



City of Tigard

Proposed Comprehensive Plan Amendments

(CPA2024-00002)

Tigard Comprehensive Plan Text Amendments

City Council – April 23, 2024

Please contact Hope Pollard, Associate Planner, at 503-718-2435 or hopep@tigard-or.gov with questions or comments about the proposed code amendments or the code adoption process.

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[note – the following sections modify the existing Comprehensive Plan text of Goal 9 beginning with page 9-1. Text shown in ~~strike through~~ is to be removed. Text shown in ***bold, italic, and underlined*** is to be added.]

Economic 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.~~

Tigard residents envision a future economy that builds on these strengths ***and encourages more economic mobility for those with lower educational attainment levels.*** 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 ***promoting industries that typically have a higher density of on-site career-pathway jobs, provide community or connectivity benefits to Tigard, or advance climate resilience. It should be noted that many jobs in manufacturing, construction trades, and other blue-collar fields may offer better wages and benefits than administrative office employment. Jobs in industry often offer good wages to workers at a range of education levels and backgrounds. Technical training through educational programs or on-the-job training allows industrial workers to build valuable capabilities in operating equipment and running processes.***

~~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.

Tigard is sometimes perceived as a bedroom community for nearby cities. This is not accurate. ~~Tigard businesses provided 41,422 full and part time jobs in 2008 (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 regularly commute to Tigard jobs (2000 Census).~~ **According to the 2024 Economic Opportunities Analysis (discussed further below), in 2018 the Census estimated there were roughly 45,400 covered employment jobs located in Tigard. Of these, an estimated 3,800 or 8.4 percent are held by local residents, while over 41,600 employees commute into the city from elsewhere. Similarly, of the estimated 28,600 employed Tigard residents, 87 percent of them commute elsewhere to their employment. This indicates that Tigard is a net-positive employment market that attracts workforce from around the region.** 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 multimodal 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.

Goal 9 also requires cities to complete an Economic Opportunities Analysis as part of State Periodic Review. The Tigard 2011 Economic Opportunities Analysis (EOA) was adopted in May 2011. The EOA analysis showed that the land efficient need strategy is appropriate to supply adequate vacant land to accommodate projected employment and industrial uses over the next 20 years. This required no rezoning of property at the time. **The Tigard 2024 EOA analysis showed that the land efficient need strategy is still the appropriate approach to accommodating job growth in the city. However, the city now has insufficient land supply to accommodate job growth. The 2024 EOA recommends rezoning to encourage**

more job-dense industries with a focus on protecting land suitable for industrial and manufacturing uses.

The land efficient need strategy is based on findings that Tigard has a limited supply of vacant industrial and employment lands; the City is currently limited in its ability to expand its boundaries to increase its industrial/employment land base; the City has a good supply of properties that meet the definition of “high redevelopment potential”; the City’s strategy is to redevelop Downtown Tigard, the Tigard Triangle, the Washington Square Regional Center, and the Pacific Highway Corridor; and the City has an opportunity to jump-start redevelopment with the arrival of high capacity transit.

~~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.
- **Following the pandemic in 2020, the nature of work for many workers changed, potentially permanently. This shift is expected to continue putting downward pressure on office rents.**
- **Those with higher incomes and educational attainment level report being able to work from home at a much higher rate than those with less education and lower incomes.**
- **Industrial and manufacturing businesses often offer a higher density of entry-level career-pathway jobs with living wages.**
- **Tigard has little vacant industrial land available to attract new large-scale industrial development. Without restrictions on the available land supply, industrial users will be outcompeted by higher market-value tenants. The current market demands residential and warehouse development, with other development being less predictable in the wake of the 2020 pandemic.**
- **Encouraging more dense and mixed-use development creates more opportunities for Tigard residents to work in Tigard and reduce transportation pollution associated with commuting outside the city.**
- **While allowing for a broader mix of employment uses in most of the City’s employment areas will be consistent with the City’s economic development objectives, it also may be beneficial to establish areas dedicated to industrial uses to ensure that the City continues to maintain a supply of sites suitable for those uses. Without such limitations in place, land suitable for those uses could be consumed by**

other employment uses to the point that no suitable industrial or manufacturing sites remain.

- *Where new development seems to be utilizing land less efficiently and producing buildings at lower densities, it is most often an indication that market rents and land values need more time to develop to where the market dictates greater efficiency. This may mean, in some cases, that the City will need to encourage incremental development or be willing to wait to see more dense development.*
- ~~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 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.~~
- ~~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.~~
- ~~The Tigard 2011 EOA identified existing and emerging business clusters that pay above average wages and could be accommodated by current conditions.~~
- ~~Metro has designated approximately 1,100 acres of Industrial and Commercial zoned properties in Tigard as Title 4 Industrial and Employment Areas.~~
- ~~There has been no large scale encroachment of retail/office uses in industrial areas in Tigard.~~
- ~~Tigard has little vacant industrial land available to attract new large scale industrial development.~~
- ~~The Tigard 2011 EOA found the supply of vacant industrial/employment lands could accommodate the 20-year needs of the efficient land growth scenario.~~
- ~~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 business (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 *connected by a comfortable and attractive system of streets and alternative transportation facilities.*

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 ***and job-dense industries*** 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 Capital Improvement 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 ***and other industries with lower job densities*** in Metro designated industrial areas ***and land suitable for industrial development***, especially on lots of 10 or more acres, 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 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.~~
- 11. The City shall promote a vibrant mixture of business activity throughout Tigard, encouraging mixed-use development with walkable access to services for employees and residents alike.***

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.

13. The City shall monitor and update its buildable lands inventory to ensure adequate short and long-term supplies of buildable employment land.

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.~~

i. Develop an incentives structure that allows business and property owners a degree of flexibility in Development Code implementation in exchange for public benefits in the areas of job density and economic equity, environmental sustainability and climate resilience, or connectivity and community.

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.~~

xi. Ensure that most employment zones allow for a relatively broad mix of employment uses and do not create barriers for existing businesses, including those that may not conform to existing land use standards. Review specific site development and architectural design standards to ensure that they do not act as barriers to specific types of employment uses or expansion of existing uses.

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.~~

xiii. Prioritize job-dense industries with career pathways, particularly in Tigard’s industrial zones, and allow a broad mixture of job-dense activity in all employment zones.

xiv. Improve media contacts and develop a branding / marketing effort to promote Tigard as a place to live and do business.

xv. Assist property owners with the Oregon Industrial Site Certification process to help preserve and market the City’s inventory of industrial lands.

xvi. Work with state and regional partners to develop alternative mobility standards that will benefit the community and its economic development efforts.

xvii. Explore an economic development marketing and incentives program targeting strategic business clusters.

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.

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.

4. The City shall encourage businesses that are environmentally and economically ~~economically~~ sustainable.

5. The City shall encourage mixed-use development forms, where appropriate, to increase intensity of development and connectivity between services, employment, and residences.

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).
- vii. Monitor local and regional economic development initiatives to assess their effectiveness related to cost and outcome.

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; 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.~~ **The City shall ensure that home occupations are allowed, encouraged, supported, and compatible with residential living environments.**
5. The City shall encourage neighborhood commercial uses that support economic opportunities, multi-modal transportation options, neighborhood vitality, and the goals of efficient land use patterns.

RECOMMENDED ACTION MEASURES:

- 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.

ix. Allow and encourage more mixed-use development to minimize distances between residences, employment opportunities, and services. Incentivize off-site street and active transportation improvements to make routes between these destinations more attractive.

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. 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.

xiii. Consider joining an international “Sister Cities” program to develop reciprocal cultural, educational, municipal, business, professional, and technical exchanges and projects with foreign cities.

xiv. Monitor emerging wireless and high-speed internet technologies to ensure competitively priced access for Tigard residents and businesses.

xv. Recognize and promote community events as having potential for positive economic impacts and as important for community identity.

[note – the following sections modify the existing Comprehensive Plan text of the Glossary beginning with page G-15. Text shown in ~~strikethrough~~ is to be removed. Text shown in bold, italic, and underlined is to be added.]

Glossary.

Comprehensive Plan Map Legend

RESIDENTIAL USE DESIGNATIONS

Low-Density Residential — These areas will provide low-density residences (1 to 5 units to the net acre) and necessary urban services to maintain single-family residential neighborhoods. This designation includes the R-1, R-2, R-3.5, and R-4.5 zones.

Medium-Density Residential — These areas will provide medium-density residences (6 to 12 units to the net acre) and necessary urban services to maintain a stable mixture of single-family and multi-family neighborhoods. This designation includes the R-7 and R-12 zones.

Medium-High Density Residential — These areas will provide medium-high-density residences (13 to 25 units to the net acre) and necessary urban services to allow housing of all types, but focused primarily on multiple-family neighborhoods. This designation includes the R-25 zone.

High-Density Residential — These areas will provide high-density residences (26 to 40+ units to the net acre) and the necessary urban services to allow multiple-family neighborhoods. This designation includes the R-40 zone.

COMMERCIAL USE DESIGNATIONS

Commercial — *These areas are intended to provide locations for retail and service uses throughout the city and may also include business, professional office, and low-impact industrial uses. Commercial areas provide services for the traveling public and are generally located along major traffic ways.*

Central Business District — The area deemed appropriate for high intensity mixed use development allowing commercial and office, as well as higher density residential uses of a minimum of 40 units per acre. This designation includes the CBD zone.

Community Commercial — These areas are intended to provide locations for retail and service uses, which primarily have a neighborhood orientation. Medium density residential uses will also be accommodated on or above the second story. This designation includes the C-C zone.

~~**General Commercial**— These areas are intended to provide for major retail goods and services, generally for the traveling public, and be located along major traffic ways. This designation includes the C-G zone.~~

~~**Neighborhood Commercial**— These areas are intended for the concentration of small commercial and personal service activities and related uses necessary to satisfy the daily shopping and related needs of nearby residents. This designation includes the C-N zone.~~

~~**Professional Commercial**— These areas are deemed appropriate for business and professional offices and related uses. This designation includes the C-P zone.~~

MIXED USE DESIGNATIONS

Mixed-Use — These areas are intended to accommodate a broad mixture of activity including office, retail, and service uses as well as mixed-use developments and, in some cases, residential or industrial uses. Mixed-use areas provide services in a denser environment when compared with commercial areas and prioritize active modes of transportation and pedestrian friendly development. Depending on the location, mixed-use designations may prioritize commercial, employment, or residential activity.

~~**Mixed Use Commercial**— These areas are intended to accommodate high density office buildings, retail, and service uses, as well as mixed use developments and medium high and high density (25 to 50 units to the net acre) residential uses. Larger buildings with parking under, behind, or alongside the structures will be encouraged. The designation includes the MUC and MUC-1 zones.~~

~~**Mixed Use Employment**— These areas are intended to accommodate development concepts characterized by retail, office, and commercial services use, with business park and research facilities. High density residential development will be encouraged. The designation includes the MUE zone.~~

~~**Mixed Use Employment 1 and Mixed Use Employment 2**— These areas are intended to accommodate office, research and development, and light manufacturing. Limited commercial and retail services are allowed, as well as residential uses compatible with the employment character of the area. The designation includes the MUE-1 and MUE-2 zones.~~

~~**Mixed Use Residential 1 and Mixed Use Residential 2**— These areas are intended to accommodate mixed uses with medium high and high density residential development. Limited commercial and retail services that provide benefits and amenities to the residents are allowed. These areas should have a high degree of pedestrian amenities, recreation opportunities, and access to transit. The designation includes the MUR-1 and MUR-2 zones.~~

INDUSTRIAL USE DESIGNATIONS

Industrial — *These areas are appropriate for light or heavy industrial uses with nuisance factors. Industrial areas may include zones that prioritize manufacturing activity over other uses or mixed-use zones that prioritizes employment activity.*

Heavy Industrial — These areas are deemed appropriate for intensive manufacturing, processing, or assembly of semi finished or finished products, including fabrication, and whose operating characteristics are potentially incompatible with most other land uses. The designation includes the I-H zone.

Light Industrial — These areas are deemed appropriate for industrial activities which include manufacturing, processing, assembling, packaging, or treatment of products from previously prepared materials and which are devoid of nuisance factors that would adversely affect other properties. The designation includes the I-L and I-P zone.

OTHER DESIGNATIONS

Open Space — These areas are designated for retention in a natural state and for development of recreational uses.

Public Institution — These areas are designated for municipal uses, school uses, or other public uses.

Clean Comprehensive Plan Text Amendments

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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.

Tigard residents envision a future economy that builds on these strengths and encourages more economic mobility for those with lower educational attainment levels. 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 promoting industries that typically have a higher density of on-site career-pathway jobs, provide community or connectivity benefits to Tigard, or advance climate resilience. It should be noted that many jobs in manufacturing, construction trades, and other blue-collar fields may offer better wages and benefits than administrative office employment. Jobs in industry often offer good wages to workers at a range of education levels and backgrounds. Technical training through educational programs or on-the-job allows industrial workers to build valuable capabilities in operating equipment and running processes.

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The land efficient need strategy is based on findings that Tigard has a limited supply of vacant industrial and employment lands; the City is currently limited in its ability to expand its boundaries to increase its industrial/employment land base; the City has a good supply of properties that meet the definition of “high redevelopment potential”; the City’s strategy is to redevelop Downtown Tigard, the Tigard Triangle, the Washington Square Regional Center, and the Pacific Highway Corridor; and the City has an opportunity to jump-start redevelopment with the arrival of high capacity transit.

KEY FINDINGS:

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- Following the pandemic in 2020, the nature of work for many workers changed, potentially permanently. This shift is expected to continue putting downward pressure on office rents.
- Those with higher incomes and educational attainment level report being able to work from home at a much higher rate than those with less education and lower incomes.
- Industrial and manufacturing businesses often offer a higher density of entry-level career-pathway jobs with living wages.
- Tigard has little vacant industrial land available to attract new large-scale industrial development. Without restrictions on the available land supply, industrial users will be outcompeted by higher market-value tenants. The current market demands residential and warehouse development, with other development being less predictable in the wake of the 2020 pandemic.
- Encouraging more dense and mixed-use development creates more opportunities for Tigard residents to work in Tigard and reduce transportation pollution associated with commuting outside the city.
- While allowing for a broader mix of employment uses in most of the City's employment areas will be consistent with the City's economic development objectives, it also may be beneficial to establish areas dedicated to industrial uses to ensure that the City continues to maintain a supply of sites suitable for those uses. Without such limitations in place, land suitable for those uses could be consumed by other employment uses to the point that no suitable industrial or manufacturing sites remain.
- Where new development seems to be utilizing land less efficiently and producing buildings at lower densities, it is most often an indication that market rents and land values need more time to develop to where the market dictates greater efficiency. This may mean, in some cases, that the City will need to encourage incremental development or be willing to wait to see more dense development.

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RECOMMENDED ACTION MEASURES:

- i. Develop an incentives structure that allows business and property owners a degree of flexibility in Development Code implementation in exchange for public benefits in the areas of job density and economic equity, environmental sustainability and climate resilience, or connectivity and community.

- 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. Ensure that most employment zones allow for a relatively broad mix of employment uses and do not create barriers for existing businesses, including those that may not conform to existing land use standards. Review specific site development and architectural design standards to ensure that they do not act as barriers to specific types of employment uses or expansion of existing uses.
- 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 job-dense industries with career pathways, particularly in Tigard's industrial zones, and allow a broad mixture of job-dense activity in all employment zones.

xiv. Improve media contacts and develop a branding / marketing effort to promote Tigard as a place to live and do business.

xv. Assist property owners with the Oregon Industrial Site Certification process to help preserve and market the City's inventory of industrial lands.

xvi. Work with state and regional partners to develop alternative mobility standards that will benefit the community and its economic development efforts.

xvii. Explore an economic development marketing and incentives program targeting strategic business clusters.

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.
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.
4. The City shall encourage businesses that are environmentally and economically sustainable.
5. The City shall encourage mixed-use development forms, where appropriate, to increase intensity of development and connectivity between services, employment, and residences.

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).
- vii. Monitor local and regional economic development initiatives to assess their effectiveness related to cost and outcome.

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; 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 ensure that home occupations are allowed, encouraged, supported, and compatible with residential living environments.
5. The City shall encourage neighborhood commercial uses that support economic opportunities, multi-modal transportation options, neighborhood vitality, and the goals of efficient land use patterns.

RECOMMENDED ACTION MEASURES:

- 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. Allow and encourage more mixed-use development to minimize distances between residences, employment opportunities, and services. Incentivize off-site street and active transportation improvements to make routes between these destinations more attractive.
- 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. 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.
- xiii. Consider joining an international "Sister Cities" program to develop reciprocal cultural, educational, municipal, business, professional, and technical exchanges and projects with foreign cities.
- xiv. Monitor emerging wireless and high-speed internet technologies to ensure competitively priced access for Tigard residents and businesses.
- xv. Recognize and promote community events as having potential for positive economic impacts and as important for community identity.

*Glossary.***Comprehensive Plan Map Legend****RESIDENTIAL USE DESIGNATIONS**

Low-Density Residential — These areas will provide low-density residences (1 to 5 units to the net acre) and necessary urban services to maintain single-family residential neighborhoods. This designation includes the R-1, R-2, R-3.5, and R-4.5 zones.

Medium-Density Residential — These areas will provide medium-density residences (6 to 12 units to the net acre) and necessary urban services to maintain a stable mixture of single-family and multi-family neighborhoods. This designation includes the R-7 and R-12 zones.

Medium-High Density Residential — These areas will provide medium-high-density residences (13 to 25 units to the net acre) and necessary urban services to allow housing of all types, but focused primarily on multiple-family neighborhoods. This designation includes the R-25 zone.

High-Density Residential — These areas will provide high-density residences (26 to 40+ units to the net acre) and the necessary urban services to allow multiple-family neighborhoods. This designation includes the R-40 zone.

COMMERCIAL USE DESIGNATIONS

Commercial — These areas are intended to provide locations for retail and service uses throughout the city and may also include business, professional office, and low-impact industrial uses. Commercial areas provide services for the traveling public and are generally located along major traffic ways.

MIXED USE DESIGNATIONS

Mixed-Use — These areas are intended to accommodate a broad mixture of activity including office, retail, and service uses as well as mixed-use developments and, in some cases, residential or industrial uses. Mixed-use areas provide services in a denser environment when compared with commercial areas and prioritize active modes of transportation and pedestrian friendly development. Depending on the location, mixed-use designations may prioritize commercial, employment, or residential activity.

INDUSTRIAL USE DESIGNATIONS

Industrial — These areas are appropriate for light or heavy industrial uses with nuisance factors. Industrial areas may include zones that prioritize manufacturing activity over other uses or mixed-use zones that prioritize employment activity.

OTHER DESIGNATIONS

Open Space — These areas are designated for retention in a natural state and for development of recreational uses.

Public Institution — These areas are designated for municipal uses, school uses, or other public uses.