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Economic Development Three-Year Strategic Plan

City of Tigard

Prepared for: City of Tigard

ECOnorthwest

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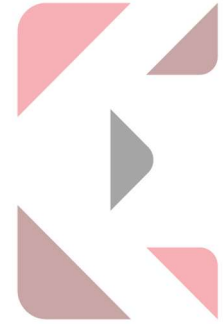


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1. About the Strategic Plan

Meeting the Current Moment

The 2026-2029 (FY27-30) Economic Development Strategic Plan represents the city's commitment to near-term, lasting improvements to Tigard's economic and business ecosystem. This plan reflects the needs and priorities brought to light by Tigard's diverse communities, businesses, and workers. Unlike Tigard's general 2020-2025 Strategic Plan, which had long-term horizons ranging from five to twenty years, this plan focuses on the **next three years** to make sure that strategies are realistic, actionable, and achievable. The next three years are instrumental for making progress towards Tigard's updated economic development vision:

ECONOMIC DEVELOPMENT VISION STATEMENT

We envision Tigard as a vibrant community known for its economic strengths and quality of place, where strong partnerships and responsive services enable thriving businesses, meaningful career paths, and a resilient economy with enduring opportunities for all.

Strategic Plan Overview

Throughout the development of this strategic plan, the city consulted with local businesses, community organizations, regional partners, and community members on their needs and which services they'd like to see from the city. In addition, the city evaluated Tigard's current economic strengths, weaknesses, opportunities, and challenges to guide the direction of the strategic plan. These findings directly translate to the strategic framework of this plan, which includes Tigard's economic development vision, mission, strategic pillars, and guiding values.

The implementation plan outlines the specific actions the city will undertake under each strategic pillar to make the strategic plan a reality. The implementation plan focuses on what is achievable within the three-year timeline and identifies year one priorities that will be built upon in each year's annual work plan. The implementation plan also includes indicators to measure impact and progress under each strategic pillar, which may be refined as the plan is implemented and priority actions are identified each year.



2. Engagement Findings

Development of the three-year strategic plan involved extensive engagement with stakeholders contributing to economic development in Tigard, including small business owners, large employers, community partners, and city officials. Engaged parties had the opportunity to provide their perspectives and guide strategic plan development. The city conducted focus groups, interviews, and an online survey for businesses with an active Tigard business license with the purpose of understanding the city's current economic landscape. The engagement identified business needs, historically how the city's programs have addressed those needs, and what the city can do to refine its role in the economic development ecosystem, providing services where gaps exist and capacity is aligned.

Focus Groups Summary

The city conducted three individual interviews and six focus groups, two of which were in-person and four of which were virtual. The in-person focus groups consisted of

- ◆ Community organizations and
- ◆ Small to medium-sized businesses.

The four virtual focus groups consisted of:

- ◆ Property owners and large employers,
- ◆ Workforce, education, and finance organizations,
- ◆ Regional partners, and
- ◆ Miscellaneous/alternate time for anyone who could not join their category group.

The focus groups and interviews combined engaged a total of 27 individuals. Across focus groups and interviews, participants described Tigard as a city with a strong small business base and a generally positive reputation among employers. However, participants also cited growing economic and workforce pressures. Conversations highlighted rising costs and workforce instability as shared challenges, alongside opportunities for Tigard to strengthen its role as a connector and coordinator.

Perceptions of Tigard's Business Environment

While some participants described Oregon's broader business environment as cautious or growth-averse, Tigard's reputation among large employers was largely positive. One employer described Tigard as "a responsive city for businesses," noting appreciation for the city's permit tracking and access to staff during development. However, participants expressed concern that potential changes to Oregon's tax-free status could undermine regional collaboration and increase competition. In this context, Tigard's ability to offer



certainty, responsiveness, and efficient processes will be increasingly important for retaining and attracting investment.

Small Business Awareness and Growth Infrastructure

Small business owners emphasized time constraints and limited awareness of existing city programs. One participant noted that they lacked capacity to navigate complex processes or attend city workshops. Instead, many relied on established third-party networks – such as the Tigard Chamber of Commerce, Beaverton Chamber, Washington County Chamber, and the Women to Women Networking group – for up-to-date information and relevant resources. Focus group participants suggested Tigard could strengthen its role by promoting local success stories that spotlight small business and improving communication channels between local businesses. The need for business growth infrastructure arose as a recurring theme, particularly around space and equipment. With the number of new businesses revolving each month in Tigard, one regional partner noted the strength of Tigard’s “micro-enterprise investments” and “small businesses, entrepreneurial ecosystem,” but emphasized how access to grants could help small businesses expand beyond their initial startup phase.

Regional Collaboration

Several participants emphasized regional collaboration is critical. Stakeholders referenced the “rapidly new development on the left side of Tigard” as an opportunity to plan comprehensively for residential health, recreation, and amenities. Tigard was encouraged to build stronger relationships with hotels that drive tourism into the city. The Westside Economic Alliance (WEA) underscored the importance of maintaining a strong, coordinated presence among westside cities and employers to attract investment and plan regionally. One regional partner noted that “the nature of chambers tends to be member and small business driven...it’s really important Tigard has a strong relationship with big box operators and hotels.” Participants also suggested Tigard explore workforce development partnerships with organizations like WorkSystems, such as Hillsboro’s customized incumbent worker training, to better align local workforce with employer demand.

Workforce Conditions, Economic Pressures, and Training Opportunities

Stakeholders across all focus groups described a challenging labor market shaped by layoffs at large employers like Intel and Wells Fargo, alongside persistent inflationary pressures on food, insurance, and borrowing costs. Community organizations note that during economic downturns, enrollment in workforce programs such as Portland Youth Builders consistently rises and highlighted the importance of layoff transition services provided by partners like WorkSystems. Local institutions like George Fox University’s Portland Center expressed interest in activating their facilities beyond evening graduate programs to support local workforce and community use. Focus group participants saw potential for Tigard to partner



with educational institutions to expand training, leadership, and ESOL programs that address identified gaps in the workforce.

For some large employers, workforce strategies involve relocating workers with the desired expertise from outside of the state. On the other hand, major retail tends to maintain a local workforce with Washington Square employing “anywhere between 1,200 and 2,000 store employees on a given day.” The City of Beaverton was highlighted as a model for integrating economic and workforce strategies – such as incentivizing local breweries and traded-sector businesses – to strengthen both economic development and quality of life. One participant noted how Beaverton “looked at [their] local sector businesses strategically to incentivize [their] traded sector businesses.” Tigard could learn from similar approaches to align business vitality with livability goals.

There was also acknowledgement of fear among immigrant residents and business owners related to Federal policies and identification risks, which could discourage participation in city programs and local opportunities.

City Capacity and Role

Interviews highlighted both the city’s limited staffing and the need for strategic partnerships—like with Washington Square—to achieve greater impact. Focus group participants consistently framed Tigard’s economic role as a connector and convener, suggesting the city could cultivate more relationships with businesses and organizations to understand their need.

A recurring recommendation for Tigard to clarify and communicate its strategic direction to partners and track business engagement was stated. As one regional partner framed it, “Can you bring a customer service approach to your development process?” Similarly, another participant said the city should make sure it can keep track of when it refers businesses to technical assistance providers. This makes it easier to follow-up and ask how it went. The mindset of follow-through and responsiveness was seen as key to effective business support.

Business Survey Analysis

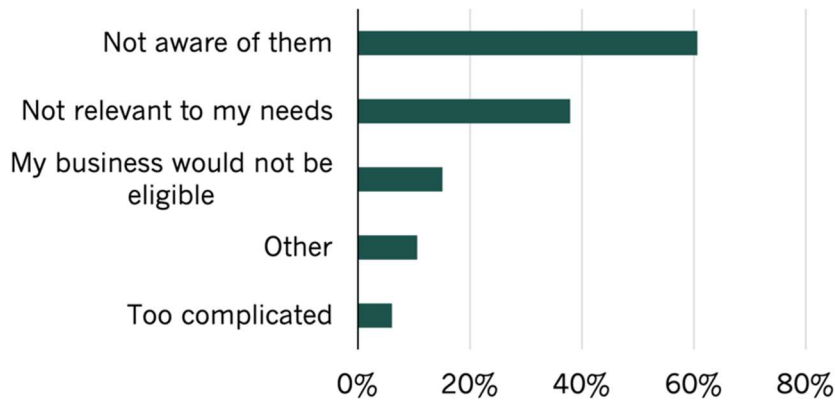
The business survey received 102 responses fielded from October 15 to December 23, 2025. Most responses were collected through Tigard’s business license email list.

Survey responses reinforced themes raised in focus groups and interviews, particularly around moderate business confidence paired with both strengths and gaps related to city support. Around 42 percent of survey respondents felt their business was doing slightly better or much better now compared to last year and many noted Tigard’s strong collaboration among businesses and support from the city and chamber. However, respondents also expressed wanting to see consistent engagement with small and diverse business owners as well as streamlined city processes for permits or licensing.



Businesses most often turn to peer networks and professional associations for support rather than city resources. Nearly half of respondents (45 percent) reported relying on other business owners, and 39 percent turned to professional or trade associations. In comparison, substantially fewer participants consulted the City of Tigard website (17 percent) or city staff (12 percent). A lack of awareness emerged as the primary barrier to program participation, with approximately 60 percent of participants indicating they were not aware of city programs (Exhibit 1).

Exhibit 1. Barriers to Accessing Tigard Business Programs

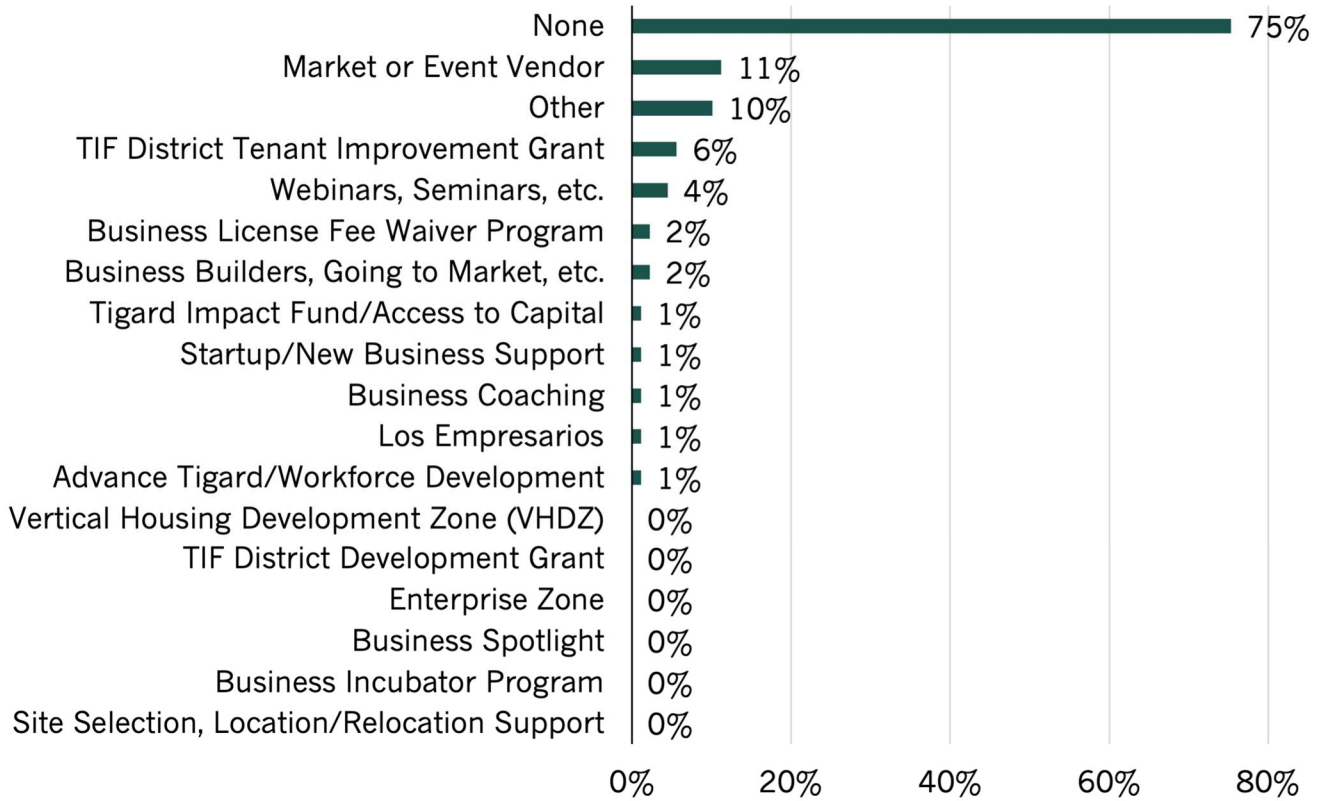


Source: City of Tigard Business Survey

Survey results further indicate low utilization of the city’s business support programs, with 75 percent of respondents reporting they have not used any City of Tigard business support program, service, or incentive. Among those that had engaged with city resources, the most commonly used were market or event vendors (11 percent) and “other” programs (10 percent). Write-in responses for “other” programs include COVID loan program and business license renewals. Training and funding-related programs saw limited participation, while several programs saw zero participation (Exhibit 2).



Exhibit 2. Tigard Business Programs Participation



Source: City of Tigard Business Survey

Note: Respondents could select all that apply.

When asked what types of support would be most beneficial, participants most frequently identified marketing and promotion opportunities (51 percent) and programming around access to capital (45 percent). Additional write-in responses for “other” include fee reductions, waivers, streamlined permitting, grants, and facilitating events for vendors (Exhibit 3).



Exhibit 3. Ranking of Beneficial Tigard Business Programs



Source: City of Tigard Business Survey

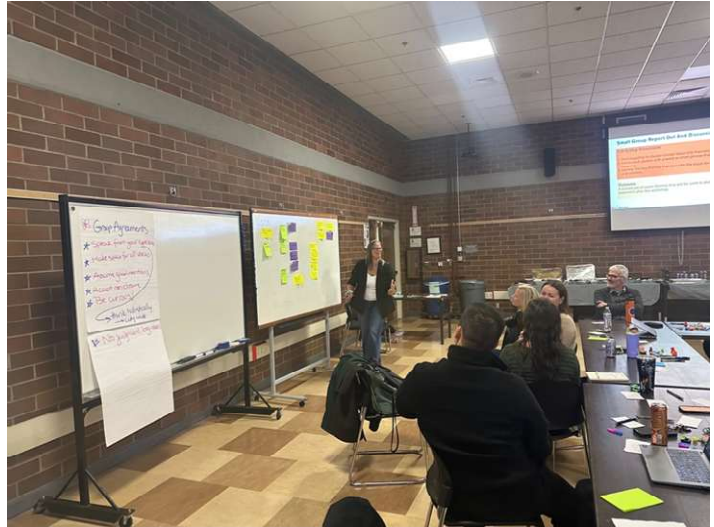
Note: Respondents could select up to three options.



Workshops Summary

In addition to soliciting input from local businesses and community members, the city conducted two in-person workshops with staff and economic development partners to draft the strategic framework for the plan. Participants included representatives from the city’s Finance, Community Development, Planning, and Economic Development departments. Other economic development partners, such as the Tigard Chamber of Commerce, also participated in the workshops. A list of participants is included later in the full report.

Workshop #1 involved the development of the city’s vision and mission of economic development. Workshop #1 participants also established the strategic pillars around which the three-year plan is implemented. Additionally, Workshop #1 participants drafted a set of guiding values for the city to follow while it supports and conducts economic development. The results of Workshop #1 were compiled by the city and distributed to participants to review and further refine the framework elements. Results of Workshop #1 were also presented to City Council for feedback.



Workshop 1 Visioning Exercise. Source: ECONorthwest

Workshop #2 focused on developing actions under each strategic pillar. Participants in Workshop #2 were given the opportunity to ideate on potential actions that would be feasible to complete in three years and align with the city’s capacity and role. Participants also brainstormed potential metrics that could be used to track progress in each strategic pillar. Similar to Workshop #1 results, participants were given an additional opportunity to provide feedback and refine the actions identified.



3. Environmental Scan

Establishing Tigard’s Current Economic Position

The environmental scan provides an overview of Tigard’s current economic assets and areas of opportunity. This step ensures that strategies and actions to advance economic development in Tigard help current programs achieve better reach and outcomes and streamline or remove less effective efforts.

The environmental scan consists of a synthesis of information gathered through stakeholder engagement and research. The results of the scan are organized into a SWOC (strengths, weaknesses, opportunities, and challenges) matrix to identify Tigard’s key challenges and areas of growth. The SWOC helps inform the direction for the vision, mission, and strategic pillars of the economic development framework. The matrix is useful on its own to showcase where the city has strength and room to grow and serves as the basis for a core framework of the strategies.

Tigard’s Programs and Assets

The City of Tigard, as of 2026, offers numerous city-run or funded programs aimed at business and worker development. Tigard facilitates economic development through a combination of regulatory and zoning pathways, city or partner-run programming, and direct funding. The city leverages TIF districts to encourage capital development and fund grants directly to businesses for tenant improvement and business development. It also uses zoning mechanisms like vertical housing development zoning (VHDZ) and enterprise zones to facilitate development in targeted areas. The city offers or supports partner programs, such as Opportunity Café and Advance Tigard, which provide workforce development to workers and underrepresented communities in Tigard. For a full list of foundational and support programs operated by the city, see Appendix A.

SWOC Analysis

A SWOC analysis is a strategic tool used to identify internal and external factors—strengths, weaknesses, opportunities, and challenges (sometimes called “SWOT” or “threats”)—that influence the potential

How do cities typically approach economic development?

Mid-size cities like Tigard employ a variety of services, incentives, and programs for economic development, all of which are dependent on a city’s unique resource and capacity limitations, economic geography, and overall prioritization of economic growth. Many cities leverage economic incentive programs, like Oregon’s Enterprise Zone or a local storefront improvement grant, with the aim of unlocking new economic activity. City programs engage with businesses to help ease the path to growth or connect them with local investment and expand visibility.

Through economic development programs, cities can act as **critical conveners and connectors** ensuring that businesses can access the resources, capital, and technical services that they need to thrive.



success of a project or initiative. At its best, a SWOC can prioritize what matters and guide real-world action. As opposed to a one-time exercise which is then shelved, the SWOC analysis in this strategic plan actively informs the vision, mission, and strategic pillars around which the strategic framework is built.

This SWOC analysis focuses on the elements that differentiate Tigard and make it unique as a place to do business. It centers the role of and opportunities for the city to drive and prioritize economic development. The SWOC was informed by the engagement, including focus groups, business survey, and interviews, as well as conversations with city staff and market scan of Tigard’s resources and amenities.

STRENGTHS

- ◆ **Strategic Location and Regional Connectivity:** Tigard sits at the crossroads of I-5, Hwy 217, and Hwy 99W which provide regional connection to Portland and other major hubs.
- ◆ **High Quality of Life & Outdoor Recreation Amenities:** Strong quality of life amenities including parks, recreation, safety, housing variety, and multimodal transportation boost talent and residential attraction.
- ◆ **Strong Local Business Networks:** Businesses trust and rely on existing networks like the Tigard Chamber, Washington County, and women-focused industry groups. The city also has an active and successful micro-enterprise ecosystem and entrepreneurial culture.

WEAKNESSES

- ◆ **Lack of a Formal Citywide Economic Development Strategy:** Although the city’s 2020–2025 Strategic Plan offers some direction, it does not provide a dedicated framework for prioritizing or focusing economic development projects and programs.
- ◆ **Constrained Employment Land Supply:** Tigard is land locked and has limited vacant industrial and employment land, restricting growth in job-dense industries unless redevelopment occurs.
- ◆ **Low Program and Services Awareness Among Businesses:** Small and medium-sized businesses lack awareness of city programs and find process time-consuming or difficult to navigate.
- ◆ **Office and Industrial Submarket Declining:** office and industrial markets in Tigard are experiencing declining demand as large space is vacated by tenants and limited new construction.



OPPORTUNITIES

- ◆ **Redevelopment Potential in Key Growth Areas:** Redevelopment potential in Downtown, Tigard Triangle, Washington Square Regional Center, and the Hwy 99 corridor.
- ◆ **Education & Workforce Partnership:** Partnerships with workforce organizations (WorkSystems) and large employers to tailor workforce training needs and fill workforce readiness gaps. George Fox University Portland Center could expand facility use for workforce training.
- ◆ **Business Support System Enhancements:** Support businesses with customer service, permit navigation, relationship development, and grants/loans to help micro-enterprises grow beyond the start-up phase into the mid-tier scale.
- ◆ **Leverage Existing City Assets:** Tigard benefits from a range of economic and recreational assets that can serve as a foundation for future development. Harnessing these resources strategically will be critical to advancing the city's economic development objectives

CHALLENGES

- ◆ **Regional Economic Uncertainty & Employment Contraction:** Layoffs at major employers (like Intel and Wells Fargo) create workforce instability. Inflation and escalation on cost of goods, insurance, and borrowing strains households and businesses.
- ◆ **Competition from Peer Cities:** Other regional cities have been cited as great places to start new businesses due to streamlined permitting and proactive business retention strategies. Other locations in Washington County have greater industrial land availability.
- ◆ **Trust Barriers Among Vulnerable Communities:** Immigrant communities may avoid city programs, undermining equitable economic participation.



SWOC Analysis Summary

The output of the SWOC is a four-quadrant matrix that summarizes each of the SWOC components. The matrix is used to conceptualize the components and their relationship with one another. The matrix should be revisited over the course of the strategy timeline, ensuring that ongoing actions are aligned with the SWOC.

STRENGTHS

Strategic Location and Regional Connectivity
High Quality of Life & Outdoor Recreation Amenities
Strong Local Business Networks

WEAKNESSES

Lack of a Formal Economic Development Strategy
Constrained Land Supply
Low Program and Services Awareness Among Businesses
Office and Industrial Submarket Declining

OPPORTUNITIES

Redevelopment Potential in Key Growth Areas
Education & Workforce Partnership
Business Support System Enhancements
Leverage Existing City Assets

CHALLENGES

Regional Economic Uncertainty
Competition from Peer Cities
Trust Barriers Among Vulnerable Communities



4. Economic Development Strategic Framework

About the Strategic Framework

The Strategic Framework is the backbone of the three-year strategic plan. The Strategic Framework incorporates the findings from engagement efforts, environmental scan, and workshops to provide clear direction for economic development activities over the next three years.

Vision

Tigard's economic development vision describes the future the city is working toward. Grounded in ideas generated during the city's workshop, the vision expresses the long-term outcomes the community seeks to create for businesses, workers, and residents.

ECONOMIC DEVELOPMENT VISION STATEMENT

We envision Tigard as a vibrant community known for its economic strengths and quality of place, where strong partnerships and responsive services enable thriving businesses, meaningful career paths, and a resilient economy with enduring opportunities for all.

Mission

Tigard's economic development mission defines the purpose of this work and the role the city plays in reaching the vision and supporting a healthy local economy. Developed through the city's workshop, the mission reflects why Tigard engages in economic development and the commitments that guide staff in advancing community prosperity.

MISSION STATEMENT

The City of Tigard and its partners advance economic and community prosperity by supporting a diverse and resilient business ecosystem, delivering accessible and navigable services, and aligning partners and city efforts to strengthen Tigard's competitiveness and identity as a vibrant place to live, invest, and work.



Strategic Pillars

Tigard’s strategic pillars outline the core areas where the city will focus its energy to advance a thriving and resilient local economy. Rooted in the insights generated during the workshop, they provide a framework for coordinated action and guide the development of specific initiatives and measures in the next phase of the strategy.

1. BUSINESS ATTRACTION, SUPPORT, AND GROWTH

We provide services, programs, and guidance that help businesses start, grow, adapt, come to, and flourish in Tigard, and we connect workers to the training and career pathways that help them thrive and support the needs of local employers.

2. PARTNERSHIPS AND NAVIGATION

We bolster the region’s network of partners that support businesses and workers by cultivating strong relationships and providing navigation resources to fill gaps, avoid duplication, and connect people to the resources that best meet their needs.

3. OPERATIONS AND COMMUNICATION

We strengthen the internal systems, tools, resources, and communication practices across city departments to deliver clear, coordinated, and high-quality economic development services that reliably support Tigard’s businesses and workers.

4. DEVELOPMENT AND PLACEMAKING

We advance development, infrastructure, and placemaking across Tigard’s districts through business recruitment and supportive programs, supporting the establishment of high-quality commercial areas across the city.



Guiding Values

Tigard's economic development work is guided by core values that reflect how staff addresses the needs of businesses, workers, partners, community, and fellow staff. These values emerged directly from the city's workshop and express the behaviors and commitments that shape their approach in doing this work. These values are reflected across each of the strategic pillars and will guide the city's actions throughout the next three years.

- **CUSTOMER SERVICE**

We provide clear, respectful, and reliable support across our programs and services, delivering high-quality, timely guidance and support that businesses and communities can trust.

- **COLLABORATIVE PARTNERSHIP**

We work openly and constructively with partners across the city and the region, building strong relationships and shared understanding to support coordinated action and collective success.

- **INTEGRITY**

We communicate openly and act with honesty and accountability, following through on our commitments so businesses, workers, partners, and community members can rely on our work.

- **CREATIVE INITIATIVE**

We step forward with curiosity and insight, bringing creative thinking, practical ideas, and data-informed guidance to help businesses and workers move ahead with confidence.

- **EQUITABLE PRACTICE**

We strive to ensure fairness, inclusion, and accessible pathways in our programs and services, responding to diverse needs with respect and removing barriers that prevent full participation.



Tigard Economic Development Framework

The graphic below pulls all the components of the strategic framework together.

ECONOMIC DEVELOPMENT VISION STATEMENT

We envision Tigard as a vibrant community known for its economic strengths and quality of place, where strong partnerships and responsive services enable thriving businesses, meaningful career paths, and a resilient economy with enduring opportunities for all.

MISSION STATEMENT

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STRATEGIC PILLARS

BUSINESS ATTRACTION, SUPPORT & GROWTH	PARTNERTSHIPS & NAVIGATION	OPERATIONS & COMMUNICATION	DEVELOPMENT & PLACEMAKING
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GUIDING VALUES

CUSTOMER SERVICE	COLLABORATIVE PARTNERSHIP	INTEGRITY	CREATIVE INITIATIVE	EQUITABLE PRACTICE
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5. Implementation Plan

This strategic plan will be implemented over a **three-year period**, starting with fiscal year 2027, ensuring that the actions identified have near-term impacts on businesses, workers, and communities in Tigard. Given the short timeframe for implementing the strategic plan, the city should develop an annual workplan at the beginning of each fiscal year to prioritize and develop concrete implementation steps. The annual workplan will serve as a detailed implementation roadmap, and the yearly workplan cycle ensures that the city takes stock of and identifies new and shifting priorities among the actions and strategic pillars. Within each workplan, the city should also delegate clear responsibilities and roles for both internal departments and external partners.

The implementation plan provided in the strategic plan serves as a first step for beginning implementation, including actions, year one priorities, lead organizations, and indicators to track progress and success. Organized by strategic pillar, it provides overall direction and guidance from which the city can develop detailed yearly workplans. Indicators are separated into three types: *outcome*, which signal impact in the broader community; *equity*, which show distribution of impact to minority or underrepresented groups; and *implementation*, which demonstrate internal improvements or outputs

The Role of the City Council

Tigard's City Council plays a central role in guiding the city's economic development efforts. As the community's elected representatives, the Council provides policy direction and sets the overall vision for city-led economic development initiatives. Council perspectives helped shape this three-year strategy and informed the strategic framework and actions outlined in the plan. As implementation moves forward, continued communication between Council and city staff will remain important, particularly regarding perspectives and input Councilors hear from businesses, community members, and other stakeholders.



PILLAR 1: BUSINESS ATTRACTION, SUPPORT, AND GROWTH

ACTIONS	SUPPORTING ORGS
<p>BA 1: Develop focused tools and services that support new and expanding businesses</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Conduct a resource scan of local and regional business support services and partners • Coordinate with partners to create and distribute business-supportive resource guides • Support externally run mentorship and coaching opportunities for targeted businesses in Tigard, such as a business incubator program, business-to-business mentorship, and industry-specific coaching • Dedicate city capacity for external and internal business resource guidance (i.e. through a full or part-time staff role) <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Analyze staff and supporting organizations’ capacity and capabilities to address key actions ◆ Complete resource scan of business partners to identify which partners best match the needs of the business community ◆ Begin development of resource and navigation guide for incoming Tigard businesses in collaboration with partners 	<p>Community Development Economic Dev. Redevelopment TCAC Planning</p> <p>Communications</p> <p>City Management</p> <p>Finance</p> <p>Local Partners Chamber TDA</p>
<p>BA 2: Develop internal data tracking and analysis tools to improve service provision</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Examine business types and industry clusters present in Tigard to understand the current business landscape and identify opportunities for success through identification of targeted business categories. • Disseminate an annual Business Experience Survey to gather qualitative information on how businesses are faring in Tigard and establish regular touchpoints with businesses <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Develop and administer a Business Experience Survey to establish baseline business data ◆ Conduct landscape analysis to inform opportunity assessment and identification of target industries and/or locations 	<p>Community Development Economic Dev. Redevelopment Planning</p> <p>Communications</p> <p>Finance Business License</p> <p>Industry Partners Brokers/Developers Consultants Economic Development Organizations</p>



PILLAR 1: BUSINESS ATTRACTION, SUPPORT, AND GROWTH

ACTIONS	SUPPORTING ORGS
<p>BA 3: Create targeted marketing campaigns and materials to highlight local businesses and ongoing business opportunities in the city</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Develop a unified brand identify and marketing campaign to market Tigard as a prime location for recruiting, expanding businesses. <ul style="list-style-type: none"> ◦ Consider creating a marketing prospectus that city staff can use to attract new businesses • Invest in avenues to <i>tell the story</i> of Tigard, such as business spotlights, public engagement, networking, media relations, etc. <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Develop citywide branding and marketing guidelines and materials ◆ Expand number of networking and community events attended by city staff ◆ Invest in social media campaigns targeted specifically at new or emerging businesses 	<p>Partner Organizations Community Development Economic Dev. Communications City Management Local Partners Chamber TDA</p>

PILLAR 1 INDICATORS

Outcome:

- Greater awareness, understanding, and connectivity with the business community

Equity:

- ◆ Increase in share of businesses in Tigard owned or run by underrepresented groups

Implementation:

- ◆ Improved internal capacity to provide business resource guidance
- ◆ Increase in number and reach of business-supportive guide, services, and programs
- ◆ Increase in number of businesses reached through survey and marketing efforts



PILLAR 2: PARTNERSHIPS AND NAVIGATION

ACTIONS	SUPPORT ORGS
<p>PN 1: Evaluate existing partnerships and assess current needs, capacity, and performance across partner organizations.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Conduct a partnership capacity scan to assess current list of partners and evaluate whether and how partners are providing services in line with City goals, where there is the greatest value add, and to identify service gaps • Engage with economic development partners at roundtables and other economic development events and meetings <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Complete partnership capacity scan by assessing full list of current and potential partnerships, and their programs 	<p>Partner Organizations, Regional Governments</p> <p>Community Development Economic Dev. Redevelopment</p> <p>Communications</p> <p>Local Partners Washington County Economic Development</p>
<p>PN 2: Identify opportunities for strengthening or creating new partnerships and clarifying and refining partner and city roles.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Formalize key partnerships and establish clear roles and expectations for city economic development partners • Invest in partnerships that expand economic development capacity, impact, and reach to better serve Tigard businesses <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Upon completion of partnership capacity scan, identify which partners would benefit from formalization and draft official MOUs for key partners 	<p>Partner Organizations</p> <p>Community Development Economic Dev. Redevelopment</p> <p>Communications</p> <p>Local Partners Washington County Economic Development</p> <p>Industry Partners Brokers/Developers Consultants EDO - Economic Development Organizations</p>



PILLAR 2 INDICATORS

Outcome:

- ◆ Increase in number of workers or businesses served by partner organizations

Equity:

- ◆ Increase in access to partner services for underserved businesses and workers

Implementation:

- ◆ Increase in number of businesses or workers referred to partner services through city-led or supported navigation



PILLAR 3: OPERATIONS AND COMMUNICATIONS

ACTIONS	SUPPORT ORGS
<p>OC 1: Evaluate and refine internal and external coordination and communications with fellow staff, business community, and customers, centering on a consistent and clear voice and messaging.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Evaluate and improve customer service standards to ensure consistent messaging and internal collaboration • Create dedicated internal staff capacity, whether through staff time or an interdepartmental economic development committee, that focuses on aligning economic development focused activities, opportunities, and challenges across city projects • Develop internal processes to document existing and new relationships, events, and economic development actions to facilitate information sharing <p>Year 1 Priorities</p> <ul style="list-style-type: none"> ◆ Conduct cross-department interviews and/or survey to assess customer service standards ◆ Pilot an interdepartmental economic development committee ◆ Explore potential internal processes and technology to improve information sharing 	<p>Community Development Economic Dev. Redevelopment TCAC Planning</p> <p>Communications</p> <p>Local Partners Washington County Economic Development Tigard Chamber TDA</p>
<p>OC 2: Promote internal and external awareness of economic development opportunities and programs in Tigard.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Create information sharing platforms, like newsletters or social media, focused on economic development activities that inform the public regarding ongoing efforts • Support ongoing educational events with partners (such as “State of the Tigard Economy”) to highlight economic development opportunities and initiatives that tell Tigard’s economic story <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Research information-sharing platforms that meet city needs ◆ Assess current partner-led educational events happening in the city to understand gaps where the city could step in or support ◆ Host at least one economic development event lead by city 	<p>Community Development Economic Dev. Redevelopment TCAC Planning</p> <p>City Management</p> <p>Communications</p> <p>Local Partners Washington County Economic Development Tigard Chamber TDA</p> <p>Industry Partners Brokers/Developers Consultants EDO - Economic</p>



PILLAR 3 INDICATORS

Outcome:

- ◆ Increase in business use and awareness of city economic development service, processes, and resources
- ◆ Improved cross-department collaboration for economic development activities

Equity:

- ◆ Increase in number of minority or underrepresented businesses reached through communications efforts

Implementation:

- ◆ Improved documentation and tracking of economic development activities and projects across city departments



PILLAR 4: DEVELOPMENT AND PLACEMAKING

ACTIONS	SUPPORT ORGS
<p>DV 1: Leverage existing policies and regulations to better support development.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Explore opportunities to calibrate regulations to support new development and redevelopment of businesses and industries aligned with the needs and priorities of the Tigard community <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Conduct a commercial space inventory and analysis to understand opportunities for targeted geographic recruitment ◆ Identify processes, regulations, and zoning policies that can be leveraged to promote economic development ◆ Develop guidance or process for using regulations to promote business development 	<p>Community Development Economic Dev. Redevelopment Planning</p> <p>Communications</p>
<p>DV 2: Create and refine impactful development incentives and tools.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Create a “development checklist” to help potential developers and businesses build and grow in Tigard • Consider new policies and tools and refine existing strategies to support and incentivize target development while balancing city resources and leveraging external funding sources and programs • Examine tools like vertical housing development zone (VHDZ) expansion to support mixed-use development <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ Create development checklist for businesses to navigate city processes ◆ Conduct an inventory of all current economic development-related strategies and policies in the city 	<p>Community Development Economic Dev. Redevelopment Planning</p> <p>City Management Communications</p>



PILLAR 4: DEVELOPMENT AND PLACEMAKING

ACTIONS	SUPPORT ORGS
<p>DV 3: Recruit businesses in targeted industries for specific geographic areas across Tigard.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Identify target industry types to recruit to Tigard • Examine areas in Tigard aligned for target industry placement • Develop a recruitment strategy for target industries <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> ◆ In tandem with BA 1, complete cluster industry and business analysis to help identify targeted industry types ◆ Begin geographic assessment of Tigard business areas and potential industry placement 	<p>Partner Organizations</p> <p>Community Development</p> <ul style="list-style-type: none"> Economic Dev. Redevelopment Planning <p>Communications</p> <p>Local Partners</p> <ul style="list-style-type: none"> Washington Co. Economic Development Tigard Chamber <p>Industry Partners</p> <ul style="list-style-type: none"> Brokers/Developers Consultants EDO - Economic Development Organizations



PILLAR 4: DEVELOPMENT AND PLACEMAKING

ACTIONS	SUPPORT ORGS
<p>DV 4: Support development of livable communities focused on safety, connection, and high quality of life.</p> <p>Sub-actions:</p> <ul style="list-style-type: none"> • Coordinate infrastructure improvements and beautification efforts in business and mixed-use districts • Identify opportunities for economic development alignment with planning projects such as HOME and River Terrace 2.0 • Expand use of TIF districts for economic development • Collaborate with other city departments to develop and expand wayfinding signage along streets and trails connecting neighborhoods to business and multi-use districts <p>Year 1 Priorities:</p> <ul style="list-style-type: none"> • Analyze existing wayfinding resources and identify areas of improvement • Conduct full assessment of existing infrastructure improvements and identify areas for EcDev coordination 	<p>Community Development Economic Dev. Redevelopment Planning</p> <p>Communications PW – Engineering PW - Streets</p>

PILLAR 4 INDICATORS

<p>Outcome:</p> <ul style="list-style-type: none"> ◆ Decrease in commercial vacancy rates in targeted corridors or districts ◆ Increase in business retention or expansion in targeted districts <p>Equity:</p> <ul style="list-style-type: none"> ◆ Increase in share of grants and development incentives awarded to underrepresented businesses or communities <p>Implementation:</p> <ul style="list-style-type: none"> ◆ Number of development tools, incentives, or guidance materials created or updated
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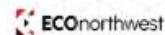
Appendix A: Market Scan Slides

CITY OF TIGARD ENVIRONMENTAL SCAN



TIGARD'S PROGRAMS: ECONOMIC FOUNDATION

- Enterprise Zone
- VHDZ
- TIF Capital Investment
- Tigard Impact Fund
- TIF Grants
 - ◆ Tenant improvement grant
 - ◆ Development grant



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TIGARD'S PROGRAMS: ENTREPRENEURISM, ECONOMIC MOBILITY & EQUITY

- Opportunity Café
- Lauch Pod
- Los Empresarios de Tigard
- Business Coaching
- Advance Tigard/Workforce Development
- Missing Middle RLF
- Community Investment Trust

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ENVIRONMENTAL SCAN

STRENGTHS

- **Strategic Location and Regional Connectivity:** Tigard sits at the crossroads of I-5, Hwy 217, and Hwy 99W which provide regional connection to Portland and other major hubs.
- **High Quality of Life & Outdoor Recreation Amenities:** Strong quality of life amenities including parks, recreation, safety, housing variety, and multimodal transportation boost talent and residential attraction.
- **Strong Local Business Networks:** Businesses trust and rely on existing networks such as the Tigard Chamber, Washington County, and women-focused industry groups. The City also has an active and successful micro-enterprise ecosystem and entrepreneurial culture.

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ENVIRONMENTAL SCAN

WEAKNESSES

- **Lack of a Formal Citywide Economic Development Strategy:** Although the City's 2020–2025 Strategic Plan offers some direction, it does not provide a dedicated framework for prioritizing or focusing economic development projects and programs.
- **Constrained Employment Land Supply:** Tigard is land locked and has limited vacant industrial and employment land, restricting growth in job-dense industries unless redevelopment occurs.
- **Low Program and Services Awareness Among Businesses:** Small and medium-sized businesses lack awareness of City programs and find process time-consuming or difficult to navigate.
- **Office and Industrial Submarket Declining:** office and industrial markets in Tigard are experiencing declining demand as large space is vacated by tenants and limited new construction.

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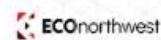


ENVIRONMENTAL SCAN

OPPORTUNITIES

- **Redevelopment Potential in Key Growth Areas:** Redevelopment potential in Downtown, Tigard Triangle, Washington Square Regional Center, and the Hwy 99 corridor.
- **Education & Workforce Partnership:** Partnerships with workforce organizations (WorkSystems) and large employers to tailor workforce training needs and fill workforce readiness gaps. George Fox University Portland Center could expand facility use for workforce training.
- **Business Support System Enhancements:** Support businesses with customer service, permit navigation, relationship development, and grants/loans to help micro-enterprises grow beyond the start-up phase into the mid-tier scale.
- **Leverage Existing City Assets:** Tigard benefits from a range of economic and recreational assets that can serve as a foundation for future development. Harnessing these resources strategically will be critical to advancing the City's economic development objectives.

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ENVIRONMENTAL SCAN

CHALLENGES

- **Regional Economic Uncertainty & Employment Contraction:** Layoffs at major employers (like Intel and Wells Fargo) create workforce instability. Inflation and escalation on cost of goods, insurance, and borrowing strains households and businesses.
- **Competition from Peer Cities:** Other regional cities have been cited as great places to start new businesses due to streamlined permitting and proactive business retention strategies. Still other locations in WA County have greater industrial land availability.
- **Trust Barriers Among Vulnerable Communities:** Immigrant communities may avoid city programs, undermining equitable economic participation.



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Appendix B: Engagement List

The following community organizations, companies, and partners were invited to participate in a series of focus groups based on organization type:

Small/Medium Business	Community Partners	Property Owners/Large Employers	Workforce, Education and Finance	Regional Partnership and Coordination
TCAC and TDA Rep	Adelante Mujeres	City of Beaverton	Creekside HS	Washington County
Tigard Chamber of Commerce	Jesse Aronson, Worksystems	Perlo Construction	PCC	Business Oregon
Tigard Bull Mountain Farmers Market	xceleratewomen	PacTrust	George Fox	Greater Portland Inc
WG Acupuncture	Centro	Macerich	Worksystems	City of Tualatin
Wow Cow	National Assn of Minority Contractors (NAMC)	Fought & Co	CRAFT3	City of Sherwood
NW Accent	Hillsboro Medical Center	United Fab Solutions	Small Business Development Center	Explore TV
Cloudminders	Portland Community College	Verxcorp	WorkSource	Westside Economic Alliance
Shipping Strategies Group	Latino Built	Abbott		City of Beaverton
Tualatin Valley Creates	Oregon Assn of Minority Entrepreneurs (OAME)	Biamp		
Enterprising Generations	Northwest Native Chamber (NWNC)	Cushman		
Pho /tiger & Foxy's	APANO	NAI Elliott		
Taco Del Sol		Unitus Credit Union		
Sugarland Taste		Embassy Suites		
HibisBloom		Jason Graf, FFF		
Minute Man Press				



HMC				
Native Chamber				

