

City of Tualatin

November 2019

DRAFT

ACKNOWLEDGMENTS

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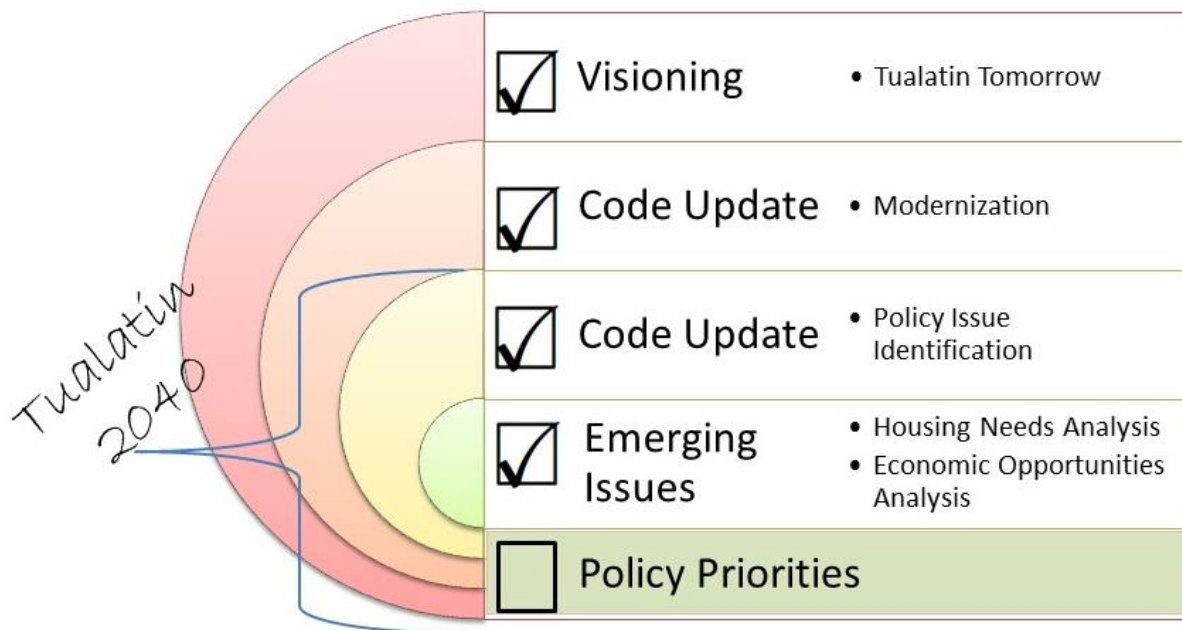
INTRODUCTION / EXECUTIVE SUMMARY

In the past 30 years, Tualatin and the region experienced dramatic change. However, the documents that guide current and future development in Tualatin, the Comprehensive Plan and Development Code, have not been comprehensively updated in decades.

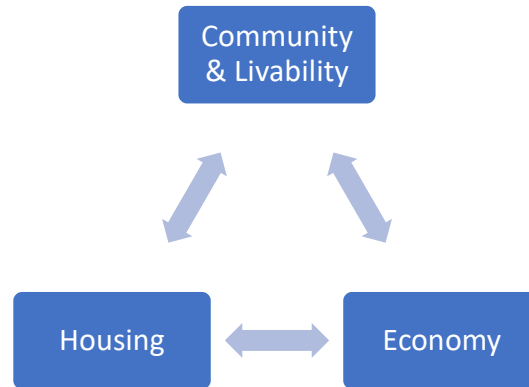
Building upon Tualatin Tomorrow (vision setting) and Phase I Tualatin Development Code Improvement Project (policy-neutral code clean up), Tualatin 2040 took a 20-year look ahead to review housing and economic data to inform a non-neutral policy analysis to identify where regulations do not meet our community's vision.

Technical documents such as a Housing Needs Analysis (HNA) and Economic Opportunities Analysis (EOA) and strategies for each were developed in coordination with ECONorthwest, technical advisors, and a Community Advisory Committee. The policy analysis was conducted by Angelo Planning in coordination with stakeholder interview and an extensive public outreach at community events and online. Tualatin 2040 will end in City Council acceptance of policies and strategies that address the City's needs.

In 2020 staff development of a work plan will be undertaken to identify the actions, resources, timing, and responsibility for updating the Comprehensive Plan and Development Code to move towards achieving Tualatin's vision identified in Tualatin Tomorrow.



The policy strategies and priorities identified in this Plan are organized into three general areas, based on feedback from the community: **Community and Livability**, **Housing** and **Economy**.



Community and Livability is a broad policy topic area that is further divided into six subtopic areas. The priorities are based on feedback from stakeholder interviews conducted by project consultant Angelo Planning Group and City staff as well as input from the broader community.

Community and Livability

- A. Housing and Livability
- B. Transportation and Parking
- C. Civic Identity and Downtown and Community Design
- D. Employment, Industrial, Commercial & Institutional Development
- E. Parks, Open Space and the Environment
- F. Community Engagement, Equity, Diversity and Inclusion

The **Housing** and **Economy** policy strategies and priorities are based on feedback from the Community Advisory Committee (CAC) and draw upon from the Housing Strategy and Economic Development Strategy documents developed by project consultant ECONorthwest with CAC input.

Housing Policy Strategies

1. Ensure an adequate supply of land that is available and serviceable
2. Encourage development of a wider variety of housing types
3. Support development and preservation of housing that is affordable for all households
4. Identify funding tools to support residential development
5. Identify redevelopment opportunities
6. Ensure there are connections between planning for housing and other community planning

Economic Policy Strategies

1. Ensure an adequate supply of land that is available and serviceable
2. Identify redevelopment opportunities
3. Support business retention, growth, and attraction
4. Ensure there are connections between planning for economic development and other community planning

High Priorities by Topic

1: COMMUNITY AND LIVABILITY POLICY PRIORITIES (HIGH PRIORITY BASED ON STAKEHOLDER FEEDBACK¹)

Housing and Livability

Housing affordability was a major topic of discussion and a concern for all stakeholders and some noted the need for the City to have a plan for housing.

Greater diversity of Housing Types in Tualatin was broadly supported; many felt a wider variety of options (other than single-family homes) would provide more affordable options. Alternative housing types discussed with stakeholders were **townhomes/rowhouses, mixed-use development, duplexes, triplexes, and accessory dwelling units (ADU)**. Most stakeholders were in favor of the full range of housing types. One stakeholder noted that small lot and zero lot line subdivisions could provide higher density that doesn't feel cramped.

Basalt Creek was mentioned by a number of stakeholders. Others noted that the proposed zoning allows for a good diversity of housing (low density residential, medium low density residential and some high density residential, but that lots should be 3,000 or 4,000 square foot lots.

Transportation and Parking

Transit and access were important topics amongst stakeholders. Many expressed the desire for greater **transit access** and service in town, throughout Tualatin, neighboring communities, and to Portland. Further, there was excitement for the proposed **SW Corridor Max Line**. One stakeholder expressed frustration about the lack of transit access to essential services especially for those people who are transit-dependent. The importance of having transit services near affordable housing was also mentioned. **WES** is very limited; it needs to be extended/expanded to reach more areas and one stakeholder suggested a Tualatin–WES shuttle to business parks.

Walkability of Tualatin was another popular topic amongst stakeholders. Many said they walk in the community, but primarily within their neighborhoods to avoid major roads because of the **uncomfortable pedestrian environment**. The major roads which were noted as providing **poor pedestrian connectivity** between downtown and the City's residential neighborhoods. A few stakeholders suggested encouraging neighborhood commercial areas as a way of alleviating

¹ The stakeholder feedback was organized into High, Medium, Low categories based on adjectives to describe a frequency or quantity of how often a topic was discussed. Policies with High Support are described with key words such as "major," "broad," "most," "a number of," and "many."

congestion downtown and improving walkability. Some noted the need for boulevard street design with wide sidewalks.

Civic Identity and Downtown and Community Design

A robust Downtown was hoped for by community members. When asked what brings people downtown, responses included shopping, retail stores, and the library. However, most stakeholders requested more attractions and businesses downtown and shared ideas of how that could be achieved. Some stakeholders also noted their preference to have fewer “chain” businesses in town and believed that the City should encourage more local businesses through incentives and other approaches to attract the “right” local businesses to downtown.

“Third Places” - both public (e.g. community center and arts center) and private (e.g. local coffee shop) were suggested as needs by many stakeholders.

Meeting spaces and the importance of the need in the community was stressed by stakeholders. Most stakeholders stressed the lack of meeting spaces for a variety of needs from hosting Girl Scouts meetings to the State of City address.

Tualatin River/ Lake at the Commons were cited as underutilized assets downtown due to their lack of visibility by many stakeholders. There was interest in making The Commons a more interesting place to go with businesses and activities that help bring people there.

Employment, Industrial, and Institutional Development

Industrial and employment land concerns were expressed by many stakeholders, who expressed their understanding of the **importance of the industrial** and manufacturing areas in Tualatin and significance of their presence. However, most community members felt these areas primarily provide employment to those out of town and lack local employees, which many stakeholders believed contributes to traffic in Tualatin.

Parks, Open Space and the Environment

Parks, trails, gathering spaces were praised by many stakeholders, who said they were frequent users of, **Tualatin’s parks and trails**. Other open space areas such as public plazas and other **gathering spaces** were noted as more limited; many stakeholders noted a need for more of these facilities in Tualatin. However, a few stakeholders noted that adding more park land and greenspaces comes at a price and wondered whether current parks were being fully utilized.

A Community Center that is more robust was requested by many stakeholders, with a wider variety of classes, lessons, groups etc. for a broader range of ages beyond what is currently offered at the Juanita Pohl Center.

Community Engagement, Equity, Diversity and Inclusion

Outreach and engagement and the need to broaden it to get more community members involved in local projects is not an easy task but one that was desired by a number of stakeholders, stating that it is important to reach and engage a **broader group** than the existing strong group of dedicated “**champions**” in the community.

Interconnections and healthy communities - everything interconnected – transportation, housing, parks, gathering places, etc. – was desired by a number of stakeholders.

Welcoming diversity in the community was noted as an important value to many stakeholders.

Diverse groups and community engagement and the need to engage and provide more visibility for diverse groups throughout the community, and to continue (and improve) inclusivity was cited by a number of stakeholders, who wanted the City to be sure to hear from a wide range of community members. For example, include signs in Spanish around the City, so all feel included.

2: CAC PRIORITIZED AND RECOMMENDED HOUSING POLICY STRATEGIES (WITH ACTIONS)

High Priority Housing Policy Strategies

Strategy 1: Ensure an adequate supply of land that is available and serviceable.

Action 1.1. Evaluate opportunities to increase development densities, by modifying the development code, within Tualatin’s existing zones.

Action 1.2. Evaluate opportunities to re-zone land to provide additional opportunities for multifamily housing development.

Action 1.4. Plan for long-term development in Tualatin through 2040 and beyond

Strategy 3: Support development and preservation of housing that is affordable for all households.

Action 3.1. Identify policies to support development of housing affordable to households earning less than 60% of Median Family Income in Washington County (\$48,900 or less for a household size of four people).

Strategy 4: Identify funding tools to support residential development.

Action 4.1. Evaluate opportunities to use leveraged funds from the Metro Housing Bond to support development of affordable housing.

Action 4.2. Evaluate establishing an Urban Renewal district.

Strategy 5: Identify redevelopment opportunities.

Action 5.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses.

Strategy 6: Ensure there are connections between planning for housing and other community planning.

Action 6.1. Ensure that updates to the Transportation System Plan are coordinated with planning for residential growth.

TOPIC 3: CAC PRIORITIZED AND RECOMMENDED ECONOMIC POLICY STRATEGIES (WITH ACTIONS)

High Priority Economic Policy Strategies

Strategy 1: Ensure an adequate supply of land that is available and serviceable.

Action 1.1. Evaluate opportunities to increase mixed-use development.

Action 1.3. Identify opportunities to make more efficient use of commercial land.

Action 1.6. Plan for long-term development in Tualatin through 2040 and beyond.

Strategy 2: Identify redevelopment opportunities.

Action 2.2. Revise the Tualatin Town Center Plan to focus on opportunities to support redevelopment.

Action 2.4. Develop policies to support redevelopment and mixed-use development.

Strategy 3: Support business retention, growth and attraction.

Action 3.3. Support growth of and retain entrepreneurial businesses in Tualatin.

Strategy 4: Ensure there are connections between planning for economic development and other community planning.

Action 4.1. Ensure that updates to the Transportation System Plan coordinate with planning for employment and business growth.

As a part of the Tualatin 2040 project, the project team members met with a wide range of stakeholders to hear their interests, concerns and ideas regarding land use planning in Tualatin – today and in the future. Participating stakeholders shared their thoughts on a wide range of topics.



- Established a **website** (tualatin2040.com) to improve project accessibility, communication, and translation
- Conducted a **communications plan** for bi-weekly updates
- **Translated** important meeting documents and bi-weekly communication materials in Spanish
- **Community events** included a **Spanish translator**
- **Roadshow** of presentations to Planning Commission, Architectural Review Board, Parks Advisory Committee, Arts Advisory Committee, and Youth Advisory Council, Community Involvement Organizations, Diversity Task Force, Library Advisory Committee, and Back 2 School Night!
- **232 people** responded (73 in-person at community events and 159 online) to the summer survey (\$100 given away)
- **200+ people** signed up for a Tualatin 2040 **interested parties** list

- 40+ people attended **“Under One Roof”** event to discuss severely rent burdened needs
- 15 individual and 1 large group **Stakeholder Interviews**
- 7 meetings with a **Community Advisory Committee** (16 members)
- 4 meetings with a **Technical Advisory Committee** (internal/external city staff and private sector professionals)
- **3 volunteers** helped deliver event posters to **30+ community locations**

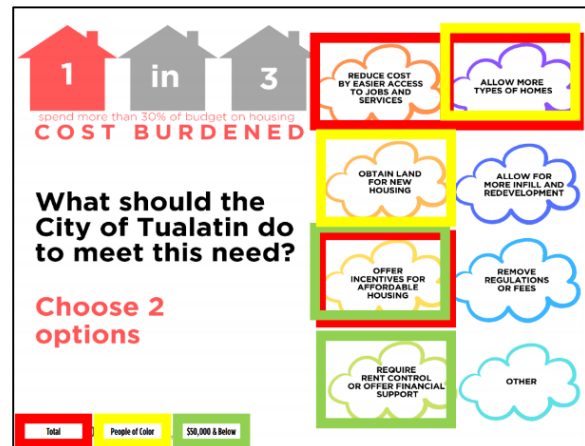
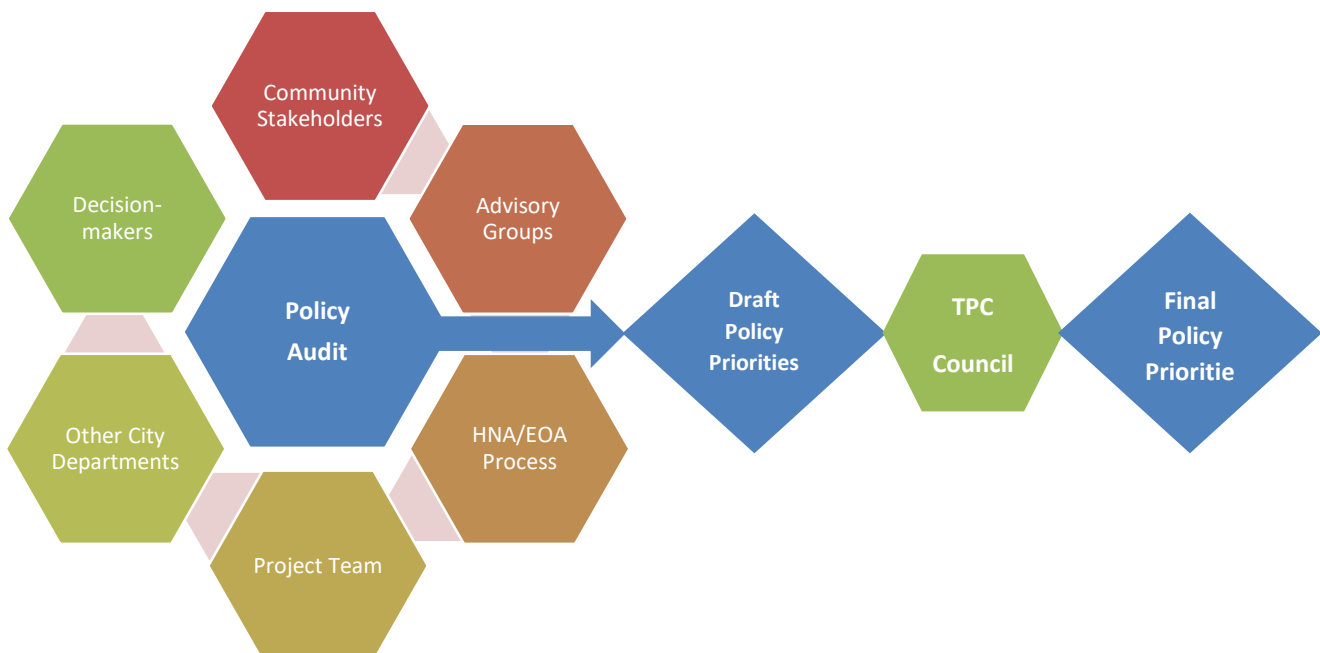


Figure 2 Example of open house and in-person survey interview question with responses broken out by race and income.

Policy Priorities

This **draft Policy Priorities** identifies a wide range of possible action items (e.g., code updates) and is intended to provide a starting point for Planning Commission recommendation and City Council decision-making. The final Policy Priorities document will be crafted based on direction from City Council. Figure 3 summarizes the process to date, as well as next steps.

Figure 3: Policy Audit and Prioritization Plan Process



1: COMMUNITY AND LIVABILITY

What We Heard from the Community about Community and Livability

Topic 1 includes feedback that was gained from the broader community and includes feedback from Stakeholders, which was comprised of both meetings with interested groups and individual interviews. Stakeholder were given the opportunity to comment on a wide variety of topics, but were asked specifically: “What land use topics and issues do you think should be City priorities?” and “Do you think the City’s current policies still speak to Tualatin’s priorities or should something change?” The feedback gained from these interactions (summarized in **Appendix B**) is grouped into the following six subtopic areas, and ranked “high,” “medium, or “low” based on how frequently or often a topic was mentioned:

- Housing and Livability
- Transportation and Parking
- Civic Identity and Downtown and Community Design
- Employment, Industrial, Commercial & Institutional Development
- Parks, Open Space and the Environment
- Community Engagement, Equity, Diversity and Inclusion

The stakeholder feedback which is summarized in Table 1 was organized into High, Medium, Low categories based on adjectives to describe a frequency or quantity of how often a topic was discussed.

High Support	Policies Priorities with High Support are described with key words such as “major,” “broad,” “most,” “a number of,” and “many”
Medium Support	Policies Priorities with Medium Support are described with key words such as “some,” “several,” and “common”
Low Support	Policies Priorities with Low Support were suggested by one participant (or if no quantity was noted)

TABLE 1: STAKEHOLDER FEEDBACK ON COMMUNITY AND LIVABILITY POLICIES

Housing and Livability
Housing affordability was a major topic of discussion and a concern for all stakeholders and some noted the need for the City to have a plan for housing.
Greater diversity of Housing Types in Tualatin was broadly supported; many felt a wider variety of options (other than single-family homes) would provide more affordable options. Alternative housing types discussed with stakeholders were townhomes/rowhouses, mixed-use development, duplexes, triplexes, and accessory dwelling units (ADU) . Most stakeholders were

in favor of the full range of housing types. One stakeholder noted that small lot and zero lot line subdivisions could provide higher density that doesn't feel cramped.

Basalt Creek was mentioned by a number of stakeholders. Others noted that the proposed zoning allows for a good diversity of housing (low density residential, medium low density residential and some high density residential, but that lots should be 3,000 or 4,000 square foot lots.

Cost factors such as land costs were noted factors impacting the cost of housing and the lack of available land to develop in Tualatin, for both large and small lots by stakeholders who are part of the development community. They noted how cost of development (land, fees, construction materials, etc.) is affecting development operations and impacting affordability, acknowledging that this is a **regional concern**.

Preservation of neighborhood character was cited as a **concern** by some stakeholders. One stakeholder felt that Tualatin is a suburban town, people live there because they want to live in the suburbs. Others noted that the "densification" of existing single-family residential neighborhoods has potential to ruin **neighborhood character**. There was also concern expressed about large house sizes ("McMansions") making housing unaffordable.

Increase in height limits was suggested by some stakeholders, including the need for high rise apartments (6-8 stories) located next to transportation options.

Affordable Housing types including a discussion of affordable housing types; several stakeholders mentioned a need for living options for the aging population in Tualatin. A lack of **senior housing** and **multi-generational housing** options were noted. Interest in having more single story (ranch style) homes was also expressed. Several stakeholders mentioned that there are limited locations to downsize within Tualatin. Some stakeholders noted a jobs/household composition mismatch. **Workforce housing**, and more affordable housing for employees of Tualatin's industrial and commercial businesses, was highlighted as a concern. The lack of workforce housing was also underscored as a factor in creating traffic congestion.

Basalt Creek and significant concerns about the **environmental impacts** of development in the area were expressed by one stakeholder.

Transportation and Parking

Transit and access were important topics amongst stakeholders. Many expressed the desire for greater **transit access** and service in town, throughout Tualatin, neighboring communities, and to Portland. Further, there was excitement for the proposed **SW Corridor Max Line**. One stakeholder expressed frustration about the lack of transit access to essential services especially for those people who are transit-dependent. The importance of having transit services near

affordable housing was also mentioned. **WES** is very limited; it needs to be extended/expanded to reach more areas and one stakeholder suggested a Tualatin–WES shuttle to business parks.

Walkability of Tualatin was another popular topic amongst stakeholders. Many said they walk in the community, but primarily within their neighborhoods to avoid major roads because of the **uncomfortable pedestrian environment**. The major roads which were noted as providing **poor pedestrian connectivity** between downtown and the City’s residential neighborhoods. A few stakeholders suggested encouraging neighborhood commercial areas as a way of alleviating congestion downtown and improving walkability. Some noted the need for boulevard street design with wide sidewalks.

Congestion and Traffic was a common concern amongst stakeholders was **congestion** and traffic in town. Many attributed the traffic to employees of local businesses commuting from out of town. One stakeholder mentioned concerns about potential increase in traffic and congestion with more residential development of land available for annexation. Two stakeholders mentioned the potential benefits of a **bypass** if it would alleviate traffic, but not a road widening that would only bring more traffic.

ADA Accessibility of the City’s pedestrian infrastructure was cited as a concern by some stakeholders. Examples included height and location of pedestrian signal push buttons and pedestrian light times. Others noted the trail designs lack lighting.

A Bike-Friendly Community was desired by several stakeholders, providing more facilities and improving comfort for cyclists outside of the City’s trails system. One stakeholder noted that currently it doesn’t feel safe as there is not a huge awareness of bicyclists in Tualatin. The need for a complete and connected bicycle system was also noted.

Need for adequate parking at multi-family housing so there is minimal reliance on street parking, especially if smaller multifamily units such as duplexes or triplexes are incorporated into single family neighborhoods was identified by several stakeholders. Another stakeholder suggested garages shouldn’t count toward parking requirements, because so few are used for parking. However, others noted that parking issues need creative solutions including reduction of parking in some places.

Keeping sidewalks clear of debris and increasing awareness around property owner responsibility to do so after snowfall and leaf clean-up, primarily because of their effect on the ADA accessibility of sidewalks in those conditions was suggested by one stakeholder. Another suggested the current requirement for 3-foot wide planter strips is inadequate and should be increased to 4-feet in width to avoid sidewalks buckling as tree roots grow.

Civic Identity and Downtown and Community Design

A robust Downtown was hoped for by community members. When asked what brings people downtown, responses included shopping, retail stores, and the library. However, most stakeholders requested more attractions and businesses downtown and shared ideas of how that could be achieved. Some stakeholders also noted their preference to have fewer “chain” businesses in town and believed that the City should encourage more local businesses through incentives and other approaches to attract the “right” local businesses to downtown.

“Third Places” - both public (e.g. community center and arts center) and private (e.g. local coffee shop) were suggested as needs by many stakeholders.

Meeting spaces and the importance of the need in the community was stressed by stakeholders. Most stakeholders stressed the lack of meeting spaces for a variety of needs from hosting Girl Scouts meetings to the State of City address.

Tualatin River/ Lake at the Commons were cited as underutilized assets downtown due to their lack of visibility by many stakeholders. There was interest in making The Commons a more interesting place to go with businesses and activities that help bring people there.

Downtown Identity/ Character and the **lack of identity** or distinct character was a common theme, with stakeholders asking where is downtown Tualatin?

A City Hall/Performance Space located in the downtown to encourage activity downtown was suggested by several stakeholders. The City of Wilsonville was mentioned by several as good model for what a Tualatin City Hall could look like. Another suggestion for an attraction downtown was a **performance space** for the local community theatre group.

A Farmers Market was attended by several stakeholders when was operating, whom would support it returning to downtown.

Signs/ sign code and concern about signs noting that the City’s **sign code** was outdated was expressed by some stakeholders.

An Auto-Centric Downtown and the negative impact of parking and traffic on downtown walkability was commented on by stakeholders.

Empty Storefronts and their poor condition were cited as a concern by stakeholders. In particular, various ideas for potential use of the **Haggen’s building** were suggested including community center / theater, meeting spaces, City Hall, mixed uses (residential and commercial).

Family Friendly Entertainment and the need for more options was cited by stakeholders with young children, even though the parks are excellent.

Food Carts were also mentioned by one stakeholder who believed they should be allowed throughout the community with less restrictions than what are currently in place. They stressed the importance of food trucks as a proven way to help new businesses owners succeed, which they believe the City should encourage. Further, several stakeholders suggested Tualatin allow small **neighborhood commercial areas**.

Employment, Industrial, and Institutional Development

Industrial and employment land concerns were expressed by many stakeholders, who expressed their understanding of the **importance of the industrial** and manufacturing areas in Tualatin and significance of their presence. However, most community members felt these areas primarily provide employment to those out of town and lack local employees, which many stakeholders believed contributes to traffic in Tualatin.

More positive community impact on the part of industrial/manufacturing businesses on the community through avenues such as local hires, internship and scholarship programs for local youth was desired by several stakeholders.

Workforce housing was identified as a need by stakeholders who felt that the lack of affordable housing was impacting the employment based for Tualatin's industrial and commercial businesses, and that local jobs aren't paying enough for people to live locally which generates **traffic**.

Parks, Open Space and the Environment

Parks, trails, gathering spaces were praised by many stakeholders praised, who said they were frequent users of, **Tualatin's parks and trails**. Other open space areas such as public plazas and other **gathering spaces** were noted as more limited; many stakeholders noted a need for more of these facilities in Tualatin. However, a few stakeholders noted that adding more park land and greenspaces comes at a price and wondered whether current parks were being fully utilized.

A Community Center that is more robust was requested by many stakeholders, with a wider variety of classes, lessons, groups etc. for a broader range of ages beyond what is currently offered at the Juanita Pohl Center.

Water Quality and concerns about the possible lack of natural resource preservation in the area was mentioned by several stakeholders. Clean Water Services (CWS) is the primary entity that is focused on water quality; however, the City should consider stakeholders values and a community priority to consider for enhancing strengthening partnership with CWS. The need for more environmentally friendly landscaping requirements was also noted.

Basalt Creek was cited by several stakeholders as a resource that needs preservation.

Family oriented and family friendly parks, events, and activities were stressed as important assets, focus, and value of the community as the community consists of many families.

Stricter environmental regulations than the baseline CWS standards, an approach that the City of Wilsonville has taken, was favored by one stakeholder, who also expressed concerns about the impacts of urbanization on **natural resources** and areas in annexation land. Further, they mentioned the City's Stormwater Management Plan is outdated and felt it should be updated to reflect current conditions.

Community Engagement, Equity, Diversity and Inclusion

Outreach and engagement and the need to broaden it to get more community members involved in local projects is not an easy task but one that was desired by a number of stakeholders, stating that it is important to reach and engage a **broader group** than the existing strong group of dedicated "**champions**" in the community.

Interconnections and healthy communities - everything interconnected – transportation, housing, parks, gathering places, etc. – was desired by a number of stakeholders.

Welcoming diversity in the community was noted as an important value to many stakeholders.

Diverse groups and community engagement and the need to engage and provide **more visibility for diverse groups** throughout the community, and to continue (and improve) inclusivity was cited by a number of stakeholders, who wanted the City to be sure to hear from a wide range of community members. For example, include signs in Spanish around the City, so all feel included.

Enhance Citizen Involvement Organizations (CIOs) could be more robust and encourage more engagement throughout the community. This comment was made by several stakeholders. One suggestion was for a citizen involvement advisory committee for the entire City.

Providing a variety of housing for a variety of income levels and ages was hoped for by some stakeholders who thought it would promote more diversity in Tualatin.

Better communication between the City and the Tigard-Tualatin School District about significant changes to local schools that impact parking, traffic around town, or other significant impacts to the community was suggested by one stakeholder. Another emphasized that community engagement efforts need to spread the word to all, even those **outside City boundaries** when policies/plans directly impact them.

Equity and inclusion policies in the Comprehensive Plan should be more robust and given a higher consideration during a future update of the Comprehensive Plan was noted by one stakeholder.

2: HOUSING

What We Heard from the Community about Housing

Housing affordability and the need for the City to take an active role in this area was a common theme, as well as the need for a wider **diversity of housing types** in Tualatin. Table 2 below summarizes the Community Advisory Committee’s specific recommended policy actions relative to Housing and their priority, which is based on the Housing Strategy found in **Appendix C**. These topics actions were echoed by the Stakeholders that were interviewed and other community members (see **Appendix B**).

TABLE 2: CAC PRIORITIZED AND RECOMMENDED HOUSING POLICY STRATEGIES (WITH ACTIONS)

High Priority
Strategy 1: Ensure an adequate supply of land that is available and serviceable. Action 1.1. Evaluate opportunities to increase development densities, by modifying the development code, within Tualatin’s existing zones. Action 1.2. Evaluate opportunities to re-zone land to provide additional opportunities for multifamily housing development. Action 1.4. Plan for long-term development in Tualatin through 2040 and beyond.
Strategy 3: Support development and preservation of housing that is affordable for all households. Action 3.1. Identify policies to support development of housing affordable to households earning less than 60% of Median Family Income in Washington County (\$48,900 or less for a household size of four people).
Strategy 4: Identify funding tools to support residential development. Action 4.1. Evaluate opportunities to use leveraged funds from the Metro Housing Bond to support development of affordable housing. Action 4.2. Evaluate establishing an Urban Renewal district.
Strategy 5: Identify redevelopment opportunities. Action 5.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses.
Strategy 6: Ensure there are connections between planning for housing and other community planning. Action 6.1. Ensure that updates to the Transportation System Plan are coordinated with planning for residential growth.

Medium Priority

Strategy 1: Ensure an adequate supply of land that is available and serviceable.

Action 1.3. Plan for infrastructure development to support residential development, consistent with Strategy 6.

Strategy 2: Encourage development of a wider variety of housing types.

Action 2.1. Allow and encourage development of duplexes, cottage housing, townhomes, row houses, and tri- and quad-plexes in lower density residential zones.

Action 2.2. Identify opportunities to increase development of commercial and residential mixed-use development.

Strategy 3: Support development and preservation of housing that is affordable for all households.

Action 3.2 Develop policies to support development of housing affordable to people who have income of between 60% and 120% of MFI (\$48,900 to \$98,000 for a household of four in Washington County) and live and work in Tualatin.

Action 3.6. Evaluate creative system development charge financing opportunities.

Action 3.7. Evaluate establishment of a tax exemption program to support development of affordable housing.

Strategy 4: Identify funding tools to support residential development.

Action 4.3. Evaluate implementation of a construction excise tax.

Strategy 5: Identify redevelopment opportunities.

Action 5.2. Support redevelopment of underutilized commercial buildings for housing.

Strategy 6: Ensure there are connections between planning for housing and other community planning.

Action 6.2. Coordinate planning for economic development planning with housing planning.

Low Priority

Strategy 2: Encourage development of a wider variety of housing types.

Action 2.3. Identify opportunities to allow and support development of additional innovative housing types.

Strategy 3: Support development and preservation of housing that is affordable for all households.

Action 3.3. Develop policies to prevent and address homelessness.

Action 3.4. Develop policies to prevent or mitigate residential displacement resulting from redevelopment and increases in housing costs in Tualatin.

Action 3.5. Partner with organizations to establish a land bank or land trust.

Action 3.8. Ensure that Tualatin has sufficient staff capacity to implement the housing program priorities set by the City Council.

Strategy 6: Ensure there are connections between planning for housing and other community planning.

Action 6.3. Develop a design and planning framework for “ten-minute neighborhoods” that include a mixture of uses.

Action 6.4. Support sustainable development practices.

3: ECONOMY

What We Heard from the Community about the Economy

The **importance of the industrial and manufacturing areas** in Tualatin was a common theme but community members also expressed concerns about **traffic**. Interest in increasing local employment opportunities that would enable people to both live and work in Tualatin was also heard. Table 3 below summarizes the Community Advisory Committee’s specific recommended policy actions relative to the Economy and their priority, which is based on the Economic Strategy found in **Appendix D**. These topics actions were echoed by the Stakeholders that were interviewed and other community members (see **Appendix B**).

TABLE 3: CAC PRIORITIZED AND RECOMMENDED ECONOMIC POLICY STRATEGIES (WITH ACTIONS)

High Priority
Strategy 1: Ensure an adequate supply of land that is available and serviceable. Action 1.1. Evaluate opportunities to increase mixed-use development. Action 1.3. Identify opportunities to make more efficient use of commercial land. Action 1.6. Plan for long-term development in Tualatin through 2040 and beyond.
Strategy 2: Identify redevelopment opportunities. Action 2.2. Revise the Tualatin Town Center Plan to focus on opportunities to support redevelopment. Action 2.4. Develop policies to support redevelopment and mixed-use development.
Strategy 3: Support business retention, growth and attraction. Action 3.3. Support growth of and retain entrepreneurial businesses in Tualatin.
Strategy 4: Ensure there are connections between planning for economic development and other community planning. Action 4.1. Ensure that updates to the Transportation System Plan coordinate with planning for employment and business growth.

Medium Priority

Strategy 1: Ensure an adequate supply of land that is available and serviceable.

Action 1.2. Identify opportunities to make more efficient use of industrial land.

Strategy 2: Identify redevelopment opportunities.

Action 2.3. Identify opportunities to redevelop and intensify uses in industrial areas.

Strategy 3: Support business retention, growth and attraction.

Action 3.1. Revise the economic development strategy, develop a clear vision for economic development, and create an economic development action plan.

Action 3.4. Identify opportunities to attract or grow businesses with pay at or above Tualatin's average wage.

Action 3.5. Evaluate use of incentives to retain, grow, and attract businesses.

Strategy 4: Ensure there are connections between planning for economic development and other community planning.

Action 4.3. Develop a design and planning framework for "ten-minute neighborhoods" that include a mixture of uses.

Action 4.4. Identify opportunities to support workforce development.

Low Priority

Strategy 1: Ensure an adequate supply of land that is available and serviceable.

Action 1.4. Plan for infrastructure development to support commercial and industrial development.

Action 1.5. Work with landowners ensure land is development-ready and certified as shovel ready by Business Oregon.

Strategy 2: Identify redevelopment opportunities.

Action 2.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses.

Strategy 3: Support business retention, growth and attraction.

Action 3.2. Support growth of existing businesses in Tualatin.

Action 3.6. Ensure that Tualatin has sufficient staff capacity to implement the economic development priorities set by the City Council.

Strategy 4: Ensure there are connections between planning for economic development and other community planning.

Action 4.2. Coordinate planning for economic development with housing planning

Action 4.5. Evaluate development of a civic center with a range of uses.

CONCLUSION / NEXT STEPS

As mentioned above, this document identifies a wide range of possible action items (e.g., code updates) -- more than could be reasonably accomplished in a single project or within a few years. Adoption or acceptance of a **final Policy Priorities document**, based on the presented community feedback and City Council direction, will provide a roadmap for the creation of a **2020 Work Plan** for the Tualatin Community Development Department and its Planning and Economic Development Divisions. It is also anticipated that in addition to this work plan, the Department would create a **Five-Year Action Plan** that would inform future work planning.

APPENDICES

APPENDIX A: COMMUNITY ENGAGEMENT SUMMARY

APPENDIX B: STAKEHOLDER AND COMMUNITY FEEDBACK SUMMARY (APG)

APPENDIX C: HOUSING STRATEGY (ECONORTHWEST)

APPENDIX D: ECONOMIC STRATEGY (ECONORTHWEST)

APPENDIX A: COMMUNITY ENGAGEMENT SUMMARY

Project Information dissemination

A website which can be found at <https://www.tualatin2040.com/> was developed at the inception of the Tualatin 2040 project and has been updated regularly with information about the project and its schedule, a wide range of opportunities for public engagement, meetings open to the public, and to keep the public and interested parties well informed as the project progressed. The site includes a robust library of project documents, updates, presentations, agendas, meeting summaries and more.

Policy Issue Identification Outreach Effort

Early on in the project City staff and consultant Angelo Planning Group (APG) held a joint meeting for five City Advisory groups to gain early input from them. In addition, the project management team (PMT) for the Tualatin 2040 reached out and presented at monthly meetings of all six Citizen Involvement Organizations (CIOs), the Core Area Parking District Board, and the Library Advisory Committee, as well as Task Forces and the Business Advisory Council to let them know about the many opportunities for public engagement in the Tualatin 2040 project.

Stakeholders' participation included meetings with **interested groups** and **individual interviews**.

Joint meeting	March 12, 2019 meeting with members from the following groups: <ul style="list-style-type: none">○ Tualatin Planning Commission (TPC)○ Architectural Review Board (ARB)○ Tualatin Parks Advisory Committee (TPARK)○ Tualatin Arts Advisory Committee (TAAC)○ Youth Advisory Council (YAC)
CIO meetings	<ul style="list-style-type: none">○ Martinazzi CIO○ East Tualatin CIO○ Midwest CIO○ Byrom CIO○ Commercial CIO○ Riverpark CIO
Individual interviews	<ul style="list-style-type: none">○ Participants representing a diverse group of stakeholders including residents (owners and renters), business owners, developers, parents with young children and seniors and persons with disabilities○ APG conducted twelve one-on-one stakeholder interviews from April 1 to April 3, 2019

	<ul style="list-style-type: none"> ○ City staff conducted two additional interviews -- one on April 9, 2019 with two participants and one on April 29, 2019 with one participant
Group stakeholder interview	<ul style="list-style-type: none"> ○ Tualatin Aging Task Force on May 13, 2019 facilitated by APG and assisted by City staff

Conversations with participants ranged from very specific to general topics. Participants did not need to have specific knowledge of the Tualatin Development Code to participate. A set of questions were provided to prompt discussions; however, participants were free to focus on the topics more important to them. The questions included the following:

- What land use topics and issues do you think should be City priorities?
- Do you think the City's current policies still speak to Tualatin's priorities or should something change?
- Are the regulations in the Development Code implementing the policies and the community's priorities? Are the built results turning out the way you want?
- If choices must be made about what chapters of the TDC to update first, what do think should be done first?

Advisory Committees for Housing Needs Analysis (HNA) and Economic Opportunity Analysis (EOA):

A 16-member Community Advisory Committee (CAC) was convened by the City in March 2019 to provide policy input on the HNA, EOA and related strategy documents. The Community Advisory Committee met seven times with the last meeting held on September 26, 2019. The CAC provided input to help guide the City's housing and economic policy with a focus on policy analysis and developing strategies and actions that could lead to possible changes to the comprehensive plan and development code regulations.

A Technical Advisory Committee (TAC) was convened by the City in April 2019 to provide technical input on the HNA, EOA and related strategy documents and to reach out to external agencies and experts for coordination and expertise as appropriate and needed. The Technical Advisory Committee met four times with the last meeting held September 25, 2019. The TAC focused on the technical approach and methodology for the Housing Needs Analysis (HNA) and Economic Needs Analysis (EOA). They will provide review and input for analyses, reports, and strategies. The core TAC was comprised of City staff with expertise related to City planning and development code regulation. The TAC also included county, regional and state agencies and experts in the housing and economic development field.

Open house (July – August 2019)

Interacted with 232 people, 73 in-person and 159 online. Asked for demographic and income information to inform engagement efforts. Responses to the survey questions are broken out by total responses, income (\$50,000 and below), and race (People of Color). Compared to Tualatin's Census numbers, the traditional public engagement structure (Community Advisory Committee and stakeholder interviews) interacted with an older, higher income, and more white community, than online and in-person outreach. Compared to the Census, the Latinx community and residents younger than 18 years old were under-represented, although these groups did participate through in-person surveys where demographic information was not requested.

- Top three (3) actions for the City of Tualatin to meet affordable housing needs: offer incentives for affordable housing, improve connections to jobs and services to lessen costs, and allow more types of homes. For households making \$50,000 and below, rent control and incentives for affordable housing were of greater interest. For People of Color, allowing more types of homes and obtain land for new housing were of greater interest.
- Top three (3) desired choices for new housing types: small homes, townhomes, and cottage courtyard/business-home (tie). For households making \$50,000 and below, small homes and cottage courtyards were of greater interest. For People of Color, business-home and small homes were of greater interest.
- Top three (3) non-housing priority topics: improving connectivity, increasing and protecting green space, and increasing opportunities for jobs and entertainment. For households making \$50,000 and below, increasing and protecting green space, and increasing opportunities for jobs and entertainment, were of greater interest. For People of Color, improving connectivity and increasing opportunities for jobs and entertainment, were of greater interest.

Under One Roof luncheon (September 2019)

Interacted with around 40 community members, representing a diverse range from affordable housing residents, to housing service providers, to elected officials. We received our first request to use Spanish translation services, which have been offered at all Tualatin 2040 community meetings.

- The panel of experts recommended the following actions for the City of Tualatin to address affordable housing needs: land is costly so review what land is already in public control, reform the zoning (especially parking and density), and be ready for not-in-my-backyard (NIMBY) concerns.
- Affordable housing is complex and a coalition is needed, similar to the panel at the meeting (Community Action + Washington County Department of Housing Services + Community Partners for Affordable Housing), but also to include advocates within the community.
- The major theme from stakeholder feedback was a desire to achieve a greater efficiency in how we use land. This could be done by improving connections to community amenities by access (transportation) or increasing the location of jobs, businesses, services, and green spaces near homes.

- During question and answer, community members asked a range of housing questions – housing vouchers, shared/transitional housing, tiny homes, mobile or manufactured homes, and immediate assistance. Read the full meeting summary ([link](#)) for responses.

APPENDIX B: STAKEHOLDER AND COMMUNITY FEEDBACK SUMMARY (APG)

What We Learned

Participating stakeholders shared their thoughts on a wide range of topics. For the summary we have organized the input into the following key topic areas:

- Housing and Livability
- Transportation and Parking
- Civic Identity and Downtown
- Employment and Industrial Development
- Parks, Open Space and the Environment
- Community Engagement
- Equity, Diversity and Inclusion

While all of the topics were discussed the first two – **Housing and Livability** and **Transportation and Parking** -- were the top priorities for most of the stakeholders.

Housing and Livability

- Housing **affordability** was a major topic of discussion and a concern for all stakeholders and some noted the need for the City to have a plan for housing.
- There was broad support for a wider **diversity of housing types** in Tualatin; many felt a wider variety of options (other than single-family homes) would provide more affordable options.
- Some stakeholders expressed **concern**. One stakeholder felt that Tualatin is a suburban town, people live there because they want to live in the suburbs. Others noted that the “densification” of existing single-family residential neighborhoods has potential to ruin **neighborhood character**.
- Some alternative housing types discussed with stakeholders were **townhomes/rowhouses, mixed-use development, duplexes, triplexes, and accessory dwelling units (ADU)**. Most stakeholders were in favor of the full range of housing types. One stakeholder noted that small lot and zero lot line subdivisions could provide higher density that doesn’t feel cramped.
- Some stakeholders stressed the need for high rise apartments (6-8 stories) located next to transportation options and felt that the City’s **height limits** were too low. There was also concern expressed about large house sizes (“McMansions”) making housing unaffordable.
- During the discussion of affordable housing types, several stakeholders mentioned a need for living options for the aging population in Tualatin. A lack of **senior housing** and **multi-generational housing** options were noted. Interest in having more single story (ranch style) homes was also expressed. Several stakeholders mentioned that there are limited locations to downsize within Tualatin.

- Some stakeholders noted a jobs/household composition mismatch. **Workforce housing**, and more affordable housing for employees of Tualatin’s industrial and commercial businesses, was highlighted as a concern. The lack of workforce housing was also underscored as a factor in creating traffic congestion.
- Stakeholders who are part of the development community noted factors impacting the cost of housing such as **land costs** and the lack of available land to develop in Tualatin, for both large and small lots. They noted how cost of development (land, fees, construction materials, etc.) is affecting development operations and impacting affordability, acknowledging that this is a **regional concern**.
- A number of stakeholders mentioned **Basalt Creek**. One stakeholder expressed significant concerns about the environmental impacts of development in Basalt Creek. Others noted that the proposed zoning allows for a good diversity of housing (low density residential, medium low density residential and some high density residential, but that lots should be 3,000 or 4,000 square foot lots.

Transportation and Parking

- A common concern amongst stakeholders was **congestion** and traffic in town. Many attributed the traffic to employees of local businesses commuting from out of town. One stakeholder mentioned concerns about potential increase in traffic and congestion with more residential development of land available for annexation. Two stakeholders mentioned the potential benefits of a **bypass** if it would alleviate traffic, but not a road widening that would only bring more traffic.
- Transit was another important topic amongst stakeholders. Many expressed the desire for greater **transit access** and service in town, throughout Tualatin, neighboring communities, and to Portland. Further, there was excitement for the proposed **SW Corridor Max Line**. One stakeholder expressed frustration about the lack of transit access to essential services especially for those people who are transit-dependent. The importance of having transit services near affordable housing was also mentioned. **WES** is very limited; it needs to be extended/expanded to reach more areas and one stakeholder suggested a Tualatin–WES shuttle to business parks.
- Walkability of Tualatin was another popular topic amongst stakeholders. Many said they walk in the community, but primarily within their neighborhoods to avoid major roads because of the **uncomfortable pedestrian environment**. The major roads which were noted as providing **poor pedestrian connectivity** between downtown and the City’s residential neighborhoods. A few stakeholders suggested encouraging neighborhood commercial areas as a way of alleviating congestion downtown and improving walkability. Some noted the need for boulevard street design with wide sidewalks.
- Some stakeholders had concerns about **ADA accessibility** of the City’s pedestrian infrastructure. Examples included height and location of pedestrian signal push buttons and pedestrian light times. Others noted the trail designs lack lighting.

- Several stakeholders stressed the desire for a **more bike friendly** community, providing more facilities and improving comfort for cyclists outside of the City's trails system. One stakeholder noted that currently it doesn't feel safe as there is not a huge awareness of bicyclists in Tualatin. The need for a complete and connected bicycle system was also noted.
- Several stakeholders commented on the need for **adequate parking** at multi-family housing so there is minimal reliance on street parking, especially if smaller multifamily units such as duplexes or triplexes are incorporated into single family neighborhoods. Another stakeholder suggested garages shouldn't count toward parking requirements, because so few are used for parking. However, others noted that parking issues need creative solutions including reduction of parking in some places.
- One stakeholder suggested raising awareness around property owner responsibility to **clear sidewalks** after snowfall and leaf clean-up, primarily because of their effect on the ADA accessibility of sidewalks in those conditions. Another suggested the current requirement for 3-foot wide planter strips is inadequate and should be increased to 4-feet in width to avoid sidewalks buckling as tree roots grow.

Civic Identity and Downtown

- Discussions with community members revealed hopes for a more **robust downtown** Tualatin. When asked what brings people downtown, responses included shopping, retail stores, and the library. However, most stakeholders requested more attractions and businesses downtown and shared ideas of how that could be achieved. Some stakeholders also noted their preference to have fewer "chain" businesses in town and believed that the City should encourage more local businesses through incentives and other approaches to attract the "right" local businesses to downtown.
- Stakeholders commented on the **auto-centric** nature of downtown, and the negative impact of parking and traffic on downtown walkability.
- A common theme when discussing downtown was the **lack of identity** or distinct character, with stakeholders asking where is downtown Tualatin?
- Many stakeholders suggested incorporating more "**3rd places**" in Tualatin, both public (e.g. community center and arts center) and private (e.g. local coffee shop).
- Stakeholders also stressed the importance of the need for **meeting spaces** in the community. Most stakeholders stressed the lack of meeting spaces for a variety of needs from hosting Girl Scouts meetings to the State of City address.
- Stakeholders with young children noted that while the parks are excellent, there is a need for more **family-friendly entertainment** opportunities.
- Stakeholders also expressed concerns with the many **empty storefronts** in downtown and their poor condition. In particular, various ideas for potential use of the **Haggen's building** were

suggested including community center / theater, meeting spaces, City Hall, mixed uses (residential and commercial).

- Several stakeholders suggested that a **City Hall** be located in the downtown to encourage activity downtown. The City of Wilsonville was mentioned by several as good model for what a Tualatin City Hall could look like. Another suggestion for an attraction downtown was a **performance space** for the local community theatre group.
- Several stakeholders mentioned attending the downtown **farmers market** when it was operating and would support the farmers market returning to downtown.
- Many stakeholders felt that the **Tualatin River** and the **Lake at the Commons** are underutilized assets downtown due to their lack of visibility. There was interest in making The Commons a more interesting place to go with businesses and activities that help bring people there.
- **Food carts** were also mentioned by one stakeholder who believed they should be allowed throughout the community with less restrictions than what are currently in place. They stressed the importance of food trucks as a proven way to help new businesses owners succeed, which they believe the City should encourage. Further, several stakeholders suggested Tualatin allow small **neighborhood commercial areas**.
- Some stakeholders expressed concern about signs noting that the City's **sign code** was outdated.

Employment and Industrial Development

- Many stakeholders expressed their understanding of the **importance of the industrial** and manufacturing areas in Tualatin and significance of their presence. However, most community members felt these areas primarily provide employment to those out of town and lack local employees, which many stakeholders believed contributes to traffic in Tualatin.
- Also, stakeholders mentioned lack of affordable housing impacting the employment based for Tualatin's industrial and commercial businesses. Concern that local jobs aren't paying enough for people to live locally which generates **traffic**.
- Several stakeholders expressed the desire for the industrial/manufacturing businesses to have a **more positive impact** on the community through avenues such as local hires, internship and scholarship programs for local youth.

Parks, Open Space and the Environment

- Many stakeholders praised, and said they were frequent users of, **Tualatin's parks and trails**. Other open space areas such as public plazas and other **gathering spaces** were noted as more limited; many stakeholders noted a need for more of these facilities in Tualatin. However, a few stakeholders noted that adding more park land and greenspaces comes at a price and wondered whether current parks were being fully utilized.

- **Family friendly** parks, events, and activities were stressed as important assets, focus, and value of the community as the community consists of many families.
- Also, many stakeholders requested a more robust **community center** with a wider variety of classes, lessons, groups etc. for a broader range of ages beyond what is currently offered at the Juanita Pohl Center.
- Several stakeholders were concerned about the possible lack of preservation of **water quality** in the area. Clean Water Services (CWS) is the primary entity that is focused on water quality; however, the City should consider stakeholders values and a community priority to consider for enhancing strengthening partnership with CWS. The need for more environmentally friendly landscaping requirements was also noted.
- One stakeholder was in favor of enforcing stricter regulations than the baseline CWS standards, an approach that the City of Wilsonville has taken. They also expressed concerns about the impacts of urbanization on **natural resources** and areas in annexation land. Further, they mentioned the City's Stormwater Management Plan is outdated a felt it should be updated to reflect current conditions.
- Several stakeholders noted the need to preserve **Basalt Creek**.

Community Engagement

- A number of stakeholders recognized that getting more community members involved in local projects is not an easy task, but it is important to reach and engage a **broader group** than the existing strong group of dedicated "**champions**" in the community.
- Several stakeholders noted that the **Citizen Involvement Organizations (CIOs)** could be more robust and encourage more engagement throughout the community. One suggestion was for a citizen involvement advisory committee for the entire City.
- One stakeholder suggested **greater communication** between the City and the **Tigard-Tualatin School District** about significant changes to local schools that impact parking, traffic around town, or other significant impacts to the community. Another emphasized that community engagement efforts need to spread the word to all, even those **outside City boundaries** when policies/plans directly impact them.

Equity, Diversity and Inclusion

- A number of stakeholders noted the desire for **healthy communities** - everything interconnected – transportation, housing, parks, gathering places, etc.
- Some stakeholders hoped that by providing **housing for a variety of income levels** and ages it would promote more diversity in Tualatin.
- A number of stakeholders noted the need to engage and provide **more visibility for diverse groups** throughout the community, and to continue (and improve) inclusivity in **community**

engagement, be sure to hear from a wide range of community members. For example, include signs in Spanish around the City, so all feel included.

- One stakeholder noted that the existing **equity and inclusion policies** in the Comprehensive Plan are thin, should be more robust and a higher consideration during the update of the Comprehensive Plan.
- Many stakeholders noted that importance of encouraging and **welcoming diversity** in the community.

APPENDIX C: HOUSING STRATEGY

DATE: October 29, 2019
TO: Tualatin Housing Needs Analysis Project Advisory Committees
CC: Karen Perl Fox, Steve Koper, and Jonathan Taylor
FROM: Beth Goodman and Sadie DiNatale, ECONorthwest
SUBJECT: DRAFT: TUALATIN HOUSING STRATEGY

The City of Tualatin contracted ECONorthwest to develop a Housing Needs Analysis and a Housing Strategy for Tualatin. The Housing Needs Analysis will determine whether the City of Tualatin has enough land to accommodate 20-years of population and housing growth. It will characterize housing affordability problems and identify gaps in housing affordability in Tualatin. The Housing Needs Analysis (HNA) will provide the basis for an update to the City's Comprehensive Plan Housing Element, as well as for development of an action plan to implement the housing policies (i.e. the Housing Strategy).

The HNA uses a planning period of 2020-2040. Tualatin is planning for minimum growth of 1,014 new dwelling units within the Tualatin city limits and the Basalt Creek area over the 2020-2040 planning period. Tualatin's vacant unconstrained buildable land has capacity for development of 1,207 new dwelling units at full build-out, not including redevelopment capacity. Build-out of Tualatin's vacant land could occur within the 2020-2040 period or it could take longer. While the HNA works with the forecast of growth of 1,014 new dwelling units through 2040, the City may consider potential residential growth beyond this forecast in its housing policies, including buildout of all vacant land and redevelopment resulting in additional housing

The results of the HNA show that Tualatin has a deficit of land designated for housing in the Medium High Density Residential and the High Density / High-Rise Residential comprehensive plan designations. The City will need to develop policies to meet this deficit, through policies such as redevelopment or re-zoning land to meet these housing needs.

A key objective of the HNA and accompanying 2020 housing strategy is to identify options for changes to the City's comprehensive plan and land use regulations needed to address housing and residential land needs. This memorandum presents a Housing Strategy for Tualatin, based on the results of the HNA, and discussions with the Community Advisory Committee (CAC) and Technical Advisory Committee (TAC). The housing strategy presents a comprehensive package of interrelated policy changes that the CAC recommends the City address.

This housing strategy recognizes that the City does not build housing. The strategy focuses on land use tools to ensure there is adequate land planned and zoned to meet the variety of housing needs and opportunities for a variety of housing types, whether they be priced at market rate or subsidized. This strategy strives to provide opportunities for lower-cost market rate housing, to the extent possible, to achieve more housing affordability without complete reliance on subsidies, and to include subsidized housing as an important tool to meet the need at the lower end of the income spectrum (low, very low and extremely low) in the mix of strategies.

The housing strategy addresses the needs of households with middle, low, very low, or extremely low income. The following describes these households, based on information from the Tualatin Housing Needs Analysis.

- **Very low-income and extremely low-income households** are those who have an income of 50% or less of Washington County Median Family Income (MFI)² which is an annual household income of about \$41,000 or less for a family of four. About 31% of Tualatin's households fit into this category. They can afford a monthly housing cost of \$1,018 or less.³ Development of housing affordable to households at this income level is generally accomplished through development of income-restricted housing.
- **Low-income households** are those who have income of 50% to 80% of Washington County's MFI or income between \$41,000 to \$65,000 for a family of four. About 15% of Tualatin's households fit into this category. They can afford a monthly housing cost of \$1,018 to \$1,625. Households with income below 60% of MFI typically qualify for some types of income-restricted housing. The private housing market often struggles to develop housing affordable to households in this group, especially for the lower income households in the group.
- **Middle-income households** are those who have income of 80% to 120% of Washington County's MFI or income between \$65,000 to \$98,000 for a family of four. About 15% of Tualatin's households fit into this category. They can afford a monthly housing cost of \$1,625 to \$2,400. The private housing market may develop housing affordable to households in this group.

Through the technical analysis of the HNA and input from the CAC and TAC, the City identified six strategic priorities to meet housing needs identified in the HNA. Strategic priorities are described in greater detail in the section below. Appendix A presents the full text of Tualatin's existing Comprehensive Plan policies for housing. Appendix B presents the information provided to the CAC in the memorandum Housing Policy Tools to Address Needs (dated May 16, 2019).

Tualatin's Housing Strategy

Tualatin's housing strategy is organized around six broad strategic priorities: (1) ensure an adequate supply of land that is available and serviceable; (2) encourage development of a wider variety of housing types; (3) identify strategies to support affordable housing; (4) evaluate funding tools to support residential development; (5) identify redevelopment opportunities;

² Median Family Income is determined by the U.S. Department of Housing and Urban Development. In 2018, Washington County's MFI was \$81,400.

³ This assumes that households pay less than 30% of their gross income on housing costs, including rent or mortgage, utilities, home insurance, and property taxes.

and (6) ensure there are connections between planning for housing and other planning (such as transportation planning, water and wastewater planning, or economic development planning). The broad goal of the Tualatin housing strategy is to help the City manage the land within the Tualatin planning area to meet current and future housing needs while maintaining the character and quality of life in Tualatin and protecting public interests such as housing affordability, health, safety, and municipal revenues.

The Tualatin CAC convened seven times between March 2019 and September 2019. The CAC discussed housing at the meetings in March, May, August, and September. The Tualatin TAC met four times between April 2019 and September 2019 and discussed housing at all four meetings (while some meetings included discussions of other topics, as well). The CAC and TAC provided input, through discussions at meetings and opportunities for input on written documents, into the development of the Housing Strategy.

The recommendations from the CAC in this strategy consider key findings from the HNA, such as the following examples. The City has a long-term deficit of residential land. The housing market is not building enough housing that is affordable to households with annual incomes less than \$35,000 based on U.S. Census American Community Survey data. The housing market in Tualatin also has a deficit of housing affordable to households earning more than \$150,000.⁴ The composition of Tualatin's population is becoming older and more diverse. This document presents a comprehensive strategy that provides a variety of opportunities to meet the housing needs of Tualatin's residents at all income levels.

Many of the actions described in the Tualatin Housing Strategy will require legislative amendments to the City's comprehensive plan and/or development code. These actions will be subject to standard notification and hearing procedures. After the housing needs analysis is completed, the Planning Commission and City Council will prioritize the actions suggested in this memorandum, along with other actions suggested for Tualatin 2040. Implementation of high priority actions will begin in 2020, based on City Council direction.

⁴ This analysis is based on Exhibit 79 in the Tualatin Housing Needs Analysis.

Summary of Actions

The table below summarizes the Strategies, Actions, and Recommendations made by the CAC. The priority shown in the table is based on discussions with the CAC about the actions they think are most important to execute on soonest. Low priority actions represent actions that the CAC thinks are important but that may be executed in later in the Tualatin 2040 process. At some level, all of the actions in this Strategy are a high priority for the CAC.

Strategy, Action, and Recommendations	Priority
Strategy 1: Ensure an adequate supply of land that is available and serviceable.	
Action 1.1. Evaluate opportunities to increase development densities, by modifying the development code, within Tualatin's existing zones. <ul style="list-style-type: none"> Recommendation 1.1a: Evaluate increasing densities in the Residential High and Residential High Density / High Rise by allowing buildings that are five to eight stories tall. Recommendation 1.1b: Conduct an audit of the City's development code to identify barriers to residential development (e.g., lot size, setbacks, and lot coverage ratio) and identify alternatives for lowering or eliminating the barriers. Recommendation 1.1c: Evaluate off-street parking requirements for multifamily housing to identify opportunities for reduction in parking requirements, especially for housing developed for groups who have fewer cars. Recommendation 1.1d: Adopt a PUD ordinance to allow flexibility in both development standards and housing types. 	High
Action 1.2. Evaluate opportunities to re-zone land to provide additional opportunities for multifamily housing development. <ul style="list-style-type: none"> Recommendation 1.2a: Identify opportunities to re-zone industrial or commercial land for mixed-use that includes employment and residential uses. Recommendation 1.2b: Evaluate opportunities to re-zone Residential Low Density and Residential Medium Low Density land for higher density housing. Recommendation 1.2c: Evaluate merging High Density zone and the High Density / High Rise zone into one zone and evaluate increasing the maximum density and maximum height limit allowed. 	High
Action 1.3. Plan for infrastructure development to support residential development, consistent with Strategy 6. <ul style="list-style-type: none"> Recommendation 1.3a: Identify opportunities to increase coordination between transportation planning and residential growth to manage congestion from growth. Recommendation 1.3b: Identify opportunities to increase transit service. 	Medium
Action 1.4. Plan for long-term development in Tualatin through 2040 and beyond. <ul style="list-style-type: none"> Recommendation 1.4a: Actively work with Metro staff on upcoming Regional Growth Management reports. Recommendation 1.4b: Develop and implement a system to monitor the supply of residential land every two years. Recommendation 1.4c: Reevaluate Tualatin's housing needs and land sufficiency on a schedule tied to the Metro Growth Management cycle. Recommendation 1.4d: When needed in the future, work with Metro on potential expansion of the Metro UGB to include the Stafford area. 	High

Strategy, Action, and Recommendations	Priority
Strategy 2: Encourage development of a wider variety of housing types.	
Action 2.1. Allow and encourage development of duplexes, cottage housing, townhomes, row houses, and tri- and quad-plexes in lower density residential zones. <ul style="list-style-type: none"> Recommendation 2.1a: Allow duplexes, triplexes, quadplexes, cottage clusters, and townhouses in the Residential Low Density zone. Recommendation 2.1b: Allow cottage cluster housing in the Medium-Low Density and Medium-High Density zones, at densities appropriate for the zones. 	Medium
Action 2.2. Identify opportunities to increase development of commercial and residential mixed-use development. <ul style="list-style-type: none"> Recommendation 2.2a: Identify opportunities for more mixed-use development. 	Medium
Action 2.3. Identify opportunities to allow and support development of additional innovative housing types. <ul style="list-style-type: none"> Recommendation 2.3a: Evaluate allowing and supporting development of other housing types in Tualatin, such as single-room occupancy (more than four unrelated living in the same dwelling with shared kitchen and bathrooms); reuse of cargo containers for housing; tiny homes (dwelling units between 100 and 500 square feet); and higher amenity housing on larger lots. 	Low
Strategy 3: Support development and preservation of housing that is affordable for all households.	
Action 3.1. Identify policies to support development of housing affordable to households earning less than 60% of Median Family Income in Washington County (\$48,900 or less for a household size of four people). <ul style="list-style-type: none"> Recommendation 3.1a: Develop policies to support development of housing affordable to households with incomes below 60% of MFI as part of the City's program to leverage funds from the Metro Bond. 	High
Action 3.2 Develop policies to support development of housing affordable to people who have income of between 60% and 120% of MFI (\$48,900 to \$98,000 for a household of four in Washington County) and live and work in Tualatin. <ul style="list-style-type: none"> Recommendation 3.2a: Emphasize growth of jobs that pay at or above average wages, as part of the City's economic development strategy. Recommendation 3.2b: Identify opportunities to partner with or support employers who are interested in developing an Employer Assisted Housing program. 	Medium
Action 3.3. Develop policies to prevent and address homelessness. <ul style="list-style-type: none"> Recommendation 3.3a: Develop policies to prevent and address homelessness. 	Low
Action 3.4. Develop policies to prevent or mitigate residential displacement resulting from redevelopment and increases in housing costs in Tualatin. <ul style="list-style-type: none"> Recommendation 3.4a: Develop policies to prevent displacement of existing residents. Recommendation 3.4b: Develop policies to prevent loss of existing affordable housing. 	Low
Action 3.5. Partner with organizations to establish a land bank or land trust. <ul style="list-style-type: none"> Recommendation 3.5a: Determine whether to participate in a land bank or land trust, such as the Proud Ground Community Land Trust. 	Low
Action 3.6. Evaluate creative system development charge financing opportunities. <ul style="list-style-type: none"> Recommendation 3.6a: Evaluate options for potential changes to SDCs and TDTs to support development of affordable housing. 	Medium
Action 3.7. Evaluate establishment of a tax exemption program to support development of affordable housing. <ul style="list-style-type: none"> Recommendation 3.7a: Evaluate tax exemption options to support development of affordable housing or mixed-use housing. 	Medium

Strategy, Action, and Recommendations	Priority
Action 3.8. Ensure that Tualatin has sufficient staff capacity to implement the housing program priorities set by the City Council. <ul style="list-style-type: none"> Recommendation 3.8a: Determine whether the City will need to add staff to implement the policies in the Housing Strategy. 	Low
Strategy 4: Identify funding tools to support residential development.	
Action 4.1. Evaluate opportunities to use leveraged funds from the Metro Housing Bond to support development of affordable housing. <ul style="list-style-type: none"> Recommendation 4.1a: Evaluate opportunities, such as housing development incentives (in Strategy 3), to use leveraged funding from the Metro Bond to support the development of affordable housing. 	High
Action 4.2. Evaluate establishing an Urban Renewal district. <ul style="list-style-type: none"> Recommendation 4.2a: Continue the evaluation of establishing a new urban renewal district and consider including urban renewal projects that support development of multifamily housing affordable for households earning less than 60% of MFI. 	High
Action 4.3. Evaluate implementation of a construction excise tax. <ul style="list-style-type: none"> Recommendation 4.3a: Evaluate implementation of a CET, starting with an analysis of the financial capacity of a CET. 	Medium
Strategy 5: Identify redevelopment opportunities.	
Action 5.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses. <ul style="list-style-type: none"> Recommendation 5.1a: Identify opportunities for redevelopment of mixed-use districts and initiate an area planning process to guide redevelopment. 	High
Action 5.2. Support redevelopment of underutilized commercial buildings for housing. <ul style="list-style-type: none"> Recommendation 5.2a: Identify underutilized commercial areas that are ripe for redevelopment and work with landowners and developers to support redevelopment. 	Medium
Strategy 6: Ensure there are connections between planning for housing and other community planning.	
Action 6.1. Ensure that updates to the Transportation System Plan are coordinated with planning for residential growth. <ul style="list-style-type: none"> Recommendation 6.1a: Evaluate opportunities to decrease dependence on automotive transportation in areas planned for housing. Recommendation 6.1b: Evaluate opportunities to expand transit and improve transportation connectivity in Tualatin particularly from the future Southwest Corridor station in Bridgeport to the Tualatin's Town Center. Recommendation 6.1c: Evaluate opportunities for planning transit-oriented development. Recommendation 6.1d: Develop a bicycle and pedestrian plan for Tualatin to increase connectivity within Tualatin. 	High
Action 6.2. Coordinate planning for economic development planning with housing planning. <ul style="list-style-type: none"> Recommendation 6.2a: Ensure the City includes housing planning for housing that is affordable to people who work at businesses in Tualatin. 	Medium
Action 6.3. Develop a design and planning framework for “ten-minute neighborhoods” that include a mixture of uses. <ul style="list-style-type: none"> Recommendation 6.3a: Develop a framework for mixed-use neighborhoods that includes the elements that residents need for day-to-day life. 	Low
Action 6.4. Support sustainable development practices. <ul style="list-style-type: none"> Recommendation 6.4a: Evaluate sustainable building practices, including certifications, to determine whether the City should offer incentives for certification or require certification of new buildings as sustainable. 	Low

Strategy 1: Ensure an adequate supply of land that is available and serviceable

This strategy is about ensuring an adequate land supply—not only a twenty-year supply (as Goal 10 requires) but also a pipeline of serviced land that is available for immediate development. The following recommended strategies and actions are intended to ensure an adequate supply of residential land through a combination of changes to the Tualatin Development Code, re-zoning land, and long-term regional planning for housing. Efficient use of Tualatin’s residential land is key to ensuring that Tualatin has adequate opportunities to grow from 2020 to 2040, and beyond.

Issue Statement

Tualatin’s vacant unconstrained residential land can accommodate about 1,900 new dwelling units, including land within the city limits and Basalt Creek. Development of all of Tualatin’s vacant unconstrained land may occur over a period longer than the 20-year planning period of this project. The forecast for housing growth over the 2020 to 2040 period is 1,041 new dwelling units.

The results of the HNA show that Tualatin has a **surplus** of capacity for new housing in the Low Density Residential, Medium Low Density Residential, and High Density Residential plan designations but a **deficit** in the Medium High Density Residential and High Density / High-Rise Residential plan designations. Tualatin has a deficit of 109 dwelling units (about 7 gross acres of land) in the Medium High Density Residential designation and a deficit of 101 dwelling units (about 4 gross acres of land) in the High Density / High-Rise Residential designation.

Tualatin has enough land within its planning area to accommodate the forecast for new housing. The existing zoning, however, leads to deficits of land in the Medium High Density Residential and High Density / High-Rise Residential plan designations. Oregon’s Statewide Planning System requires cities that do not have enough land within their UGB (or in selected plan designations) to evaluate and implement policies to increase land use efficiently, expand the UGB, or both.

Tualatin is part of the Metro UGB and cannot expand its planning area on its own. Tualatin can, however, increase land use efficiency within its planning area through increasing allowable development densities, re-zoning land, or planning for redevelopment to meet the needs in the Medium High Density Residential and High Density / High-Rise Residential plan designations. In addition, Tualatin can monitor growth to ensure that the city continues to have sufficient land for residential growth, and work with Metro and other regional partners on future expansions of the Metro UGB to accommodate additional residential development in Tualatin.

Tualatin not only needs land that is vacant, the land must also have urban services that support residential development, such as municipal water service, sewer and wastewater service, storm water management systems, and transportation connections with adequate capacity to accommodate growth.

Goal

Ensure that sufficient land is designated and has urban services to support development so that the supply is adequate for all needed housing types at the needed densities. Consider the development-ready residential land supply as part of ongoing functional planning efforts to provide necessary urban services in support of residential development.

Recommended Actions

Action 1.1. Evaluate opportunities to increase development densities, by modifying the development code, within Tualatin's existing zones.

This approach seeks to increase housing capacity by increasing allowable density in residential zones. In short, it gives developers the option of building to higher densities. Higher densities increase residential landholding capacity. Higher densities, where appropriate, provide more housing, a greater variety of housing options, and a more efficient use of scarce land resources. Higher densities also reduce sprawl development, add tax revenue that benefits the City as more units can be built, and make the provision of services more cost effective.

This action will look at increasing allowed densities in the comprehensive plan and decreasing minimum lot size standards and/or allowable densities in all residential zones.

Tualatin could modify the density ranges outlined in the Tualatin Development Code. These are currently:

- Residential Low (RL): 1 -6.4 dwelling units per acre
- Residential Medium-Low Density (RML): 6-10 dwelling units per acre
- Residential Medium-High Density (RMH): 11-15 dwelling units per acre
- Residential High Density (RH): 16-25 dwelling units per acre
- Residential High Density / High Rise (RH/HR): 26-30 dwelling units per acre

With respect to zoning, Tualatin presently has the following zoning standards:

P is permitted, C is conditional, and N is not permitted

Minimum Lot size is in square feet and maximum density is in dwelling units per acre (du/ac)

Zone	Single-Family Detached	Manufactured Home on a Lot	Accessory Dwelling Unit	Manufactured Home Park	Duplex	Townhouse	Multi-family
Residential Low (RL)							
Allowed uses	P	P	P	N	C	C	C
Minimum Lot Size	6,500 average	6,500 average	-		6,000	6,000	6,000
Maximum Density	6.4 du/ac	6.4 du/ac	Accessory to lot with single		6.4 du/ac	6.4 du/ac	6.4 du/ac

Zone	Single-Family Detached	Manufactured Home on a Lot	Accessory Dwelling Unit	Manufactured Home Park	Duplex	Townhouse	Multi-family
			family dwelling				
Residential Medium-Low Density (RML)							
Allowed uses	C	N	P	P	P	P	P
Minimum Lot Size	4,500				4,356*	1,400	4,356*
Maximum Density	10 du/ac			12 du/ac	10 du/ac	10 du/ac	10 du/ac
Residential Medium-High Density (RMH)							
Allowed uses	N	N	N	N	P	P	P
Minimum Lot Size					2,904*	1,400	2,904*
Maximum Density					15 du/ac	15 du/ac	15 du/ac
Residential High Density (RH)							
Allowed uses	N	N	N	N	P	P	P
Minimum Lot Size					1,742*	1,400	1,742*
Maximum Density					25 du/ac	25 du/ac	25 du/ac
Residential High Density / High Rise (RH/HR)							
Allowed uses	N	N	N	N	P	P	P
Minimum Lot Size					1,452	1,452	1,452*
Maximum Density					30 du/ac	30 du/ac	30 du/ac
Mixed Use Commercial Overlay Zone (MUCOD)							
Allowed uses	N	N	N	N	P	P	P
Minimum Lot Size					None	None	None
Maximum Density					50 du/ac	50 du/ac	50 du/ac
Central Tualatin Overlay Zone (RH/HR)							
Allowed uses	N	N	N	N	P	P	P
Minimum Lot Size (Core Area)					5,000	5,000	5,000
Minimum Lot Size (Non-core Area)					25,000	25,000	25,000
Maximum Density					25 du/ac	25 du/ac	25 du/ac

*Note: The lot sizes for duplex and multifamily units are based on development on more than one acre. Development on less than one acre has a different standard for minimum lot size.

Changes to lot size standards are legislative changes to the comprehensive plan and/or zoning code. As such, this process should be initiated with the Planning Commission and include opportunities for public input.

Recommendation 1.1a: Tualatin should evaluate increasing densities in the Residential High and Residential High Density / High Rise by allowing buildings that are five to eight stories tall (or higher). The City could increase densities to 60 to 100 dwelling units per acre. Alternatively, the City could allow the zoning standards to dictate the number of new dwelling units, based on standards such as building height limitations, parking requirements per unit, lot coverage ratios, setback requirements, and other zoning standards.

Recommendation 1.1b: Tualatin should conduct an audit of the City's development code to identify barriers to residential development (e.g., lot size, setbacks, and lot coverage ratio) and identify alternatives for lowering or eliminating the barriers. For example, the code audit could include these evaluating dimensional standards (in all zones to understand the potential impact of development of vacant land, especially smaller or irregularly shaped lots to identify barriers to infill development.

Recommendation 1.1c: Tualatin should evaluate off-street parking requirements for multifamily housing to identify opportunities for reduction in parking requirements, especially for housing developed for groups who have fewer cars such as seniors or low-income affordable housing, close proximity to transit stop, and/or additional provision of bicycle parking. The City could consider changes that allow for alternative ways to meet parking requirements or reduce (or eliminate) parking requirements:

- Requiring off-street parking but not necessarily requiring parking garages;
- Allowing some on-street parking within a set distance of the development to account for some off-street parking requirements;
- Requiring less off-street parking when close (such as within ¼ mile) of a transit stop; or
- Requiring additional provision of bicycle parking to reduce parking requirements for the building

Recommendation 1.1d: Adopt a PUD ordinance to allow flexibility in both development standards and housing types, subject to a maximum density, in exchange for provision of protected open space, through a land use application process that would require a hearing about the proposed development with the Planning Commission.

Action 1.2. Evaluate opportunities to re-zone land to provide additional opportunities for multifamily housing development.⁵

The community desires rezoning to promote the opportunity of housing redevelopment and development. This action seeks to address the deficit of land in the Medium High Density Residential designation (about 7 gross acres of land) and in the High Density / High-Rise Residential designation (about 4 gross acres of land). The action also seeks to provide additional opportunities for development of multifamily housing to provide more opportunities for people who work at businesses in Tualatin to also live in Tualatin.

Recommendation 1.2a: Identify opportunities to re-zone industrial or commercial land for mixed-use that includes employment and residential uses. The City should exclude industrial sanctuary land (i.e., land in the Southwest Tualatin Concept Plan area) from this evaluation, as this land has been identified as regionally significant industrial areas.

Recommendation 1.2b: Evaluate opportunities to re-zone Residential Low Density and Residential Medium Low Density land for higher density housing.

Recommendation 1.2c: Evaluate merging High Density zone and the High Density / High Rise zone into one zone and evaluate increasing the maximum density and maximum height limit allowed in the revised zone, consistent with Action 1.1.

Action 1.3. Plan for infrastructure development to support residential development, consistent with Strategy 6.

The City already coordinates land use planning with the Capital Improvement Plan to ensure that infrastructure is available to support residential development, especially in newly urbanizing areas and areas identified as high priority for development. Some types of infrastructure development, especially transportation and transit infrastructure, have lagged behind growth in Tualatin and in the broader region, resulting in automotive congestion and insufficient transit service, as discussed in Strategy 6.

Recommendation 1.3a: Identify opportunities to increase coordination between transportation planning and residential growth to manage and reduce congestion resulting from new growth.

⁵ An alternative to this strategy suggested by a committee member was revising the City's zoning system to the following categories of land use: Suburban Residential (replaces the RL and RML zones) with a maximum of 10 dwelling unit per acre and maximum building height of 45 feet; Urban Residential (replaces the RMH and RH zones) with a minimum density of 15 dwelling units per acre and maximum building height of 65 feet; and Urban II (includes the RH/HR zone) with a minimum density of 30 dwelling units per acre and maximum building height of 100 feet.

[Recommendation 1.3b:](#) Identify opportunities to increase transit service between Tualatin and other cities within the Portland region (such as the on-going planning for the Southwest Corridor) and transit within Tualatin.

Action 1.4. Plan for long-term development in Tualatin through 2040 and beyond.

The Housing Needs Analysis plans for the 2020 to 2040 period. It is based on Metro's current forecasts for household growth in Tualatin. The Economic Opportunities Analysis shows that employment will continue to grow in Tualatin at a substantially faster pace over the next 20-years than households.

Tualatin has capacity for residential development beyond the forecast for growth over the next 20 years and may be planning for additional capacity for residential growth (through policies to increase multifamily building height and density standards (Action 1.1), through increased mixed-use development (Action 1.2), and through redevelopment (Action 5.1). Even so, if Tualatin wants to provide more opportunities for development of housing to allow people to live and work in Tualatin, the City will need to identify additional opportunities for residential development, beyond the Tualatin planning area.

A key part of this planning is working with Metro on regional planning for housing and employment in and around Tualatin. The City would be well-served by having information to share with Metro about new development, the City's planning efforts to provide opportunities for people to work and live in Tualatin, and economic development plans.

[Recommendation 1.4a:](#) Actively work with Metro staff on upcoming Regional Growth Management reports to ensure that Tualatin's population and employment forecasts are planned for similar growth rates and to coordinate Tualatin's planning with regional plans.

[Recommendation 1.4b:](#) Develop and implement a system to monitor the supply of residential land every two years. This includes monitoring residential development (through permits) as well as land consumption (e.g. development on vacant, or redevelopable lands). The reports resulting from growth monitoring can be used for working with Metro to better understand Tualatin's opportunities for growth.

[Recommendation 1.4c:](#) Reevaluate Tualatin's housing needs and land sufficiency on a regular basis tied to the Metro Growth Management cycle (i.e., every six years), as part of the City's coordination with Metro. This recommendation is consistent with new requirements in ORS 197.296 (2)(a)(B)(ii), which was updated through House Bill 2003 to require Metro cities to update their housing needs analysis every six years.

[Recommendation 1.4d:](#) As Tualatin continues to grow and eventually cannot accommodate residential growth within the City, work with Metro on potential expansion of the Metro UGB to include the Stafford area.

Strategy 2: Encourage development of a wider variety of housing types

This strategy focuses on actions that are intended to ensure new residential structures developed in Tualatin are diverse and include for example: “missing middle,” “workforce housing,” “low to moderate income senior” housing and other housing products to achieve housing affordability for households and to meet Tualatin’s 20-year housing needs.

Issue Statement

Continued increases in housing costs may increase demand for denser housing (e.g., multifamily housing, single-family attached housing, and compact single-family detached housing). To the extent that denser housing types are more affordable than larger housing types (i.e., single-family detached units on larger lots, such as 2,500 square foot dwelling units on lots larger than 5,000 square feet), continued increases in housing costs will increase demand for denser housing.

Tualatin’s housing mix in the 2013-2017 period⁶ was 53% single-family detached, 6% single-family attached, and 41% multifamily. Of the multifamily housing, about 5% are low-density multifamily housing types such as duplexes, tri-plexes, and quad-plexes. The HNA assumes that the housing mix of *new* dwelling units in Tualatin will be about 40% single-family detached, 15% single-family attached, and 45% multifamily.

To achieve this mix, Tualatin will need to implement policies that allow a wider variety of middle-density housing types (e.g. cottage cluster, townhouses, duplexes, tri-plexes, and quad-plexes), as well as higher-density housing types (e.g., apartment buildings taller than four stories and mixed-use buildings).

In addition, Tualatin will allow for development of housing that is affordable to workers in Tualatin,⁷ and located in proximity to employment opportunities to attract needed labor force for its industrial and commercial zones and mixed-use overlay zones. These types of housing include (but are not limited to): live-work units, “skinny” single-family detached housing, townhouses, cottage housing, duplexes and triplexes, and less costly types of multifamily housing.

⁶ Based on 2013-2017 ACS 5-year estimates for Tualatin.

⁷ The average wage in Tualatin was \$57,300 in 2017. Housing that is affordable to a worker with that wage would have a housing cost of no more than \$1,430 per month. Some workers make less than the average wage and would require housing affordable to lower incomes, as described in Strategy 3.

A single-worker with a job paying the average wage could afford a dwelling with a sales price of no more than \$230,000. Given that the average sales price in Tualatin in early 2019 was \$480,000, housing affordable at the average wage in Tualatin is likely to be rental housing. If the household has two full time workers with jobs paying the average wage, the household may be able to afford to purchase a dwelling in Tualatin.

Goal

Allow and encourage the development of a broader diversity of housing types, including middle-density housing types and higher-density housing types.

Recommended Actions

Action 2.1. Allow and encourage development of duplexes, cottage housing, townhomes, row houses, and tri- and quad-plexes in lower density residential zones.

Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types.

This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types may provide additional affordability and allow more residential units than would be achieved by detached homes alone.

The City has already partially implemented this strategy. The City already allows one accessory dwelling unit for existing single-family units. Tualatin allows duplexes, townhouses, and multifamily housing as a conditional use in the Residential Low Density zone. Tualatin allows duplexes, townhouses, and multifamily housing as a permitted use in the Medium-Low Density and Medium-High Density zones.

This strategy would move Tualatin towards compliance with the potential requirements of House Bill 2001, which passed during the 2019 Legislative session. The bill requires cities within the Metro UGB to allow “middle” housing types in low-density residential zones. The bill defines middle housing types as:

- (A) Duplexes;
- (B) Triplexes;
- (C) Quadplexes;
- (D) Cottage clusters; and
- (E) Townhouses.

To comply with House Bill 2001, Tualatin will need to:

- Allow cottage cluster as a housing type in the Residential Low Density zone. Tualatin may want to allow cottage cluster housing in the Medium-Low Density and Medium-High Density zones. Tualatin will also need to include development standards in the Tualatin Development Code.
- Allow duplexes, townhouses, and multifamily housing as a permitted use in the Residential Low Density zone.

[Recommendations 2.1a: Allow duplexes, triplexes, quadplexes, cottage clusters, and townhouses in the Residential Low Density zone. Tualatin will also need to revise the](#)

development code to include development standards for these housing types. As part of implementation of House Bill 2001, DLCD will be developing a model code for cities to accommodate these housing types. Given that the model code may not be available before December 2020 and the deadline for adoption of policies to meet the requirement of House Bill 2001 is June 30, 2022, Tualatin should begin the process to identify changes necessary to implement House Bill 2001 before the model code is available.

Recommendations 2.1b: Allow cottage cluster housing in the Medium-Low Density and Medium-High Density zones, at densities appropriate for the zones.

Action 2.2. Identify opportunities to increase development of commercial and residential mixed-use development.

One way to provide additional opportunities for housing development, especially multifamily housing development, is through planning for mixed-use development. Tualatin defines Mixed Use Development as “A tract of land or building or structure with two or more different uses such as, but not limited to residential, office, retail, manufacturing, public or entertainment, in a compact urban form.”

The Economic Opportunities Analysis shows that Tualatin has a small amount of vacant unconstrained commercial land (11 acres). Strategy 5 (redevelopment) recommends identifying opportunities for redevelopment, especially for mixed-use development. The Economic Opportunities Analysis and Housing Needs Analysis both document the fact that most people who work in Tualatin live elsewhere and that there are relatively few opportunities for housing for people who want to live and work in Tualatin.

One way to increase opportunities for this type of housing is to increase the overall amount of housing affordable to people who work at jobs in Tualatin, much of which will be multifamily housing and should be located near to employment centers in Tualatin. Increasing opportunities for mixed-use development can address both of these issues.

Recommendation 2.2a: Identify opportunities for more mixed-use development, either through rezoning land to a mixed-use zone and/or through redevelopment (consistent with Action 5.1).

Action 2.3. Identify opportunities to allow and support development of innovative housing types.

Some housing types have traditionally not been present in Tualatin, either because they are not allowed, or the market is not developing them. Some innovative housing types may include: single-room occupancy (more than four unrelated living in the same dwelling with shared kitchen and bathrooms); reuse of cargo containers for housing; tiny homes (dwelling units between 100 and 500 square feet); and other innovative housing types.

In addition, growth of seniors is increasing demand for single-level single-family detached units to allow seniors to remain in Tualatin as they age. While this type of unit is allowed in Tualatin, little of this housing has been developed over recent years.

Tualatin's land base does not provide opportunity for development of higher amenity housing on larger lots. This type of housing generally appeals to households with higher incomes. When Tualatin is evaluating opportunities for UGB expansion, there may be opportunities for development of this type of housing in areas where developing higher density housing is challenging or undesirable, such as on hillsides.

[Recommendation 2.3a: Evaluate allowing and supporting development of other housing types in Tualatin, such as single-room occupancy \(more than four unrelated living in the same dwelling with shared kitchen and bathrooms\); reuse of cargo containers for housing; tiny homes \(dwelling units between 100 and 500 square feet\); and higher amenity housing on larger lots.](#)

Strategy 3: Support development and preservation of housing that is affordable for all households

The following recommended strategy and actions are intended to use a deliberate set of mandates and incentives to support the development of new affordable housing and preserve existing affordable housing.

Issue Statement

Availability of housing that is affordable to households at all income levels is a key issue in Tualatin. For the purposes of this strategy, affordable housing is defined as: 1) housing for very low-income and extremely low-income households at 50% or below of Median Family Income⁸ (\$41,000 in 2018), 2) housing for low-income households with income between 50% and 80% of

⁸ Based on U.S. Department of Housing and Urban Development Median Family Income of \$81,400 for Washington County in 2018.

MFI (\$41,000 to \$65,000 in 2018), and 3) housing for middle-income households with income between 80% and 120% MFI (\$65,000 to \$98,000 in 2018).

The City's policy options for providing opportunities to build housing, especially affordable housing (both market-rate and government subsidized affordable housing) are limited. The most substantial ways the City can encourage development of housing is through ensuring that enough land is zoned for residential development, assembling and purchasing land for affordable housing development, eliminating barriers to residential development where possible, and providing infrastructure in a cost-effective way.

Based on the actions identified below and the priorities set by decision makers, the City should develop a comprehensive housing strategy that includes and supports development of long-term (30-60 years) affordable housing by any of the following: government-subsidized non-profit developed, private developed and/or developed in partnership between any of the following: public, non-profit and/or private developers. The Tualatin Housing Program will be a program that uses a variety of tools, such as those described in this memorandum, to lower barriers to and encourage affordable housing development.

Goal

The goal of this strategy is to promote more lower-cost housing, with a focus on low- and middle-income housing, creating mixed income neighborhoods. This focus is to ensure that there is housing that is affordable to workers at businesses in Tualatin.

Recommended Actions

Action 3.1. Identify policies to support development of housing affordable to households earning less than 60% of Median Family Income in Washington County (\$48,900 or less for a household size of four people).

Evaluate policies to support development of low-income housing that would be affordable to households earning less than 80% of Median Family Income (MFI) in Washington County (\$65,000 for a household size of four people), many of whom **may be eligible for income-restricted housing, which is commonly known as low-income housing**. These policies will leverage funds from the Metro Bond (discussed in Strategy 4). Some examples of support include:

- Reducing or waiving systems development charges (SDCs) and Transportation Development Tax (TDT) fees (see Action 3.6).
- Evaluating adoption of a tax exemption program (see Action 3.7).
- Providing density bonuses for development of housing affordable to households with income below 60% MFI.
- Participating in a land bank for housing affordable to households with income below 60% MFI (see Action 3.5).

- Evaluating adoption of an inclusionary zoning program to require market-rate development to include some housing affordable to households with income below 80% MFI.
- Developing an expedited review process for development of affordable housing projects that target housing affordability at 60% of MFI.
- Partnering with Washington County Housing Services and Oregon Housing and Community Services (OHCS) to identify resources for developing additional housing affordable for household with income of 60% of MFI or below.

[Recommendation 3.1a: Develop policies to support development of housing affordable to households with income below 60% of MFI, as part of the City's program to leverage funds from the Metro Bond.](#)

Action 3.2 Develop policies to support development of housing affordable to people who have income of between 60% and 120% of MFI (\$48,900 to \$98,000 for a household of four in Washington County) and live and work in Tualatin.

Workforce housing is housing that is affordable to households earning between 60% and 120% of MFI (\$48,900 to \$98,000 for a household of four in Washington County). An important part of this action is coordinating with economic development planning. In 2017, the average wage for jobs in Tualatin was \$57,300.

Action 3.1 includes housing policies for households earning 60% to 120% of MFI. Some additional ways that the City may support development of housing affordable to households with income between 60% and 120% of MFI are:

- Coordinating economic development planning with planning for residential development to emphasize growth of jobs that pay at or above Tualatin's average wage (\$57,300 in 2017).
- Supporting and potentially partnering with employers who are interested in developing an Employer Assisted Housing program to provide grants or loans to support rehabilitation or new housing development.
- Partnering with Washington County Housing Services and Oregon Housing and Community Services (OHCS) to identify resources for developing additional housing affordable for household with income between 80% to 120% of MFI.
- Participating in a land bank for housing affordable to households with income of 80% to 120% of MFI (see Action 3.5).

[Recommendation 3.2a: Emphasize growth of jobs that pay at or above average wages, as part of the City's economic development strategy.](#)

[Recommendation 3.2b: Identify opportunities to partner with or support employers who are interested in developing an Employer Assisted Housing program.](#)

Action 3.3. Develop policies to prevent and address homelessness.

Households earning less than 30% of MFI (\$24,000 or less for a family of four) are at risk of becoming homeless. They can afford monthly rent of \$600 or less. About 16% of households in Tualatin currently fit into this income category. Tualatin has a deficit of about 1,400 units affordable to households with income of \$25,000 or less.

Tualatin can use approaches similar to those in Action 3.1 to support development of housing affordable to these households, including using funds from the Metro Bond. Tualatin can also take the following actions to prevent and address homelessness:

- Develop a strategic plan to address homelessness and strengthen partnerships between the city and service providers who assist people experiencing homelessness
- Partner with service providers to expand rapid re-housing and permanent supportive housing programs.
- Partner with service providers to support the creation of overnight shelter that provides safe sleep options for people who are unsheltered and work with service providers to explore alternatives to congregate shelters.

There are many other actions that Tualatin can take to prevent and address homelessness, such as expansion of transportation options, increasing outreach to the homeless population, partnering with service providers of mental health services, supporting a crisis intervention team, and other services.

[Recommendation 3.3a: Develop policies to prevent and address homelessness.](#)

Action 3.4. Develop policies to prevent or mitigate residential displacement resulting from redevelopment and increases in housing costs in Tualatin.

Redevelopment and development of new housing can increase housing costs and displace existing residents. Housing that is currently affordable to households such as those earning 60% of MFI or less (less than \$48,900 for a household of four) and 60% to 120% of MFI (\$48,900 to \$98,000 for a household of four) can become unaffordable as a result of redevelopment and overall increases in housing costs in Tualatin, making it harder for existing residents of Tualatin and people working at businesses in Tualatin to afford to live in Tualatin.

- Identify funding to allocate to housing programs that prevent and alleviate the risk of displacement, such as the funding sources identified in Strategy 4, to fund programs such as the ones below.
- Evaluate the feasibility of developing a Housing Preservation and Development program to assist with capital repairs, façade improvements, or weatherization. Tualatin may consider criteria for funding such as the property must be regulated affordable or at risk of converting to market-rate. Tualatin could consider offering funds to low-cost, market-rate properties in need of major structural repairs (in return for the property owner maintaining existing rent levels).

- Partner with organizations to support programs that preserve market-rate housing and affordable housing. These partnerships can include programs such as provision of grants or low-interest loans to support rehabilitation of existing, older single-family detached homes in poor condition, and/or extending existing Low Income Housing Tax Credit projects for an additional term or converting to long-term affordable housing
- Limit condominium conversions. Develop and evaluate requirements for multifamily building owners who want to convert the apartment units to condominiums. Limitations may restrict the conditions under which conversion is allowed, (e.g. based on vacancy rates or tenant consent). Limitations could require that tenants be offered a right of first refusal to purchase their unit, should the owner want to convert their property to a condominium.
- Work with agencies who offer Fair Housing education and enforcement. Provide education for landlords and tenants of rights and responsibilities under Fair Housing law and provide resources for enforcement actions where Fair Housing law has been violated. Tualatin could provide resources/information about the Housing Choice Voucher Program to reduce the extent to which landlords discriminate against Voucher recipients in Tualatin.

[Recommendation 3.4a: Develop policies to prevent displacement of existing residents.](#)

[Recommendation 3.4b: Develop policies to prevent loss of existing affordable housing.](#)

Action 3.5. Partner with organizations to establish a land bank or land trust.

A land bank supports housing affordability by reducing or eliminating land or acquisition costs from a developer's total development budget. Land banks take several forms, but many are administered by a non-profit or government entity with a mission of managing a portfolio of properties to support a public or community purpose over many years or decades. The land banking process involves key procedural steps including (1) strategic land and property acquisition, (2) restoration of the property (e.g. clear blight, clear title), and (3) resale to a buyer.

A land trust is similar to land banking in that they participate in strategic land and property acquisition and restoration of the property (e.g. clear blight, clear title). Though instead of ultimately selling the property (land and buildings), the land trust holds the land in perpetuity and sells or leases the buildings. A land trust is typically a private or non-profit organization that leases or sells the buildings (e.g. dwelling units) sited on the land but owns and manages the land permanently. A land trust can support housing affordability by leasing the dwelling units on their land to income-qualified renters. If the land trust prefers to pursue homeownership objectives, they can enact a deed covenant prior to selling the dwelling units to safeguard lasting affordability for homeowners.

The City's role in a land bank or land trust may include:

- Identifying opportunities to assist with assembly of land into a single tax lot or multiple adjacent tax lots in certain cases (i.e. mixed-use development with more than one developer involved) to support development of affordable housing.

- Identifying surplus publicly-owned properties that could be used for affordable housing and partner with developers of affordable housing (consistent with Actions 3.1 or 3.2).

[Recommendation 3.5a:](#) Determine whether to participate in a land bank or land trust, such as the Proud Ground Community Land Trust, and determine the City's role in the land banking process.

Action 3.6. Evaluate creative system development charge financing opportunities.

Opportunities to change the way that the City charges system development charge (SDC) and Transportation Development Tax (TDT) include: (1) reduce or waive system development charges for residential development that meet Tualatin's housing needs or goals (such as development of housing affordable to households earning less than 60% of MFI (\$48,900 for a household of four)); (2) implement an SDC financing credit program to incentivize needed housing types; (3) develop a sliding-scale of SDC based on the size of the units, charging lower SDC for smaller units; (4) implement sole source system development charge program; (5) vest SDC rates on submission of the complete land use review application to determine the SDC early in the development process; and (6) collect SDC at completion of construction (prior to issuance of a certificate of occupancy) rather than at issuance of the building permit.

[Recommendation 3.6a:](#) Review options for potential changes to SDC and TDT to determine if one or more of the options above is appropriate for Tualatin and implement changes SDC and TDT, as appropriate.

Action 3.7. Evaluate establishment of a tax exemption program to support development of affordable housing.

Tax exemption programs typically provide exemptions from property taxes for 10 years and some for up to 20 years. Tax exemption programs include the following:

Program	Vertical Housing Development Zones (VHDZs)	Multiple-Unit Housing (a.k.a. MUPTE)	Low Income Rental Housing / Nonprofit Corporation Low Income Housing	Tax exemption for newly rehabilitated or constructed multiunit rental housing
Eligible Projects / Properties	Must include at least one “equalized floor” of residential; at least 50% of the street-facing ground floor area must be committed to non-residential use. Can be new construction or rehabilitation. City can add other criteria.	Housing subject to a housing assistance contract with a public agency; OR housing that meets City-established criteria for design elements benefitting the general public and number of units. May be new construction, addition of units, or conversion of an existing building to residential use.	New rental housing exclusively for low-income households (at or below 60% MFI); rental housing for low income persons (at or below 60% MFI) that is owned, being purchased, and/or operated by a nonprofit; or land held for affordable housing development.	Newly rehabilitated or constructed multiunit rental housing. Rental units affordable to households with an annual income at or below 120% of MFI.
Eligible Areas	Within designated areas. City may designate any area it chooses. ⁹	Within designated areas. City may designate core areas. Alternatively, the city can designate the entire City and limit the program to affordable housing.	Anywhere in the city	Anywhere in the city
Duration of Tax Exemption / Abatement	Exemption is for 10 years (this is set in statute, not by the City).	Exemption is for up to 10 years, except that for low-income housing, exemption can be extended for as long as the housing is subject to the public assistance contract.	For the low income rental housing program, exemption lasts 20 years.	City must establish a schedule that provides longer exemptions for projects with more qualifying units, with a maximum of 10 years.
Best suited for	Encouraging mixed use development in locations where ground floor commercial uses are essential to the vision and mixed use is not economically feasible yet.	Encouraging multifamily housing in strategic locations or supporting development of housing affordable households with income of 80% of MFI or lower.	Reducing operating costs for regulated affordable housing affordable at 60% MFI or below.	Incentivizing market rate / moderate-income multifamily housing development city-wide.

[Recommendation 3.7a: Review tax exemption options to support development of affordable housing or mixed-use housing to determine if one or more of the options](#)

⁹ The prior statutes governing the VHDZ program specified certain types of areas where VHDZs could be designated. The current version of the statute leaves this decision entirely up to the City. However, logically, the zoning would need to allow both residential and non-residential uses in order to allow development that could be eligible for VHDZ tax abatement.

above is appropriate for Tualatin and implement the tax exemption program(s) identified as appropriate for Tualatin.

Action 3.8. Ensure that Tualatin has sufficient staff capacity to implement the housing program priorities set by the City Council.

The Housing Strategy presented in this memorandum and especially the actions presented in Strategy 3 and Strategy 4 will take substantial staff time to evaluate and implement. The City may need additional staffing to implement the Housing Strategy.

Recommendation 3.8a: As the City Council sets priorities for implementation of the Housing Strategy, the Council should work with the City Manager and Community Development Director to determine whether the City will need to add staff to implement the policies in the Housing Strategy.

Strategy 4: Identify funding tools to support residential development

The following recommended strategy and actions are intended to consider a range of funding tools that Tualatin may implement and use to support residential development.

Issue Statement

Funding for affordable housing and the infrastructure that serves residential land is becoming increasingly difficult. Cities have adopted a broad range of tools to support affordable housing. The nature of those tools is dependent on local factors: tax base, council support, competing priorities, etc.

Funding affordable housing programs from existing revenue sources may be challenging. Supplemental tools will be necessary if the city wants to support residential development.

Goal

Explore creative and sound ways to support development of affordable housing and infrastructure development.

Recommended Actions

Action 4.1. Evaluate opportunities to use leveraged funds from the Metro Housing Bond to support development of affordable housing.

Evaluate opportunities to use leveraged funds from the Metro housing bond to support development of affordable housing. The Metro housing bond is for \$652.8 million, the majority of it will support development of at least 3,900 new affordable units. Most of the new units will be affordable to households with income of 60% MFI (\$48,600 for a family of four) or less. Funds from the bond measure can be used for: building new affordable units, housing purchase and rehabilitating existing housing, buying land for new affordable housing, and producing affordable homeownership units.

Washington County has been allocated \$118.9 million from the bond. The County's draft Local Implementation Strategy allocates Tualatin \$17.5 million for new construction of about 175 units

of housing affordable for individuals and families. In addition, the County anticipates \$30.6 million in additional funds for Tualatin to support this housing development from sources such as: Low Income Housing Tax Credits (LIHTC), private resources such as loans from private banks, property tax exemptions, Washington County HOME Partnership Investment Program funds, Washing County Housing Production Opportunity Fund, and resources from partner jurisdictions (such as fee waivers or exemptions, donated or discounted land, grants, or other resources).

The programs discussed in Strategy 3 (especially in Actions 3.1, 3.4, and 3.7) are ways that the City can support and leverage funding from the Metro Bond. In addition, Actions 4.2 (Urban Renewal) and 4.3 (CET) can also leverage funding from the Metro Bond.

[Recommendation 4.1a: Evaluate opportunities, such as housing development incentives \(from Strategy 3\), to use leveraged funding from the Metro Bond to support the development of affordable housing.](#)

Action 4.2. Evaluate establishing an Urban Renewal district.

As the City evaluates establishing a new urban renewal district (which is an on-going process within the City currently), evaluate opportunities to support development of affordable housing programs (Strategy 3) funded through urban renewal. The City should also evaluate development of infrastructure (Strategy 1) and redevelopment opportunities (Strategy 5) to support residential development.

Tax increment finance revenues (TIFs) are generated by the increase in total assessed value in an urban renewal district from the time the district is first established. As property values increase in the district, the increase in total property taxes (i.e., City, County, school portions) is used to pay off the bonds. When the bonds are paid off, the entire valuation is returned to the general property tax rolls. TIFs defer property tax accumulation by the City and County until the urban renewal district expires or pays off the bonds. Over the long term (most districts are established for a period of twenty or more years), the district could produce significant revenues for capital projects. Urban renewal funds can be invested in the form of low-interest loans and/or grants for a variety of capital investments:

- Redevelopment projects, such as mixed-use or infill housing developments
- Economic development strategies, such as capital improvement loans for small or startup businesses that can be linked to family-wage jobs
- Streetscape improvements, including new lighting, trees, and sidewalks
- Land assembly for public as well as private reuse
- Transportation enhancements, including intersection improvements
- Historic preservation projects
- Parks and open spaces

As the City continues its on-going evaluation of establishing a new urban renewal district, the City should consider including urban renewal projects that support development of multifamily housing affordable for households earning less than 60% of MFI (\$48,600 for a household of four). Cities primarily use urban renewal funds to support the development of affordable housing by purchasing land and accepting development proposals on that land. Cities typically require some percentage of housing to be affordable, or they make the inclusion of affordable housing a criterion for the evaluation of development proposals.

In addition, cities use urban renewal funds to directly invest in infrastructure projects that benefit housing development.

[Recommendation 4.2a: As the City continues its on-going evaluation of establishing a new urban renewal district, the City should consider including urban renewal projects that support development of multifamily housing affordable for households earning less than 60% of MFI.](#)

Action 4.3. Evaluate implementation of a construction excise tax.

The construction excise tax (CET) is a tax assessed on construction permits issued by local cities and counties. The tax is assessed as a percent of the value of the improvements for which a permit is sought, unless the project is exempted from the tax. In 2016, the Oregon Legislature passed Senate Bill 1533, which permits cities to adopt a construction excise tax (CET) on the value of new construction projects to raise funds for affordable housing projects. CETs may be residential only, commercial only, or residential and commercial. If the City were to adopt a CET, the tax would be up to 1% of the permit value on residential construction and an uncapped rate on commercial and industrial construction.

The allowed uses for CET funding are defined by the state statute. The City may retain 4% of funds to cover administrative costs. The funds remaining must be allocated as follows, if the City uses a residential CET:

- 50% must be used for developer incentives (e.g., fee and SDC waivers, tax abatements, etc.).
- 35% may be used flexibly for affordable housing programs, as defined by the jurisdiction.
- 15% flows to Oregon Housing and Community Services for homeowner programs.

If the City implements a CET on commercial or industrial uses, 50% of the funds must be used for allowed developer incentives, while the remaining 50% is unrestricted. The rate may exceed 1% if levied on commercial or industrial uses.

[Recommendation 4.3a: Evaluate implementation of a CET, starting with an analysis of the financial capacity of a CET based on historical construction rates and the amount of the CET. The fiscal potential will provide a foundation that \(1\) helps determine whether a CET would generate enough revenue to make an impact, and \(2\) helps focus discussion on how the city could generate the best return on investment of CET funds.](#)

Strategy 5: Identify redevelopment opportunities

This strategy focuses on actions that are intended to identify redevelopment opportunities in areas where housing would be appropriate.

Issue Statement

Tualatin has a deficit of land for housing, a deficit of 103 dwelling units in the Medium High Density Residential designation and a deficit of 101 dwelling units in the High Density / High-Rise Residential designation. Some (or perhaps all) of this deficit could be accommodated through redevelopment of existing areas within Tualatin, where there are opportunities to increase the intensity of land uses. Redevelopment may also provide opportunities for development of mixed-use areas that are more walkable, have amenities that households frequently access (e.g., schools, medical facilities, parks, retail, restaurants, and other services), and have access to transit, consistent with the actions in Strategy 6.

Redevelopment may require actions from other strategies, such as: increasing allowable densities, up-zoning, density bonuses for affordable housing, land assembly, reduced parking requirements, tax abatement programs to support housing development, and funding support such as an Urban Renewal District.

As the City plans for redevelopment, it should be sensitive to the potential for displacement of existing residents. Action 3.4 includes measures to mitigate displacement resulting from redevelopment.

Goal

Redevelop selected areas of Tualatin to create vibrant mixed-use districts that include new housing opportunities.

Recommended Actions

Action 5.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses.

A key finding of the Housing Needs Analysis is that Tualatin has limited land for development of multifamily housing and projects deficits of land to accommodate new housing in the Medium High Density and High Density / High Rise plan designations. The Economic Opportunities analysis finds that Tualatin has limited land for commercial development and projects a substantial deficit of land to accommodate new housing.

The City should identify three to four areas within Tualatin for redevelopment into mixed-use areas, with a mixture of higher-density housing and employment uses such as retail, office, and commercial services. For example, some areas that may be appropriate for redevelopment include: the Commons, areas near key transit stops, and the area West of 6th Street/East of 90th Street/North of Sagert Street. In selecting areas ripe for redevelopment, the City should consider whether economic conditions support redevelopment and landowner attitudes to redevelopment, and also set criteria based on transportation and transit connections and proximity to existing employment centers.

The City should engage the community in developing a vision for redeveloping the selected areas. The planning to implement this vision could be developed through redevelopment plans that show how the property will be redeveloped into a vibrant area with a mixture of uses, connections with Tualatin's automotive and pedestrian/bicycle transportation networks, and a variety of housing types. The redevelopment plans should include working with land owners to ensure they are supportive of the plans, as well as involving stakeholder and citizen input into the vision for the district and development of the redevelopment plans.

The City should consider opportunities to support redevelopment, such as Urban Renewal (Action 4.2) to address infrastructure deficiencies or to support development of affordable housing, funding from the Metro Bond (Action 4.1) for affordable housing development, land banking (Action 3.5), opportunities to reduce SDCs (Action 3.6), and property tax exemptions (Action 3.7) to support housing development.

[Recommendation 5.1a: Initiate a process to identify opportunities for redevelopment of mixed-use districts and initiate an area planning process to guide redevelopment.](#)

Action 5.2. Support redevelopment of underutilized commercial buildings for housing.

Tualatin has several underutilized commercial buildings, such as stores that have closed, that may be appropriate for redevelopment. The City should work with landowners to evaluate opportunities for redeveloping vacant buildings for new housing.

The City should consider opportunities to support redevelopment of underutilized commercial buildings, such as Urban Renewal to address infrastructure deficiencies or support development of affordable housing, such as the Metro Bond (Action 4.1) or property tax abatements (Action 3.7).

[Recommendation 5.2a: Identify underutilized commercial areas that are ripe for redevelopment and work with landowners and developers to support redevelopment.](#)

Strategy 6: Ensure there are connections between planning for housing and other community planning

This strategy focuses on actions that are intended to ensure coordination between planning for housing and other community planning, such as transportation planning or neighborhood planning.

Issue Statement

Discussions of residential development led to discussions of the design of neighborhoods and connectivity in Tualatin and a desire for more deliberate planning of new residential development to integrate multiple modes of transportation, access to parks and schools, and retail and services in or near neighborhoods. Given that large parts of Tualatin are already built out, this type of planning will need to consider long-term redevelopment opportunities to retrofit the existing built environment into neighborhoods with these characteristics.

This type of planning should occur with attention paid to equity issues, ensuring that neighborhoods with these characteristics are developed in a way that does not displace existing households and provides opportunity for housing for all residents of Tualatin, regardless of income, age, or race/ethnicity. This implies development of neighborhoods with a mixture of incomes, homeowners and renters, and a mixture of housing types (i.e., both single-family detached housing and attached or multifamily housing).

Goal

Ensure that Tualatin develops as a walkable and complete community with amenities that are easily accessible to people who live in Tualatin.

Recommended Actions

Action 6.1. Ensure that updates to the Transportation System Plan are coordinated with planning for residential growth

The next update to the Transportation System Plan (TSP) should coordinate planning for housing, as well as employment growth, with transportation planning, providing for opportunities for more intensive multifamily development where there is sufficient capacity for automotive and transit capacity. The redevelopment areas (Action 5.1) should be planned for in areas where there is higher capacity for automotive and transit, as well as being connected by pedestrian and bicycle trails.

The update to the TSP ensures there are additional opportunities to decrease dependence on automotive transportation, such as increased focus on development in walkable and bikeable areas and increases in transit service (amount and frequency of transit, as well as increased destinations for transit). The TSP update should also identify opportunities to address capacity issues on Tualatin's roads to ease congestion and make traveling by car within Tualatin and to areas outside of Tualatin easier.

[Recommendation 6.1a: Evaluate opportunities to decrease dependence on automotive transportation in areas planned for housing, such as increased focus on development in](#)

walkable and bikeable areas and increases in transit service (amount and frequency of transit, as well as increased destinations for transit).

Recommendation 6.1b: Evaluate opportunities to expand transit and improve transportation connectivity in Tualatin particularly from the future Southwest Corridor station in Bridgeport to the Tualatin's Town Center and vital services, and out to the neighborhoods.

Recommendation 6.1c: Evaluate opportunities for planning transit-oriented development, as transit becomes more available in Tualatin, consistent with redevelopment planning.

Recommendation 6.1d: Develop a bicycle and pedestrian plan for Tualatin to increase connectivity within Tualatin.

Action 6.2. Coordinate planning for economic development with housing planning.

Tualatin has a jobs and housing imbalance, with more jobs than residents in Tualatin. The other strategies in this memorandum are intended to support development of housing that is affordable to people who work at businesses in Tualatin (the average wage was \$57,300 in 2017), such as Action 3.2. The City should evaluate opportunities to support development of housing that is affordable to workers at businesses in Tualatin to ensure that people who work in Tualatin have the opportunity to live in Tualatin. As part of this evaluation, the City should identify opportunities for residential development closer to jobs in Tualatin, to make it easier for people to walk, bicycle, or use transit to get to work. These opportunities are parts of the strategies throughout this memorandum.

Recommendation 6.2a: Ensure the City includes housing planning for housing that is affordable to people who work at businesses in Tualatin.

Action 6.3. Develop a design and planning framework for "ten-minute neighborhoods" that include a mixture of uses.

The City should develop a framework for development of mixed-use neighborhoods that results in neighborhoods where residents have easy, convenient access to many of the places and services they use daily without relying heavily on a car. The framework would include the following elements: walkable neighborhoods, with access to transit, with nearby parks (i.e., within one-quarter mile), with neighborhood retail and restaurants, and near schools. The neighborhood would have higher concentrations of people and would be complete with sidewalks, bike lanes and bus routes that support a variety of transportation options. The design of the neighborhood should integrate design standards that promote public safety. In larger cities, these are referred to as "20 minute neighborhoods" but given Tualatin's smaller size, the scale might be more like "10 minute neighborhoods."

Recommendation 6.3a: Develop a framework for mixed-use neighborhoods that include the elements that residents need for day-to-day life.

Action 6.4. Support sustainable development practices.

Sustainable development practices are environmentally responsible and resource-efficient building practices that range from building design, building construction, and building operations and maintenance. Examples of sustainable building practices include certification programs such as Leadership in Energy and Environmental Design (LEED) or National Green Building Standard.

The City could support sustainable development practices by offering incentives for certified buildings or the City could require that new buildings adhere to specified sustainable building practices.

The trade-off with some types of sustainable building practices is that they can increase development costs (especially over the short run) and may make it more difficult to develop housing affordable for middle and lower income households. Over the long run, some sustainable building practices pay for themselves with decreased operational costs (such as energy efficient features that reduce heating and cooling costs).

[Recommendation 6.4a: Evaluate sustainable building practices, including certifications, to determine whether the City should offer incentives for certification or require certification of new buildings as sustainable.](#)

Appendix A: Tualatin's Existing Comprehensive Plan Policies

Section 4.050 General Growth Objectives.

The following are general objectives used as a guide to formulate the Plan. The objectives are positive statements to de-scribe the Plan's intent to:

- (1) Provide a plan that will accommodate a population range of 22,000 to 29,000 people.
- (2) Cooperate with the Metropolitan Service District to reach regional consensus on population growth projections within the Tualatin area.
- (3) Conform to Metropolitan Service District (Metro) procedures for initiating amendments to the Metro Urban Growth Boundary.
- (4) Provide a plan that will create an environment for the orderly and efficient transition from rural to urban land uses.
- (5) Convert agricultural land only if needed for urban uses.
- (6) Arrange the various land uses so as to minimize land use conflicts and maximize the use of public facilities as growth occurs.
- (7) Prepare a balanced plan meeting, as closely as possible, the specific objectives and assumptions of each individual plan element.
- (8) Define the urban growth boundary.
- (9) Prepare a plan providing a variety of living and working environments.
- (10) Encourage the highest quality physical design for future development.
- (11) Coordinate development plans with regional, state, and federal agencies to as-sure consistency with statutes, rules, and standards concerning air, noise, water quality, and solid waste. Cooperate with the U.S. Fish and Wildlife Service to minimize adverse impacts to the Tualatin River National Wildlife Refuge from development in adjacent areas of Tualatin.
- (12) Adopt measures protecting life and property from natural hazards such as flooding, high groundwater, weak foundation soils and steep slopes.
- (13) Develop regulations to control sedimentation of creeks and streams caused by erosion during development of property.
- (14) Develop a separate growth program that controls the rate of community growth and is acceptable to the Land Conservation and Development Commission.
- (15) Arrange the various land uses in a manner that is energy efficient.

(16) Encourage energy conservation by arranging land uses in a manner compatible with public transportation objectives.

(17) Maintain for as long a period as possible a physical separation of non-urban land around the City so as to maintain its physical and emotional identity within urban areas of the region.

(18) Fully develop the industrial area located in Washington County west of the City only when adequate transportation facilities are available and the area has been annexed to the City and served with water and sewer services.

(19) Cooperate with Washington County to study the methods available for providing transportation, water and sewer service to the industrial area west of the City, designating this area as a special study area.

(20) Initiate annexation of property within the Urban Growth Boundary planned for residential development only when petitioned to do so by owners of the affected property, including cases involving unincorporated "islands" of property surrounded by land annexed previously.

(21) Territories to be annexed shall be in the Metro Urban Growth Boundary.

(22) Address [Metro's Urban Growth Management Functional Plan, Title 13](#), Nature in Neighborhoods, through the conservation, protection and restoration of fish and wildlife habitat, including Metro's Regionally Significant Fish and Wildlife Habitat, through the Tualatin Basin Natural Resource Coordinating Committee and the Tualatin Basin Program.

(a) Support and implement the elements of the Tualatin Basin Program to:

(i) Develop and adopt local policies and regulations to implement the provisions of the Tualatin Basin Program.

(ii) Adopt low impact development (LID) provisions to reduce environmental impacts of new development and remove barriers to their utilization.

(iii) Coordinate with Clean Water Services (CWS) to implement their Healthy Streams Action Plan and other programs such as their Stormwater Management Plan and Design and Construction Standards.

(iv) Coordinate with CWS, Metro and others to develop and support the funding, voluntary and educational components of the Tualatin Basin Program.

(v) Coordinate with CWS, Metro and others to develop and support the monitoring and adaptive management components of the Tualatin Basin Program.

(b) Continue active participation in the Tualatin Basin Natural Resources Coordinating Committee and the Steering Committee to support and implement the Tualatin Basin Program.

(c) Coordinate with CWS and Metro to update Metro's Regionally Significant Fish and Wildlife Habitat Inventory Map. Changes to the Inventory Map will be on-going as on-site inventories are conducted as part of private and public construction projects.

(d) Support and implement provisions allowing public access to planned public facilities.

Section 5.030 General Objectives.

The following are general objectives used to guide the development of the residential housing element of the Plan. They describe the Plan's intent to:

- (1) Provide for the housing needs of existing and future City residents.
- (2) Provide housing opportunities for residents with varied income levels and tastes that are esthetically and functionally compatible with the existing community housing stock.
- (3) Cooperate with the Housing Authority of Washington County and the Housing Division of Clackamas County to identify sites, projects and developers to provide the City's fair share of assisted housing units for low and moderate income households, and participate in the region's Housing Opportunity Plan.
- (4) Locate higher density development where it is convenient to the City's commercial core, near schools, adjacent to arterial and collector streets and, as much as possible, in areas with existing multi-family housing and provide residential opportunities in selected commercial areas through the Mixed Use Commercial Overlay District.
- (5) Provide areas that are suitable for manufactured dwelling parks and areas that are suitable for subdivisions that will accommodate manufactured homes.
- (6) Provide areas that will accommodate small-lot subdivisions.
- (7) Develop specific and enforceable design standards for multi-family developments, town-houses, manufactured homes, manufactured dwelling parks and small-lot subdivisions.
- (8) Encourage owner occupancy of multi-family developments and other housing units within the City.
- (9) Encourage subdividers and other residential developers to consider the need for solar access on residential construction sites.

(10) Provide for the raising of agricultural animals and agricultural structures in areas that are presently used for this purpose and that are not buildable due to their location in the 100-year flood plain.

(11) Require that all residential development adjacent to Expressways be buffered from the noise of such Expressways through the use of soundproofing devices such as walls, berms or distance. Density transfer to accommodate these techniques is acceptable.

(12) Encourage the development of attached housing in accordance with the RML Planning District in the area of the Norwood Express-way/Boones Ferry Road intersection.

(13) Provide truck routes for industrial traffic that provide for efficient movement of goods while protecting the quality of residential areas.

(14) Protect residential, commercial, and sensitive industrial uses from the adverse environmental impacts of adjacent industrial use.

(15) Protect adjacent land uses from noise impacts by adopting industrial noise standards.

(16) Protect the Tonquin Scablands from adverse impacts of adjacent development. This includes the main Scabland area in the vicinity of the Burlington Northern Railroad tracks which is preserved through the use of the Wet-lands Protection District and the Greenway and Riverbank Protection District. This also includes other elements of the Scabland formations found farther to the east. These latter areas will be preserved on a case-by-case basis as development occurs through preservation in their natural state, allowing residential density transfer through the small lot subdivision, common wall housing, and condominium conditional use processes.

(17) Protect wooded areas identified on the Natural Features Map found in the Technical Memorandum by requiring their preservation in a natural state, by integrating the major trees into the design of the parking lots, buildings, or landscaping areas of multi-family complexes and non-residential uses, or in low density areas through the small lot, common wall, or condominium conditional use. If it is necessary to remove a portion or all of the trees, the replacement landscape features shall be subject to approval through the Architectural Review process, except for conventional single family subdivisions.

Appendix B: Housing Policy Tools to Address Needs

This appendix presents the information provided to the CAC in the memorandum **Housing Policy Tools to Address Needs** (dated May 16, 2019).

The City of Tualatin contracted ECONorthwest to develop a Housing Needs Analysis and a Housing Strategy for Tualatin. The Housing Needs Analysis will determine whether the City of Tualatin has enough land to accommodate 20-years of population and housing growth. It will characterize housing affordability problems and identify gaps in housing affordability in Tualatin. The Housing Needs Analysis will provide the basis for an update to the City's Comprehensive Plan Housing Element, as well as development of an action plan to implement the housing policies (i.e. the Housing Strategy).

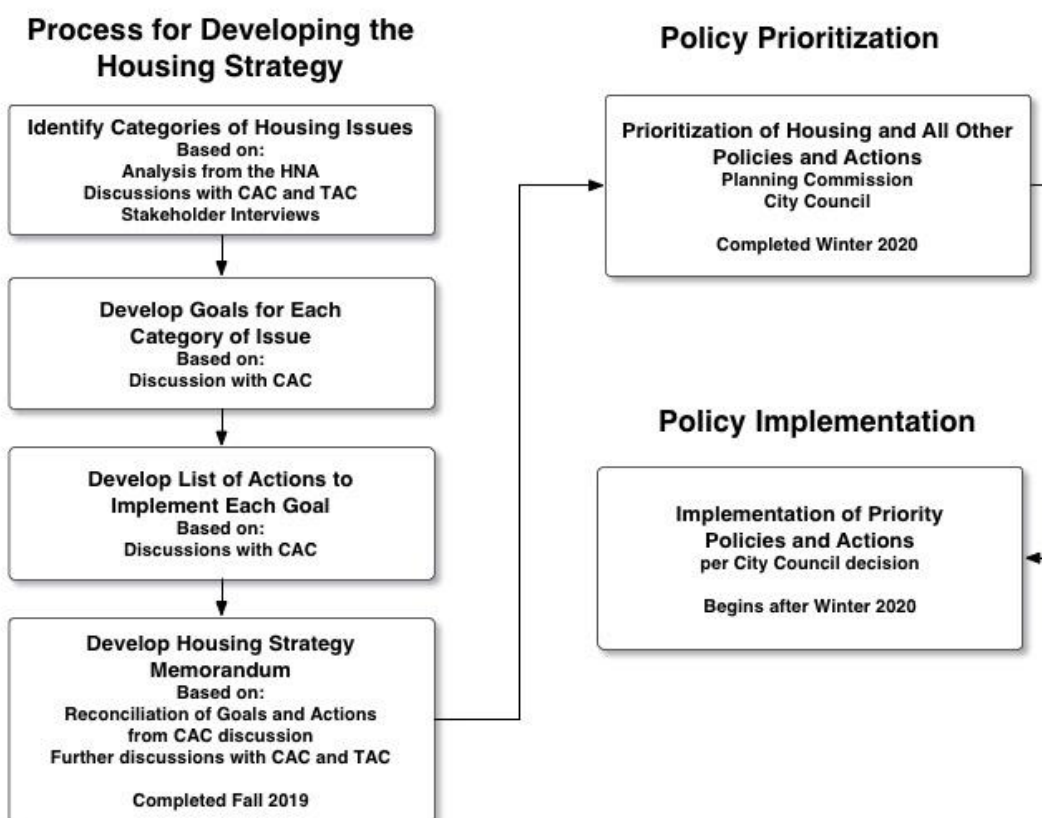
This memorandum provides a range of housing policy options for the City of Tualatin to consider as it addresses its housing needs. These policy options are commonly used by cities in Oregon and other states. Policy options are categorized as follows:

- Land Use Regulations
- Increase Housing Types
- Financial Assistance to Homeowners and Renters
- Lower Development or Operational Costs
- Funding Sources to Support Residential Development

The intention of this memorandum is to provide a toolbox of potential policies and actions that the City can use to address strategic issues. **Exhibit 1** illustrates the process for developing the housing strategy and incorporating the strategy into the broader Tualatin 2040 process. Through this project, the CAC and TAC will provide feedback and recommendations that will be used to develop the Tualatin Housing Strategy. The May 23 CAC meeting will begin this process with the following steps: (1) identify categories of housing issues, (2) develop goal(s) to address each category of issue, and (3) developing a list of actions to implement each goal. At a subsequent CAC meeting, we will discuss one or more drafts of the Housing Strategy memorandum, which will document the housing issues, goals, and actions.

After the conclusion of this project, the Housing Strategy will be combined with other policies and actions and will be prioritized by the Tualatin Planning Commission and City Council. The policies and actions will be implemented per the Tualatin City Council's direction once prioritization is completed.

Exhibit 1. Process for developing and implementing the housing strategy



Options for Housing Policy Tools

This memorandum provides the City with information about potential policies that could be implemented in Tualatin to address the City's housing needs. Implementing some of the strategies in this memorandum may be beyond Tualatin's current staff or financial resources.

For many of the policy tools described below, we give an approximate scale of impact. **The purpose of the scale of impact is to provide some context for whether the policy tool generally results in a little or a lot of change in the housing market.** The scale of impact depends on conditions in the City, such as other the City's other existing (or newly implemented) housing policies, the land supply, and housing market conditions. We define the scale of impact as follows:

- A **small** impact may not directly result in development of new housing or it may result in development of a small amount of new housing, such as 1% to 3% of the needed housing (which is 10 to 30 dwelling units for Tualatin). In terms of housing affordability, a small impact may not improve housing affordability in and of itself. A policy with a small impact may be necessary but not sufficient to increase housing affordability.
- A **moderate** impact is likely to directly result in development of new housing, such as 3% to 5% of needed housing (which is 30 to 50 dwelling units for Tualatin). In terms of

housing affordability, a moderate impact may not improve housing affordability in and of itself. A policy with a moderate impact may be necessary but not sufficient to increase housing affordability.

- A **large** impact is likely to directly result in development of new housing, , such as 5% to 10% (or more) of needed housing (which is 50 to 100 dwelling units for Tualatin). In terms of housing affordability, a **large** impact may improve housing affordability in and of itself. A policy with a large impact may still need to work with other policies to increase housing affordability.

Land Use Regulations

The following policies focus on ways in which the City can modify its current land use regulations in order to increase housing affordability and available housing stock. Policies are broken into two categories: those that affect regulatory changes, and those which increase the land available for housing.

Strategy Name	Description	Scale of Impact
Regulatory Changes		
Administrative and Procedural Reforms	Regulatory delay can be a major cost-inducing factor in development. Oregon has specific requirements for review of development applications. However, complicated projects frequently require additional analysis such as traffic impact studies, etc. A key consideration in these types of reforms is how to streamline the review process and still achieve the intended objectives of local development policies.	Scale of Impact - Small. The level of impact on production of housing and housing affordability will be small and will depend on the changes made to the city's procedures. Streamlining procedures may be necessary but not sufficient to increase housing production on its own.
Expedited / Fast-tracked Building Permit	Expedite building permits for pre-approved development types or building characteristics (e.g. green buildings). City of Bend offers expedited review and permitting for affordable housing. Any residential or mixed-use development that receives local, state or federal affordable housing funding is eligible to receive a written decision by the Planning Department within two weeks of the date of submittal. For projects that require more complex planning review, a decision will be written or the first public hearing will be held within six weeks of the date of submittal.	Scale of Impact - Small. Expedited permit processing will benefit a limited number of projects. It may be necessary but not sufficient to increase housing production on its own.
Streamline Zoning Code and other Ordinances	Complexity of zoning, subdivision, and other ordinances can make development more difficult, time consuming, and costly. Streamlining development regulations can result in increased development. As part of the streamlining process, cities may evaluate potential barriers to affordable workforce housing and multifamily housing. Potential barriers may include: height limitations, complexity of planned unit development regulations, parking requirements, and other zoning standards. Many of the remaining tools in this section focus on changes to the zoning code.	Scale of Impact - Small to moderate. The level of impact on production of housing and housing affordability will depend on the changes made to the zoning code and other ordinances.

Strategy Name	Description	Scale of Impact
<p>Allow Small Residential Lots</p>	<p>Small residential lots are generally less than 5,000 sq. ft and sometimes closer to 2,000 sq ft. . This policy allows individual small lots within a subdivision. Small lots can be allowed outright in the minimum lot size and dimensions of a zone, or they could be implemented through the subdivision or planned unit development ordinances.</p> <p>This policy is intended to increase density and lower housing costs. Small-lots limit sprawl, contribute to a more efficient use of land, and promote densities that can support transit. Small lots also provide expanded housing ownership opportunities to broader income ranges and provide additional variety to available housing types.</p> <p>Cities across Oregon allow small residential lots, including many cities in the Metro area.</p>	<p>Scale of Impact – Small to moderate. Cities have adopted minimum lot sizes as small as 2,000 sq. ft. However, it is uncommon to see entire subdivisions of lots this small. Small lots typically get mixed in with other lot sizes. This tool generally increases density and amount of single-family detached and townhouse housing in a given area, decreasing housing costs as a result of decreasing amount of land on the lot.</p>
<p>Mandate Maximum Lot Sizes</p>	<p>This policy places an upper bound on lot size and a lower bound on density in single-family zones. For example, a residential zone with a 6,000 sq. ft. minimum lot size might have an 8,000 sq. ft. maximum lot size yielding an effective net density range between 5.4 and 7.3 dwelling units per net acre.</p> <p>This approach ensures minimum densities in residential zones by limiting lot size. It places bounds on building at less than maximum allowable density. Maximum lot sizes can promote appropriate urban densities, efficiently use limited land resources, and reduce sprawl development.</p> <p>This tool is used by some cities but is used less frequently than mandating minimum lot sizes.</p>	<p>Scale of Impact—Small to moderate. Mandating maximum lot size may be most appropriate in areas where the market is building at substantially lower densities than are allowed or in cities that do not have minimum densities.</p> <p>This tool generally increases density and amount of single-family detached and townhouse housing in a given area, decreasing housing costs as a result of decreasing amount of land on the lot.</p>

Strategy Name	Description	Scale of Impact
Mandate Minimum Residential Densities	<p>This policy is typically applied in single-family residential zones and places a lower bound on density. Minimum residential densities in single-family zones are typically implemented through maximum lot sizes. In multifamily zones, they are usually expressed as a minimum number of dwelling units per net acre. Such standards are typically implemented through zoning code provisions in applicable residential zones.</p> <p>This policy increases land-holding capacity. Minimum densities promote developments consistent with local comprehensive plans and growth assumptions. They reduce sprawl development, eliminate underbuilding in residential areas, and make provision of services more cost effective.</p> <p>Mandating minimum density is generally most effective in medium and high density zones where single-family detached housing is allowed. The minimum density ensures that low-density single-family housing is not built where higher-density multifamily housing could be built.</p>	<p>Scale of Impact—Small to moderate. Increasing minimum densities and ensuring clear urban conversion plans may have a small to moderate impact depending on the observed amount of underbuild and the minimum density standard.</p> <p>For cities that allow single-family detached housing in high density zones, this policy can result in a moderate or larger impact.</p>
Increase Allowable Residential Densities	<p>This approach seeks to increase holding capacity by increasing allowable density in residential zones. It gives developers the option of building to higher densities. This approach would be implemented through the local zoning or development code. This strategy is most commonly applied to multifamily residential zones.</p> <p>For cities with maximum densities, consider removing maximum allowable densities. This change may be most relevant.</p> <p>Higher densities increase residential landholding capacity. Higher densities, where appropriate, provide more housing, a greater variety of housing options, and a more efficient use of scarce land resources. Higher densities also reduce sprawl development and make the provision of services more cost effective.</p>	<p>Scale of Impact—Small to moderate. This tool can be most effective in increasing densities where very low density is currently allowed or in areas where a city wants to encourage higher density development.</p> <p>This tool generally increases density and amount of single-family detached and townhouse housing in a given area, decreasing housing costs as a result of decreasing amount of land on the lot.</p>
Allow Clustered Residential Development	<p>Clustering allows developers to increase density on portions of a site, while preserving other areas of the site. Clustering is a tool most commonly used to preserve natural areas or avoid natural hazards during development. It uses characteristics of the site as a primary consideration in determining building footprints, access, etc. Clustering is typically processed during the site review phase of development review.</p>	<p>Scale of Impact—Moderate. Clustering can increase density, however, if other areas of the site that could otherwise be developed are not developed, the scale of impact can be reduced.</p>

Strategy Name	Description	Scale of Impact
Reduced Parking Requirements	<p>Jurisdictions can reduce or eliminate minimum off-street parking requirements, as well as provide flexibility in meeting parking requirements. Reducing parking requirements positively impact development of any type of housing, from single-family detached to multifamily housing.</p> <p>Reduced parking requirements are most frequently used in conjunction of development of subsidized affordable housing, but cities like Portland have reduced or eliminated parking requirements for market-based multifamily housing in specific circumstances.</p> <p>City of Bend offers parking reductions for affordable housing and transit proximity. Parking for affordable housing units is 1 space per unit regardless of size, compared to 1 space per studio or 1 bedroom unit, 1.5 spaces per 2-bedroom unit, and 2 spaces per 3- or more bedroom unit for market-rate multifamily development or 2 spaces per market rate detached dwelling unit. Affordable housing units must meet the same eligibility criteria as for other City of Bend affordable housing incentives</p> <p>City of Portland offers parking exceptions for affordable housing and sites adjacent to transit. The City of Portland allows housing developments that meet the inclusionary zoning requirements to reduce parking requirements to zero if located near frequent transit service, and to exclude the affordable housing units from parking requirements for developments located further from frequent transit service. The City also allows market rate housing developments located near frequent transit service to provide little or no parking, depending on the number of units in the development.</p>	<p>Scale of Impact—Small to moderate.</p> <p>The City could require the developer to prove the need and public benefit or reducing parking requirements to increase housing affordability.</p> <p>Reducing parking requirements can have a moderate to large impact on housing affordability if little or no parking is required.</p>
Reduce Street Width Standards	<p>This policy is intended to reduce land used for streets and slow down traffic. Street standards are typically described in development and/or subdivision ordinances. Reduced street width standards are most commonly applied on local streets in residential zones. This strategy could be applied to alleys, when required, to ensure that alleys are relatively narrow to reduce development and maintenance costs.</p> <p>Narrower streets make more land available to housing and economic-based development. Narrower streets can also reduce long-term street maintenance costs.</p>	<p>Scale of Impact—Small. This policy is most effective in cities that require relatively wide streets.</p>

Strategy Name	Description	Scale of Impact
Preserving Existing Housing Supply	<p>Housing preservation ordinances typically condition the demolition or replacement of certain housing types on the replacement of such housing elsewhere, fees in lieu of replacement, or payment for relocation expenses of existing tenants. Preservation of existing housing may focus on preservation of smaller, more affordable housing. Approaches include:</p> <ul style="list-style-type: none"> • Housing preservation ordinances • Housing replacement ordinances • Manufactured home preservation • Single-room-occupancy ordinances • Regulating demolitions 	<p>Scale of Impact—Small to moderate. Preserving small existing housing can make a difference in the availability of affordable housing in a city but it is limited by the existing stock housing, especially smaller, more affordable housing. Cities with older housing stock are more likely to benefit from this policy.</p>
Inclusionary Zoning	<p>Inclusionary zoning policies tie development approval to, or provide regulatory incentives for, the provision of low- and moderate-income housing as part of a proposed development. Mandatory inclusionary zoning requires developers to provide a certain percentage of low-income housing. Incentive-based inclusionary zoning provides density or other types of incentives.</p> <p>The price of low-income housing passed on to purchasers of market-rate housing. Inclusionary zoning impedes the "filtering" process where residents purchase new housing, freeing existing housing for lower-income residents.</p> <p>Oregon's inclusionary zoning laws apply to structures with 20 or more multifamily units, with inclusion of units that are affordable at 80% of the median family income of the city.</p> <p>The City of Portland has implemented an inclusionary zoning program. While Portland's inclusionary zoning program is resulting in production of affordable multifamily units, there is considerable discussion and disagreement about the impact of number of multifamily units being built and potential changes in the location of units.</p>	<p>Scale of Impact—Small to moderate. Inclusionary zoning has recently been made legal in Oregon. The scale of impact would depend on the inclusionary zoning policies adopted by the city.</p>

Increasing Land Available for Housing		
Re-designate or rezone land for housing	<p>The types of land rezoned for housing are vacant or partially vacant low-density residential and employment land rezoned to multifamily or mixed use. In rezoning land, it is important to choose land in a compatible location, such as land that can be a buffer between an established neighborhood and other denser uses or land adjacent to existing commercial uses. When rezoning employment land, it is best to select land with limited employment capacity (i.e., smaller parcels) in areas where multifamily housing would be compatible (i.e., along transit corridors or in employment centers that would benefit from new housing).</p> <p>This policy change increases opportunity for comparatively affordable multifamily housing and provides opportunities for mixing residential and other compatible uses.</p> <p>Cities across Oregon frequently re-zone and re-designate land to address deficits of land for new housing.</p>	<p>Scale of Impact - Small to large. Scale of impact depends on the amount and location of land rezoned and the densities allowed on the rezoned land.</p>
Encourage multifamily residential development in commercial zones	<p>This tool seeks to encourage denser multifamily housing as part of mixed-use projects in commercial zones. Such policies lower or eliminate barriers to residential development in commercial or mixed-use zones. They include: eliminating requirements for non-residential uses in commercial zones (e.g., requirements for ground floor retail) or requiring minimum residential densities.</p> <p>This policy can increase opportunities for multifamily development on commercial or mixed-use zones or increase the density of that development.</p> <p>Cities across Oregon frequently encourage multifamily housing development in commercial zones, either as stand-alone residential buildings or as mixed-use buildings.</p>	<p>Scale of Impact – Small to moderate. Many cities already encourage multifamily housing in commercial zones. Further encouraging multifamily housing in commercial zones would likely have a small impact, as multifamily housing is allowed in many of the commercial areas where it would be desirable. Unless it is publicly subsidized, mixed-use development generally results in relatively costly housing because ground floor commercial development is relatively expensive.</p>
Transfer or Purchase of Development Rights	<p>This policy is intended to move development from sensitive areas to more appropriate areas. Development rights are transferred to “receiving zones” and can be traded and can increase overall densities. This policy is usually implemented through a subsection of the zoning code and identifies both sending zones (zones where decreased densities are desirable) and receiving zones (zones where increased densities are allowed).</p> <p>Transfer of development rights is done less frequently in Oregon, as cities generally zone land for higher density housing where they would like it to occur. This policy is frequently used by cities outside of Oregon.</p>	<p>Scale of Impact - Small to moderate. Actual impact will depend on the extent to which the policy is used. TDRs may have little impact on overall densities since overall density is not changed; rather it is moved around. TDRs can be used to encourage higher densities in selected areas.</p>

<p>Provide Density Bonuses to Developers</p>	<p>The local government allows developers to build housing at densities higher than are usually allowed by the underlying zoning. Density bonuses are commonly used as a tool to encourage greater housing density in desired areas, provided certain requirements are met. This strategy is generally implemented through provisions of the local zoning code and is allowed in appropriate residential zones.</p> <p>Bonus densities can also be used to encourage development of low-income or workforce affordable housing. An affordable housing bonus would allow for more housing units to be built than allowed by zoning if the proposed project provides a certain number of affordable units.</p> <p>City of Bend offers affordable housing density and height bonuses. Qualifying affordable housing projects are eligible for a 10-foot building height bonus for multifamily housing when affordable housing units are gained and for a density bonus. The density increase is based on the percentage of affordable housing units within the proposed development: if 10% of the units are affordable, the maximum density is 110% of the standard maximum density. The maximum density bonus is 50% above the base density. Qualifying projects must be affordable to households at or below 60% of the AMI for rental housing and at or below 80% of the AMI for ownership housing, and require development agreements and restrictions to ensure continued affordability.</p> <p>Ashland has four different density bonuses, one of which is for development of affordable housing at higher densities and another for energy-efficient housing. Affordable housing projects meeting eligibility requirements (including rental housing affordable to households at or below 60% of AMI or ownership housing affordable to households at or below 80% of AMI for a minimum of 30 years) receive a density bonus of two units for each affordable housing unit provided, up to a maximum of a 35% increase in density.</p> <p>Kirkland Washington offers density bonuses for duplex, triplex, and cottage homes. Cottage homes (limited to 1,500 square feet of floor area) and two- and three-unit homes (up to 1,000 square feet of floor area average per unit) are allowed at double the density of detached dwelling units in the underlying zone.</p>	<p>Scale of Impact – Small to moderate. Cities provide density bonuses on a case-by-case basis, which results in a small and sometimes moderate impact in many cities. Density bonuses can have a greater impact on housing affordability when the bonus increases the number of affordable units developed.</p>
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Increase Housing Types

The following policies focus on ways in which the City can increase the types of housing available in order to increase housing affordability. Policies focus on increasing housing density or the number of residents within existing City lots.

Strategy Name	Description	Scale of Impact
Allow Duplexes, Cottage housing, Townhomes, Row Houses, and Tri- and Quad-Plexes in low density zones	<p>Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.</p> <p>House Bill 2001 may require cities to allow some of these housing types in single-family zones.</p>	<p>Scale of Impact – Small to moderate. Allowing these types of housing in more zoning districts may provide relatively few number of new, relatively affordable, housing opportunities.</p>
Allow Cottage housing, Tri- and Quad-Plexes Townhomes, Row Houses, Stacked Townhouses, Cottage Courts, Duplex/Townhouse Courts, & Garden Apartments in medium density zones	<p>Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.</p>	<p>Scale of Impact – Small to Large. Allowing these types of housing in more zoning districts may provide up to a large number of new, relatively affordable, housing opportunities. The scale of impact will depend, in part, on the amount of vacant or redevelopable land in medium density zones, as well as the types of housing newly allowed in the medium density zone.</p>
Allow Stacked Townhouses, Garden Apartments and larger-scale Apartments in high density zones	<p>Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.</p>	<p>Scale of Impact – Small to Large. Allowing these types of housing in more zoning districts may provide up to a large number of new, relatively affordable, housing opportunities. The scale of impact will depend, in part, on the amount of vacant or redevelopable land in high density zones, as well as the types of housing newly allowed in the high density zone.</p>

Strategy Name	Description	Scale of Impact
Allow Live-Work housing or Mixed-use housing in commercial zones	Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.	Scale of Impact – Small to Large. Allowing these types of housing in more zoning districts may provide up to a large number of new, relatively affordable, housing opportunities.
Remove barriers to Development of Accessory Dwelling Units (ADUs) in single-family zones	As of July 1, 2018, ORS 197.312 requires cities to allow at least one ADU for each detached single-family dwelling in areas zoned for detached single-family dwellings. Jurisdictions can make development of ADUs more likely by limiting restrictive standards and procedures, such as reducing systems development charges for ADUs, reducing or eliminating parking requirements, or allowing ADUs regardless of where the primary dwelling is owner-occupied.	Scale of Impact - Small. Oregon law recently changed to require cities to allow ADUs.
Allow small or “tiny” homes	“Tiny” homes are typically dwellings that are 500 square feet or smaller. Some tiny houses are as small as 100 to 150 square feet. They include stand-alone units or very small multifamily units. Tiny homes can be sited in a variety of ways: locating them in RV parks (they are similar in many respects to Park Model RVs), tiny home subdivisions, or allowing them as accessory dwelling units. Smaller homes allow for smaller lots, increasing land use efficiency. They provide opportunities for affordable housing, especially for homeowners. Portland and Eugene allow tiny homes as temporary shelter for people experiencing homelessness.	Scale of Impact - Small: Scale of impact depends on regulation of tiny homes, where they are allowed, and market demand for tiny homes.

Lower Development or Operational Costs

The following policies focus on ways in which the City and other entities involved in development can provide financial assistance to lower development or operational costs in a city in order to increase housing affordability and available housing stock.

Strategy Name	Description	Scale of Impact
Programs or policies to lower the cost of development		

Strategy Name	Description	Scale of Impact
Parcel assembly	<p>Parcel assembly involves the city's ability to purchase lands for the purpose of land aggregation or site assembly. It can directly address the issues related to limited multifamily lands being available in appropriate locations (e.g., near arterials and commercial services). Typical goals of parcel assembly programs are: (1) to provide sites for rental apartments in appropriate locations close to services and (2) to reduce the cost of developing multifamily rental units</p> <p>Parcel assembly can lower the cost of multifamily development because the City is able to purchase land in strategic locations over time. Parcel assembly is often associated with development of affordable housing (affordable to households with income below 60% of MFI), where the City partners with nonprofit affordable housing developers.</p> <p>Parcel assembly can be critically important role for cities to kick start quality affordable housing and work force housing projects that can be positive catalysts too for market rate development.</p>	<p>Scale of Impact - Small to large. Parcel assembly is most likely to have an effect on a localized area, providing a few opportunities for new multifamily housing development over time.</p>
Land Banking	<p>Land banks support housing development by reducing or eliminating land cost from development, with the goal of increasing the affordability of housing. They can take several forms. Many are administered by a non-profit or non-governmental entity with a mission of managing a portfolio of properties to support affordable housing development over many years or decades. Ideally, a land bank is set up to manage financial and administrative resources, including strategic property disposal, for the explicit purpose of supporting affordable housing development. Cities can partner with non-profits or sometimes manage their own land banks. Cities may also donate, sell, or lease publicly-owned land for the development of affordable housing even without a formal 'land bank' organization.</p> <p>Land banks are purposed for short-term ownership of lands. Lands acquired are often vacant, blighted, or environmentally-contaminated. Land banks may also acquire lands with title defects or of which derelict structures sit. Lands are eventually transferred to a new owner for reuse and redevelopment.</p>	<p>Scale of Impact - Small to large. A land bank will have the biggest impact on production of low- and moderate-income affordable housing. Considering how difficult it is to build this type of affordable housing and the level of need for affordable housing, a land trust could increase nonprofits' capacity to build affordable housing.</p>

Strategy Name	Description	Scale of Impact
Land Trusts	<p>A land trust is typically a nonprofit organization that owns land and sells or leases the housing on the land to income-qualified buyers. Because the land is not included in the housing price for tenants / buyers, land trusts can achieve below-market pricing. Land trusts are most commonly used as a method for supporting affordable home ownership goals.</p> <p>Land trusts are purposed for long-term stewardship of lands and buildings. Lands / buildings acquired may have need for remediation or redevelopment. Lands / buildings may have also been acquired to preserve affordability, prevent deferred maintenance, or protect against foreclosure</p> <p>Proud Ground (Portland Metro Area) was founded in 1999 and has grown into one of the largest community land trusts in the country. The organization focuses on affordable homeownership and controls ground leases associated with 270 homes in Multnomah, Washington, Clackamas, and Clark County.</p>	<p>Scale of Impact - Small to large. A land trust will have the biggest impact on production of low- and moderate-income affordable housing. Considering how difficult it is to build this type of affordable housing and the level of need for affordable housing, a land trust could increase nonprofits' capacity to build affordable housing.</p>
Public Land Disposition	<p>The public sector sometimes controls land that has been acquired with resources that enable it to dispose of that land for private and/or nonprofit redevelopment. Land acquired with funding sources such as tax increment, EB-5, or through federal resources such as CDBG or HUD Section 108 can be sold or leased at below market rates for various projects to help achieve redevelopment objectives. This increases development feasibility by reducing development costs and gives the public sector leverage to achieve its goals via a development agreement process with the developer. Funding can come from Tax Increment, CDBG/HUD 108, or EB-5.</p> <p>Cities across Oregon use publicly land to support affordable and market-rate of housing development. In some cases, municipalities put surplus public land into land banks or land trusts.</p> <p>Tri-Met is evaluating re-use of construction staging sites for future affordable housing and/or transit-orient development sites.</p> <p>Cottage Grove is working with the school district to discuss and plan for use of surplus school district land for future housing development.</p>	<p>Scale of Impact – Small to moderate. Depends on whether the City has surplus land that would be appropriate for future housing development.</p>

Strategy Name	Description	Scale of Impact
Reduced / Waived Building Permit fee, Planning fees, or SDCs	<p>Programs that reduce various development fees as an incentive to induce qualifying types of development or building features. There are a number of avenues to seek reduced or waived fees. For example, stormwater improvements can be made through the Commercial Stormwater Fee Reduction. There are commonly used tools, often implemented in conjunction with development agreements or other development negotiation processes.</p> <p>City of Portland offers SDC exemptions for affordable housing. Portland's SDC Exemption Program exempts developers of qualifying affordable housing projects from paying SDCs levied by the City of Portland for transportation, water, parks and environmental services. Eligible rental projects must serve households earning at or below 60% of the AMI for a 60-year period. Portland also offers SDC waivers for development of ADUs.</p> <p>City of McMinnville offers SDC exemptions and reduced permit fees for affordable housing. Building and planning permit fees for new or remodel housing construction projects are reduced by 50% for eligible projects and SDCs for transportation, wastewater and parks are exempted at 100%. Reductions/exemptions are prorated for mixed use or mixed-income developments. The property must be utilized for housing for low-income persons for at least 10 years or the SDCs must be paid to the city.</p>	Scale of Impact - Small.
SDC Financing Credits	<p>May help to offset the an SDC charge, which is a one-time fee that is issued when there is new development or a change in use.</p> <p>SDC financing enables developers to stretch their SDC payment over time, thereby reducing upfront costs. Alternately, credits allow developers to make necessary improvements to the site in lieu of paying SDCs. Note that the City can control its own SDCs, but often small cities manage them on behalf of other jurisdictions including the County and special districts. SDCs are granted when the project makes lasting improvements, such as improving roads, reducing number of trips, create or improve parks or recreational centers, and permanently removing water services.</p>	Scale of Impact – Small to moderate. The City may consider changes in SDCs to allow financing but the City would want to ensure that the impact should be spread-out and non-negatively impact one entity.
Sole Source SDCs	Retains SDCs paid by developers within a limited geographic area that directly benefits from new development, rather than being available for use city-wide. This enables SDC-eligible improvements within the area that generates those funds to keep them for these improvements. Improvements within smaller areas can enhance the catalytic and redevelopment value of the area. This tool can also be blended with other resources such as LIDs and Urban Renewal (Tax Increment Financing). Funding can come from an SDC fund or general fund. In some cases, there may be no financial impact. The housing can come in the form of student, low-income, or workforce housing.	Scale of Impact – Small to moderate. Depends on how the tool is implemented and whether it is used with other tools, such as LIDs or Urban Renewal.

Strategy Name	Description	Scale of Impact
Fees or Other Dedicated Revenue	<p>Directs user fees into an enterprise fund that provides dedicated revenue to fund specific projects. Examples of those types of funds can include parking revenue funds, stormwater/sewer funds, street funds, etc. The City could also use this program to raise private sector funds for a district parking garage wherein the City could facilitate a program allowing developers to pay fees-in-lieu or “parking credits” that developers would purchase from the City for access “entitlement” into the shared supply. The shared supply could meet initial parking need when the development comes online while also maintaining the flexibility to adjust to parking need over time as elasticity in the demand patterns develop in the district and influences like alternative modes are accounted for. Funding can come from residents, businesses, and developers. Also, these fees or revenues allow for new revenue streams into the City.</p>	
Reimbursement District	<p>A Reimbursement District is a cost sharing mechanism, typically Initiated by a developer. The purpose is to provide a reimbursement method to the developer of an infrastructure improvement, through fees paid by property owners at the time the property benefits from the improvement. A developer applies to create a Reimbursement District by demonstrating benefit to properties beyond their own. In addition, the size of the improvement must be measurably greater than would otherwise be ordinarily required for the improvement</p> <p>Eligible Reimbursement District projects typically include (but are not limited to) construction or connections of a sewer, water, storm water or street improvements. Applications typically include: a fee sufficient to cover the cost of administrative review, a description of the project, properties that would be impacted, and a detailed methodology and calculation of how the estimated costs would be reimbursed by payments from benefitted properties over a specified timeframe. A report from the City Engineer is generated in review of the submitted application. After a public hearing process, the council will approve, reject or modify the proposal. The approval of a Reimbursement District results in a resolution and distribution of notice among benefitted properties before construction can begin.</p> <p>Benefitted properties must pay the Reimbursement Fee when they make a physical connection to the improvement (or in the case of a sewer project, when the benefitted property creates an impervious surface that drains into the public sewer) within the Reimbursement District Area. Reimbursement fees are collected by the City and are distributed to the developer for the duration of the Reimbursement District, which are typically 10-15 years.</p> <p>Paid by benefitted properties at the time the property benefits from the improvement, typically at connection to the sewer, water or storm drain system.</p>	<p>Scale of Impact – Small to moderate.</p>

Strategy Name	Description	Scale of Impact
Linkage Fees	<p>Linkage fees are charges on new development, usually commercial and / or industrial development only, that can be used to fund affordable housing. To implement them, a city must undertake a nexus study that identifies a legal connection between new jobs housed in the developments, the wages those jobs will pay, and the availability of housing affordable to those employees.</p> <ul style="list-style-type: none"> • Can be used for acquisition and rehabilitation of existing affordable units. • Can be used for new construction. 	Scale of Impact – Small to moderate.
Tax abatement programs that decrease operational costs by decreasing property taxes		
Vertical Housing Tax Abatement (Locally Enabled and Managed)	<p>The 2017 Legislature passed legislation moving the administration of Vertical Housing Program from Oregon Housing and Community Services (OHCS) to the local City and County beginning Oct 6th, 2017. OHCS no longer administers this program.</p> <p>The legislation subsidizes "mixed-use" projects to encourage dense development or redevelopment by providing a partial property tax exemption on increased property value for qualified developments. The exemption varies in accordance with the number of residential floors on a mixed-use project with a maximum property tax exemption of 80 percent over 10 years. An additional property tax exemption on the land may be given if some or all of the residential housing is for low-income persons (80 percent of area is median income or below).</p>	Scale of Impact – Small to moderate. The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.

<p>Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)</p>	<p>Through the multifamily tax exemption, a jurisdiction can incent diverse housing options in urban centers lacking in housing choices or workforce housing units. Through a competitive process, multi-unit projects can receive a property tax exemption for up to ten-years on structural improvements to the property. Though the state enables the program, each City has an opportunity to shape the program to achieve its goals by controlling the geography of where the exemption is available, application process and fees, program requirements, criteria (return on investment, sustainability, inclusion of community space, percentage affordable or workforce housing, etc.), and program cap. The City can select projects on a case-by-case basis through a competitive process.</p> <p>The passing of HB 2377 - Multiunit Rental Housing Tax Exemption allows cities and counties to create a property tax exemption for newly rehabilitated or newly constructed multi-unit rental housing within their boundaries depending on the number of units made available to low-income households, for up to 10 consecutive years. The bill was crafted to strengthen the connection to affordability by requiring cities and counties to establish a schedule in which the number of years an exemption is provided increases directly with the percentage of units rented to households with an annual income at or below 120 percent of MFI, and at monthly rates that are affordable to such households. While not specifically referenced in the measure, ORS 308.701 defines “Multi-unit rental housing” as: “(a) residential property consisting of four or more dwelling units” and; “does not include assisted living facilities.”</p> <p>All new multifamily units that are built or renovated that offer rent below 120% of AMI are potentially eligible for this tax exemption. In a city with an AMI of \$55,000 (common outside of Portland), that's rent of \$1,650 per month or less. The tax exemption is for all taxing districts which is administered by the City. Due to this, smaller jurisdictions may have more trouble managing this program.</p> <p>Local taxing jurisdictions that agree to participate—cities, school districts, counties, etc.</p> <p>The City of Eugene offers a ten-year Multi-Unit Property Tax Exemption (MUPTE) for projects in its eastern downtown core. Eugene's criteria for granting MUPTE include: Project must provide 5 or more units of housing (not including student housing), development must meet minimum density standards, development must comply with minimum green building requirements, a portion of construction and other contracting requirements must be through local business, the development must provide 30% of the units affordable at 100% of AMI or pay a fee of 10% of the value of the tax abatement toward supporting moderate income housing development, demonstrate that the project would not be financially feasible without the exemption by providing 10-year pro forma with and without MUPTE and comply with other criteria.</p> <p>The City of Salem's Multi-Unit Housing Tax Incentive Program (MUHTIP) was adopted in 2012 to spur the construction of “transit supportive”10 multi-unit housing in the city's downtown core. In order to qualify for the exemption, projects must consist of at least</p>	<p>Scale of Impact – Small to moderate. The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.</p>
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Strategy Name	Description	Scale of Impact
	two dwelling units, be located in the city's "core area," and include at least one public benefit.	
Nonprofit Corporation Low Income Housing Tax Exemption and Low-Income Rental Housing Tax Exemption	<p>Note: These are two separate tax exemptions available under statute (ORS 307.515 to 307.523 / ORS 307.540 to 307.548). They are grouped together for their similarities (but differences are noted).</p> <p>Land and improvement tax exemption used to reduce operating costs for regulated affordable housing affordable at 60% AMI or below. Requires the City to adopt standards and guidelines for applications and enforcement mechanisms.</p> <p>The low-income rental housing program exemption lasts 20 years. The nonprofit corporation low-income housing program must be applied for every year but can continue as long as the property meets the criteria. Rents must reflect the full value of the property tax abatement and City can add additional criteria.</p> <p>There is no requirement that construction must be complete prior to application. Programs both work well in tandem with other incentives, such as land banking.</p>	<p>Scale of Impact – Small to moderate. The exemption reduces operating costs, meaning it is a tool more useful to property owners of affordable housing projects. Developers, who do not own and operate their own projects, may be less inclined to use the program.</p>

¹⁰ City of Salem, "Multi Unit Housing Tax Incentive Program," <https://www.cityofsalem.net/Pages/multi-unit-housing-tax-incentive-program.aspx>.

Funding Sources to Support Residential Development

The following policies focus on ways to pay for the costs of implementing the affordable housing programs and infrastructure development.

Strategy Name	Description	Scale of Impact
Urban Renewal / Tax Increment Finance (TIF)	<p>Tax increment finance revenues are generated by the increase in total assessed value in an urban renewal district from the time the district is first established. As property values increase in the district, the increase in total property taxes (i.e., City, County, school portions) is used to pay off the bonds. When the bonds are paid off, the entire valuation is returned to the general property tax rolls. TIFs defer property tax accumulation by the City and County until the urban renewal district expires or pays off bonds. Over the long term (most districts are established for a period of 20 or more years), the district could produce significant revenues for capital projects. Urban renewal funds can be invested in the form of low-interest loans and/or grants for a variety of capital investments:</p> <ul style="list-style-type: none"> • Redevelopment projects, such as mixed-use or infill housing developments • Economic development strategies, such as capital improvement loans for small or startup businesses which can be linked to family-wage jobs • Streetscape improvements, including new lighting, trees, and sidewalks • Land assembly for public as well as private re-use • Transportation enhancements, including intersection improvements • Historic preservation projects • Parks and open spaces <p>Urban renewal is a commonly used tool to support housing development in cities across Oregon.</p>	<p>Scale of Impact – Moderate to Large. Urban Renewal funding is a flexible tool that allows cities to develop essential infrastructure or provides funding for programs that lower the costs of housing development (such as SDC reductions or low interest loan programs). Portland used Urban Renewal to catalyze redevelopment across the City, including the Pearl District and South Waterfront.</p>

<p>Construction Excise Tax (CET)</p>	<p>Funds land use planning throughout the region by taxing construction permits.</p> <p>CET is a tax assessed on construction permits issued by local cities and counties. The tax is assessed as a percent of the value of the improvements for which a permit is sought, unless the project is exempted from the tax. In 2016, the Oregon Legislature passed Senate Bill 1533 which permits cities to adopt a construction excise tax (CET) on the value of new construction projects to raise funds for affordable housing projects. CETs may be residential only, commercial only, or residential and commercial. If the City were to adopt a CET, the tax would be up to 1% of the permit value on residential construction and an uncapped rate on commercial and industrial construction. The allowed uses for CET funding are defined by the state statute. The City may retain 4% of funds to cover administrative costs. The funds remaining must be allocated as follows, if the City uses a residential CET:</p> <ul style="list-style-type: none"> • 50% must be used for developer incentives (e.g. fee and SDC waivers, tax abatements, etc.) • 35% may be used flexibly for affordable housing programs, as defined by the jurisdiction. • 15% flows to Oregon Housing and Community Services for homeowner programs. <p>If the City implements a CET on commercial or industrial uses, 50% of the funds must be used for allowed developer incentives and the remaining 50% are unrestricted. The rate may exceed 1% if levied on commercial or industrial uses.</p> <p>The City of Portland's CET went into effect in 2016. It levies a 1% CET on residential, commercial, and industrial development valued at \$100,000 or more, with all revenues going toward affordable housing. The revenues pay for production of housing at or below 60% AMI, developer incentives for inclusionary zoning, along with state homeownership programs.</p> <p>City of Bend adopted a CET of 0.3% on residential, commercial, and industrial development in 2006, with revenues dedicated to loans to fund developments by profit and nonprofit affordable housing developers. The fee has raised \$11 million as of 2016, allowing the City to lend money to fund 615 units. The fund has leveraged \$63 million in state and federal funding and \$14 million in equity.</p> <p>The City of Milwaukie adopted a CET on commercial, residential, and industrial development in November of 2017. The City exempted deed-restricted affordable housing, ADUs, and improvements less than \$100,000 from paying the CET. The adopting ordinance allocates funds as required by state statutes, specifying that flexible funds from the commercial improvements will be used 50% toward housing available to those making up to 120% of MFI, and 50% for economic development programs in areas with sub-area plans (such as Downtown and Riverfront, and the City's urban renewal areas).</p>	<p>Scale of Impact – Depends on the amount of funding available.</p>
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<p>General Fund and General Obligation (GO) Bonds</p>	<p>Allows funding for a project that is not dependent on revenue from the project to back the bond.</p> <p>City can use general fund monies on hand or can issue bonds backed by the full faith and credit of the city to pay for desired public improvements.</p> <p>Property taxes are increased to pay back the GO bonds.</p> <p>City of Portland passed \$258 million bond for affordable housing in 2016. The goal of the bond is to build or preserve up to 1,300 units in the next five to seven years. The city issued a request for information to solicit interest in acquiring properties or land under the affordable housing bond. The city is looking for opportunities to acquire existing properties of 20 or more units, or vacant land that is appropriately zoned for 20+ housing units, and is looking for both traditional and nontraditional development opportunities.</p>	<p>Scale of Impact – Moderate to large. GO Bonds can be used to develop essential infrastructure or provides funding for programs that lower the costs of housing development (such as SDC reductions or low interest loan programs).</p>
<p>Local Improvement District (LID)</p>	<p>Enables a group of property owners to share the cost of a project or infrastructural improvement.</p> <p>A special assessment district where property owners are assessed a fee to pay for capital improvements, such as streetscape enhancements, underground utilities, or shared open space. For residential property, the estimated assessment cannot exceed the pre-improvement value of the property based on assessor records.</p> <p>An ordinance must be passed through a public hearing process which must be supported by a majority of affected property owners. Part of this process includes an estimation of the improvement costs and the portion of those costs in which property owners will be responsible to pay for. The public hearing process allows for LIDs to be challenged by property owners.</p> <p>The City collects the funds and regardless if the actual cost is greater than the estimated cost (on which the assessment was based), the City may make a deficit assessment for the additional cost, which would be prorated among all benefitted properties. Another public hearing would be held, in the event that an additional assessment were placed property owners (due to underestimation).</p>	<p>Scale of Impact – Depends on the amount of funding available and Bonding capacity.</p>
<p>General Fund Grants or Loans</p>	<p>A city can use general fund or tax increment dollars to directly invest in a specific affordable housing projects. These grants or loans can serve as gap funding to improve development feasibility. There are several options for using general fund grants or loans, including the potential for bonds to generate upfront revenue that is repaid over time, as recently approved in the City of Portland. Another option is to use general fund dollars to contribute to other programs that are successfully operating, such as non-profit land trusts or even other government agencies that have the administrative capacity to maintain compliance requirements over time, using intergovernmental agreements.</p>	<p>Scale of Impact – Depends on the amount of funding available.</p>

Transient Lodging Tax (TLT)	Generates revenue by primarily taxing tourists and guests using temporary lodging services. Taxes for temporary lodging at hotels, motels, campgrounds, and other temporary lodgings. Oregon has a statewide TLT and cities and counties can also charge a local TLT subject to certain limitations. The statutes specify that 70% must be used for tourism promotion or tourism related facilities and 30% is unrestricted in use, and there cannot be a reduction of the total percent of room tax. The state tax is specified at 1.8%; local government tax rates vary as local governments set the rate for their jurisdiction by ordinance. Cities and counties may impose taxes on transient lodging. Alternatively, some cities have an agreement for the county to impose the tax and cities share in a percent of the revenue.	Scale of Impact – Small. The amount of funding from TLT is likely to be relatively small, given that only 30% of TLT funds have unrestricted use.
CDBG	The Community Development Block Grants program is a flexible program that provides annual grants on a formula basis to both local governments and States. Grants are awarded on a 1, 2, or 3-year period. It is required that at least 70% of the CDGB funds are used for activities that benefit low- and moderate- income. Additionally, each activity must address any threats to health or welfare in the community (for which other funding is unavailable). These funds can be used for acquisition and rehabilitation of existing affordable units, as well as new construction that prioritizes community development efforts.	Scale of Impact – Depends on the amount of funding available.

APPENDIX D: ECONOMIC STRATEGY

DATE: October 18, 2019
TO: Tualatin Project Advisory Committees
CC: Karen Perl Fox, Steve Koper, and Jonathan Taylor
FROM: Beth Goodman and Sadie DiNatale, ECONorthwest
SUBJECT: TUALATIN ECONOMIC DEVELOPMENT STRATEGY

The City of Tualatin contracted ECONorthwest to develop an Economic Opportunities Analysis and an Economic Development Strategy for Tualatin. The Economic Opportunities Analysis will determine whether the City of Tualatin has enough land to accommodate 20-years of commercial and industrial job growth. The Economic Opportunities Analysis (EOA) will provide the basis for an update to the City's Comprehensive Plan Economic Element, as well as development of an action plan to implement the economic development policies (i.e., the Economic Development Strategy).

The EOA uses a planning period of 2020-2040. Tualatin is planning for growth of about 12,800 new jobs within the Tualatin planning area over the 20-year planning period. The preliminary results of the EOA show that Tualatin has a deficit of land designated for employment in the Commercial and Industrial comprehensive plan designations.

A key objective of the EOA and accompanying economic development strategy is to identify options for changes to the City's comprehensive plan and land use regulations needed to address commercial and industrial land needs. This memorandum presents an Economic Development Strategy for Tualatin, based on the results of the EOA, and discussions with the Community Advisory Committee (CAC) and Technical Advisory Committee (TAC). The economic development presents a comprehensive package of interrelated policy changes that the CAC recommends the City address.

This economic development strategy focuses on land use tools to ensure there is adequate land planned and zoned to provide opportunities for employment growth on sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics).

Through the technical analysis of the EOA and input from the CAC and TAC, the City identified four strategic priorities to address issues identified in the EOA. The strategic priorities are: (1) ensuring an adequate supply of land that is available and serviceable; (2) identifying redevelopment opportunities; (3) supporting business retention, growth, and attraction; and (4) ensuring there are connections between planning for economic development and other community planning. Strategic priorities are described in greater detail in the section below.

Appendix A presents the full text of Tualatin's existing Comprehensive Plan policies for commercial and industrial development. Appendix B presents the information about economic development tools commonly used in other cities in Oregon.

Tualatin's Economic Development Strategy

Tualatin's economic development strategy is organized around four broad strategic priorities: (1) ensure an adequate supply of land that is available and serviceable; (2) identify redevelopment opportunities; (3) support business retention, growth, and attraction; and (4) ensure there are connections between planning for economic development and other planning (such as transportation planning, water and wastewater planning, and economic development planning). The broad goal of the Tualatin economic development strategy is to help the City manage the land within the Tualatin planning area to support and manage economic growth while maintaining the character and quality of life in Tualatin and protecting public interests such as health, safety, and municipal revenues.

The Tualatin CAC convened seven times between March 2019 and September 2019. The CAC discussed economic development at the meetings in June, August, and September. The Tualatin TAC met four times between April 2019 and September 2019 and discussed economic development at the June, August, and September meetings (while some meetings included discussions of other topics, as well). The CAC and TAC provided input, through discussions at meetings and opportunities for input on written documents, into development of the Economic Development Strategy.

The recommendations from the CAC in this strategy consider key findings from the EOA, such as the following examples. The City has a long-term deficit of commercial and industrial land for growth over the 2020 to 2040 period. This document presents a comprehensive strategy that provides a variety of policies to support business retention, growth, and attraction in Tualatin.

Many of the actions described in the Tualatin Economic Development Strategy will require legislative amendments to the City's comprehensive plan and/or development code. These actions will be subject to standard notification and hearing procedures. After the economic opportunities analysis is completed, the Planning Commission and City Council will prioritize the actions suggested in this memorandum, along with other actions suggested for Tualatin in 2040. Implementation of high priority actions will begin in 2020, based on City Council direction.

Summary of Actions

The table below summarizes the Strategies, Actions, and Recommendations made by the CAC. The priority shown in the table is based on discussions with the CAC about the actions they think are most important to execute on soonest. Low priority actions represent actions that the CAC thinks are important but that may be executed in later in the Tualatin 2040 process. At some level, all of the actions in this Strategy are a high priority for the CAC.

Strategy, Action, and Recommendations	Priority
Strategy 1: Ensure an adequate supply of land that is available and serviceable.	
Action 1.1. Evaluate opportunities to increase mixed-use development. <ul style="list-style-type: none"> Recommendation 1.1a: Identify opportunities to re-zone industrial or commercial land for mixed-use that includes commercial and residential uses. Recommendation 1.1b: Evaluate opportunities to develop an employment zone that allows for greater mixture of industrial and commercial uses, limiting retail commercial uses. 	High
Action 1.2. Identify opportunities to make more efficient use of industrial land. <ul style="list-style-type: none"> Recommendation 1.2a: Disallow new development that require substantial amounts of land but result in little employment. Recommendation 1.2b: Evaluate reducing or eliminating the minimum lot size from 20,000 square feet. 	Medium
Action 1.3. Identify opportunities to make more efficient use of commercial land. <ul style="list-style-type: none"> Recommendation 1.3a: Evaluate reducing or eliminating the minimum lot size from 10,000 square feet in most commercial zones and allow other development standards to determine minimum lot size. Recommendation 1.3b: Evaluate increasing the building height limit in commercial development centers, including for retail development. 	High
Action 1.4. Plan for infrastructure development to support commercial and industrial development. <ul style="list-style-type: none"> Recommendation 1.4a: Prioritize infrastructure projects, especially transportation projects, that are necessary to support employment growth, with the goal of managing and reducing congestion resulting from new growth. Recommendation 1.4b: Seek support from regional partners for development and improvement of transportation infrastructure that serves employment centers in Tualatin. Recommendation 1.4c: Identify opportunities to increase transit service between Tualatin and other cities within the Portland region. Recommendation 1.4d: Identify options to extend transit service within Tualatin to employment centers. 	Low
Action 1.5. Work with landowners ensure land is development-ready and certified as shovel ready by Business Oregon. <ul style="list-style-type: none"> Recommendation 1.5a: Encourage and assist landowners to get their sites certified through the Business Oregon Certified Shovel Ready program. Recommendation 1.5b: Continue to work with landowners to ensure that development sites are listed on Business Oregon's prospector site. 	Low

Strategy, Action, and Recommendations	Priority
Action 1.6. Plan for long-term development in Tualatin through 2040 and beyond. <ul style="list-style-type: none"> ▪ Recommendation 1.6a: Actively work with Metro staff to ensure that Tualatin’s population and employment forecasts are planned for similar growth rates and to coordinate Tualatin’s planning with regional plans. ▪ Recommendation 1.6b: Develop and implement a system to monitor the supply of commercial and industrial land every two years. ▪ Recommendation 1.6c: Reevaluate Tualatin’s economic opportunities and land sufficiency every three years. 	High
Strategy 2: Identify redevelopment opportunities.	
Action 2.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses. <ul style="list-style-type: none"> ▪ Recommendation 2.1a: Initiate a process to identify opportunities for redevelopment of mixed-use districts and initiate an area planning process to guide redevelopment. 	Low
Action 2.2. Revise the Tualatin Town Center Plan to focus on opportunities to support redevelopment. <ul style="list-style-type: none"> ▪ Recommendation 2.2a: Develop a community vision and planning for Town Center, with a focus on redevelopment to support development of housing and employment uses. ▪ Recommendation 2.2b: Evaluate opportunities to redevelop City-owned properties to create catalytic projects that include a mix of housing and retail and office uses. 	High
Action 2.3. Identify opportunities to redevelop and intensify uses in industrial areas. <ul style="list-style-type: none"> ▪ Recommendation 2.3a: Identify opportunities for industrial redevelopment and work with property owners to support redevelopment, which may require changes to zoning to allow different types of industrial buildings (i.e., vertical buildings) or infrastructure investments to provide additional urban services. 	Medium
Action 2.4. Develop policies to support redevelopment and mixed-use development. <ul style="list-style-type: none"> ▪ Recommendation 2.4a: Evaluate the redevelopment potential of publicly owned properties, such as parking lots. ▪ Recommendation 2.4b: Continue to evaluate establishing a new urban renewal district to support development of commercial, industrial, and residential businesses, especially mixed-use districts. 	High
Strategy 3: Support business retention, growth, and attraction.	
Action 3.1. Revise the economic development strategy, develop a clear vision for economic development, and create an action plan to implement the vision. <ul style="list-style-type: none"> ▪ Recommendation 3.1a: Establish an Economic Development Committee to guide development of the economic development strategy. ▪ Recommendation 3.1b: Develop an action-oriented 5-year economic development action plan that includes a community vision. 	Medium
Action 3.2 Support growth of existing businesses in Tualatin. <ul style="list-style-type: none"> ▪ Recommendation 3.2a: Continue to identify opportunities to support existing businesses in Tualatin, through working with partners such as the Tualatin Chamber of Commerce to identify and resolve issues that are barriers to the businesses growing and staying in Tualatin. 	Low
Action 3.3. Support growth of and retain entrepreneurial businesses in Tualatin. <ul style="list-style-type: none"> ▪ Recommendation 3.3a: Continue to identify opportunities to support growth and retention of entrepreneurial businesses in Tualatin. 	High

Strategy, Action, and Recommendations	Priority
Action 3.4. Identify opportunities to attract or grow businesses with pay at or above Tualatin's average wage. <ul style="list-style-type: none"> ▪ Recommendation 3.4a: Identify partnerships and incentive programs to grow, retain, and attract businesses with wages at or above the City's average wage of \$57,300. 	Medium
Action 3.5. Evaluate use of incentives to retain, grow, and attract businesses. <ul style="list-style-type: none"> ▪ Recommendation 3.5a: Evaluate the outcomes the City wants to achieve through offering economic development incentives and the incentives the City could offer. 	Medium
Action 3.6. Ensure that Tualatin has sufficient staff capacity to implement the economic development priorities set by the City Council. <ul style="list-style-type: none"> ▪ Recommendation 3.6a: Council should work with the City Manager and Community Development Director to determine whether the City will need to add staff to implement the policies in the Economic Development Strategy. ▪ Recommendation 3.6b: City staff should work with City Council members and stakeholders to ensure they understand economic development processes and tools/policies to support economic development. 	Low
Strategy 4: Ensure there are connections between planning for economic development and other community planning.	
Action 4.1. Ensure that updates to the Transportation System Plan coordinate with planning for employment and business growth. <ul style="list-style-type: none"> ▪ Recommendation 4.1a: Evaluate opportunities to decrease dependence on automotive transportation in areas planned for mixed-use and commercial development, such as increased focus on development in walkable and bikeable areas and increases in transit service (amount and frequency of transit, as well as increased destinations for transit). ▪ Recommendation 4.1b: Evaluate opportunities to expand transit and improve transportation connectivity (both capacity and access on I-5 and regional connector roads) for freight and automobiles between Tualatin and other cities within the Portland Region. ▪ Recommendation 4.1c: Evaluate opportunities to expand transit and improve transportation connectivity within Tualatin particularly from the future Southwest Corridor station in Bridgeport to the Tualatin's Town Center and vital services and out to the neighborhoods. ▪ Recommendation 4.1d: Evaluate opportunities for planning transit-oriented development, as transit becomes more available in Tualatin, consistent for redevelopment planning. ▪ Recommendation 4.1e: Develop a bicycle and pedestrian plan for Tualatin to increase these types of connectivity within Tualatin. 	High
Action 4.2. Coordinate planning for economic development planning with housing planning. <ul style="list-style-type: none"> ▪ Recommendation 4.2a: Ensure the City plans for housing that is affordable to people who work at businesses in Tualatin. 	Low
Action 4.3. Develop a design and planning framework for "ten-minute neighborhoods" that include a mixture of uses. <ul style="list-style-type: none"> ▪ Recommendation 4.3a: Develop a framework for mixed-use neighborhoods that include the elements that residents need for day-to-day life. 	Medium
Action 4.4. Identify opportunities to support workforce development. <ul style="list-style-type: none"> ▪ Recommendation 4.4a: Work with businesses and partners in education to ensure there are workforce training opportunities in Tualatin. 	Medium
Action 4.5. Evaluate development of a civic center with a range of uses. <ul style="list-style-type: none"> ▪ Recommendation 4.5a: Evaluate development of a civic center with a range of uses in Tualatin. 	Low

Strategy 1: Ensure an adequate supply of land that is available and serviceable

This strategy is about ensuring an adequate land supply, which includes a twenty-year supply, but also a pipeline of serviced land that is available for immediate development (referred to as a “short-term” supply of employment land). Employment land supply should include sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics). Efficient use of Tualatin’s employment land is key to ensuring that Tualatin has adequate opportunities to grow from 2020 to 2040, and beyond. In the Portland Region, the average site size for new development sites for employment is generally between 5 and 15 acres in size.

Issue Statement

Tualatin’s forecast for commercial and industrial employment growth and land demand shows that Tualatin has a deficit of land (74 gross acres) in Industrial plan designations and a deficit (175 acres) in Commercial plan designations (including retail, office, and other commercial services).

Tualatin is part of the Metro UGB and cannot expand its planning area on its own. Tualatin can, however, increase land use efficiency within its planning area, through changing zoning standards (e.g., limiting uses with lower employment density), allowing and encouraging more mixed-use development, and planning for redevelopment (see Strategy 2). This is a common issue and opportunity in Tualatin for both housing and economic development, which provides an opportunity for the City to develop solutions for both.

Tualatin not only needs land that is vacant but also has urban services that support commercial and industrial development, such as municipal water services, sewer and wastewater services, storm water management systems, and transportation connections with adequate capacity to accommodate growth. Tualatin can monitor growth to ensure that the City has enough land in the short-term land supply (available for development within one year of application for a building permit) and “shovel-ready” land (available for development within 180 days of application for a building permit). Tualatin can work with Metro and other regional partners on future expansions of the Metro UGB to accommodate additional employment land development in Tualatin.

Goal

Ensure that sufficient land is designated so that the supply is adequate for commercial and industrial development. Maintain an adequate short-term supply of suitable, shovel-ready commercial and industrial land to respond to economic development opportunities as they arise.

- “Short-term supply” means suitable land that is ready for construction usually within one year of an application for a building permit or request for service extension.

Recommended Actions

Action 1.1: Evaluate opportunities to increase mixed-use development

Tualatin has a deficit of land for industrial land (74 acres) and commercial land (175 gross acres). In addition, Tualatin has a deficit of residential land in the Medium High Density Residential designation (about 7 gross acres of land) and in the High Density / High-Rise Residential designation (about 4 gross acres of land). One way to address these land deficits is to allow and encourage mixed-use development.

Tualatin can identify additional opportunities for development of commercial and residential mixed-use development (consistent with recommendation Action 1.2 in the Housing Strategy). In identifying opportunities for mixed-use, the City should coordinate planning for new mixed-use areas with Action 5.1 in the Housing Strategy, to identify three to four areas within Tualatin for redevelopment as mixed-use areas (Action 2.1 addresses need for redevelopment). The mixed-use areas could serve multiple purposes in Tualatin: as places to live, to work, to live and work, or as destinations for residents in other parts of Tualatin or visitors to Tualatin for restaurants or other recreational experiences. In addition, feedback from the CAC shows that the community wants rezoning and redevelopment to promote the opportunities for commercial and industrial development, especially mixed-use development.

In addition, Tualatin could develop an employment zone that allows for a greater mixture of industrial and commercial uses, limiting retail commercial uses. Areas for this type of employment zone might include Basalt Creek or the Leveton Area. These mixed-use zones should allow for greater density in the form of taller buildings, smaller lot sizes, and other opportunities for increased development capacity.

[Recommendation 1.1a: Identify opportunities to re-zone industrial or commercial land for mixed-use that includes commercial and residential uses. The City should exclude industrial sanctuary land \(i.e., land in the Southwest Tualatin Concept Plan area\) from this evaluation, as this land has been identified as regionally significant industrial areas.](#)

[Recommendation 1.1b: Evaluate opportunities to develop an employment zone that allows for greater mixture of industrial and commercial uses, limiting retail commercial uses.](#)

Action 1.2: Identify opportunities to make more efficient use of industrial land

Tualatin has a deficit of 74 acres of industrial land. One way to make the most efficient use of industrial land in Tualatin is changing the zoning ordinance to focus uses on key target industries and allow denser development.

The City should consider no longer allowing development of new businesses that require substantial amounts of land but result in little employment and have low employment densities. Such uses include warehouse and distribution, vehicle storage, or self-storage units. Existing businesses of these types should be allowed to continue to operate.

The City should consider reducing or eliminating the minimum lot size from 20,000 square feet, especially in areas that have existing small lots already. These standards may be necessary in regionally significant industrial areas (RSIA).

[Recommendation 1.2a:](#) Disallow new development that require substantial amounts of land but result in little employment and have low employment densities, such as warehouse and distribution.

[Recommendation 1.2b:](#) Evaluate reducing or eliminating the minimum lot size from 20,000 square feet, especially in areas that have existing small lots already.

Action 1.3: Identify opportunities to make more efficient use of commercial land

Tualatin has a deficit of 175 acres of commercial land. One way to make the most efficient use of industrial land in Tualatin is changing the zoning ordinance code to make more efficient use of commercial areas, such as reducing or eliminating the minimum lot size from 10,000 square feet (the 3 acres minimum lot size the Mid-Rise Office Commercial zone) or increasing building height limits (currently at 35 to 45 feet in most commercial zones, with Mid-Rise Office Commercial zone allowing buildings as tall as 75 feet) to allow taller buildings in key commercial development centers.

In addition, promoting mixtures of uses (consistent with Action 1.1) that integrate employment and housing can help promote efficient use of land. The large deficit of commercial land, however, will require re-zoning land for new commercial uses or redeveloping existing land to allow new commercial uses (consistent with Action 2.1).

[Recommendation 1.3a:](#) Evaluate reducing or eliminating the minimum lot size from 10,000 square feet in most commercial zones. Allow other development standards, such as requirements for parking and circulation or setbacks, to determine minimum lot size.

[Recommendation 1.3b:](#) Evaluate increasing the building height limit in commercial development centers, including for retail development.

Action 1.4. Plan for infrastructure development to support commercial and industrial development.

The City already coordinates land use planning with the Capital Improvement Plan to ensure that infrastructure is available to support commercial and industrial development, especially in newly urbanizing areas and areas identified as high priority for development. Some types of infrastructure development, especially transportation and transit infrastructure, have lagged behind growth in Tualatin and in the broader region, resulting in automotive congestion and insufficient transit service, as discussed in Strategy 4 and in Strategy 6 of the Housing Strategy.

[Recommendation 1.4a:](#) Prioritize infrastructure projects, especially transportation projects, that are necessary to support employment growth, with the goal of managing and reducing congestion resulting from new growth.

[Recommendation 1.4b:](#) Seek regional support for development and improvement of transportation infrastructure by working with Washington County, Metro, adjacent communities, and ODOT, to advocate for and support improvements to key regional transportation facilities that serve employment areas in Tualatin.

[Recommendation 1.4c:](#) Identify opportunities to increase transit service between Tualatin and other cities within the Portland region (such as the on-going planning for the Southwest Corridor) and transit within Tualatin.

[Recommendation 1.4d:](#) Identify options to extend transit service to employment centers to expand transportation options for workers in Tualatin, such as a local bus service like Wilsonville's SMART.

Action 1.5: Work with landowners ensure land is development-ready and certified as shovel ready by Business Oregon.

The *Regional Industrial Site Readiness Inventory (2017 update)* identifies large sites (those over 25 buildable acres) and their development-ready status across the Portland Metro Region. The report categorizes sites within the Region based on size of site (focusing on sites with 25 or more net buildable acres), development-ready status (based on the status of urban infrastructure provision and brownfield remediation status), and the willingness of the owner to sell or develop the site.

Tier 1 sites are those with at least 25 net buildable acres, that are development-ready within 180 days (6 months), and have an owner who is willing to sell or develop the site. Tualatin has no Tier 1 sites. There are four sites in Tualatin that qualify for Tier 2 or Tier 3 status, identified as being ready for development between 7-30 months for Tier 2 sites and more than 30 months for Tier 3 sites.

In addition, the *Regional Industrial Site Readiness Inventory* also identifies four sites in Tualatin that are smaller than 25 buildable acres. While these smaller sites aren't part of the inventory of Tier 1 through 3 sites, they play an important role in providing opportunities for business development in Tualatin. Many of the inquiries to Greater Portland Inc. for development sites for new businesses are for sites smaller than 25 acres.

For areas with existing or planned infrastructure (consistent with Action 1.4), the City can encourage and assist landowners in getting their sites certified as shovel-ready through the Business Oregon Certified Shovel Ready program. A site is shovel-ready if it is specifically zoned for industrial or traded-sector uses, has the infrastructure necessary to support development (or can have it within 180 days), and is available for development within 180 days or less.

Shovel-ready sites and other development sites can be listed on Business Oregon's Oregon Prospector web site to market sites to potential developers and businesses. The Oregon Prospector website reports information about site location, size, access to infrastructure, and

other characteristics that developers need to know prior to making locational decisions. There is one site in Tualatin currently listed on Oregon Prospector.

[Recommendation 1.5a:](#) Encourage and assist landowners in getting their sites certified through the Business Oregon Certified Shovel Ready program. The economic developer should work directly with the local landowners on the certification process.

[Recommendation 1.5b:](#) Continue to work with landowners to ensure that development sites are listed on Business Oregon's Oregon Prospector web site.

Action 1.6. Plan for long-term development in Tualatin through 2040 and beyond.

The Economic Opportunity Analysis plans for the 2020 to 2040 period. It shows that employment will continue to grow in Tualatin at a substantially faster pace over the next 20-years than households. One of the key issues discussed through the Economic Opportunity Analysis and Housing Needs Analysis is the existing and likely future imbalance of employment and housing, where people who work at businesses in Tualatin have limited opportunities to live in Tualatin.

A key part of long-range planning is working with Metro on regional planning for housing and employment in and around Tualatin. The City would be well-served by having information to share with Metro about new development, the City's planning efforts to provide opportunities for people to work and live in Tualatin, and economic development plans.

[Recommendation 1.6a:](#) Actively work with Metro staff on upcoming Regional Growth Management reports to ensure that Tualatin's population and employment forecasts are planned for similar growth rates and to coordinate Tualatin's planning with regional plans.

[Recommendation 1.6b:](#) Develop and implement a system to monitor the supply of commercial and industrial land every two years. This includes monitoring employment development (through permits) as well as land consumption (e.g., development on vacant, or redevelopable lands). The reports resulting from growth monitoring can be used in working with Metro to better understand Tualatin's opportunities for growth and characterize needs for expansion to accommodate employment growth.

[Recommendation 1.6c:](#) Reevaluate Tualatin's economic opportunities and land sufficiency every three years.

Strategy 2: Identify redevelopment opportunities

This strategy focuses on actions that are intended to identify redevelopment opportunities in areas where employment growth would be appropriate.

Issue Statement

Tualatin has a deficit of land for industrial and commercial land of 74 and 175 gross acres, respectively. Some of this deficit could be accommodated through redevelopment of existing areas within Tualatin, where there are opportunities to increase the intensity of land uses. Redevelopment opportunities may also provide opportunities for development of mixed-use areas that are more walkable, have amenities that households frequently access (e.g., schools, medical facilities, parks, retail, restaurants, and other services), have access to transit, and accommodate new housing, consistent with the actions in Strategy 4.

Redevelopment may require actions from other strategies, such as: increasing allowable densities, re-zoning, land assembly, tax abatement programs to support employment growth development, and funding support such as Urban Renewal or Local Improvement District.

Goal

Redevelop selected areas of Tualatin to create vibrant mixed-use districts that include new employment and housing opportunities.

Recommended Actions

Action 2.1. Identify districts within Tualatin with opportunities for redevelopment for housing and employment uses.

This action is consistent with the Housing Strategy Action 5.1. Tualatin has deficits of land for development of commercial uses, as well as for development of multifamily housing to accommodate new housing in the Medium High Density and High Density / High-Rise plan designations.

The City should identify three to four areas within Tualatin for redevelopment into mixed-use areas, with a mixture of higher-density housing and employment uses such as retail, office, and commercial services. For example, some areas that may be appropriate for redevelopment include: the Commons, areas near key transit stops, and the area West of 6th Street/East of 90th Street/North of Sagert Street. In selecting areas ripe for redevelopment, the City should consider whether economic conditions support redevelopment, landowner attitudes to redevelopment, and set criteria for selecting redevelopment areas based on considerations such as transportation and transit connections and proximity to existing employment centers.

The City should engage the community in developing a vision for redeveloping the selected areas. The planning to implement this vision could be developed through a redevelopment plan that shows how the property will be redeveloped into a vibrant area with a mixture of uses, connections with Tualatin's automotive and pedestrian/bicycle transportation networks, and a variety of housing types. The redevelopment plans should include working with landowners to

ensure they are supportive of redevelopment plans, as well as stakeholder and citizen involvement and input into the vision for the district and development of the redevelopment plans.

The City should consider opportunities to support redevelopment, such as use of Urban Renewal (Action 2.4) to address infrastructure deficiencies, and approaches to overcome barriers to redevelopment.

[Recommendation 2.1a: Initiate a process to identify opportunities for redevelopment of mixed-use districts and initiate an area planning process to guide redevelopment.](#)

Action 2.2: Revise the Tualatin Town Center Plan to focus on opportunities to support redevelopment.

The Tualatin Town Center Plan was intended to guide development in Tualatin's downtown area, which centers around the Lake of the Commons and includes about 364 acres of land. The existing Town Center Plan was developed in the mid-2000's and was not adopted.

An update of the Town Center Plan could focus on opportunities for redevelopment, including identifying changes to zoning necessary to allow and encourage development of both housing and employment uses. The update should include development of a community vision for the future of Town Center to guide changes to zoning and other policy, as well as City investments in Town Center.

In conjunction with the update to the Tualatin Town Center Plan, the Tualatin Development Commission could act as developer for redevelopment of City-owned properties (such as surface parking lots) to create catalytic projects that include a mix of housing (both market-rate and affordable housing) and retail and office uses.

[Recommendation 2.2a: Develop a community vision and planning for Town Center, with a focus on redevelopment to support development of housing and employment uses.](#)

[Recommendation 2.2b: Evaluate opportunities to redevelop City-owned properties to create catalytic projects that include a mix of housing \(both market-rate and affordable housing\) and retail and office uses.](#)

Action 2.3: Identify opportunities to redevelop and intensify uses in industrial areas.

Redevelopment often focuses on commercial and residential redevelopment. Industrial redevelopment (where industrial land is redeveloped for new industrial uses) is less common in smaller cities like Tualatin because the costs of redevelopment often exceed the value of land for new industrial uses or rents are not high enough to support industrial redevelopment. In the Portland Region, however, redevelopment is occurring in industrial areas, possibly as a result of the higher achievable rents and desirability of locations in Portland and other industrial centers.

There may be opportunities for industrial redevelopment for new industrial uses in Tualatin over the 20-year planning period. These opportunities may include sites with excellent access to I-5 or other regional roads, where redevelopment costs are lower (i.e., brownfield remediation is not required), or at Tigard Sand and Gravel's gravel mine, once the company is done with mining operations.

[Recommendation 2.3a: Identify opportunities for industrial redevelopment and work with property owners to support redevelopment, which may require changes to zoning to allow different types of industrial buildings \(i.e., vertical buildings\) or infrastructure investments to provide additional urban services. This action is consistent with Action 1.2.](#)

Action 2.4: Develop policies to support redevelopment and mixed use development.

The costs of redevelopment and of mixed-use development can make these types of development financially infeasible or at least very difficult. Given the deficit of land for commercial and industrial development, Tualatin will need to support redevelopment. Supporting mixed-use development is key to accommodating need for higher-density multifamily housing and providing opportunities for people to live and work in Tualatin. The City should evaluate opportunities to support redevelopment and mixed use development within Tualatin. Some examples include:

- Use publicly owned-properties, such as parking lots, to assemble land for development of catalytic projects that support additional development and further other community objectives, such as housing affordable to workers with income of about \$50,000 (about 60% of Median Family Income, based on the Housing Needs Analysis) or a business incubator or shared workspace to support growth of small businesses.
- Assist with assembly of land to support redevelopment that includes multiple properties.
- Continue to evaluate establishing a new urban renewal district, consistent with Action 4.2 in the Housing Strategy. For economic development purposes, urban renewal is often used for projects to improve districts (i.e., street beautification or façade programs), providing low-interest loans to businesses (i.e., loans to support expansion of businesses that provide jobs at or above the City average), or infrastructure improvements needed to support commercial or industrial development.

[Recommendation 2.4a: Evaluate the redevelopment potential of publicly owned properties, such as parking lots.](#)

[Recommendation 2.4b: Continue to evaluate establishing a new urban renewal district to support development of commercial, industrial, and residential businesses, especially mixed-use districts.](#)

Strategy 3: Support business retention, growth, and attraction

Economic development generally occurs through three broad approaches: retention of existing businesses, growth of existing and small businesses (such as entrepreneurs), and attracting of new businesses from outside of the city. This strategy describes economic development efforts to support growth of economic activity and employment.

Issue Statement

The main focus of economic development is retaining and growing businesses. These businesses both provide employment for people living in Tualatin and the surrounding region and pay property taxes that help balance the City's tax base. Generally speaking, the costs to serve residential lands is often greater than the cost to serve employment lands, because residents use more services (such as schools, police, fire, governance and leadership, infrastructure maintenance, etc.) at a higher rate than employment. As the City works to balance development of housing and employment, the City should consider the long-term fiscal health and sustainability of the City by encouraging continued employment growth, while also encouraging additional residential growth to provide opportunities for people to live and work in Tualatin.

This strategy is about actions that support retention and expansion of existing businesses, growth and creation of entrepreneurial businesses, and attraction of new businesses that align with Tualatin's values as a community. The types of businesses the City wants to attract most are non-polluting businesses with wages at or above the Washington County average, focusing on growth of businesses that have sufficient wages for their workers to afford to live and work in Tualatin.

Goal

Support business growth in Tualatin to diversify and expand commercial and industrial development in order to provide employment opportunities with levels of pay that allows workers to live in Tualatin, as well as supporting the City's tax base.

Recommended Actions

Action 3.1: Revise the economic development strategy, develop a clear vision for economic development, and create an action plan to implement the vision.

Tualatin has an existing economic development strategy, last updated in 2014. The City plans to update the economic development strategy, based on the City's new Economic Opportunities Analysis. Discussions with stakeholders suggest it is important that updating the economic development strategy include development of a clear vision for economic development, as the starting place for the economic development strategy. **The vision should identify community aspirations for economic development and the City's role in economic development.**

The revised document should be an action-oriented 5-year economic development action plan that includes a community vision for economic growth in Tualatin. The factual basis for the Action Plan is the information gathered about on local and regional economic trends gathered

through the Economic Opportunity Analysis, from policies and objectives established for the Comprehensive Plan (this document) and with feedback and input from stakeholders. The Action Plan would present detailed actions for executing the economic development policies based on the priorities established by the Tualatin City Council.

Development of this strategy could be guided by an Economic Development Committee composed of elected and appointed officials, business owners and managers in Tualatin, people involved in economic development in Tualatin (i.e., the Tualatin Chamber of Commerce) and the Portland Region, and residents of Tualatin.

[Recommendation 3.1a: Establish an Economic Development Committee to guide development of the economic development strategy.](#)

[Recommendation 3.1b: Develop an action-oriented 5-year economic development action plan that includes a community vision for economic growth in Tualatin.](#)

Action 3.2: Support growth of existing businesses in Tualatin.

Business retention is a key part of successful economic development. Working with partners such as the Tualatin Chamber of Commerce and the Tualatin Commercial Citizen Involvement Organization, the City should continue to reach out to businesses in Tualatin to identify and resolve issues to growing their business and remaining in Tualatin. Issues that businesses in Tualatin have already identified include: difficulties retaining workforce (given potentially long commutes and difficulty in finding qualified workers), increasing concerns about transportation and freight access and congestion, and a lack of incentives to support development. Issues related to transportation (commuting and freight access) are discussed in Action 4.1 and incentives to support development are discussed in Action 3.5. This document does not propose actions related to workforce quality but this is likely an issue that would be addressed in the economic development action plan in Action 3.1b.

City staff can also support existing businesses by sharing technical resources, maintaining open communications with local businesspeople, and providing available staff support for economic development projects initiated by the business community.

[Recommendation 3.2a: Continue to identify opportunities to support existing businesses in Tualatin, through working with partners such as the Tualatin Chamber of Commerce to identify and resolve issues that are barriers to the businesses growing and staying in Tualatin.](#)

Action 3.3: Support growth of and retain entrepreneurial businesses in Tualatin.

Small businesses, many of which are entrepreneurial, account for the majority of businesses in Tualatin. Businesses with five or fewer employees in Tualatin account for 64% of private employment and businesses with fewer than 20 employees account for 89% of private employment. The City should identify opportunities to support small and entrepreneurial businesses to grow and retain them in Tualatin. Some approaches to this include:

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- Form partnerships with organizations that assist entrepreneurial businesses, such as Tualatin Chamber of Commerce, Tualatin Commercial Citizen Involvement Organization, Westside Economic Alliance, Greater Portland Inc., Business Oregon, and Federal agencies such as the Economic Development Administration. These partnerships can help Tualatin identify solutions to issues or resources to assist businesses.
 - Identify opportunities to support growth of small businesses and entrepreneurs, such as business incubators or buildings with co-working space for small businesses.
 - Support and encourage home-based businesses and identify barriers in the City's policies to growth of home-based businesses.
 - Support or organize community events that involve local businesses, such as revitalization of the farmer's market or organizing events like Portland's Sunday Parkway.

[Recommendation 3.3a: Continue to identify opportunities to support growth and retention of entrepreneurial businesses in Tualatin.](#)

Action 3.4: Identify opportunities to attract or grow businesses with pay at or above Tualatin's average wage.

Tualatin's average wage was \$57,300 in 2017, compared with the Washington County average of \$70,300 in 2018. One of the areas of significant concern in development of the Economic Opportunities Analysis and Housing Needs Analysis was ensuring that workers in Tualatin can afford to both live and work in Tualatin. A worker earning the average wage in Tualatin can afford rents of about \$1,400 per month, which is above the average multifamily rent of \$1,200 in 2018. Affording the median housing sale price in Tualatin (about \$480,000 as of February 2019) requires a household income of \$120,000 to \$160,000, which will most frequently require a household with two full-time workers.

Attracting businesses that pay wages at or above the City's average wage will require deliberate effort on the City's part, such as developing incentive programs that attract or retain businesses such as: low-interest loans, fee waivers, and other incentives. The City will need to work with organizations that support business growth, retention, and attraction, such as: Tualatin Chamber of Commerce, Tualatin Commercial Citizen Involvement Organization, Westside Economic Alliance, Greater Portland Inc., Business Oregon, and Federal agencies such as the Economic Development Administration. These partnership may include marketing Tualatin to attract new businesses.

Examples of these businesses that often pay above average wages include those identified as Target Industries in Tualatin's Economic Opportunities Analysis, such as advanced manufacturing, food processing, plastics manufacturing, information technology and analytical systems, and business services.

[Recommendation 3.4a: Identify partnerships and incentive programs to grow, retain, and attract businesses with wages at or above the City's average wage of \\$57,300.](#)

Action 3.5: Evaluate use of incentives to retain, grow, and attract businesses.

Cities often offer incentives to retain, grow, and attract businesses. In addition to having businesses stay in the community, cities use incentives to achieve goals such as: attracting higher paying jobs, increasing the diversity of jobs or businesses, attracting businesses that have pay high property taxes (such as manufacturers or data centers), or other desirable attributes. In Action 3.4, this memorandum identifies a goal of attracting businesses with higher paying jobs. Through development of the economic development action plan (Action 3.1), the City may identify other business attributes or economic development goals it wants to achieve through offering incentives.

The City should evaluate use of incentives to achieve these goals, such as:

- Expedited entitlement and permitting process (e.g. 66-day review process for industrial projects).
- Financial assistance for business expansion or attraction, such as low interest loans or grants.
- Public/private partnerships to support redevelopment of mixed-use development.
- Assist with assembly of land to support redevelopment that includes multiple properties.
- Property tax exemption, such as the Strategic Investment Program, which grants a 15-year property tax exemption for large capital-intensive facilities.
- Systems development charge (SDC) financing opportunities (consistent with Action 3.5 in the Housing Strategy).
- Development of or participation in a business incubator, shared workspace, start-up accelerators, or other forms of business mentoring.
- Work with partners (such as Tualatin Chamber of Commerce, Westside Economic Alliance, Greater Portland Inc., and Business Oregon) to market Tualatin's business and their products, across the state, nationally, and internationally.
- Street improvements and beautification.

[Recommendation 3.5a: Evaluate the outcomes the City wants to achieve through offering economic development incentives and the incentives the City could offer. This evaluation should be part of development of the economic development action plan in Action 3.1.](#)

Action 3.6. Ensure that Tualatin has sufficient staff capacity to implement the economic development priorities set by the City Council.

The Economic Development Strategy presented in this memorandum and especially the actions presented in Strategy 2 and Strategy 3 will take substantial staff time to evaluate and implement. The City may need additional staffing to implement the Economic Development Strategy.

Recommendation 3.6a: As the City Council allocates resources toward economic development efforts and sets priorities for implementation of the Economic Development Strategy, the Council should work with the City Manager and Community Development Director to determine whether the City will need to add staff to implement the policies in the Economic Development Strategy.

Recommendation 3.6b: City staff should work with City Council members and stakeholders to ensure they understand economic development processes and tools/policies to support economic development.

Strategy 4: Ensure there are connections between planning for economic development and other community planning

This strategy focuses on actions that are intended to ensure coordination between planning for economic development and other community planning, such as housing, transportation planning or other urban infrastructure planning (such as water or wastewater systems), and natural resources and parks planning.

Issue Statement

Discussions of economic development leads to discussions of transportation issues in Tualatin and a desire to ensure a jobs-housing balance in Tualatin. Transportation issues include heavy congestion on Tualatin's roadways, including access to I-5, arterial roads connecting Tualatin within the region, and local roadways. In addition, Tualatin is not well-served with transit. Tualatin is served with the West Side Express Service (WES) train and two TriMet bus lines. The Max line is expected to extend to Bridgeport Village.

In addition, Tualatin has more employees than residents. Between 2007 and 2017, the population grew by about 0.35% per year, compared with employment growth of 2.9% per year. The forecast for population growth over the next 20 years is substantially lower than employment growth, with a household growth forecast of about 0.4% per year and an employment forecast growth about 1.4% per year. The Housing Needs Analysis shows that Tualatin has opportunities for residential growth beyond the forecast for growth. Success in housing development as a part of redevelopment and mixed use development (Strategy 2) will further increase the amount of housing that could be developed in Tualatin beyond the forecast for new growth.

Jobs with at least average wages pay enough to live in rental housing in Tualatin. The average wage for employment in Tualatin in 2017 was about \$57,000, which is sufficient to afford a

monthly rent of about \$1,425. The average multifamily rent in Tualatin was nearly \$1,200 in 2017. As a result, a person earning around the average wage can afford rent of about \$1,425 and the average multifamily rent in Tualatin.

However, the average sales price for a unit in Tualatin in early 2019 was \$480,000, which would require a wage of \$120,000 to \$160,000 to afford homeownership. None of the industries in Tualatin has average pay this high and only one-quarter of households in Tualatin and Washington County have household income high enough to afford the average sales price. As a result, people who work in Tualatin can own a newly purchased home in Tualatin if they have substantially higher-than-average wages or if there is more than one worker per household, which is common, with an average of 1.4 jobs per household in Tualatin.

Reasons for working in Tualatin and not living in Tualatin likely include more causes than problems affording households. People choose to commute for a variety of reasons: preference for another community, family and friends living in another community, choosing a location that allows the other worker(s) in the household an easier commute, long-term homeownership in another community, and other reasons.

The result of so much commuting is congestion on Tualatin's roads and the region's highways. Planning for new employment growth will require coordination with transportation planning. It will also require coordination with water, wastewater, and stormwater planning. Through this project and the Housing Needs Analysis, it requires coordination with planning for housing and neighborhood growth.

Goal

Ensure that Tualatin develops as a walkable and complete community with a range of amenities that are easily accessible to people who live in Tualatin.

Recommended Actions

Action 4.1. Ensure that updates to the Transportation System Plan coordinate with planning for employment and business growth.

The next update to the Transportation System Plan (TSP) should coordinate planning for employment and business growth with transportation planning, providing opportunities for more intensive employment development (or redevelopment) where there is sufficient capacity for automotive and transit capacity. The redevelopment areas (Action 2.1) should be planned for in areas where there is higher capacity for freight access, automotive and transit access, and with connections to pedestrian and bicycle trails.

The update to the TSP should ensure there are additional opportunities to decrease dependence on automotive transportation, such as increased focus on development in walkable and bikeable areas and increases in transit service (amount and frequency of transit, as well as increased destinations for transit). The TSP update should also identify opportunities to address capacity issues on Tualatin's roads to ease congestion and make traveling by car within Tualatin

and to areas outside of Tualatin easier. This action and the recommendations below are consistent with those in the Housing Strategy Action 6.1.

[Recommendation 4.1a:](#) Evaluate opportunities to decrease dependence on automotive transportation in areas planned for mixed-use and commercial development, such as increased focus on development in walkable and bikeable areas and increases in transit service (amount and frequency of transit, as well as increased destinations for transit).

[Recommendation 4.1b:](#) Evaluate opportunities to expand transit and improve transportation connectivity (both capacity and access on I-5 and regional connector roads) for freight and automobiles between Tualatin and other cities within the Portland Region.

[Recommendation 4.1c:](#) Evaluate opportunities to expand transit and improve transportation connectivity within Tualatin particularly from the future Southwest Corridor station in Bridgeport to the Tualatin's Town Center and vital services and out to the neighborhoods.

[Recommendation 4.1d:](#) Evaluate opportunities for planning transit-oriented development, as transit becomes more available in Tualatin, consistent for redevelopment planning.

[Recommendation 4.1e:](#) Develop a bicycle and pedestrian plan for Tualatin to increase these types of connectivity within Tualatin.

Action 4.2. Coordinate planning for economic development planning with housing planning.

Tualatin has a jobs and housing imbalance, with more jobs than residents in Tualatin. The other strategies in this memorandum are intended to support development of housing that is affordable to people who work at businesses in Tualatin (the average wage was \$57,300 in 2017), such as Action 3.4. This action and the recommendation below are consistent with those in the Housing Strategy Action 6.2.

[Recommendation 4.2a:](#) Ensure the City plans for housing that is affordable to people who work at businesses in Tualatin.

Action 4.3. Develop a design and planning framework for “ten minute neighborhoods” that include a mixture of uses.

The City should develop a framework for development of mixed-use neighborhoods that results in neighborhoods where residents have easy, convenient access to many of the places and services they use daily without relying heavily on a car. The framework would include the following elements: walkable neighborhoods, with access to transit, with nearby parks (i.e., within one-quarter mile), with neighborhood retail and restaurants, and near schools. The neighborhood would have higher concentrations of people and are complete with the sidewalks, bike lanes, and bus routes that support a variety of transportation options. The design of the neighborhood should integrate design standards that promote public safety. In larger cities, these are referred to as “20 minute neighborhoods” but given Tualatin’s smaller size, the scale might be more like “10 minute neighborhoods.” This action and the recommendation below are consistent with those in the Housing Strategy Action 6.2.

[Recommendation 4.3a: Develop a framework for mixed-use neighborhoods that include the elements that residents need for day-to-day life.](#)

Action 4.4. Identify opportunities to support workforce development.

Ability to attract and retain qualified and trained workers is one of the key barriers to development identified by existing businesses in Tualatin. These partners could include Tualatin High School, Portland Community College, Portland State University, and Worksource Oregon. The City could play a convening role to work with businesses to understand their workforce training needs, then work with these partners to offer classes in Tualatin to provide this training. This training could be offered in existing facilities (such as at the High School) or in newly built facilities that are part of one or more mixed-use areas.

[Recommendation 4.4a: Work with businesses and partners in education to ensure there are workforce training opportunities in Tualatin, identifying opportunities to integrate workforce training in mixed-use areas.](#)

Action 4.5. Evaluate development of a civic center with a range of uses.

Evaluate development of a civic center with a range of uses, include a performing arts center, convention center, historic museum, welcome center for visitors, and other uses to enhance life and business in Tualatin.

[Recommendation 4.5a: Evaluate development of a civic center with a range of uses in Tualatin.](#)

Appendix A: Tualatin's Existing Comprehensive Plan Policies

Section 4.050 General Growth Objectives.

The following are general objectives used as a guide to formulate the Plan. The objectives are positive statements to de-scribe the Plan's intent to:

- (1) Provide a plan that will accommodate a population range of 22,000 to 29,000 people.
- (2) Cooperate with the Metropolitan Service District to reach regional consensus on population growth projections within the Tualatin area.
- (3) Conform to Metropolitan Service District (Metro) procedures for initiating amendments to the Metro Urban Growth Boundary.
- (4) Provide a plan that will create an environment for the orderly and efficient transition from rural to urban land uses.
- (5) Convert agricultural land only if needed for urban uses.
- (6) Arrange the various land uses so as to minimize land use conflicts and maximize the use of public facilities as growth occurs.
- (7) Prepare a balanced plan meeting, as closely as possible, the specific objectives and assumptions of each individual plan element.
- (8) Define the urban growth boundary.
- (9) Prepare a plan providing a variety of living and working environments.
- (10) Encourage the highest quality physical design for future development.
- (11) Coordinate development plans with regional, state, and federal agencies to as-sure consistency with statutes, rules, and standards concerning air, noise, water quality, and solid waste. Cooperate with the U.S. Fish and Wildlife Service to minimize adverse impacts to the Tualatin River National Wildlife Refuge from development in adjacent areas of Tualatin.
- (12) Adopt measures protecting life and property from natural hazards such as flooding, high groundwater, weak foundation soils and steep slopes.
- (13) Develop regulations to control sedimentation of creeks and streams caused by erosion during development of property.
- (14) Develop a separate growth program that controls the rate of community growth and is acceptable to the Land Conservation and Development Commission.
- (15) Arrange the various land uses in a manner that is energy efficient.

(16) Encourage energy conservation by arranging land uses in a manner compatible with public transportation objectives.

(17) Maintain for as long a period as possible a physical separation of non-urban land around the City so as to maintain its physical and emotional identity within urban areas of the region.

(18) Fully develop the industrial area located in Washington County west of the City only when adequate transportation facilities are available and the area has been annexed to the City and served with water and sewer services.

(19) Cooperate with Washington County to study the methods available for providing transportation, water and sewer service to the industrial area west of the City, designating this area as a special study area.

(20) Initiate annexation of property within the Urban Growth Boundary planned for residential development only when petitioned to do so by owners of the affected property, including cases involving unincorporated "islands" of property surrounded by land annexed previously.

(21) Territories to be annexed shall be in the Metro Urban Growth Boundary.

(22) Address Metro's Urban Growth Management Functional Plan, Title 13, Nature in Neighborhoods, through the conservation, protection and restoration of fish and wildlife habitat, including Metro's Regionally Significant Fish and Wildlife Habitat, through the Tualatin Basin Natural Resource Coordinating Committee and the Tualatin Basin Program.

(a) Support and implement the elements of the Tualatin Basin Program to:

(i) Develop and adopt local policies and regulations to implement the provisions of the Tualatin Basin Program.

(ii) Adopt low impact development (LID) provisions to reduce environmental impacts of new development and remove barriers to their utilization.

(iii) Coordinate with Clean Water Services (CWS) to implement their Healthy Streams Action Plan and other programs such as their Stormwater Management Plan and Design and Construction Standards.

(iv) Coordinate with CWS, Metro and others to develop and support the funding, voluntary and educational components of the Tualatin Basin Program.

(v) Coordinate with CWS, Metro and others to develop and support the monitoring and adaptive management components of the Tualatin Basin Program.

(b) Continue active participation in the Tualatin Basin Natural Resources Coordinating Committee and the Steering Committee to support and implement the Tualatin Basin Program.

(c) Coordinate with CWS and Metro to update Metro's Regionally Significant Fish and Wildlife Habitat Inventory Map. Changes to the Inventory Map will be on-going as on-site inventories are conducted as part of private and public construction projects.

(d) Support and implement provisions allowing public access to planned public facilities.

Section 6.030 Objectives.

The following are general objectives used to guide the development of this Plan:

- (1) Encourage commercial development.
- (2) Provide increased employment opportunities.
- (3) Provide shopping opportunities for surrounding communities.
- (4) Locate and design commercial areas to minimize traffic congestion and maximize access.
- (5) Continue to utilize specific and enforceable architectural and landscape design standards for commercial development.
- (6) Encourage developers to consider solar access when designing commercial development projects.
- (7) Provide for limited and carefully designed neighborhood commercial centers.
- (8) Provide for the continued development of major medical services facilities in the City of Tualatin, especially at the Meridian Park Hospital site. The Medical Center Planning District shall be applied only to a property, or a group of contiguous properties, of no less than 25 acres and shall have frontage on an arterial as designated in TDC Chapter 11, Tualatin Community Plan.
- (9) To work with the applicable jurisdictions and agencies to develop the Durham Quarry Site and Durham Quarry Area with high quality development. It is appropriate to apply an overlay district on the Durham Quarry Site and Durham Quarry Area to allow mixed commercial/residential uses. It is appropriate to enter into an intergovernmental

agreement with the City of Tigard and Washington County to allow the City of Tualatin to review and decide land use applications and building permit applications for the portion of the Durham Quarry Site in the City of Tigard.

Section 7.030 Objectives.

The following are general objectives used to guide development of the Plan and that should guide implementation of the Plan's recommendations:

- (1) Encourage new industrial development.
- (2) Provide increased local employment opportunity, moving from 12 percent local employment to 25 percent, while at the same time making the City, and in particular the Western Industrial District, a major regional employment center.
- (3) Improve the financial capability of the City, through an increase in the tax base and the use of creative financing tools.
- (4) Preserve and protect, with limited exceptions, the City's existing industrial land.
- (5) Cooperate with Washington County, METRO, and the State of Oregon to study the methods available for providing transportation, water, and sewer services to the Western Industrial District.
- (6) Fully develop the Western Industrial District and the Southwest Tualatin Concept Plan Area (SWCP), providing full transportation, sewer, and water services prior to or as development occurs.
- (7) Improve traffic access to the Western Industrial District and SWCP area from the Interstate 5 freeway and State Highway 99W through regional improvements identified in the 2035 Regional Transportation Plan.
- (8) Cooperate with the Department of Environmental Quality and METRO to meet applicable air quality standards by 1987.
- (9) Construct a north/south major arterial street between Tualatin Road and Tualatin-Sherwood Road and SW Tonquin Road in the 124th Avenue alignment to serve the industrial area.
- (10) Rebuild the Tualatin Road/Pacific Highway intersection to allow for substantially greater traffic flows.
- (11) Provide truck routes for industrial traffic that provide for efficient movement of goods while protecting the quality of residential areas.
- (12) Protect residential, commercial, and sensitive industrial uses from the adverse environmental impacts of industrial use.

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- (13) Protect adjacent land uses from noise impacts by adopting industrial noise standards.
 - (14) Continue to protect the Hedges Creek Wetland and Tonquin Scablands from adverse impacts of adjacent development.
 - (15) Continue to administer specific and enforceable architectural and landscape design standards for industrial development.
 - (16) Encourage industrial firms to use co-generation as a means to utilize waste heat from industrial processes and consider solar access when designing industrial facilities.
 - (17) Protect wooded areas identified on the Natural Features Map found in the Technical Memorandum by requiring their preservation in a natural state or by integrating the major trees into the design of the parking lots, buildings, or more formal landscaping areas of an industrial development. If it is necessary to remove a portion or all of the trees, the replacement landscape features shall be subject to approval through the Architectural Review process.

Appendix B: Potential Economic Development Actions

This appendix presents potential economic development actions that cities take to increase economic activities. The purpose of this appendix is to provide information and ideas to Tualatin staff and stakeholders, as they develop economic development policies and actions to implement those policies. This appendix is not intended to be adopted into the Tualatin Comprehensive Plan.

A wide range of economic development policies and actions are available to cities for influencing the level and type of economic development. It is useful to make a distinction between economic development policies, which are typically adopted by ordinance into local comprehensive land use plans, and a local economic development strategy. While policies and economic development strategies should be aiming to achieve the same outcomes, they are not the same thing. The key differences are: (1) economic development strategies are typically presented in the form of a strategic plan that covers a five-year time horizon while policies use the longer 20-year horizon in most comprehensive plans; (2) strategies are more broad reaching and may identify actions that extend outside the capacity of local government while policies focus on land use and infrastructure; and (3) strategies are more agile in the sense that they provide a framework rather than legal guidance.

While many of the actions identified in this appendix could be included either as policies or strategies, the focus is primarily on policies and actions that implement those policies.

Local economic development policy usually has a fundamental goal of supporting businesses that align with a jurisdiction's long-term vision for the community.¹¹ Economic development broadly focuses on three strategies: (1) business recruitment; (2) business retention and expansion (BRE); and (3) innovation and entrepreneurship. Historically, many cities focused on recruitment as their foundational strategy; however, many cities and economic development are rethinking this approach and local governments are increasingly implementing policies that focus on support for entrepreneurs, especially those starting new businesses.¹²

Recent research on the effectiveness of local economic development efforts support this focus on innovation and entrepreneurship to attract new, young businesses. Providing support for institutions and firms where innovation happens allows for businesses to grow and new

¹¹ Based on Leigh and Blakley's definition for sustainable economic development as follows, "Local economic development is achieved when a community's standard of living can be preserved and increased through a process of human and physical development that is based on principles of equity and sustainability. There are three essential elements in this definition, detailed below: First economic development establishes a minimum standard of living for all and increases the standard over time. Second, economic development reduces inequality. Third, economic development promotes and encourages sustainable resource use and production." Leigh, N. and Blakeley, E. *Planning Local Economic Development: Theory and Practice*. 2013.

¹² Kauffman Foundation. "Entrepreneurship's Role in Economic Development." Entrepreneurship Policy Digest. June 2014.

businesses to form as industries evolve. Local jurisdictions can specifically provide support for accelerators and incubators, especially those that provide connections between research institutions, established firms, and entrepreneurs. Entrepreneurs are also increasingly mobile with improved access to high-speed internet. Local jurisdictions can promote quality of life and access to amenities as a way to attract these new businesses.¹³ Moreover, every start up is also a BRE opportunity.

Economic development is also about collaboration and identifying partnerships that can make the most of the resources available for economic development activities. Local jurisdictions should focus on their role in economic development, as there are factors that the jurisdiction can and cannot control. As identified in a 2017 University of Oregon report on the “Perceptions and Needs of Economic Development Programs in Oregon,” organizations and jurisdictions involved in economic development activity supported the importance of coordination between entities, but that implementation of coordinating efforts is difficult due to lack of capacity, unbalanced effort, or trust issues.¹⁴ To help overcome these barriers to coordinating economic development efforts, a key component to developing local economic development policies is identifying which policies and actions that the City is well-suited to be a lead partner, and those better suited for a partner organization to lead. It is important to develop policies and actions that identify other organizations as the lead partner. Successful implementation of these policies and actions will depend on an understanding of an organization’s capacity and access to resources.

The focus of the actions listed in this Appendix is primarily on the City’s role: what resources can the City commit to economic development and what roles are most appropriate for the City. Following are foundational assumptions about the City’s role:

- The City plays a limited role in economic and business development.
- The City is one of several organizations that provide and maintain infrastructure.
- The City has limited staff and financial resources that can be invested in appropriate economic development activities.
- The City has an obligation to adopt an economic development strategy, policies to manage employment lands, and maintain a 20-year supply of commercial and industrial sites under Goal 9 and OAR 660-009.
- The City could be an ideal organization to coordinate BRE and entrepreneurship activities or to house staff that are coordinating BRE and entrepreneurship activities.

¹³ Leigh, N. and Blakeley, E. *Planning Local Economic Development: Theory and Practice*. 2013.

¹⁴ University of Oregon, Department of Planning, Public Policy & Management, Community Services Center. “Perceptions and Needs of Economic Development Programs in Oregon.” Final Report. December 2017.

The policy and action examples provided in this appendix are organized by broad policy categories, with cross-references to the factors of production that influence business location and expansion. The factors of production are discussed in detail the EOA document. While it is important to understand how the factors of production influence economic development activity, it is more useful to group policies and actions in broad categories such as, Land Use, Public Facilities, Business Assistance, etc.

The effectiveness of any individual actions or combination of actions depends on local circumstances and desired outcomes. Local strategies should be customized not only to meet locally defined objectives, but also to recognize economic opportunities and limitations (as defined in the Economic Opportunity Analysis). Positive outcomes are not guaranteed: even good programs can result in limited or modest results. It is important to remember that effective economic development requires a long-term view—immediate results are not guaranteed. Thus, maintaining a focus on implementation is essential.

Economic development is a team activity—no single entity can implement all the activities that are necessary for a robust economic development program. Many municipal economic development strategies include actions that rely on other entities to implement. For example, many municipal strategies we have reviewed include strategies and actions around workforce development. Workforce development is not a municipal service, so cities must coordinate with external entities for this function. The main points here are (1) be deliberate about policies / strategies /actions that rely on external partners, and (2) if these are included in the plan, be sure that resources are committed to execute them—understanding that coordination is time-consuming and challenging.

Table B-1 identifies a range of potential economic development strategies that the Tualatin could consider implementing. These strategies range from those closely associated with the basic functions of government (provision of buildable land and public services) to those sometimes viewed as outside the primary functions of government (such as financial incentives and business assistance). The primary action categories in Table B-1 are Land Use, Public Facilities, Business Assistance, Workforce, and Other. As stated above, it is important for Tualatin to identify the policies and actions they are well-suited to lead, and where collaboration with, and leadership from, partner organizations is necessary. Table B-1 also includes suggestions for potential partners and whether Tualatin should take on a lead or support role.

Table B-1. Potential economic development actions

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Land Use	Policies regarding the amount and location of available land and allowed uses.			
Provide adequate supply of land	Provide an adequate supply of development sites to accommodate anticipated employment growth with the public and private services, sizes, zoning, and other characteristics needed by firms likely to locate in Tualatin.	County, adjacent cities, State, landowners, and key stakeholders	Lead	Land, infrastructure
Zoning Code	Conduct an audit of the city's zoning code and a review of other development regulations to ensure that the regulations support the goals of economic development	County, if they manage land within the city's planning area but outside of the city limits	Lead	Land, Regulation
Increase the efficiency of the permitting process and simplify city land-use policies	Take actions to reduce costs and time for development permits. Adopt development codes and land use plans that are clear and concise.	County, if they assist with the permitting or building inspection process	Lead	Regulation, taxes, financial incentives
Public Facilities	Policies regarding the level and quality of public and private infrastructure and services.			
Provide adequate infrastructure to support employment growth	Provide adequate public services (i.e. roads, transportation, water, and sewer) and take action to assure adequate private utilities (i.e. electricity and communications) are provided to existing businesses and development sites. One way to pay for adequate infrastructure is through use of urban renewal, shown in the table below.	Public works department, special service districts, utilities, State and Federal partners who may provide grants, developers and landowners	Lead	Local infrastructure, Access to markets, suitable land to serve
Focused public investment	Provide public and private infrastructure to identified development or redevelopment sites.	Public works department, special service districts, utilities, State and Federal partners who may provide grants, developers and landowners	Lead	Regulation, taxes
Communications infrastructure	Actions to provide high-speed communication infrastructure, such as developing a local fiber optic network.	Communication utilities and public works department	Lead/Support	Local infrastructure, Access to markets

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Business Assistance	Policies to assist existing businesses and attract new businesses.			
Business retention and growth	Targeted assistance to businesses facing financial difficulty or thinking of moving out of the community. Assistance would vary depending on a given business' problems and could range from business loans to upgrades in infrastructure to assistance in finding a new location within the community.	Chamber of Commerce, Business Oregon, Regional ED Corporation An agent of the City of Tualatin should be direction involved in BRE efforts to highlight the city's issues and provide accountability.	Support	Local infrastructure, Access to markets, Materials, Regulation, Taxes, Financial incentives, Industry clusters
Recruitment and marketing	Establish a program to market the community as a location for business in general, and target relocating firms to diversify and strengthen the local economy. Take steps to provide readily available development sites, an efficient permitting process, well-trained workforce, and perception of high quality of life.	Chamber of Commerce, Business Oregon, Regional ED Corporation	Support	Labor, Land, Local infrastructure, Regulation, Taxes, Industry clusters, Quality of life
Development districts (enterprise zones, renewal districts, etc.)	Establish districts with tax abatements, loans, assist with infrastructure, reduced regulation, or other incentives available to businesses in the district that meet specified criteria and help achieve community goals.	Taxing districts, special districts, and the county Business Oregon can play a secondary role	Lead	Local infrastructure, Regulation, Taxes, Financial incentives, Quality of life
Business clusters	Help develop business clusters through business recruitment and business retention policies. Encourage siting of businesses to provide shared services to the business clusters, businesses that support the prison and hospital and agricultural industry, including retail and commercial services.	Business Oregon, Educational/research institutions Because clusters are regional, regional institutions such as GPI, the Columbia-Willamette Workforce Collaborative, and the Technology Association of Oregon should lead this approach.	Support	Industry clusters, Innovative capacity

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Public/private partnerships	Make public land or facilities available, public lease commitment in proposed development, provide parking, and other support services.	Developers, businesses, and landowners	Lead and/or Support	Land, Financial incentives
Financial assistance	Tax abatement, waivers, loans, grants, and financing for firms meeting specified criteria. Can be targeted as desired to support goal such as recruitment, retention, expansion, family-wage jobs, or sustainable industry.	County, special service districts, other taxing districts	Lead	Regulation, Taxes, Financial incentives
Business incubators	Help develop low-cost space for use by new and expanding firms with shared office services, access to equipment, networking opportunities, and business development information. Designate land for live-work opportunities.	Education/research institutions, Chamber of Commerce, Small Business Administration (Federal)	Support	Entrepreneurship, Innovative capacity, Access to markets
Business/start-up accelerators	Provide similar services and opportunities as a business incubator but using a specific timeframe for businesses to meet certain benchmarks. Help connect businesses with funding at the end of the time period of the program to continue product development.	Education/research institutions, Chamber of Commerce, Small Business Administration (Federal), venture capitalists	Support	Entrepreneurship, Innovative capacity, Access to markets
Mentoring and advice	Provide low-cost mentors and advice for local small businesses in the area of management, marketing, accounting, financing, and other business skills.	Chamber of Commerce, local businesses, and other potential mentors	Support	Entrepreneurship, Innovative capacity
Export promotion	Assist businesses in identifying and expanding into new products and export markets; represent local firms at trade shows and missions.	State, Chamber of Commerce, regional economic development partners	Support	Entrepreneurship, Innovative capacity, Access to markets

Category/Policy Examples	Description and Examples	Potential Partners	City Lead or Support Role	Relevant Factors of Production
Workforce	Policies to improve the quality of the workforce available to local firms.			
Job training	Create opportunities for training in general or implement training programs for specific jobs or specific population groups (i.e. dislocated workers).	School districts, education/research institutions, businesses	Support	Labor
Job access	Provide transit/shuttle service to bring workers to job sites.	Businesses, transit agency	Lead	Labor, Local infrastructure
Jobs/housing balance	Make land available for a variety of low-cost housing types for lower income households, ranging from single-family housing types to multifamily housing.	Developers, landowners, businesses, affordable housing developers, other housing agencies or developers	Support Lead, if urban renewal or other tools are at the City's disposal	Land, Labor, Quality of life
Other				
Regional collaboration	Coordinate economic development efforts with the County, the State, and local jurisdictions, utilities, and agencies so that clear and consistent policies and objectives are developed.	Regional economic development partners, county, nearby cities, Business Oregon	Lead initiation of the coordination, participatory in the coordination process	Innovative capacity
Quality of life	Maintain and enhance quality of life through good schools, cultural programs, recreational opportunities, adequate health care facilities, affordable housing, neighborhood protection, and environmental amenities.	School district, recreational districts, hospitals and medical providers, affordable housing providers, and other stakeholders	Lead on city programs, support on other programs	Local infrastructure, Labor, Land, Quality of life

Source: ECONorthwest.