



# Economic Development

*“The City shall have a strong and resilient local economy with a diverse portfolio of economic activity: retail, professional service, and industrial jobs.”*





**ADOPTED AMENDMENTS**

<b>EFFECTIVE DATE</b>	<b>CPA#</b>	<b>CHANGES</b>
03-06-08	2007-00006	Entire chapter updated by Ordinance 08-02.

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SECTION COVER PHOTO: CITY STAFF  
Corporate Park located in the Tigard Triangle.



**E**conomic activity is the lifeblood of any community: providing jobs, creating wealth, and generating tax revenue. Tigard's economy is intertwined with the economy of the region, the nation, and the world.

### GOAL 9: Economic Development

*“To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon’s citizens.”*

Tigard's location at the crossroads of several transportation routes has proven to be a major advantage. Other advantages include the relatively high educational attainment level of its citizens and its proximity to the high technology centers in Washington

County and major educational institutions such as Portland State University and Portland Community College. A recent study found that Tigard was a “hub for innovation” for a city its size, due to the comparatively high percentage of patents granted to individuals and small business.



PHOTO: CITY STAFF

Office building located in the Tigard Triangle.

Tigard residents envision a future economy that builds on these strengths. Tigard shall have a strong and resilient local economy with a diverse portfolio of economic activity: retail, professional service, and industrial jobs. The local economy shall provide for goods and services for local resident and business needs but also have the goal of expanding the “traded sector.” This sector sells goods and services outside the region to the broader state, national, and international markets and/or produces goods and services that normally would have to be imported to the community. These businesses bring income into the community or region and keep local income from going elsewhere.

Tigard's future economy may include activities whose characteristics are not foreseeable at this time such as live-work arrangements; light manufacturing combined with research and development; creative crafts and arts such as film, advertising, communications, etc. Therefore, the City's land use and other



regulatory practices shall be flexible and adaptive so as not to preclude desirable economic development opportunities.



PHOTO: BARBARA S. WALKER, PHOTO CONTEST ENTRANT  
Tigard Area Chamber of Commerce.

Tigard is sometimes perceived as a bedroom community for nearby cities. This is not accurate. Tigard businesses provide 38,628 full and part time jobs in 2005 (State of Oregon Employment Department). This number is greater than the number of Tigard residents over the age of 16 in the workforce: 25,537 (O.E.D, 2006).

Seventy percent of Tigard residents work outside the City, so thousands of workers from throughout the region are regularly commuting to Tigard jobs (2000 Census). The City shall seek to expand the opportunities for residents to work closer to where they live. This will require promoting a mix of high quality housing opportunities for households with varying incomes.

Quality of life factors shall be promoted to attract economic investments and a skilled work force. Among these factors are an attractive and well-maintained community; high levels of public safety; accessible and responsive local government; availability of a variety of housing, good public schools; access to nature, high quality parks, leisure and recreation activities, safe and convenient multi-modal transportation opportunities, and smoothly running essential infrastructure.

State and Regional Policies: The Department of Land Conservation and Development (DLCD) and Metro have developed policies that address economic opportunities, which are based on Statewide Planning Goal 9.

A major emphasis of the Goal 9 policies is to preserve and protect land for industrial and employment uses. Metro has sought to implement this on a regional basis. Title 4 of the Metro Urban Growth Management Functional Plan identifies Industrial and Other Employment Areas that are important to the region.



Tigard has little available vacant land suitable for new large-scale industrial development. The City is severely limited in its ability to expand its boundaries, so the only way to designate new industrial land would be to re-zone existing land. This is unlikely to happen at a large scale. Alternately, the City could encourage industrial-type uses that are not as land intensive.

Tigard can ensure a strong economy with these desired characteristics by working on a formal economic development program. In the near term the Downtown Urban Renewal District has the potential to redevelop and attract additional employment and economic activity.

#### KEY FINDINGS:

- Tigard is home to a wide range of economic activity.
- Tigard does not have a formal city-wide economic development strategy.
- Tigard's location at the crossroads of important transportation corridors I-5, Hwy 217, and Hwy 99W is a major advantage in attracting economic activity.
- Approximately 31% of Tigard's land area is zoned for commercial, industrial, and mixed use purposes. These properties represent about 31% of the total assessed property value.
- The major commercial and mixed-use areas of the City are Washington Square, Tigard Triangle, Downtown Tigard, and the Hwy 99W corridor. Industrially zoned properties are generally located along the freight rail line, in between Fanno Creek and I-5.
- In 2005, Tigard public and private sectors provided 38,628 full and part time jobs. (This does not include self-employed workers.)
- In 2005, 3,124 businesses paid the Tigard business tax. About half of these businesses employ four people or fewer.

*“The major commercial and mixed-use areas of the City are Washington Square, Tigard Triangle, Downtown Tigard, and the Hwy 99W corridor.”*



- In Tigard, there are more jobs than people in the workforce living within the City boundaries. Seventy percent of residents commute outside the City; therefore, Tigard is a net attractor of commuters.
- The mean travel time to work for Tigard residents is 22.8 minutes.
- In Tigard, the Wholesale Trade sector has the largest amount of sales. The Retail sector has the largest annual aggregate payroll and largest number of workers.
- Financial Activities, Retail, and Construction are employment sectors with high Location Quotients (propensity to locate) in Tigard.
- Metro has designated approximately 1,100 acres of Industrial and Commercially zoned properties in Tigard as Title 4 Industrial and Employment Areas. Tigard will have to amend its code to limit the development of retail and service uses for some I-P zone properties.
- There has been no large-scale encroachment of retail/office uses in industrial areas in Tigard.
- In 1997 Metro assigned Tigard a capacity of 17,801 new jobs by the year 2017. Between 1997 and 2004, Tigard added approximately 3,800 jobs.
- Tigard's supply of industrially zoned land will likely be inadequate to meet the forecasted 2024 job demand in this area. It appears that there is an adequate supply of commercial land.
- Tigard has little vacant industrial land available to attract new large scale industrial development.
- A recent study found that Tigard was a "hub for innovation." A study of patents and communities by the research firm iPiQ found that in 2005, Tigard had a high percentage of patents granted to individuals and small businesses (29). The study attributed this to Tigard's lower rents and taxes attracting professionals from Portland and Beaverton.

### **GOAL:**

- 9.1 Develop and maintain a strong, diversified, and sustainable local economy.

**POLICIES:**

1. The City shall establish strategies to retain and encourage the growth of existing businesses.
2. The City shall actively encourage businesses that provide family-wage jobs to start up, expand, or locate in Tigard.
3. The City's land use and other regulatory practices shall be flexible and adaptive to promote economic development opportunities, provided that required infrastructure is made available.
4. The City shall address the public facility needs of business and economic development through identifying and programming needed public facilities and services within the Public Facility and Community Investment Plans.
5. The City shall promote well-designed and efficient development and redevelopment of vacant and underutilized industrial and commercial lands.
6. The City shall promote actions that result in greater, more efficient, utilization of its Metro-designated Employment and Industrial Areas.
7. The City shall limit the development of retail and service land uses in Metro-designated industrial areas to preserve the potential of these lands for industrial jobs.
8. The City shall participate and represent Tigard's interests in economic development activities and organizations at the regional, state, and federal levels.
9. The City shall strongly represent its interests at the regional, state, and federal levels to acquire transportation funding, including truck and rail

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freight movement needed to support existing business activity, attract new business, and improve general transportation mobility throughout the community.

10. The City shall strongly support, as essential to the region's economic future, the development of efficient regional multi-modal transportation systems throughout the Portland Metropolitan area.

11. The City shall develop industry clusters by encouraging the retention, expansion, and recruitment of industries that already have a presence in Tigard.



PHOTO: FOUGHT STEEL STAFF

12. The City shall assure economic development promotes other community qualities, such as livability and environmental quality that are necessary for a sustainable economic future.

**RECOMMENDED ACTION MEASURES:**

- i. Develop a formal City of Tigard economic development program and strategy to implement the community's economic development goals and policies, and consider the creation of an economic development director position to develop and implement the program.
- ii. Develop and periodically update Comprehensive Economic Opportunities Analyses and other employment and economic development studies to determine the status of Tigard's economy including strengths, deficiencies, and trends.



- iii. Coordinate economic development activities with Metro, Washington County, Greenlight Greater Portland, Portland Regional Partners for Business, the Westside Economic Alliance, state agencies and other entities.
- iv. Investigate the potential of an “Economic Gardening” program in Tigard that provides information, infrastructure, and connections to local businesses with the potential for growth.
- v. Improve data collection on local economic trends by gathering up-to-date and accurate information from local, regional, state, and federal sources.
- vi. Support redevelopment of existing vacant and underutilized industrial and commercial lands rather than designating additional lands for these purposes.
- vii. Research strategies to inventory, assess, clean-up, and redevelop brownfields.
- viii. In view of the limits imposed on Tigard’s ability to expand its City limits by surrounding jurisdictions, develop strategies to increase employment growth through more intense and efficient use of existing lands.
- ix. Maintain updated land use inventories and associated characteristics of commercial, industrial, and other employment related land uses to assist in economic development planning and coordination with other jurisdictions/agencies.
- x. Consider implementing additional Urban Renewal Districts where feasible.
- xi. Develop a comprehensive “Area Plan” for the Tigard Triangle to promote its full development.
- xii. Increase opportunities for higher density housing and employment development in the Downtown Urban Renewal District, Washington Square Regional Center, Tigard Triangle, and



designated Corridors to enable more intense housing and employment uses to be located in close proximity to transit and other urban uses.

- xiii. Prioritize support for businesses identified as being able to develop into regional industry clusters.
- xiv. Improve media contacts and develop a branding / marketing effort to promote Tigard as a place to live and do business.

**GOAL:**

- 9.2 Make Tigard a center and incubator for innovative businesses, including those that focus on environmental sustainability.

**POLICIES:**

- 1. The City shall institute appropriate land use regulations to accommodate a contemporary mix of economic activities.

- 2. The City shall periodically review and update its policies, land use regulations, and other efforts to ensure the City's land use program is responsive to changes in the economic structure, and is adaptable to businesses changing development needs.



PHOTO: CITY STAFF

Beveland Street Coffee House & Essential Wellness Center.

- 3.. The City shall engage with state and regional economical development organizations and agencies to sustain and expand its current economic activities and be prepared for future economic trends.

**RECOMMENDED ACTION MEASURES:**

- i. Develop a strategy to increase the number of knowledge based and traded sector jobs that pay higher than national average wages.
- ii. Investigate ways to support local innovative businesses and economic activities, as evidenced by the relatively high number of patents granted to individuals and small business in Tigard.
- iii. Investigate the potential for a business incubator or innovation center that fosters the start-up of new innovative businesses and connects regional economic partners, businesses, higher education and venture capitalists.
- iv. Improve connections with major universities to promote research connections, and access to innovative business practices.
- v. Promote Downtown Tigard as a place for innovative and emerging business to expand or relocate.
- vi. Encourage programs that promote sustainable business practices (e.g., recycling, green building or other sustainable design features, the use of green or alternative energy, commute trip reduction programs).

**GOAL:**

9.3 Make Tigard a prosperous and desirable place to live and do business.

**POLICIES:**

1. The City shall focus a significant portion of future employment growth and high-density housing development in its Metro-designated Town Center (Downtown); Regional Center (Washington Square); High Capacity Transit Corridor (Hwy 99W); and the Tigard Triangle.



2. The City shall adopt land use regulations and standards to ensure a well-designed and attractive urban environment that supports/protects public and private sector investments.
3. The City shall commit to improving and maintaining the quality of community life (public safety, education, transportation, community design, housing, parks and recreation, etc.) to promote a vibrant and sustainable economy.
4. The City shall allow opportunities for home based businesses that are compatible with existing and planned residential living environments.

**RECOMMENDED ACTION MEASURES:**

*“Adopt land use regulations and standards to ensure a well-designed and attractive urban environment.”*

- i. Consider instituting design regulations to ensure that new commercial, mixed-use, and industrial development are well designed and make an aesthetic contribution to the community.
- ii. Increase Tigard’s supply of open space and recreational opportunities as an amenity to attract new businesses and their employees.
- iii. Promote Tigard’s cultural, historic, recreational, educational, and environmental assets as important marketing tools for the City’s business areas and neighborhoods.
- iv. Support environmental conservation and wildlife enhancement activities for their contribution to the local economy as quality of life amenities for residents, business owners, and their employees.
- v. Investigate ways to improve the appearance and function of Hwy 99W and other transportation corridors.
- vi. Develop high quality work force housing to increase the opportunity for employees who work in Tigard to also live in the community.



- vii. Streamline the City processes required to start or expand a business by techniques such as online permits and business tax applications.
- viii. Develop long-term and active working relationships between business organizations (such as the Tigard Area Chamber of Commerce), community groups, public agencies, and elected leadership.
- ix. Produce a “Doing Business in Tigard” packet for businesses.
- x. Support catalyst projects outlined in the Tigard Downtown Improvement Plan and make public investments in infrastructure such as streets, sidewalks, and public areas to leverage desirable development in the Downtown Urban Renewal District.
- xi. Attract new businesses and retain existing ones that will assist in creating an Urban Village in the Downtown Urban Renewal District.
- xii. Institute new land use regulations, including design regulations, to ensure high quality development in the Downtown.
- xiii. Work with Work Systems, Inc., Tigard-Tualatin School District, and Portland Community College on ensuring business employment needs and trends are in line with educational curriculums.
- xiv. Consider joining an international “Sister Cities” program to develop reciprocal cultural, educational, municipal, business, professional, and technical exchanges and projects with foreign cities.
- xv. Monitor emerging wireless and high-speed internet technologies to ensure competitively priced access for Tigard residents and businesses.
- xvi. Recognize and promote community events as having potential for positive economic impacts and as important for community identity.