



## BY THE NUMBERS:

### INDUSTRY CLUSTERS

**57%**

*Of local jobs in key industry clusters*

**\$1.6 BILLION**

*Annual value output from industry clusters*

**\$85,000**

*Average wage among industry clusters*

**\$50,000**

*Average wage in Tualatin among all industries*

### AVAILABLE LAND

**787 ACRES**

*Available Industrial Land*

**51 ACRES**

*Available Commercial Land*

### DEMOGRAPHICS

**2,289,800**

*Portland Metro Area Population*

**26,716**

*Tualatin Population*

**90%**

*Of Tualatin population 25 years + have high school diploma or higher*

**42%**

*Of Tualatin population 25 years + have bachelor's degree or higher*

**\$324,000**

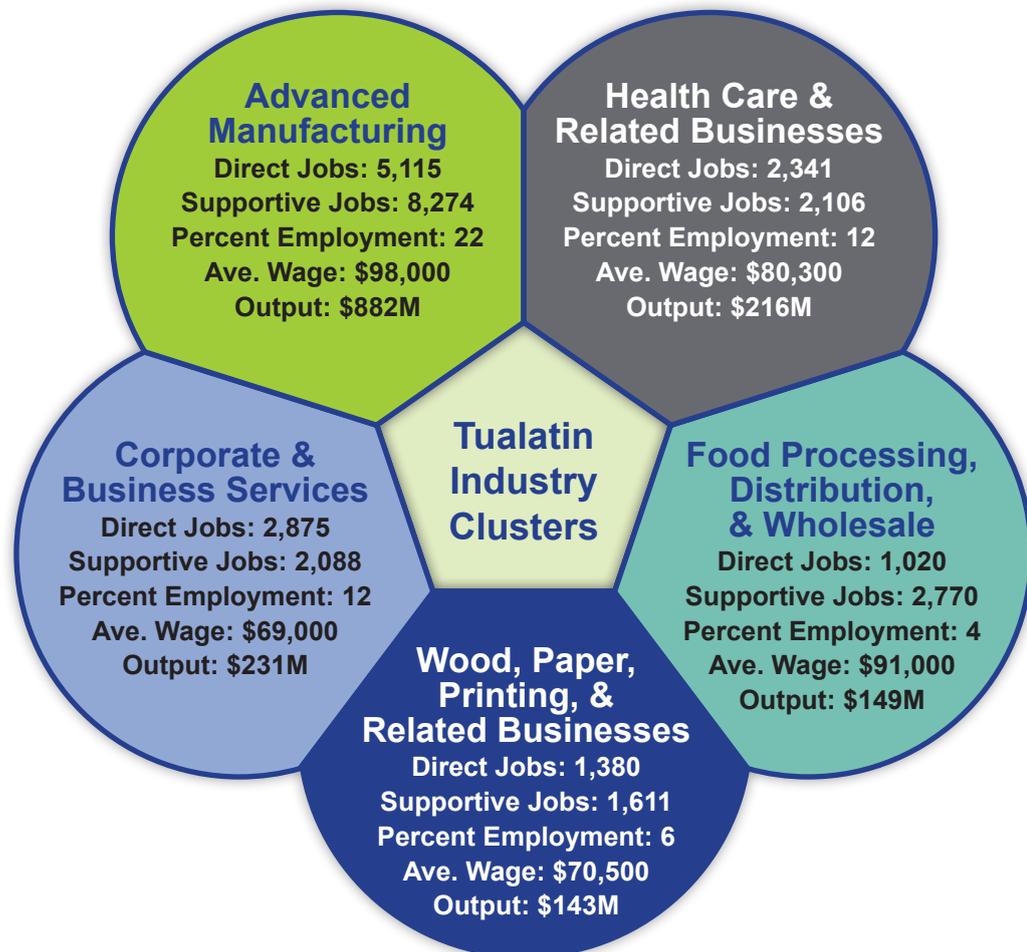
*Tualatin Median Home Value*

## WHY IS ECONOMIC DEVELOPMENT IMPORTANT?

*The City of Tualatin recognizes that a fundamental element to the overall quality of life is the health of the local economy. Businesses provide jobs, a strong tax base to support high quality services, and bring prosperity to the community. Furthermore, businesses contribute significantly to local charities and sponsor community events.*

## WHAT IS THE FOCUS OF THIS PLAN?

Every job created in Tualatin is a benefit to the local community. With limited time and resources, the Economic Development Strategic Plan targets five key industry clusters for two distinct reasons. First, the strongest industry clusters in Tualatin provide the most jobs with significantly higher average wages. Second, over 90 percent of the available developable land is targeted for industrial growth.



## OVERALL GOAL

*Continue a leadership role as one of the premier economic activity centers in the greater Portland metropolitan region. Focus on growing family wage jobs in targeted business clusters while encouraging high standards and excellence in urban design.*

### Key Assumption | INFRASTRUCTURE

Tualatin is at the center of trade and commerce located along Interstate-5 and Interstate-205, 20 minutes from downtown Portland. Its convenient location has made the City a strong employment center in the region. In past decades, Tualatin made important strategic investments in infrastructure to support industrial growth.

Continuing to prioritize key infrastructure investments within the current Urban Growth Boundary and UGB expansion areas will be critical to encouraging future economic growth. Both the City of Tualatin and regional entities such as Washington County, Metro, and the State will need to make targeted investments for business growth and community livability, specifically relating to alleviating congestion on Tualatin-Sherwood Road, improving freight mobility, and increasing access to public transit for businesses in Tualatin.

### Key Assumption | QUALITY OF LIFE

Tualatin is an attractive place to live, work, play, and visit. Downtown Tualatin is anchored by the Tualatin Commons Lake which is a lively center surrounded by restaurants, offices, and residences. Bridgeport Village is a destination retail shopping center drawing people from all over the region. Tualatin enjoys an educated workforce, first rate schools, over 200 acres of community parks and trails, and award winning events like the Crawfish Festival and Giant Pumpkin Regatta.

The City of Tualatin will build on past successes, including: enhancing efforts to create a vibrant City center; capitalizing on strong schools and sports; providing new locations for community gatherings, and continuing investments in the extensive parks and trails system for a growing community; and emphasizing new locations for community gatherings. Building on the local educated workforce, Tualatin will continue to create an environment attractive for a skilled workforce, particularly in areas which complement and benefit targeted business clusters.

## CLUSTER INDUSTRIES: TARGETED INDUSTRIES

The City of Tualatin needs to continually evaluate targeted industry clusters as the economy evolves and new industries emerge. Currently, five business clusters representing a broad range of businesses provide the majority of employment in the City of Tualatin and represent the highest average wages. Promoting growth in these industry clusters will provide the greatest return for the City's investment in order to increase the number of family wage jobs and wealth in the community.



Health Care & Related Business



Corporate & Business Services



Advanced Manufacturing



Food Processing, Distribution, Wholesale



Wood, Paper, Printing & Related Business

## STRATEGY 1:

### BUSINESS RETENTION, EXPANSION & RECRUITMENT

Retaining and cultivating the growth of existing businesses, as well as attracting new employers, is central to the health of Tualatin. These strategies are designed to strategically focus the City's efforts and resources.

#### Retain & Expand Existing Businesses

- Establish an active Business Retention program, focusing first on Targeted Clusters. Assist existing businesses with City issues, connect them to available resources as appropriate, and affirm their value to the City.

- Seek to understand whether businesses have enough workers with the right skills to meet their needs, and connect businesses to agencies or resources which can help address their needs.

- Enhance awareness of the value of family wage jobs in targeted business clusters to help create pipelines of interested workers.

#### Assist With Site Readiness

- Work proactively to encourage sites for development which provide certainty to developers and allow for rapid transition for projects to market (e.g. obtain state industrial site certification for appropriate Tualatin industrial properties, assist interested property owners to get sites "development-ready" to build on within 6 months).

- Seek a variety of methods to fund certification and/or installation of infrastructure needed for development.

- Maintain an up-to-date list of available industrial properties on the State's Oregon Prospector and private sector real estate websites through partnerships with property owners and brokers.

#### Focus on Filling Existing Buildings

- Maintain a working knowledge of key vacant industrial space appropriate for targeted business clusters, in collaboration with brokerage community.

- Contact property owners to gain an understanding of obstacles keeping buildings vacant, and determine assistance which might be appropriate from City.

- Prioritize tenant improvement projects in existing space as high as new construction.

#### Target Key Industries

- Create an outreach program to companies in the targeted business clusters through independent efforts as well as collaborative work with local, regional, and state representatives.

- Submit available land and buildings in response to State and Regional recruitment leads.

- Provide an incentive toolkit for attraction of targeted business cluster companies.

#### Market Tualatin's Assets

- Cultivate awareness that existing companies are the best opportunity for growth of the local economy, and the best marketing tool of the City when they are positive about their own experiences.

- Articulate and market Tualatin's many strengths for business growth and ensure these are available on the City's website and clear to both site selectors and companies.

## STRATEGY 2:

### BUSINESS CLIMATE/ COMPETITIVE POSITIONING

Creating and maintaining a positive climate for business is an effort which takes continual attention. These strategies are designed to ensure the City is actively refining its procedures and codes to encourage business development and job creation.

#### Identify Code & Process Changes

- Identify the most significant Development Code related issues which create barriers to development and find opportunities to incentivize exceptional sustainable practices.

- Create a predictable permitting process that is customer service oriented, timely, and respectful of cost.

- Provide assistance through the development review and permitting process to small businesses and those private development projects which are particularly complex.

- Provide clear and relevant information and superb customer assistance to the business community. Continue efforts to create a culture which values economic development throughout the organization and is an integral part of the team for private development projects, solicit regular feedback from the business community on working with the City, and implement improvements as needed.

#### Collaborate Regionally

- Build on Tualatin's strong partnerships with neighboring cities and other agencies to identify additional opportunities to collaborate for economic development success.

- Engage and be visible in the region and the State, both to represent Tualatin externally and to create partnerships valuable to bringing information back to Tualatin staff and businesses.

- Participate actively with educational institutions to expand connections between businesses and education to benefit local companies.

- Actively work with agencies whose mission is to help create a skilled, educated workforce to benefit targeted business clusters.

#### Assist Business Startups & Entrepreneurship

- Explore opportunities to actively assist with new business startups, particularly within the Targeted Business Clusters, and implement programs as appropriate.

- Identify obstacles to new business formation in Tualatin and work to eliminate them.



# ECONOMIC DEVELOPMENT STRATEGIC PLAN

City of Tualatin | 2014 Update

# HOW DOES THIS PLAN FIT IN WITH TUALATIN TOMORROW?

## TUALATIN TOMORROW

Tualatin is guided by a community-driven vision plan called Tualatin Tomorrow. In part, the purpose of the Economic Development Strategic Plan is to add additional detail and strategy towards implementing part of the Tualatin Tomorrow Vision Plan.

## TUALATIN TOMORROW FOCUS AREAS:



**Fostering Shared Sense of Place & Community Identity**



**Creating Activities & Attractions for All Ages**



**Sustaining Quality Community Services**



**Enhancing Mobility**



**Ensuring Community Health & Safety**



**Facilitating Economic Opportunity**

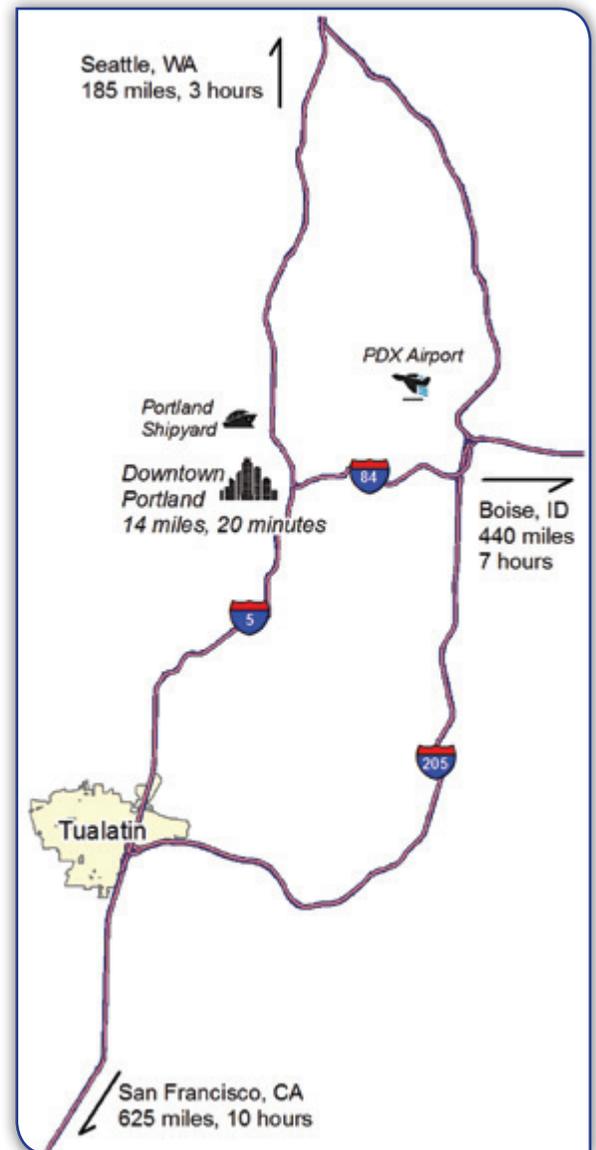
*The Economic Development Strategic Plan implements the actions in this focus area.*



**Promoting Environmental Sustainability**



**Advancing Education & Learning Opportunities**



## WHY IS TUALATIN A GREAT LOCATION FOR BUSINESS?

Tualatin is at the center of trade and commerce along Interstate-5 and Interstate-205 in the Portland region. As a result, Tualatin is home to state of the art manufacturing and wholesale trade companies, a robust health care industry, and a vibrant destination retail center. Downtown Tualatin is anchored by the Tualatin Commons Lake which is a lively center surrounded by restaurants, offices, and residences.

The community values a high quality of life and promotes local pride and a sense of ownership, involvement, and belonging. Tualatin enjoys an educated workforce, first rate schools, over 200 acres of community parks and trails, and award winning events like the Crawfish Festival and Giant Pumpkin Regatta.