



# TIGARD MADE

Maintain, Advance & Diversify Employment

The attachments provided below highlight the history of research, policy-setting, and intensive community outreach that were completed as part of the Tigard MADE project. Since March 2023, additional research and outreach were completed and are detailed in the main staff report for the March 18, 2024 Planning Commission hearing.

June 2021



## Community Outreach: Phase I

### Tigard MADE: Community Input Summary

Staff conducted extensive community outreach while developing potential updates to land use policies and the Development Code, recognizing that changes need be built on the real needs and concerns of community members, this includes residents, commercial property owners, businesses and employees. Our outreach approach included:

- A website with information and surveys for business owners and residents. **226 participants** spent time on at least one tab, **126 residents** completed a survey, and **34 business owners** completed a survey.
- Presentations via hosted events, with more than **35 business owners**.
- Individual interviews with **38 business owners, developers, and planning experts**.

### Community Input

#### Business Owners

In order to understand local business owner perspective, staff:

- Held **two events** for the Spanish-speaking business community with Adelante Mujeres (**with 20 and 15 participants**, respectively).
- Held **one event** for the English-speaking business community with the Tigard Chamber of Commerce (**with 12 participants**).
- Presented at the January 2021 Oregon Association of Minority Entrepreneurs (OAME) Coffee and Issues meeting, to listen to the concerns of **86 members** of the regional business community and share information on MADE.
- Hosted an online survey for business owners, available in both English and Spanish. **We received 34 responses (33 in English, 1 in Spanish)**.
- Conducted interviews with **five business owners** via Microsoft Teams.

Feedback from business owners indicates broad support for expanding allowable uses throughout the city. Most business owners indicate an interest in occupying flex space, small offices, mixed-use developments, and strip malls while desiring to be further away from large format retail and heavy manufacturing. They note the most

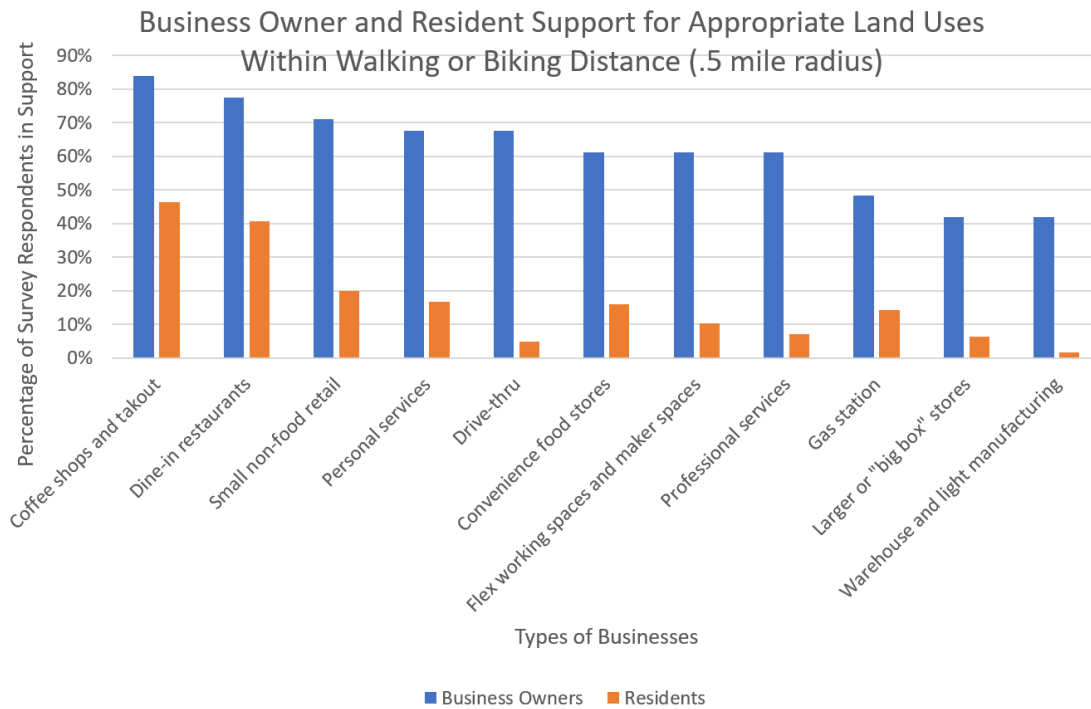
## Community Outreach: Phase I

important aspects of choosing a business location are access to highways and major roads; access to loans, funding, and assistance programs; affordable rent; and flexible parking requirements. New or prospective business owners note a need for assistance with funding and navigating the process of starting a business in Tigard. Outreach thus also served as an opportunity to introduce these new community members to the city’s existing economic development programs that support new businesses.

### Residents

In order to understand resident concerns and desires regarding Tigard’s employment land and local commercial activity, staff hosted an online survey, available in English and Spanish, which received **126 responses**.

Resident survey responses indicated a demand for coffee shops, takeout, and restaurants close to home, followed by personal service, convenience food stores, and retail. Responses show support of these uses within .25-.5 miles of home. On the other hand, surveys indicate a desire for warehouse, large format retail, offices, and flex spaces at least a mile from home. Responses also show that residents’ highest priorities when looking for employment opportunities are pay and commute.



**Figure 1:** While business owners show support for a broader range of land uses located close to their businesses, residents generally desire businesses to operate further from home. However, both groups indicate a stronger preference for coffee shops, takeout restaurants, and dine-in restaurants within a half mile of their location. **Note: 82.3 percent of resident respondents own the place where they live.**



## Community Outreach: Phase I

### Builders, Bankers, and Brokers

In order to understand development constraints and market demand, staff held **15 interviews** with members of the local and regional development community (i.e. professionals in commercial banking, development, and real estate in Tigard or the Metro region).

Development professionals advocate for predictable land use standards, review processes, incentives structures, and subsidies or fee waivers to aid in meeting project bottom lines for innovative developments. They broadly support bringing together a mix of land uses and economic activity in new development, with the note that certain projects may not yet be feasible in a suburban environment (i.e. mixed-use structures with industrial ground floors) and that financing may not yet be available for certain types of redevelopment (i.e. conversion of office buildings to residential mixed-use).

### Planning Experts

In order to translate feedback into effective land use regulations, staff:

- Attended the 2021 American Planning Association National Planning Conference, with a focus on sessions that addressed equity, sustainability, and mixed-use development.
- Conducted interviews with **five representatives** of City planning departments or private planning-related firms.
- Hosted a graduate team from Portland State University (PSU), who conducted case studies of five Cities throughout the nation and held interviews with **13 planning experts from across the country** to explore Tigard MADE themes.

Planning experts highly recommend the use of incentive structures and predictable yet flexible standards. Incentive structures are most effective when tied directly to reducing development costs. Standards are most effective when specific enough to avoid confusion and flexible enough to allow for adjustments that align with City objectives. They also encourage pursuing mixed-use zoning, except in industrial areas where residential and commercial encroachment could push out job-dense industrial uses. Planners also identify some key standards that can be used to encourage sustainability (i.e. reduced energy consumption, eco roofs, LEED certification) and equity (i.e. smaller tenant spaces, short term leases, publicly accessible open space).



## **Community Outreach: Phase I**

### **Conclusion and Next Steps**

Through Phase I of engagement, staff learned that the most important things for business owners and developers are clarity, predictability, and reduced costs. Residents desire walkable access to small retail, takeout, and coffee services. Planning experts recommend the use of clear but flexible standards, incentives structures, allowed mixing of compatible uses, and preserving industrial zones. Overall, community input indicates support for opening up more of the City's employment land to a mixture of uses, with the caveat that this be done intentionally and with heavier industrial uses still located further from residential and commercial nodes.

During Phase II of this project, staff will share more specific land use updates with the residential, business, and development community to gauge interest and concern regarding potential changes. Phase II will include continued conversations with existing business owners and property owners located in MADE-covered employment zones, hosting online or in-person town halls, and conducting additional interviews.

March 2022



## Community Feedback Phase II

Since June 2021, staff has continued to seek community input through the following formats:

- Town hall series
  - Staff invited all impacted business owners and property owners to a town hall series that consisted of four in-person events and two virtual events. This series was advertised through mailers sent directly to all impacted business and property owners (approximately **1,500 mailers** in total), alerting recipients that upcoming zoning changes could impact how they operate. **A total of two property owners and two business owners attended these sessions; none expressed significant concern.**
- Website with search tool and survey
  - City staff developed a tool accessible via the MADE engagement website that allows community members to search an address and see how the draft code would impact that property. The tool includes a survey to gather feedback on these changes. **The survey received four responses (three expressing support of the changes and one expressing strong dislike).**
- Coordination with the Tigard Chamber of Commerce
  - City staff presented at a virtual event hosted by the Chamber, introducing the project to about 20 attendees and requesting feedback. **Staff received no feedback expressing strong concern.**
  - City staff identified 61 Chamber members who would be impacted by MADE-related changes and sent personalized emails to each member, identifying how they might be impacted and requesting feedback. Staff **received no feedback expressing strong concern.**
- City staff conducted **two types of interviews via Microsoft Teams with two business owners, two property owners, eight developers, and partner agencies:**
  - Went over code changes and implications in detail, **received input, and made changes to the code** accordingly
  - **Requested professional input** regarding development standards and incentive structure

March 2023



### Community Feedback Phase III

Since March 2022, staff has continued to seek community input through the following formats:

- Talking sessions
  - In June 2022, staff invited all impacted business owners and property owners to a talking session series consisting of six in-person events. Staff met with business and property owners at various locations throughout the city, answering questions and receiving feedback. This series was advertised through mailers sent directly to all impacted business and property owners, alerting recipients that upcoming zoning changes could impact how they operate. **A total of nineteen business and property owner representatives attended these sessions.** The primary concerns shared at these events were regarding restrictions on warehouse and distribution and off-site services.
- Over the second half of 2022, City staff continued to coordinate with business and property owners who were concerned after receiving mailers for the talking sessions. Staff conducted email correspondence and interviews (in-person and via Microsoft Teams) **with four property owners and business owners.** During these meetings, we went over code changes and implications in detail, **received input, and made changes to the code** accordingly. The primary areas of concern were regarding **restrictions on warehouse and distribution, off-site services, and nonconforming circumstances.**
- In early 2023, City staff held interviews with **four economic and development experts** to review code ideas and solutions. Experts generally supported the solutions staff proposed regarding industrial focus areas and locations, assumptions regarding market expectations, and compromises made with property and business owners.