



DATE: November 17, 2025
TO: City of Wilsonville
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SUBJECT: Wilsonville Economic Development Strategy - **DRAFT**

The City of Wilsonville is a leading employment center in the southern Portland metro area. Its location along I-5 and concentration of advanced manufacturing, wholesale trade, and construction industries distinguish it from other communities in the region. Employers located in Wilsonville benefit from access to a large, skilled labor force that extends north into the Portland area and south into Oregon's Mid-Valley.

Looking ahead, Wilsonville faces key decisions about how to sustain economic growth and strengthen its role as a regional employment hub. Industrial development in Coffee Creek and Basalt Creek is constrained by small parcels, fragmented land ownership, existing contractor establishments, and limited urban-level infrastructure. At the same time, limited vacant commercial land means most new commercial growth will rely on redevelopment and reuse of existing buildings, particularly in Town Center and within established areas where large vacant buildings present both challenges and opportunities.

These same conditions affect small businesses across the city. Rising rents and limited access to financial and technical resources make it difficult for some to remain competitive and for others to expand. Many are unaware of existing programs or find it challenging to navigate state and regional systems to access them. Across industries, mismatches between available workforce skills and employer needs also remain a persistent concern for businesses of all sizes.

This **Economic Development Strategy (EDS or Strategy)** provides a 10-year roadmap for maintaining and expanding Wilsonville's economic base. It builds on the findings of the 2025 Wilsonville Industrial Land Readiness (WILR) project, including work focused on industrial site readiness in Basalt Creek, and the 2025 Economic Opportunities Analysis (EOA), which assessed land capacity, employment trends, and industry strengths. The Strategy also reflects input from local businesses, property owners, developers, and regional economic development partners, and aligns with other key initiatives such as the Town Center Plan and Tourism Development Strategy to create a coordinated framework for advancing the City's economic goals.



Desired Outcomes

The Strategy identifies six desired outcomes that define long-term economic success for Wilsonville over the next 10-years:

- ◆ **Basalt and Coffee Creeks show considerable momentum**, building out with high-quality, high-value development and are home to employers that provide strong job opportunities.
- ◆ **Town Center is redeveloping** with active retail, housing, and civic spaces.
- ◆ **Zoning and infrastructure investments balance** the needs of residents and target industries, supporting both community livability and economic growth.
- ◆ **Retail and restaurant offerings are expanded**, including more locally owned and experience-oriented businesses.
- ◆ **Employment opportunities and wages have increased**, particularly in high-value sectors.
- ◆ **Wilsonville is recognized regionally** for its advanced industrial employment, quality of life, and high-caliber customer service.

Achieving these outcomes will require coordinated and sustained effort as well as public and private investments. The EDS focuses on implementation, defining actions the City can lead, coordinate, or support in partnership with the private sector and regional stakeholders. Some actions can be advanced with existing capacity, while others will depend on additional staff resources or funding and represent key decision points for the City. The Strategy balances near-term initiatives that deliver visible progress with long-term investments that ensure Wilsonville's continued economic success while maintaining its high quality of life and community character.

Framework for Action

The Framework for Action translates Wilsonville's desired economic outcomes into a clear plan for implementation. It defines who will lead the work, what actions the City will take and why, and when those actions will occur.

Implementation Leadership and Partnerships

Implementation of the EDS will be led by the City of Wilsonville's Economic Development and Planning departments, with support from Engineering, Parks, and other City departments as needed. Close coordination among departments will be essential to align land use, infrastructure, and economic development priorities.

Success will also depend on collaboration with external partners that bring technical expertise, funding, and regional connections. Key partners include:



- ◆ **Business Oregon:** Provides state programs and resources that support infrastructure investment, industrial site development, and business investment and recruitment.
- ◆ **Greater Portland Inc. (GPI):** Supports business recruitment, foreign direct investment (FDI), marketing, and traded-sector growth in the region.
- ◆ **Metro and Washington County:** Coordination of infrastructure, transportation, and land-use planning.
- ◆ **Wilsonville Chamber of Commerce:** Provides local business support, networking, and convening to strengthen the business community.
- ◆ **Educational and workforce partners** (Clackamas Community College, Oregon Tech, Oregon Manufacturing Extension Partnership, Clackamas Workforce Partnership, Worksystems): Offer workforce training, industry engagement, and alignment of education programs with employer needs.

Note: These partners represent core collaborators but not the full list of organizations that may support implementation.

Strategic Focus Areas and Actions

The Strategy focuses on six key focus areas that most influence Wilsonville’s ability to achieve its desired economic outcomes. Each represents a point of leverage where the City can make measurable progress through investment, policy, and partnership.

Each focus area below includes a description of the issue, followed by the specific actions identified to address it. Collectively, these actions provide a framework for the City to manage growth, strengthen its business environment, and promote long-term economic resilience.

Note: Several actions are also drawn from the Town Center Plan (TCP) and Tourism Development Strategy (TDS). These existing plans include initiatives that directly advance the outcomes and focus areas identified through the EOA and engagement process. Incorporating them here ensures consistency across adopted plans and avoids duplicating existing work. When an action originates in the TCP or TDS, it is noted for reference.

Focus Area 1: Much of Wilsonville’s undeveloped industrial land is not development ready

Wilsonville has more than 350 acres of vacant industrial land across the city. However, much of this land is not development ready, with the greatest readiness challenges concentrated in Coffee Creek and Basalt Creek. Many of the sites in these areas are unavailable for development of higher-intensity industrial uses because of infrastructure gaps (e.g., lack of sufficient sewer and water capacity), small parcel sizes and fragmented ownership, and existing low-intensity uses that hinder private investment.



ACTIONS

1.1 Launch a land aggregation and resale program in Coffee Creek

The City will acquire parcels from willing sellers using Urban Renewal funds, consolidate sites into marketable configurations, and resell them through an RFP process to industrial developers or owner/users. Land may be sold at below-acquisition prices (Fair Reuse Value, as defined by ORS 457), with reimbursement of the price gap through the Business Oregon Regionally Significant Industrial Site (RSIS) program once job thresholds are met.¹ This directly addresses land fragmentation, creating larger, development-ready industrial parcels.

City role: Use Urban Renewal tools and Business Oregon's RSIS program to finance acquisitions, consolidate parcels, and manage resale through an RFP process.

1.2 Conduct a feasibility study for a Basalt Creek Urban Renewal Area (URA)

Evaluate whether expanding the Coffee Creek URA to include Basalt Creek, or creating a new URA for Basalt Creek, could generate sufficient funding to support infrastructure and site readiness. The study would assess the potential to finance roads, utilities, and other urban services needed to make Basalt Creek sites developable, as well as opportunities for land aggregation. This action directly addresses the lack of infrastructure and fragmented sites that currently limit development in Basalt Creek.

City role: Lead the feasibility study, engage with affected taxing districts, and prepare Council for a decision on whether to expand the Coffee Creek URA or establish a new URA.

1.3 Coordinate with Washington County on development application review in Basalt Creek and ensure compliance with City Development Code after property annexation

Work proactively with Washington County to review development applications in the Basalt Creek area and advocate for uses that align with the Basalt Creek Concept Plan (BCCP) vision. Although Washington County maintains permitting authority until annexation, the City should continue to seek close coordination with County staff and property owners to encourage land use decisions and development outcomes that support the BCCP and the City's long-term industrial goals.

As an alternative approach, the City could work with Washington County to update the Urban Planning Area Agreement (UPAA) to transfer planning authority for Basalt Creek to the City. This would ensure consistency with Wilsonville's long-term vision, reduce the risk of continued low intensity uses, alleviate staffing burdens at the County level, and minimize future pressure to expand the urban growth boundary (UGB).

¹ The RSIS program, administered by Business Oregon, helps local governments prepare large industrial sites for traded-sector employers. The program reimburses eligible site-readiness costs, such as land assembly, infrastructure, and environmental mitigation. Local governments fund the initial improvements and receive reimbursement after the site meets job and wage thresholds based on new employment created.



Once properties are annexed, the City will assume compliance and enforcement responsibilities to ensure that all uses meet City Development Code standards and reinforce the intended industrial character of the area. The focus should be on clear communication and transition planning, giving property owners time to make necessary site or design improvements to come into compliance.

City Role: Review development applications in coordination with Washington County, communicate expectations for BCCP-consistent development, provide clear timelines for compliance following annexation, and enforce City Development Code standards once properties are within City limits.

1.4 Develop a coordinated set of financial and policy tools for overcoming infrastructure barriers

Develop a coordinated set of financial and policy tools to reduce the high infrastructure costs that limit industrial land development in Wilsonville. The package could include:

- ◆ ***New funding mechanisms.*** Explore options such as Local Improvement Districts (LIDs) or latecomer agreements.
- ◆ ***Promotion and/or refinements to the WIN program.*** Evaluate whether adjustments to the WIN structure, could better support site readiness in areas outside Coffee Creek.
- ◆ ***Public cost-sharing and site preparation support.*** Use development agreements to share infrastructure or site preparation costs on strategic sites. The RSIS program could reimburse qualifying investments in areas such as Coffee Creek, Basalt Creek, and select sites east of I-5.
- ◆ ***State and federal funding.*** Pursue grants and partnerships through Business Oregon, Metro, and federal infrastructure programs to reduce the local funding burden.
- ◆ ***Regional collaboration and advocacy.*** Strengthen partnerships with regional agencies and legislators to align Wilsonville's needs with broader regional industrial land readiness goals and increase visibility of local infrastructure challenges in state funding discussions.

City role: Evaluate and implement new funding tools and pursue state/federal grants to offset infrastructure costs; coordinate advocacy with regional partners.

1.5 Promote Wilsonville's industrial sites for development

Strengthen the City's efforts to promote available industrial sites and highlight the supports Wilsonville can offer, such as the WIN program, to traded-sector employers, brokers, and developers through targeted outreach and regional partnerships. City staff already share a newsletter with the developer and site selection community, but it is not on a consistent schedule. This action will make a more targeted effort to be proactive in marketing Wilsonville's sites and available incentives.



City role: Lead site marketing through direct communication and outreach, maintain up-to-date site information, and collaborate with GPI and Business Oregon to amplify visibility of Wilsonville's sites.

Focus Area 2: Limited City funds to support economic development outside of Coffee Creek Urban Renewal Area

Wilsonville's capacity to support infrastructure, redevelopment, and business investment is constrained by a limited set of local funding tools. The Coffee Creek Urban Renewal Area (URA) provides dedicated resources for site improvements and infrastructure, but other priority areas, including Basalt Creek and Town Center, do not have comparable funding sources. This gap limits the City's ability to provide infrastructure to support the development and/or redevelopment of priority sites, attract employers, and act on other City priorities.

ACTIONS

2.1 Explore a dedicated funding source to support commercial and mixed-use redevelopment *(Refer to Town Center Plan & Tourism Development Strategy)*

Explore options for a dedicated funding source to support commercial and mixed-use redevelopment, particularly in Town Center and along key corridors. Potential tools include a new Urban Renewal Area in Town Center or Business Improvement District (BID). These tools would provide sustained resources for infrastructure, amenities, and redevelopment projects that strengthen Town Center as a hub for retail, dining, and tourism.

City role: Lead policy design, stakeholder outreach, and administration.

1.2. Conduct a feasibility study for a Basalt Creek URA (See Focus Area 1)

1.4. Develop a coordinated set of financial and policy tools for overcoming infrastructure barriers (See Focus Area 1)

Focus Area 3: Vacant commercial land is limited

Wilsonville has a limited supply of vacant commercial land to accommodate future growth. The EOA highlighted that redevelopment and policy changes, such as allowing certain commercial uses in select industrial areas, will be essential to meeting future commercial needs. Town Center represents Wilsonville's primary opportunity for new commercial and mixed-use growth. Several large vacant commercial buildings, including the former Albertsons, Rite Aid, Regal Cinema, and Fry's Electronics, also offer near-term opportunities for reuse.



ACTIONS

3.1 Consider expansion of allowable non-retail commercial uses in select industrial areas

The Wilsonville Development Code could be updated to allow a broader range of non-retail commercial uses in select industrial areas. These may include uses such as commercial recreation (e.g., gyms, climbing facilities, or entertainment venues) and offices or coworking spaces that are not directly tied to an industrial operation but are compatible with industrial activity. This action will identify suitable industrial areas across the city for such uses while preserving capacity for target traded-sector industries

City Role: Lead Development Code amendment process

3.2 Coordinate with other City departments to deliver on Town Center and tourism priorities (Refer to Town Center Plan & Tourism Development Strategy)

Work across departments to ensure Economic Development helps advance key actions from the Town Center Plan and Tourism Development Strategy. This includes supporting parking management, shared parking strategies, placemaking, and streetscape or public space improvements that make redevelopment more attractive and feasible.

City role: Coordinate across departments to align Economic Development, Planning, Parks, and Engineering with Town Center and tourism strategies.

3.3 Catalyze redevelopment of key sites in Town Center (Refer to Town Center Plan)

Partner on select priority sites where City support could spark reinvestment and create new commercial space on underutilized land. The City could collaborate with property owners and potential developers to facilitate site readiness, assist with predevelopment analysis, and coordinate infrastructure or amenity improvements needed to attract investment. If a Town Center URA is adopted, URA-funded acquisition and disposition, SDC transfer programs, or predevelopment grants (e.g., feasibility studies, site development analysis) could be used to help catalyze projects.

City Role: Facilitate partnerships with property owners and developers, provide technical and policy support for site redevelopment, and coordinate needed infrastructure and public improvements. Offer regulatory or financial incentives, marketing support, or infrastructure cost-sharing; recruit development partners.

Focus Area 4: Lack of unique retail and dining experiences

Wilsonville has few distinctive, locally owned shops and restaurants that help create a strong sense of place and attract workers and visitors. Most retail centers are anchored by national chains, and smaller experience-oriented businesses face barriers such as high rents, limited appropriately sized spaces, and costly tenant improvements. These challenges make it difficult for locally owned restaurants, shops, and personal service businesses to establish



and grow. Expanding opportunities for locally owned and experience-driven businesses, particularly in Town Center, would strengthen Wilsonville's identity and support local entrepreneurs. This work also offers an opportunity to broaden access for business owners from all backgrounds, including those from historically underrepresented communities, by reducing barriers to entry and increasing access to space, visibility, and customers.

ACTIONS

4.1 Incentivize local dining and retail in Town Center *(Refer to Town Center Plan & Tourism Development Strategy)*

Encourage more local and experience-oriented dining and retail businesses to locate in Town Center by developing a mix of incentive tools. Incentives may include grants, reduced fees, or tenant improvement assistance designed to attract small, locally owned businesses that contribute to Town Center's identity as a vibrant community destination. These incentives are intended to support businesses and entrepreneurs both in and outside of Wilsonville who are seeking to establish or expand in Town Center.

City role: Design and administer incentive programs, coordinate funding, and monitor outcomes.

4.2 Explore the creation of a food cart incubation program in Town Center *(Refer to Town Center Plan & Tourism Development Strategy)*

Support small-scale entrepreneurs and bring energy to Town Center by incubating food cart businesses in Town Center, potentially mirroring the launch pod program in Tigard. This could provide affordable entry points for new businesses, test market demand, and attract customers to underused spaces. The program would be open to entrepreneurs both in and outside of Wilsonville who are looking for an accessible way to launch or test a concept.

City role: Identify sites, adjust regulations, and facilitate partnerships for food carts; provide permitting flexibility, seed funding, and promotion in collaboration with Parks and Economic Development.

Example in Tigard – City bought 3 food carts to use as business incubators.

4.3 Explore and/or partner on affordable commercial space models

Explore strategies and partnerships to increase the availability of affordable or below-market commercial space for small and locally owned businesses. Potential approaches include City master leasing, where the City leases ground-floor space from a property owner and subleases it to local businesses at below-market rates, or developer partnerships that reserve a portion of new projects for local tenants. The City could also explore shared incubator spaces or micro-suites that provide low-cost entry points for start-up businesses. These approaches can support small businesses and entrepreneurs both in and outside of Wilsonville who need accessible, affordable space to start or grow.



City role: Lead evaluation of options to support affordable commercial space; identify pilot sites and engage property owners.

4.4 Recruit unique restaurants and shops to Town Center *(Refer to Town Center Plan & Tourism Development Strategy)*

Actively recruit distinctive dining and retail tenants to strengthen Town Center as a destination. Recruitment could be paired with catalytic redevelopment efforts (Action 3.1) to ensure new businesses locate in highly visible, high-impact sites. Recruitment efforts could include outreach to both existing Wilsonville businesses that may want to expand and businesses from outside the city that offer concepts not currently available in Wilsonville. Recruitment should also aim to bring a diversity of business types that broaden the mix of experiences, cuisines, and services available in Town Center.

City role: Market available sites, partner with brokers and developers, and coordinate outreach to targeted tenants.

Focus Area 5: Businesses struggle to find qualified workers

Employers in Wilsonville face challenges finding and retaining workers with the skills needed for manufacturing and other key industries. During the EOA engagement process, employers and regional economic development partners also raised concerns about how artificial intelligence (AI) may affect local jobs and emphasized the importance of upskilling workers to meet evolving job requirements. These issues are particularly challenging for smaller employers that have limited resources to dedicate to in-house training. Stronger coordination between businesses, schools, and workforce partners is needed to align training programs with both current and emerging industry needs.

ACTIONS

5.1 Facilitate workforce connections and support partner initiatives

Take a more active role in shaping workforce initiatives by working with employers, education providers, and workforce development organizations to ensure Wilsonville's needs are represented in regional discussions and programs. This means not only connecting partners but also advocating for the types of training, partnerships, and resources that reflect local industry priorities. This role focuses on active participation and partnership with organizations such as the Chamber, Oregon Tech, OMEP, Clackamas Workforce Partnership, Worksystems, and Clackamas Community College.

This could include:

- ◆ Gathering employer feedback (through discussions, surveys, roundtables) and sharing insights with workforce and education partners.



- ◆ Convening employers and training providers together to discuss needs and align programs (e.g., sector partnerships, advisory groups)
- ◆ Elevating Wilsonville's workforce needs with state and regional agencies to strengthen alignment of funding programs with local demand.

City role: Facilitate communication between employers and workforce partners, maintain relationships with training providers, and provide support for partner-led initiatives; elevate Wilsonville's workforce needs with state and regional agencies.

Focus Area 6: Perceived limited support for small businesses

During the EOA engagement process, business owners and economic development partners identified several key challenges: difficulty accessing financing for small businesses, limited awareness of available business support resources, and a shortage of affordable space for startups and growing companies. Participants emphasized that developers and business owners value a proactive, service-oriented approach from the City that helps them navigate permitting and regulatory processes, connect with funding or technical assistance, and work collaboratively with staff to find solutions. This work is intended to support the needs of existing Wilsonville businesses as well as new businesses evaluating locations in the city. As part of this work, the City can use inclusive outreach strategies that ensure small businesses and entrepreneurs from a wide range of backgrounds are aware of available resources and able to access support.

ACTIONS

6.1 Strengthen business communication, customer service, and resource connections

Enhance the City's direct engagement with local businesses by expanding outreach, improving communication, and addressing barriers identified by businesses. By coordinating across departments and maintaining regular contact with both industrial and commercial businesses, the City can identify challenges early, connect businesses to assistance, and make City processes easier to navigate.

This may include:

- ◆ Increasing proactive outreach through business visits, roundtables, or surveys to better understand local challenges and share upcoming opportunities.
- ◆ Acting as a concierge for local businesses, connecting them with programs and partners that offer financing, technical support, or workforce training.
- ◆ Maintaining and promoting a central hub that consolidates City and partner resources in one accessible location.
- ◆ Tracking common issues raised by businesses and developers of commercial and industrial space and using that feedback to inform process or policy adjustments.



As the City refines its economic development priorities, the level of focus on each of these activities will depend on Council direction and available capacity.

City role: Proactively engage businesses, identify barriers early, provide clear permitting guidance, and connect businesses to resources.

6.2 Provide small business assistance for upgrades (industrial and commercial businesses)

Offer targeted support to help small businesses invest in improvements such as energy efficiency, technology adoption, interior or façade upgrades, and equipment modernization. These upgrades can be cost-prohibitive but are critical for business competitiveness and retention.

City Role: Design and administer assistance program.

Resource Needs

The resource needs to implement each action will depend on Council priorities and the desired level of effort. Maintaining current programs may be possible within existing capacity, while expanded outreach, new incentives, or redevelopment programs will require additional funding or staff support. Some actions, such as creating new funding tools or expanding urban renewal areas, are foundational steps that enable broader implementation. **Exhibit 1** summarizes the actions, organized by focus area, and indicates whether they can be advanced with existing staff and funding or will require additional resources.

Exhibit 1. Summary of Focus Areas, Supporting Actions, and Resource Needs

Focus Areas	Potential Actions		Existing or New Resources
Issue #1: Much of Wilsonville's undeveloped industrial land is not development ready	1.1	Launch a land aggregation and resale program in Coffee Creek using Urban Renewal and RSIS	Existing
	1.2	Conduct a feasibility study for a Basalt Creek URA	Existing
	1.3	Coordinate with Washington County on development application review in Basalt Creek and ensure compliance with City Development Code after property annexation	Existing
	1.4	Develop a coordinated set of financial and policy tools for overcoming infrastructure barriers	Exploration with existing staff; <i>may</i> require establishing new funding source(s)
	1.5	Promote Wilsonville's industrial sites for development	Existing



Issue #2: Limited City funds to support economic development outside Coffee Creek Urban Renewal Area	2.1	Explore a dedicated funding source to support commercial and mixed-use redevelopment <i>(TCP/TDS)</i>	Exploration with existing staff
		Conduct a feasibility study for a Basalt Creek URA (see 1.2)	
		Create a package of incentives for overcoming infrastructure barriers (see 1.4)	
Issue #3: Vacant commercial land is limited	3.1	Consider expansion of allowable non-retail commercial uses in select industrial areas	Existing
	3.2	Coordinate with other City departments to deliver on Town Center and tourism priorities <i>(TCP/TDS)</i>	Some priorities will require new funding source(s)
	3.3	Catalyze redevelopment of key sites in Town Center <i>(TCP)</i>	Requires new funding source
Issue #4: Lack of unique retail and dining experiences	4.1	Incentivize local dining and retail in Town Center <i>(TCP/ TDS)</i>	New funding source needed <i>if</i> providing financial incentives
	4.2	Explore the creation of a food cart incubation program in Town Center <i>(TCP/ TDS)</i>	New funding source needed <i>if</i> providing seed funding
	4.3	Explore and/or partner on affordable commercial space models	New funding source needed <i>if</i> subsidizing commercial space
	4.4	Recruit unique restaurants and shops to Town Center <i>(TCP/ TDS)</i>	New funding source needed <i>if</i> providing financial incentives or placemaking investments
Issue #5: Businesses struggle to find qualified workers	5.1	Facilitate workforce connections and support partner initiatives	Existing
Issue #6: Perceived limited supports for small businesses	6.1	Strengthen business communication, customer service, and resource connections	Existing
	6.2	Provide small business assistance for upgrades (industrial and commercial businesses)	Requires new funding source



Sequencing of Actions

Implementation of the actions will advance in stages based on available resources, partnerships, and logical sequencing rather than fixed timelines. Some actions can begin immediately using existing capacity, while others depend on funding, feasibility studies, or enabling steps.

Dependencies between actions are a key feature of this strategy. For example:

- ◆ Developing a **dedicated funding source (2.1)** could enable future redevelopment incentives, retail activation, and small-business grants.
- ◆ Completing the **Basalt Creek URA study (1.2)** and launching the **land aggregation program (1.1)** lays the groundwork for infrastructure development and the marketing of industrial land.
- ◆ Launching **retail incentive** and **activation programs (4.1, 4.2, 4.3)** can start small with current tools and scale once funding is secured.
- ◆ **Business outreach (6.1)** and **Town Center coordination (3.2)** can proceed now and shape later investment decisions.

The City Council's direction on which actions to elevate (such as prioritizing industrial readiness or small-business support) will guide how staff allocate resources through work plans and budgets. **Exhibit 2** separates actions by near-term priorities, which can be initiated with existing resources, and longer-term priorities that depend on new funding or enabling actions.



Exhibit 2. Sequencing and Dependencies

Focus Area	Near-Term Priorities (Years 1 to 5)	Longer-Term Priorities (Years 6 to 10)
Focus Area 1: Much of Wilsonville's undeveloped industrial land is not development ready	1.1 Launch land aggregation and resale program in Coffee Creek 1.2 Conduct feasibility study for a Basalt Creek URA 1.3 Coordinate with Washington County on development application review in Basalt Creek and ensure compliance with City Development Code after property annexation 1.4 Evaluate and design a coordinated set of financial and policy tools for overcoming infrastructure barriers	1.4 Expand the financial tools for overcoming infrastructure barriers if new funding mechanisms are pursued 1.5 Promote Wilsonville's industrial sites for development once incentive package and funding tools are in place
Focus Area 2: Limited City funds to support economic development outside Coffee Creek Urban Renewal Area	2.1 Explore a dedicated funding source to support commercial and mixed-use redevelopment	—
Focus Area 3: Vacant commercial land is limited	3.1 Consider the expansion of allowable non-retail commercial uses in select industrial areas 3.2 Coordinate on Town Center and tourism priorities (ongoing)	3.3 Catalyze redevelopment of key Town Center sites once funding and partnerships are secured (such as through funding from 2.1)
Focus Area 4: Lack of unique retail and dining experiences	4.1 Pursue targeted incentives for local dining and retail in Town Center within existing resources 4.2 Explore creation of a food cart incubation program (may begin with low-cost site prep or partnerships) 4.3 Explore affordable commercial space models and partnerships	4.1 Expand incentives for local dining and retail in Town Center, supported by new funding source from 2.1 4.2 and 4.3 Implement full programs once additional funding or partnerships are in place 4.4 Recruit unique restaurants and shops, supported by new funding source from 2.1
Focus Area 5: Businesses struggle to find qualified workers	5.1 Facilitate workforce connections	—
Focus Area 6: Perceived limited supports for small businesses	6.1 Strengthen business communication, customer service, and resource connections	6.2 Provide small business assistance grants, enabled by new funding sources such as from 2.1 or 1.2

