



FOREST GROVE FORWARD

YOUR VOICE, YOUR VISION

2040 VISION PLAN





OUR 2040 VISION

Rooted in connection, growing with purpose.

In 2040, Forest Grove serves as the gateway to Oregon's rural tranquility and urban innovation, situated between mountains and metropolis. We are a destination with a vibrant downtown and local economy where independent businesses thrive, education inspires and provides opportunity, recreation amenities abound, and neighbors truly connect. Through thoughtful, sustainable growth and collaborative spirit, we cultivate a high-quality, safe, and affordable life honoring our history and welcoming all who visit and call Forest Grove home.



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Dear Forest Grove Neighbors,

I'm thrilled to share our Forest Grove Forward Community Vision and Action Plan with you. This plan isn't just a document—it's the result of our community coming together over 15 months, from April 2024 through July 2025, to imagine what we want Forest Grove to become by 2040.

For the first time in our city's history, we've created a comprehensive vision that reflects what truly matters to us: sustainability, safety, and connectivity. These priorities emerged directly from your input through interviews, surveys, and community events where residents of all backgrounds shared their hopes and ideas.

Through our Community Vision Labs and other gatherings, we identified clear goals for our economy, growth, health, and community connections. Each goal comes with concrete actions to ensure we're moving in the right direction while growing thoughtfully and sustainably.

I'm deeply grateful to the project team, steering committee, and community partners who helped shape this plan, and especially to every resident who participated.

On behalf of the City Council and staff, I invite you to continue being part of this journey. This is your vision, and together, we'll make it reality.

Warmly,

Mayor Malynda Wenzl



FOREST GROVE FORWARD PURPOSE

Forest Grove Forward is our community's 2040 visioning project, translating our aspirations into a clear vision that will guide city planning and decisions. Through this inclusive process, community members have shaped how they want Forest Grove to look, feel, and function in the coming decades.



HOW IS FOREST GROVE CHANGING?

Our city is evolving—we expect population to grow 24% by 2040 and jobs to nearly double by 2035. Remote work has doubled since 2010, and housing is shifting toward more multi-family units along transit corridors. Our community continues to welcome greater diversity, with increasing representation across different cultural backgrounds enriching our city's character while maintaining its distinctive small-town feel.

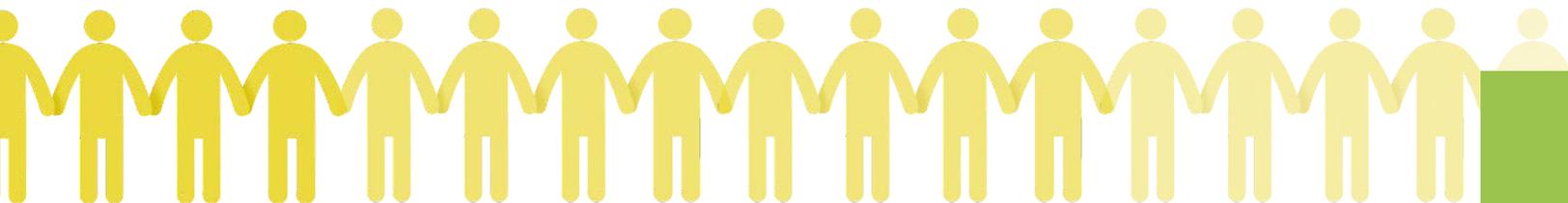
“

We would love to see the historical heritage of our small town preserved and highlighted while continuing to move into the future.”

- Forest Grove resident

THE WHY

As we navigate complex priorities like housing, infrastructure, economic development, public safety, and climate resilience, this community-driven vision ensures decisions align with the values of those who call Forest Grove home. This shared blueprint provides direction as we build a more vibrant and inclusive community.



Rooted in connection,

VISION & VALUES

Our Vision Plan includes the following:

Vision: A powerful description of our community's ideal future state.

Values: Core principles that guide all our decisions and actions.

Goal Areas: Broad priority areas directing City efforts and resources through 2040.

Outcomes: Specific, measurable results we aim to achieve within each goal area.

Actions: Concrete projects, programs, and policies to achieve the outcomes.



growing with purpose.

OUR VISION

In 2040, Forest Grove serves as the gateway to Oregon’s rural tranquility and urban innovation, situated between mountains and metropolis. We are a destination with a vibrant downtown and local economy where independent businesses thrive, education inspires and provides opportunity, recreation amenities abound, and neighbors truly connect. Through thoughtful, sustainable growth and collaborative spirit, we cultivate a high-quality, safe, and affordable life honoring our history and welcoming all who visit and call Forest Grove home.

OUR VALUES



SUSTAINABLE

Together, we strive toward a sustainable future—where our commitment to environmental care, responsible financial choices, thoughtful community growth, and resilient infrastructure ensures a thriving, inclusive city for generations to come.



SAFE

We aspire to be a community where everyone feels secure, supported, and prepared—where public safety is a shared priority, health is nurtured, and we stand resilient in the face of emergencies, united in our care for one another.



CONNECTED

We envision a deeply connected community—where neighbors know and care for one another, inclusive engagement thrives, and thoughtfully designed spaces and infrastructure bring people together, preserving a small-town spirit as we grow.

GOALS, OUTCOMES & ACTIONS

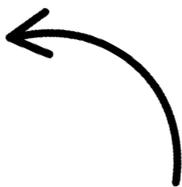
The goals, outcomes, and actions in this plan are our road map for making Forest Grove's vision a reality by 2040. Together, they help us focus our efforts, set clear targets, and identify the specific steps needed to create positive change in our community. These weren't developed in isolation—they emerged from extensive conversations with residents, community leaders, local businesses, our steering committee, and participants in our vision labs. This collaborative approach ensures our plan truly reflects what matters most to the people, businesses, and organizations who call Forest Grove home.





PARTNERSHIP OPPORTUNITIES

The community also expressed interest in a range of initiatives that align with the missions of our community partners. Each goal area includes a list of proposed partner initiatives reflecting the priorities shared by community members, along with partners currently involved—or who may become involved—in these areas. As the City continues to collaborate with partners and others across the Forest Grove community, additional organizations may be identified.



To help highlight these opportunities, an icon is used under each goal area to identify where partner engagement can play a key role. This makes it easy to see the actions that invite collaboration, signaling where strategic partnerships can enhance impact and support shared goals.





GOAL AREA

ECONOMY

GOAL STATEMENT

We envision a thriving, inclusive Forest Grove community with a vibrant downtown, a diverse economy offering high-paying jobs, and a strong sense of identity and place.

OUTCOME

Create a balanced and diversified economy comprised of a variety of commercial and industrial businesses offering high-paying job opportunities

ACTIONS

1.1	Conduct feasibility analysis for a grocery store
1.2	Increase volume and diversity of commercial business development
1.3	Update the City’s Economic Development Strategic Plan
1.4	Increase industrial business development
1.5	Explore the creation of an Economic Improvement District
1.6	Strengthen the City’s partnership with local small businesses to support local distribution and entrepreneurship
1.7	Support workforce development programs

OUTCOME

Revitalize downtown

ACTIONS

1.8	Develop a long-term vision for the Main Street Program
1.9	Partner with property owners to attract businesses aligned with Main Street vision (e.g., balance of offerings, etc.)
1.10	City incentive programs to support/retain small/local businesses (e.g., storefront improvement grant program)
1.11	Encourage and attract more events downtown to promote foot traffic
1.12	Install decorative lighting downtown
1.13	Increase wayfinding signage for downtown parking



OUTCOME

Foster a community identity and sense of place

ACTIONS	1.14	Update Tourism Strategic Plan
	1.15	Develop mural corridor/public art and cultural district/celebrations
	1.16	Explore exterior and architectural design standard to create a visual identity
	1.17	Pursue grants to support tourism, placemaking, identity, and planning



PARTNER OPPORTUNITIES

	Proposed Partner Initiatives	Potential Partners
1	Increased store hours and/or longer store hours	Chamber of Commerce, City Club
2	Create a tourism visitor’s center	Chamber of Commerce
3	Develop a business directory/tourism guide	Chamber of Commerce, City Club
4	Amplify events/activities across metro area to attract broader audiences	Travel Oregon, Explore Tualatin Valley, Chamber of Commerce, City Club
5	Provide community education about school facility needs as Forest Grove grows	Forest Grove School District
6	Enhance pipeline for FGSD to Pacific University	Forest Grove School District, Pacific University
7	Develop more community partnerships/ opportunities for Pacific University students to engage in the community	Pacific University, Chamber of Commerce
8	Increase youth engagement for employment opportunities (e.g., advisory body, campaigns, trade show, career fairs)	Chamber of Commerce, Pacific University, Mayor’s Youth Advisory Commission (MYAC), Forest Grove School District



**GOAL
AREA**

COMMUNITY GROWTH

GOAL STATEMENT

We envision a well-connected, safe, and environmentally sustainable community with diverse, affordable housing; resilient, green infrastructure; efficient mobility options; and strong public safety—creating a vibrant, accessible, and climate-conscious community for all.

OUTCOME

Increase the supply of diverse and affordable housing options to meet current and future needs

ACTIONS

2.1	Conduct community engagement to understand desired housing growth including types and location of housing
2.2	Address rent burden in the community by expanding opportunities for affordable housing development
2.3	Educate landowners and/or small developers on new housing and ADU options
2.4	Develop policies and programs that allow for ADU flexibility
2.5	Activate policies around utilizing downtown "upstairs" apartments per the City's Urban Renewal Plan
2.6	Support City partners who develop affordable housing for the community
2.7	Lobby for adequate infrastructure funding to support housing development
2.8	Update the City's Comprehensive Plan

OUTCOME

Improve mobility with balanced traffic management, safety enhancements, and thoughtful design and planning

ACTIONS

2.9	Improve crosswalks to include more protective features and design
2.10	Partner with ODOT to improve the Highway 47 and TV Highway safety corridor
2.11	Increase enforcement of traffic laws
2.12	Evaluate 2-way streets on Pacific + 19th to improve safety
2.13	Identify and prioritize traffic safety improvements
2.14	Continue to implement ADA improvements and compliance updates to City infrastructure

OUTCOME

Improve public safety response in Forest Grove

ACTIONS

2.15	Conduct a fire station location needs analysis
2.16	Deploy a second fire emergency response vehicle to meet the needs of increased calls
2.17	Build a new police facility
2.18	Prioritize staffing and equipment for public safety through workload analysis
2.19	Explore expansion of community volunteer support functions for public safety
2.20	Update the City's emergency preparedness plan in coordination with regional planning efforts
2.21	Continue to partner with other districts and agencies to improve public safety services and response times

OUTCOME

Build and maintain resilient, efficient, and financially sustainable Infrastructure

ACTIONS

2.22	Keep all long-term infrastructure master plans up to date
2.23	Expand green and climate resilient infrastructure and equipment
2.24	Continue redundancy expansion of the electric system at the transmission and substation level
2.25	Identify a long-term funding source for road improvements
2.26	Communicate and educate the community on key infrastructure investments



OUTCOME

Enhance walkability and community connectivity through pedestrian- and bike-friendly infrastructure and enhanced transit options

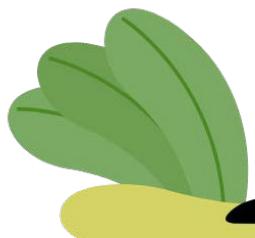
ACTIONS

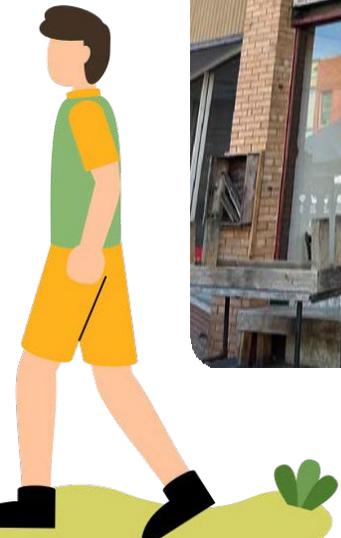
2.27	Encourage wellness through infrastructure policies and design standards
2.28	Implement the East Forest Grove TV Highway Safety Improvement Plan
2.29	Implement intersection safety improvements
2.30	Partner on the TV Highway Bus Rapid Transit Project
2.31	Update Yew Street intersection
2.32	Increase walkability and address pedestrian barriers
2.33	Install Rose Grove midblock crossing
2.34	Implement Mountainview Safe Routes to School
2.35	Improve Fern Hill and Maple intersection
2.36	Explore park and ride options to improve access to transit
2.37	Enhance and add wayfinding signage in downtown and along arterials



PARTNER OPPORTUNITIES

	Proposed Partner Initiatives	Potential Partners
1	Consider ways to make Pacific University housing more desirable and affordable	Pacific University
2	Improve community and regional partnerships with public safety to support houseless individuals	Forest Grove Foundation
3	Create a long-term fleet parking solution to increase transit services	TriMet/Ride Connection
4	Bundle projects for Major Streets Transportation Improvement Program (MSTIP) to leverage funding	Washington County







GOAL AREA

HEALTHY & ACTIVE COMMUNITY

GOAL STATEMENT

We envision a Forest Grove community where everyone can enjoy safe, accessible, and inclusive recreation opportunities that enhance quality of life for all ages and abilities.

OUTCOME

Increase recreation opportunities for all

ACTIONS

3.1	Update the City's Parks and Recreation Master Plan
3.2	Establish a recreation advisory committee with representation from City of Forest Grove, City of Cornelius, Pacific University, and Forest Grove School District to develop recommendations to increase recreation opportunities
3.3	Explore options for a multi-use recreation/community facility that includes space for recreation, events, mentorship, education, and connection
3.4	Create a gathering space by developing the Eastside Park
3.5	Work with Pacific University on updating Lincoln Park long-term use agreement

OUTCOME

Increase safe and accessible recreation opportunities

ACTIONS

3.6	Identify and reduce barriers to participation in recreation (e.g., cost, transportation, awareness of available resources, etc.)
3.7	Increase access to recreation opportunities for people with disabilities and/or tailored options
3.8	Host Safety Town community event



“ I love the small-town local feel of Forest Grove while still having access to Portland and the bigger city. I love all the community events on Main Street and all the fun things for families.

- Forest Grove resident



PARTNER OPPORTUNITIES

	Proposed Partner Initiatives	Potential Partners
1	Develop recreation opportunities at Hagg Lake	Washington County
2	Develop a wellness initiative to educate the community about and promote health and wellness lifestyles by offering more fitness activities, outdoor experiences and other enrichment opportunities for our community to engage in	partner organization to be identified
3	Conduct bike education and safety youth program	Forest Grove School District
4	Increase opportunities for swim instruction and water safety classes	Water Strong
5	Bicycle safety equipment	American Legion
6	Develop healthy eating/living initiatives (e.g., Healthy Food Zone, Healthy Forest Grove, kids programs at farmers’ market, recreation programming on cooking, gardening, food access, etc.)	Washington County, Local Farmers, Jordan Kent Athletics, City of Banks Seed Bank
7	Attract medical care facility (including critical care)	OHSU
8	Increase access to affordable, healthy food in schools and neighborhoods	Washington County/Forest Grove School District





GOAL AREA

COMMUNITY CONNECTION

GOAL STATEMENT

We envision an engaged and connected Forest Grove community with inclusive spaces for all ages, where strong partnerships, active civic participation, and shared information foster collaboration and belonging.

OUTCOME

Inclusive and accessible spaces for people of all ages to gather and connect

ACTIONS

4.1	Explore and support external funding opportunities to sustain Library programs and services
4.2	Explore opportunities to create a central community gathering space that is safe and welcoming for all ages
4.3	Conduct a feasibility study for a future community/recreation center that meets the needs for all ages and abilities
4.4	Increase and enhance opportunities at the Senior and Community Center
4.5	Develop a festival street/pedestrian mall in downtown Forest Grove

OUTCOME

Active civic engagement and increased collaboration among community organizations, volunteers, and the City

ACTIONS

4.6	Increase the number of volunteers and volunteer programs, and improve the culture of volunteerism
4.7	Establish civic engagement internships with Forest Grove High School, Pacific University, and others
4.8	Seek ongoing community feedback on City projects and programs
4.9	Employ Pacific University work study students for community service needs

OUTCOME

Increased engagement through community-wide awareness of news and events

ACTIONS

4.10	Utilize digital and printed tools to enhance communication
4.11	Update the City's communication plan
4.12	Comprehensive community calendar managed by one entity where all community organizations can share events

“ Me encanta vivir aquí.

(I love living here.) ”

- Forest Grove business owner

OUTCOME

Increased partnership and collaboration among community organizations and the City

ACTIONS	4.13	Increase collaboration between Cornelius, Gales Creek, Banks, and others in the region to improve community connection
	4.14	Increase connection and partnership with Pacific University
	4.15	Facilitate regular meeting that supports alignment across community organizations



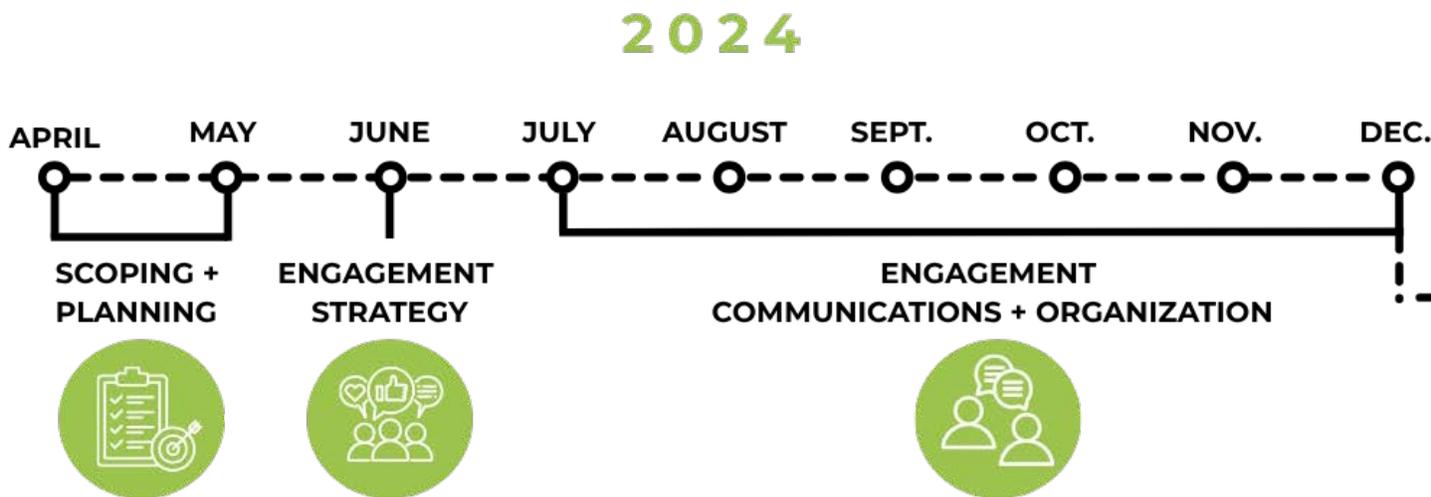
PARTNER OPPORTUNITIES

	Proposed Partner Initiatives	Potential Partners
1	Provide outdoor seating at downtown restaurants	Chamber, City Club
2	Strengthen local media presence and explore partnerships with local resources	News in the Grove publication
3	Engage faith-based and non-profit organizations as partners in organizing/hosting community events	Chamber of Commerce, Centro Cultural, City Club, non-profit organizations, faith-based organizations



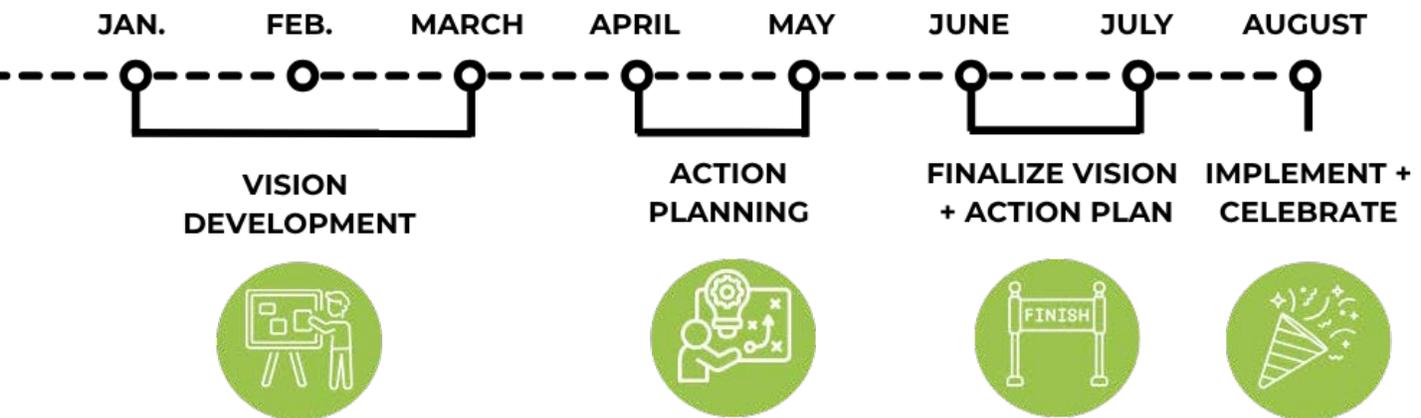
PROCESS & TIMELINE

Forest Grove Forward began in spring 2024 with the formation of a Steering Committee and the development of an engagement plan. By summer, we launched comprehensive outreach that gathered thousands of ideas from across our community—doubling down whenever representation fell short to ensure the data truly reflected our diverse demographics. In early 2025, we transformed this input into draft vision statements and goals, refined through Vision Lab focus groups. The City Council formally adopted our plan in summer 2025, moving from planning to implementation.





2025



A VISION DEFINED BY COMMUNITY

Forest Grove Forward is a community visioning process that includes envisioning the overall future of Forest Grove over the next 15 years and translating community aspirations into a clear vision that will guide the City's strategic planning efforts, decision-making, and community partnerships.

WHAT WE ASKED

Q. *What three words or phrases would you use to describe Forest Grove?*

What do you like most about Forest Grove? What should we preserve into the future?

What are your top suggestions for making Forest Grove an even better place to live, work, learn, play, or visit?

If you could change, add or enhance anything about Forest Grove, what would it be?

WHAT WE HEARD

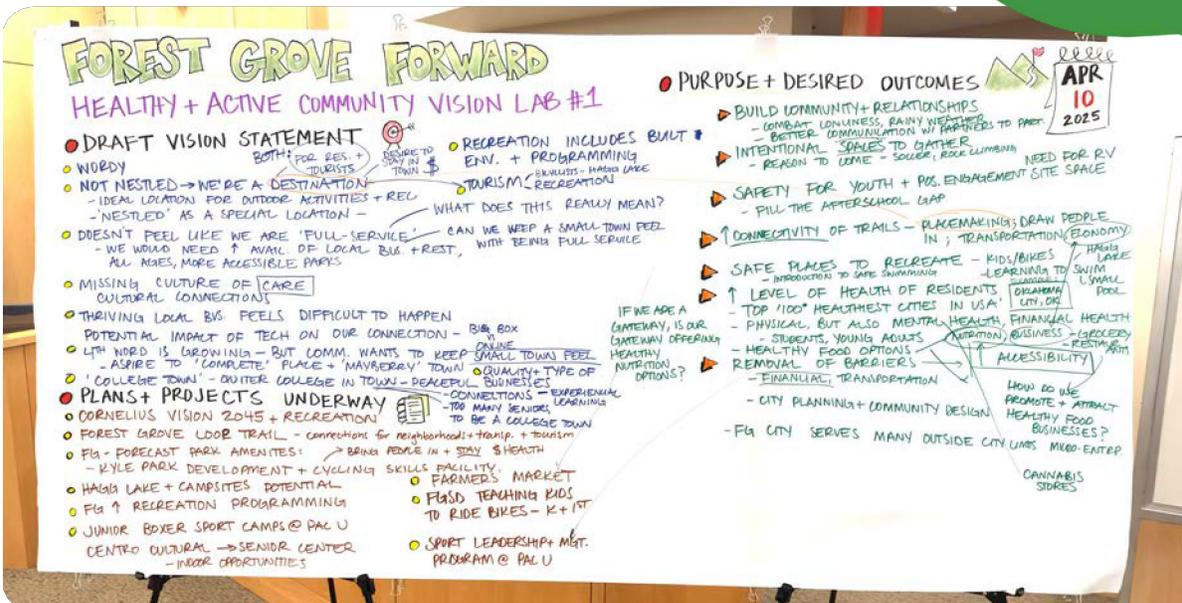
A. Across all engagement efforts, residents consistently emphasized **preserving Forest Grove's small-town character** while **embracing thoughtful growth**. Community members **value our natural environment, historic downtown, and family-friendly atmosphere**. They envision a more **connected community with walkable neighborhoods and vibrant gathering spaces**. Practical priorities include **affordable housing, local job opportunities, enhanced downtown vitality, and improved public safety**. Youth expressed desires for **more local shopping, fast food, and social options**, while business owners emphasized **downtown improvements and tourism development**.

“

I love how community-oriented Forest Grove is. The library, parks and recreation services, and the farmers' market are vital cornerstones of our town that bring people together.

- Forest Grove resident

”



ENGAGEMENT BY THE NUMBERS

Since June 2024, the City of Forest Grove has actively engaged the community in shaping Forest Grove Forward 2040. Led by City staff and SSW Consulting, the project team used diverse outreach methods to ensure broad and inclusive input throughout the visioning process.



PHASE ONE

PURPOSE	METHOD	TIME PERIOD
Gather input from residents, students, and business owners on the type of community they would like Forest Grove to be in 15 years, priorities to address, and community values to guide the City in implementing the vision.	<ul style="list-style-type: none"> Online community survey (English and Spanish) Paper intercept survey Outreach interviews Presentations to community groups Social media Community events Visits to apartments, senior living facilities, local businesses, high school Targeted outreach to business, youth, and Spanish-speaking communities Steering Committee meetings Council Retreat 	June 2024 – January 2025

PHASE TWO

PURPOSE	METHOD	TIME PERIOD
<p>Provide feedback on draft community vision statement and values.</p> <p>Explore key themes from Phase 1 outreach with community to develop goal areas for the community vision, desired outcomes for the goals, and actions to advance the goals.</p>	<ul style="list-style-type: none"> Vision labs: <ul style="list-style-type: none"> Economy Community Growth Healthy and Active Community Sustainable Infrastructure Community Connection Steering Committee meeting Council work session Staff workshop Social media posts 	February – May 2025

VISION LABS

Through broad outreach—including surveys, interviews, group meetings, and community events—thousands of ideas were collected and organized into five initial goal areas: Economy, Community Growth, Healthy and Active Community, Sustainable Infrastructure, and Community Connection.

To turn these ideas into action, the City hosted five Vision Labs, each aligned with a goal area and involving over 120 community members and partners. Each lab met twice to shape ideas based on Council priorities, community input, and participant expertise, resulting in clear actions and potential partnerships.

City staff then refined the draft actions to ensure all input was reflected in the vision framework. To improve clarity and alignment, two related focus areas were merged, resulting in four final goal areas: Economy, Community Growth, Healthy and Active Community, and Community Connection.



PHASE THREE

DID WE HEAR YOU?

Checking back in with the community.

During Phase 3 of the engagement, the project team gathered feedback from community members on the proposed goals, desired outcomes, and supporting actions. The engagement included booths at two farmers' markets, targeted outreach to Spanish-speaking community members at one of the farmers' markets, an online survey, email communication, and social media.



IMPLEMENTATING FOREST GROVE FORWARD

Forest Grove Forward isn't a plan that just sits on a shelf—it's designed to be a living guide that drives decisions and gets things done. The plan works through a simple annual cycle of priority setting, departmental alignment, and community engagement, with regular progress reporting to keep everyone informed. We'll measure success through clear performance indicators and share updates with the community each year.

Every five years, we'll take a deeper look and update the entire plan to keep it relevant as our community grows and changes. This approach ensures the vision stays connected to real work happening in the city while keeping residents informed about progress and involved in shaping the future.

City Council Retreat & Priority Setting

1

Each year, Council holds a strategic retreat to:

- Review progress on the FGF goals
- Consider the input of the broader community as well as City Boards and Commissions
- Set priorities for the year ahead
- Direct staff to align departmental work and budgets
- Identify annual plan updates to the FGF actions

Additionally, it is recommended to do a 6-month update to the Council presented in a report or at a City Council work session, providing updates on the FGF goals and actions and City Council priorities.

Community & Board Engagement

3

- Annual engagement is conducted with the public and City Boards and Commissions through presentations, surveys, and/or community events
- Additionally, the City would check in with community partners, either individually or through an annual gathering to review progress updates, gather input on updates to the plan, and identify opportunities for collaboration in the year ahead—the FGF Community Vision is an opportunity to bring people together
- This engagement is an opportunity to share progress and gather input on emerging priorities
- The input shapes annual updates to the FGF actions and ensures community values are reflected



FIVE-YEAR COMPREHENSIVE PLAN UPDATE

Every five years, the City will conduct a full update of the FGF Community Vision to ensure long-term relevance and responsiveness.

This process includes:

- **Robust community engagement** to reflect changing needs, growth, and demographics
- **Updated data analysis** to inform strategic direction
- **Collaborative planning** with Council, staff, Boards and Commissions, and stakeholders
- **Review and revision** of the City's vision, goals, and actions

KEY OUTCOMES

- A living, responsive plan that evolves with the community
- Clear connection between Council priorities, staff work, and City investments
- Transparent progress tracking and meaningful community input

2

Departmental Planning & Budgeting

- Departments align work plans with Council priorities and FGF goals
- Budget proposals and staff reports explicitly state how they support the FGF Community Vision
- Strategic alignment is built into prioritization of work, project evaluations, and funding requests
- As staff advances actions, they will develop key performance indicators and clear outcomes for each action with Council input and/or review

4

City Council Retreat & Priority Setting

- Annual FGF Progress Report
- Tracks actions, outcomes, and key performance indicators
- Shared with Council, staff, boards, and the community

Forest Grove, Ore.
**Slow Rise
Bakehouse**



ACKNOWLEDGMENTS

To everyone who contributed to Forest Grove's strategic visioning process—thank you. Your voices, ideas, and dedication have helped shape a future rooted in our shared values and community spirit. We're grateful for your partnership.

— The City of Forest Grove

CITY COUNCIL

- Mayor Malynda Wenzl
- Councilor Angel Falconer
- Councilor Donna Gustafson
- Councilor Michael Marshall
- Councilor Karen Martinez
- Councilor Brian Schimmel
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- Adelante Mujeres
- Veritas Collaborations



Photo Credits:

Explore Tualatin Valley, City of Forest Grove, SSW Consulting



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FORWARD
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