development									
Outcome: Retain tourists visiting Banks-Vernonia Trail and wineries.									
A. Encourage alternative lodging options	X	X	X	X	City Manager	City Council	Washington County Tourism Board	Internal staff time	<ul style="list-style-type: none"> Adopt a Transient Occupancy Tax for all overnight lodging options, and registration and minimal regulation for private lodgings including Airbnb and others by Q4 2018 Make residents aware of opportunity for Airbnb within the City by Q1 2019. Consider adopting a license to monitor number of short-term renters to balance impact to affordable housing stock by Q4 2020.
B. Promote Salmonberry Trail	X	X	X	X	City Manager	City Council	Salmonberry Trail Intergovernmental Agency (STIA)	Internal staff time	<ul style="list-style-type: none"> As a city, cohesively support trail development and funding. Ongoing. Strategically acquire adjacent property/properties to trail if necessary to facilitate trail development and development of recreation uses. TBD

C. Support a retail/tourism marketing committee to align messages and event promotion.		X			City ED Staff	EDC	Washington County Tourism Board	Internal staff time	<ul style="list-style-type: none"> Based on marketing plan developed under 3.1.C, proactively inform Travel Oregon of events, retailers, and lodging opportunities by Q3 2019 Post events and tours on Airbnb "experiences" web page by Q4 2019.
D. Encourage formation of a farmer's market	X	X	X	X	City ED Staff	EDC	Local farmers	Internal staff time	<ul style="list-style-type: none"> Determine management structure by Q3 2018. Recommend that it is managed by a non-profit and tied to nearby farms and wineries to promote the brand of Banks. Define location by Q4 2018. Recommend that location is near Sunset Speedway to maximize visitation and synergy between uses, access to highway traffic, and asset of available parking and staging.