



**City of Beaverton**

# Economic Development Strategic Plan

A Framework for  
Creating  
Businesses and  
Jobs

July, 2000

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# Beaverton's Economic Development Plan

## Executive Summary

For over a decade, Beaverton has experienced a vibrant economy. Over time, the City's industry base has diversified and become more global. Today, Beaverton is a mix of high tech and software companies, professional and business services, and retail and wholesale trade. It supports both traditional and knowledge-based industries, as well as provides goods and services to export markets and local consumers. The result of a vibrant economy has meant higher than average regional wages for workers, a growing tax base for public infrastructure and community amenities such as parks and open spaces.

Maintaining a resilient economy requires planning. While we cannot always predict economic cycles, we know our economy will periodically experience downturns. The City of Beaverton seeks to minimize the impact of economic cycles and maximize its abilities to seize new economic opportunities—recognizing the balance between growth and livability. This economic development plan outlines the role of the City of Beaverton and its contribution to local economic development efforts.

A committee of business leaders and citizens worked with the City to develop an economic development vision and set of goals.

### City of Beaverton's Economic Development Vision:

*“Beaverton is a vibrant city that is a great place to run a business and raise a family. It is a community that will foster an array of economic opportunities for the workforce of today and tomorrow. Beaverton will provide the infrastructure and leadership needed to compete in our current knowledge-based economy.”*

### Assumptions & Trends

Economic development should encourage efforts that will increase the opportunities for today's businesses, while expanding the possibilities for future workers and entrepreneurs—offering opportunities for our children to stay in the region and obtain nationally competitive jobs. One key factor that affects the jobs of today and tomorrow is the transition to a knowledge-based economy. Information and technology impacts all types of industries from retail and wholesale to manufacturing and service firms. It is changing the speed of business, the skills of workers, and the expectations of consumers. Linking economic development strategies to this trend will be critical.

Understanding the City's economic assets will also play a role in the future economy. Land use planning, permitting processes, infrastructure development and related efforts of the City will influence future business development. What type of redevelopment and infrastructure is required to support these industries? How easy will it be for a company to start, expand and stay competitive?

Linking the knowledge-based economy to assets and limitations of the community leads economic development efforts to target certain industries. Beaverton's targeted industries will vary in terms of goods and services, but will pay livable wages, have medium to high job density per acre, create additional community wealth by exporting goods and services outside the region, and provide benefits and education incentives to their workers. Examples of these industries might include professional services (finance, consulting, engineering, etc.), high technology, creative services (multi-media, advertising, public relations, film & video) bioscience and technology, engineering and environmental technology, and selected manufacturing. Focusing limited resources on targeted industries will also create additional opportunities for an array of small and supporting businesses that benefit from a strong economy.

## **Economic Goals**

### **Goal A: To foster entrepreneurial networks that promote innovative and healthy businesses in Beaverton**

*Objective #1: To increase the networks and connections among Beaverton businesses and with other regional, state and global businesses.*

Actions: Develop a "Business Activity Support Plan" to encourage active networks and business events in Beaverton; identify space requirements for business groups; and establish an annual City budget to support selected business events.

*Objective #2: Develop a communication plan for the city that identifies the most effective means to reach businesses, increases the access of city information for businesses and strengthens two-way communication between the city and business.*

Actions: Develop a "How To Do Business in Beaverton" packet; enhance business information on City's web site; build strong working relationships with business and industry groups.

*Objective #3: To promote the development and expansion of innovative businesses in targeted industry clusters.*

Actions: Investigate the potential for an incubator or innovation center that fosters technology transfer and connects regional economic partners, businesses, higher education and venture capitalists.

### **Goal B: To capture the opportunities of the new knowledge-based economy by having a skilled workforce and strong connections between business and education.**

*Objective #1: Identify the appropriate role of the City in addressing workforce issues and support key workforce issues related to Beaverton-based companies.*

Actions: Meet with workforce partners to determine City's role in workforce development; identify specific workforce actions; work with existing organizations to strengthen links between business and school-to work efforts.

**Goal C: To support business development through an effective transportation system, targeted land (re)development, and adequate infrastructure.**

*Objective #1: To develop business districts that are accessible, and provide job and businesses opportunities as described in the economic vision and goals.*

Actions: Identify business districts and appropriate business and industry development for each district; evaluate districts for adequate infrastructure and links to transportation and land use plans; determine appropriate redevelopment tools for each district.

*Objective #2: To enable business to access and maintain current telecommunications infrastructure.*

Actions: Identify current telecommunication capacity; work with telecommunications providers to identify areas of potential growth to ensure adequate facilities; examine ways the City can encourage providers to offer more timely and cost-effective services.

**Goal D: To enable businesses to easily start or expand their enterprise**

*Objective #1: To streamline the city processes required to start or expand a business.*

Actions: Investigate online applications for common licenses or permits; consolidate related license and permit processes; provide coordinated information through central channels.

*Objective #2: Ensure regulations and codes are consistent with or complementary to one another, and are easy to understand and implement.*

Actions: Continue current rewrite of development codes; enhance feedback processes from users.

**Goal E: To support the high quality of life and growing diversity of Beaverton's citizens.**

*Objective #1: To recognize and actively engage the growing cultural diversity in Beaverton.*

Actions: Ensure economic development efforts include minority business groups; use the City's web site to list culturally diverse business groups and organizations in the Beaverton area; engage business in Beaverton's Sister City program.

*Objective #2: Develop a multipurpose facility that supports both business and cultural activities.*

Actions: Conduct a feasibility study to determine uses, market conditions and costs for developing a multipurpose center for business, community and cultural uses. Identify other public and private facilities that can serve business and community needs. Coordinate with other facility planning efforts in Washington County.

**Goal F: To promote active partnerships between business and the community.**

*Objective #1: To develop long-term and active working relationships between business organizations, community groups, public agencies and elected leadership.*

Actions: Convene regular business roundtables with business groups, elected officials and city staff; Promote active involvement of businesses in community activities.

# Beaverton's Economic Development Strategic Plan

Economic development is critical for the health and vitality of overall community development. It provides the jobs and creates the wealth that supports the infrastructure, parks and open spaces, and cultural amenities of our community.

Beaverton's Economic Development Strategic Plan is intended to serve as a guide for economic activities in the City and a compass for how to get there. The Strategic Plan is a comprehensive statement of the City's ten-year economic vision, goals, and strategies. The Plan seeks to provide a common framework for the business and job creation efforts led by the City, business and industry groups, and other local and regional partners.

## Introduction

In fall of 1999, Mayor Rob Drake and his staff began work on an economic development plan for the City of Beaverton. With support from the City Council a planning process began. In January 2000, an Economic Development Committee was formed. The committee consisted of 17 members<sup>1</sup>, primarily from a broad array of Beaverton businesses, with others representing citizen groups, arts councils, and local and regional government.

The purpose of the economic development planning process is to:

- Identify what drives the Beaverton economy and what future trends may have the greatest impact on the city's economy,
- Establish a desired ten-year vision for Beaverton's economy,
- Develop a set of economic goals that identify specific objectives and recommend the types of activity that the City and its economic development partners can pursue.

The planning process consisted of six work sessions involving the Economic Development Planning Committee from January to June 2000; two reviews with City Council; and public input obtained from two open houses, review with neighborhood associations, and several business and community events during March, April, and June.

Beaverton's Economic Development Strategic Plan is organized by the following sections:

- Part I:** Beaverton's Economic Background and Drivers
- Part II:** Beaverton's Economic Vision and Goals
- Part III:** Beaverton's Economic Action Plan
- Part IV:** Appendices

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<sup>1</sup> Roster is listed in the Appendix

# Part I: Beaverton's Economic Background & Drivers

## A Summary of Beaverton's Economy

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In 1998, the City of Beaverton had approximately 4,500 firms with covered employees<sup>2</sup> for a total of 63,700 workers. This does not count the self-employed. Beaverton accounts for one-third of all Washington County employment.

While Beaverton has its share of small businesses, 76 percent of all covered employment remained in firms with more than 20 employees. In comparison, Gresham has 56 percent of its employment in firms with more than 20 employees.

### Size distribution of firms:

Size of Firm	# of Firms	Employment	% of Total Firms	% of Total Employment
Less than 1 employee	1,064	347	24.1%	0.5%
1-4 employees	1,714	3,957	38.8%	6.2%
5-20 employees	1,095	10,988	24.8%	17.2%
Greater than 20 employees	545	48,406	12.3%	76.0%

### Current Business and Industry Mix

A city's economy is comprised of a mixture of businesses that provide a wide range of goods and services. Recent economic research conducted in the Portland Metropolitan area divides industries into three tiers: traded sector industries, support & supplier industries, and local industries.

Beaverton's strength is a mix of businesses that capitalize on global markets and also serve local residents.

Planning Committee Member

Firms that export the majority of their product outside of the region are often referred to as primary or traded sector industries. These companies often pay above average wages and bring new wealth into the community that then pays for infrastructure improvements and community amenities. In the Portland region they include electronics and semiconductor manufacturing, software and multimedia, film & video production, wood products, primary metals, measurement equipment, and bioscience firms.

Another segment of the economy are suppliers or support firms that have both regional and export markets. They tend to pay average to above average wages. Portland area examples include transportation services, metal fabrication, wholesale segments, advertising and public relations, and regional-based engineering, architecture and environmental services.

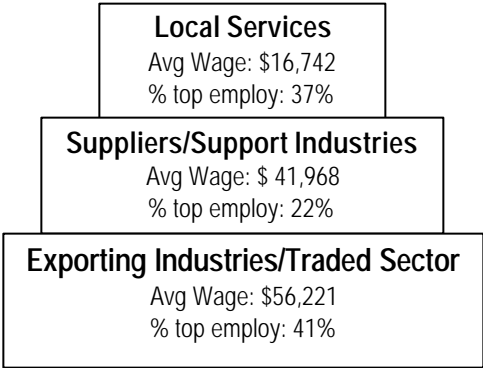
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<sup>2</sup> Covered employment represents firms that report to the state the employment of one or more workers covered by unemployment insurance.

The third segment consists of companies serving local residents and business, recycling wealth within the community. These are referred to as secondary jobs or local industries. Examples include most consumer health care, retail, food and drinking establishments, personal services such as dry cleaners, and business services such as copy centers. The assortment of traded and regional industries often influence the types and number of local industries.

A balance of primary and secondary jobs are needed for a healthy economy. Beaverton has a strong mixture of traded, regional and local firms. This blend provides a solid base for future economic activities.

***Distribution of Beaverton’s Major Industry Segments***  
*(Represents 46% of all Beaverton employment)*



*Source: Oregon Employment Department*

**Beaverton’s Top Industry Segments by Total Employment**

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Eating And Drinking Places</li> <li>2. Apparel Wholesale</li> <li>3. Local Government (Including Schools)</li> <li>4. Other Manufacturing</li> <li>5. Computer &amp; Data Processing</li> </ol> | <ol style="list-style-type: none"> <li>6. Personal Supply Services</li> <li>7. Grocery Stores</li> <li>8. New &amp; Used Car Dealers</li> <li>9. Communication Equipment</li> <li>10. Wholesale Of Electrical Goods</li> <li>11. Other Services (misc.)</li> </ol> |
|---|--|

*Source: Oregon Employment Department*

**Beaverton’s Economic Strengths & Weaknesses**

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Previous planning efforts and input from this planning process, indicate a consistent set of strengths and weaknesses for Beaverton. This economic development plan aims to build on the strengths and overcome weaknesses as it addresses a variety of activities.



*Primary Economic Strengths:*

- Healthy retail base
- Strong employment base in primary industry sectors that export goods & services (i.e. high tech, software, apparel)
- Synergy among primary industries and local services/small businesses
- Increased public transportation options with Westside Max
- Educated workforce
- Good schools and housing stock

*Primary Economic Weaknesses:*

- Lack of an image for downtown
- Poor street connectivity
- Lack of pedestrian access & orientation
- Few and odd-shaped parcels for (re)development

**Critical Drivers Of Beaverton's Economy**

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Many factors drive an economy. Some are influenced by the global economy, others by federal and state policies, and still others by regional elements. Some factors are in the control of the community and others are not, yet they all interrelate. One of the first steps in developing an economic development plan is to understand what drives the local economy. The factors identified as those most directly affecting Beaverton's economy included:

*Types of Businesses:*

Emerging businesses: high tech, Internet, e-commerce, creative services

Support businesses: Suppliers, retail, and personal and business services

A variety of sizes: from small to large

*Business Operations:*

Skilled workers

Telecommunications capacity

Access to capital

*Regional Development Factors:*

Infrastructure & transportation

Land availability

Affordable housing

Post-secondary education system

If Beaverton's economic development is successful, the City will be known as a place to go "to" not "through."

Planning Committee Member

### *Business Climate Factors*

- Public policies
- Tax structure
- Strong stable government

### *Livability & Image*

- Arts & Culture
- Growth management
- Overall quality of life
- K-12 education system

How do these drivers and strengths and weaknesses affect economic development planning? Businesses, industry groups, the Chamber of Commerce, city staff, community development representatives and others involved in this process identified the following as key issues that influence Beaverton's future economy.

The vision for Beaverton is a city with distinct neighborhoods, each with their own characteristics, yet woven together into a well-defined city image.

Planning Committee Member

- The ability to capture the growth in emerging industries such as high tech, software, bioscience, and e-commerce.
- The ability to redevelop areas to meet density and employment goals while keeping a sense of place.
- The need to consider small business and local services as part of the overall economic picture.
- How to develop an image for Beaverton that will retain existing businesses and attract new ones.
- The link between Beaverton's economy and that of the broader Metro region.
- How to identify, improve, and pay for the basic transportation and infrastructure needs for business development.

## **Economic Plan Assumptions**

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Developing an economic development plan requires us to look to the past, assess our current situation, and envision the future. It requires assumptions that we cannot always predict or control yet will influence the economy of the region and the community of Beaverton. The following set of assumptions was used in developing our vision, goals and strategies.

- The economic development plan must provide strategies that will increase the opportunities for today's businesses, while expanding the possibilities for the next generation of workers and entrepreneurs--offering opportunities for our children to stay in the region and seize nationally competitive jobs.

- The dynamics of the region will continue to change. Washington County will continue to experience growth, however, land availability will become increasingly scarce and development patterns will become denser.
- The types of high-demand industries and jobs will continue to change. Many of our current jobs or industries were not a part of our economy 10 years ago; the rate of change in technology and the global economy will continue this trend of rapid innovation.
  - Emerging businesses (those creating the majority of new jobs) will continue to be part of the current knowledge-based economy. These firms develop or find innovative ways to apply technology--whether an enterprise is a high tech firm, a distribution company, or professional service. As they grow, they attract an array of support businesses from material suppliers to retail services, and provide a multiplier effect to the economy.
  - Business and job development, quality of life, and community infrastructure are all connected. An economic development plan must consider how these aspects interrelate and find ways to connect various partners and leverage limited resources.
  - The plan will seek to develop Beaverton as a destination for business and pleasure with a well-defined image, as well as a central business district, distinct neighborhoods, and lively arts and & culture venues.

## **A Focus on the Knowledge-based Economy**

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Today's knowledge-based economy impacts all types of industries and the way business is conducted. E-commerce, Internet communications, on-line marketing and other uses of technology have transformed operations of retail, wholesale, manufacturing and service firms. Almost every type of business requires new technology, and often new skills for their workforce.

Beaverton should be known as the region's epicenter of knowledge-based businesses and satisfied families.

Planning Committee Member

To compete in today's global and information-based economy, requires local communities to add another dimension to economic development planning. Beaverton's economic development plan seeks to recognize key trends of a knowledge-based economy:

- The movement of information in a quick and responsive manner is as critical (if not more so) than the movement of goods and people. Infrastructure for a knowledge-base economy requires a high level of connectivity for businesses and their customers. Telecommunication infrastructure becomes a backbone for many companies.
- A higher percentage of workforce at all skill levels will require knowledge and experience in the use of computers and other technologies. Communicating these business needs to our education system will strengthen the local workforce.

- The rate of business transactions is rapidly increasing. The speed at which businesses develop and enter new markets has dramatically accelerated in the last decade, and is expected to continue its upward trend. To be successful, local governments and business support groups must recognize and work with this quickened pace.

## Targeting Businesses and Industries That Meet Beaverton’s Vision

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Meeting Beaverton’s economic development vision and goals may require efforts to be targeted towards industries that can best contribute to these goals. Land availability and use, the ability to pay for infrastructure improvements required for on-going economic development, the connections to city and regional planning goals, and links to other community development issues all play a role in determining businesses and industries best suited for Beaverton. These may include:

Beaverton should be a city that offers economic opportunities to its children, so they can acquire a quality education in the region, then stay and work in well-paying competitive jobs.

Planning Committee Member

- Industries that do not require large parcels of land,
- Industries with job densities that fit comprehensive planning objectives,
- Industries that create or bring in additional wealth by exporting their goods and services outside the region,
- Industries that provide quality jobs<sup>3</sup>, and
- Industries that provide health benefits and education incentives for their workers.

Examples of industries that may fulfill many of the listed criteria include software, professional services (finance, consulting, engineering, etc.), electronics, creative services (multi-media, advertising, public relations, film & video) bioscience and technology, engineering and environmental technology, and selected manufacturing.

In addition, it is important that we balance our job growth with businesses that serve the local economy, especially those that fill gaps in needed business services and retail, and those that increase Beaverton’s image as a destination point for specific services.

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<sup>3</sup> For this report, living wages are consider jobs that pay at least 80% of the region’s average wage and provide worker benefits.

## Part II: Beaverton's Economic Vision & Goals

### Beaverton's Economic Vision

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A vision is an image of the future—a future that a community desires and is dedicated to achieve.

What would we envision if we place ourselves in the future and ask what Beaverton's economy could look like if we planned for and systematically addressed key economic issues? How would we describe the economics of our community?

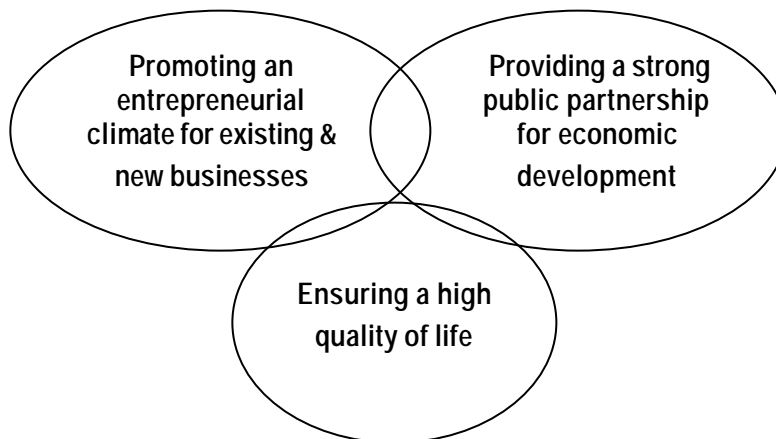
*“Beaverton is a vibrant city that is a great place to run a business and raise a family. It is a community that will foster an array of economic opportunities for the workforce of today and tomorrow. Beaverton will provide the infrastructure and leadership needed to compete in our current knowledge-based economy.”*

### Beaverton's Economic Goals

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A goal sets direction by describing the results of a vision. How will we know that we are on the right track? What results would best capture our vision and respond to the factors influencing our economy? Beaverton's economic goals focus on building a solid base for the jobs and business of today, as well as providing opportunities for our future workers and entrepreneurs.

Beaverton's economic goals can be described in a framework of three integrated strategy areas that help to organize related activities. Each strategy area shares a common set of characteristics that will drive the development of action plans. Seizing our economic opportunities will rely on the ability to support and connect various segments of economic development into an integrated framework.



## Overall Goal

*To retain, expand and attract targeted businesses and industries that create quality jobs<sup>4</sup> and share Beaverton's economic vision.*

**Promoting An Entrepreneurial Climate For Existing and New Businesses.** There are some aspects of business development that are required by any company, regardless of size or industry. These include the ability for businesses to keep up to date on standards and practices, having an adequate supply of skilled workers, and being able to connect with and learn from related businesses and experienced entrepreneurs. It also includes strong regional networks that address issues such as capital and links to higher education. While local government may have an active role in supporting these issues, activities are often driven by a partnership of public and private organizations.

- *Goal A: To foster entrepreneurial networks that promote innovative and healthy businesses in Beaverton.*
- *Goal B: To capture the opportunities of the new knowledge-based economy by having a skilled workforce and strong connections between business and education.*

**Providing A Strong Public Partnership for Economic Development.** Attracting any size and type of business also depends on having a set of strong building blocks for business development. The building blocks often include the type and quantity of land availability, the quality and quantity of infrastructure, and the transportation system. It also includes the attitude with which public partners support economic development and the ease of forming or expanding a business. These issues are usually led by government agencies.

- *Goal C: To support business development through an effective transportation system, targeted land (re)development, and adequate infrastructure.*
- *Goal D: To enable businesses to easily start or expand their enterprise.*

**Ensuring A High Quality Of Life.** In addition to issues that affect the direct operations of a business, there are quality of life factors from parks and arts to public safety that are critical to the overall economic environment that attracts and retains business owners and their workforce. Successfully linking economic development with the array of community development efforts will enhance both business and community activities.

- *Goal E: To support the high quality of life and growing diversity of Beaverton's citizens.*
- *Goal F: To promote active partnerships between business and the community.*

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<sup>4</sup> For this report, quality jobs are defined as those that pay at least 80% of the region's average wage and provide worker benefits.

## Part III: Beaverton's Economic Strategies

Beaverton's economic strategies are overall plans of action. Each describes a set of specific objectives and performance measures, and a set of recommended actions that the City of Beaverton could lead or support.

For each goal described on page 12, an economic strategy was developed. The strategies are listed in the same order as the goals. In developing these strategies, a number of consistent themes kept arising during the planning committee discussions. These included:

- How to retain, expand and recruit new businesses.
- The ability to create quality jobs that provide livable wages and good benefits.
- The ease and convenience of doing business in Beaverton.
- How people think about Beaverton—as a place to “get through” or as a place to “go to.”
- What niches Beaverton should promote—its strengths and competitive advantages.
- How Beaverton fits into and interacts with the regional economy.
- Planning for business (re)development—what infrastructure is needed, what public policies will support it.
- How activities are funded and what partnerships can be developed to sustain activities.

The following strategies contain specific objectives, performance measures and suggested actions that identify activities, primary players, and timeframes. It should be noted that the performance measures listed in this document should be considered indicators of economic performance. There are many variables that affect how our economy functions; therefore, local governments and their partners have limited control over specific results. To the extent possible, this plan identifies measures that the planning committee believes best reflects local ability to foster desired economic activity.

The actions listed under each goal are intended to be flexible as circumstances and conditions change over time.

## **Promoting an Entrepreneurial Climate for New & Existing Businesses**

### **Goal A: To foster entrepreneurial networks that promote innovative and healthy businesses in Beaverton**

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*Business and industry networks are key to building vital companies. How can Beaverton best support the formation and operations of business networks, and the issues and activities identified by these groups? Is it easy for a business to seize new opportunities, or change the way they operate to stay competitive?*

<p><b><i>Current Strengths</i></b></p> <ul style="list-style-type: none"> <li>▪ Strong local and regional business and industry groups</li> <li>▪ Willingness of the City to participate in and support business activities</li> </ul>	<p><b><i>Current Weaknesses</i></b></p> <ul style="list-style-type: none"> <li>▪ The amount and availability of space to hold business events</li> <li>▪ Lack of centralized information on city business policies and practices</li> <li>▪ Lack of connectivity between business groups and the city</li> </ul>
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#### **Objective #1**

**To increase the networks and connections among Beaverton businesses and with other regional, state and global businesses.**

##### Performance Measures

- The number of region wide business events held in Beaverton
- City support of at least four business events each year

##### Actions:

- *What:* Work with business groups to develop a “Business Activity Support Plan”

Identify and develop a list of Beaverton area business groups and state and regional industry groups with a Washington County connection. Identify key business and industry events held in Beaverton and those held elsewhere in the region which would be likely to occur in Beaverton if space was available.

Identify space required to support a network of events: inventory existing space, identify gaps in space needs, work with other community groups such as the Arts Council to identify spaces that can be used for multiple purposes.



Establish an ongoing annual City budget to support such events, and the criteria for funding support.

- *Who:* City staff with input from business groups
- *When:* Plan development by Year End 2000  
Plan implementation starting 2001

### **Objective #2:**

**Develop a Communication Plan for the city that identifies the most effective means to reach businesses, increases the access of city information for businesses and strengthens two-way communication between the city and business**

#### Performance Measures

- The number of agencies or contacts a business must interface with to obtain information on operating a business in Beaverton.
- Active involvement of city staff in key business associations

#### Actions:

- *What:* Develop an easy to use “How-To” information packet for operating a business in Beaverton (starting, expanding or relocating). Work with the State of Oregon, Portland Development Commission, Washington County and business groups to coordinate information. Distribute the “How-to” packet to business and industry groups and individual businesses.

Enhance the City of Beaverton’s web site for economic development and develop active links to local and regional business and industry groups and regional and state government agencies involved in business operations.

- *Who:* City staff with review from users such as the Chamber and Oregon Entrepreneurs Forum for clarity and content
- *When:* Develop Web links by Fall 2000  
Complete How-To packet by Spring 2001  
Ongoing implementation
- *What:* Target six business organizations or industry groups on an annual basis to build working relationships between the City and each group
  - *Who:* City staff
  - *When:* Ongoing

### **Objective #3:**

**To promote the development and expansion of innovative businesses in targeted industry clusters**

#### Performance Measures:

- The number of start-ups or spin-offs of “targeted” industries encouraged by city-supported incubators or innovation centers.

Actions:

- *What:* Investigate the potential for a private or public funded incubator or innovation center by working with regional economic partners, higher education, venture capitalists and others who are fostering technology transfer and business development in emerging industries.
  - Research best practices in the Portland region and other cities
  - Identify possible incubator/center locations within the City
  - Identify funding options and partners for development and operations
  - Pursue viable options
- *Who:* City staff to work with existing tech transfer and start-up partners to evaluate options
- *When:* Investigate options by year end 2001

**Goal B: To capture the opportunities of the knowledge-based economy by having a skilled workforce and strong connections between business and education**

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*A skilled workforce is key to healthy businesses. Are there adequate workforce development and continual learning opportunities for Beaverton workers? Are we promoting connections between businesses and education to ensure our children learn skills for their future?*

<i>Current Strengths</i>	<i>Current Weaknesses</i>
<ul style="list-style-type: none"> <li>• Beaverton schools are well regarded in the region and engaged in workforce issues.</li> <li>• Oregon Graduate Institute is a nearby asset.</li> <li>• Businesses are willing to explore strategies with schools.</li> </ul>	<ul style="list-style-type: none"> <li>• City is not strategically engaged in workforce issues.</li> <li>• City and businesses not well connected to Westside One-Stop.</li> <li>• Lack of stable funding for skill development of emerging and existing workforce.</li> </ul>

**Objective #1:  
Identify the appropriate role of the City in addressing workforce issues and support key workforce issues related to Beaverton-based companies.**

Performance Measures:

- Definition of measurable results which are appropriate for the City in workforce development.

Actions:

- *What:* Meet with existing partners with active workforce efforts (Chamber of Commerce, Worksystems, Inc. Portland Community College, Portland State University, Oregon Graduate Institute, etc.) to determine the City’s role in workforce development
- *What:* Identify specific actions the City can take to support workforce issues. Specifically address existing workforce activities of businesses and workforce organizations to identify the most critical skills gaps for workers and best practices used in the Portland region and other cities the size of Beaverton. Consider city support of surveys, regional forums, or research based on the appropriate city role defined in the previous action.

- *What:* Examine opportunities within City of Beaverton in-house training where small business participation may be possible as space allows.
- *What:* Work with the Business Education Compact, and Industry Associations to promote business involvement in internship and school-to-work efforts. Develop links on City Website, promote business/education relationships through the City's active involvement in business groups.
- *What:* Identify education and training facilities with the telecommunication capacity to provide on-line and distance learning for identified workforce training gaps.
  - *Who:* City to convene forum of workforce providers
  - *When:* Convene workforce Forum by Spring 2001  
Identify City's role by Summer 2001  
Implement workforce support actions on an as needed basis

## **Providing A Strong Public Partnership For Economic Development**

**Goal C: To support business development through an effective transportation system, targeted land (re)development, and adequate infrastructure.**

*Competing in the 21<sup>st</sup> century requires a business to be smart and quick. Does Beaverton have the necessary telecommunications to carry us into the future? How will we (re)develop land to meet our economic vision? Do we have the necessary infrastructure and transportation system to support existing and future jobs?*

<i>Current Strengths</i>	<i>Current Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ Total capacity of telecommunication infrastructure appears to be adequate for future growth. Ability to take advantage of deregulation of telecom providers.</li> <li>▪ Adequate storm, water and sewer systems with good maintenance and upkeep</li> <li>▪ Presence of light rail</li> <li>▪ City is well served by major transit corridors (Hwy 26, Hwy 217, near I-5)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Telecommunication infrastructure is not equally distributed and lacks timeliness of implementation</li> <li>▪ Lack of industrial and large commercial sites for development or redevelopment</li> <li>▪ Lack of adequate bus transit and connections within the city and to other parts of Washington County</li> <li>▪ Lack of capacity of road system to handle anticipated growth</li> <li>▪ Lack of transportation resources to keep up with expansion and maintenance needs</li> </ul>

**Objective #1:**  
**To develop business districts that are accessible, and provide job and businesses opportunities as described in the economic vision and goals.**

*Performance Measures:*

- The number of sites (identified by the City as sites with strong opportunities) that are developed in a manner consistent with the economic vision and goals.

- Comparison of vacancy rates and median rents of each business district with the metropolitan region, identifying areas which may need development assistance.

Actions:

- *What:* Identify business districts within the city and inventory business opportunities
  - Inventory potential redevelopment sites by:
    - Ownership, comp plan designation, zoning, value, & current uses
  - Identify current market conditions, infrastructure, and access issues for each district
  - Determine on and off-site improvements required to encourage potential uses
- *What:* Coordinate and cross-reference livability goals with planning efforts of business districts. Promote business districts that include a pedestrian focus, transit options, adequate open space or pocket parks, and street improvements that make the area attractive. Connect these improvements to adjacent neighborhoods.
- *What:* Work with property owners, businesses, and adjoining neighborhoods to identify specific opportunities and constraints by district
  - Potential uses for district and individual sites based on the economic vision
  - Improvements required to meet desired uses
  - Develop a work plan that identifies near-term (1-5 year) and intermediate (5-10 year) priorities for various districts
- *What:* Determine which redevelopment tools are best suited to each district. Redevelopment tools may include any of the following:

*Zoning Incentives for Efficient Land Use.* Beaverton has a very limited land supply for both industrial and commercial land. Beaverton is constrained on most sides by developed land, even if the regional land supply problem is addressed. City may want to consider how to create incentives for development which maximizes use of the land for dense, job-creating development.

*Land Banking.* A tool to acquire key sites which become available, then remarket them with specific conditions designed to meet City goals.

*Redevelopment Districts.* A tool in Oregon law which allows cities to create targeted districts and utilize tax increment financing to assist redevelopment of deteriorated areas. In Beaverton, this tool requires a vote of the citizens. Also known as urban renewal.

*Development Incentives.* This includes a broad range of activities which the City could undertake in order to target specific types of development in certain areas. It could include such things as tax abatements, infrastructure improvements, fee waivers, grants such as job creation or training grants, direct financial programs such as loans for targeted businesses, regulatory streamlining, etc.

*Business Improvement Districts/ Economic Improvement Districts.* Mechanisms approved by the City which allow property owners in a specific area to pay into funds to solve identified problems in the area.

*Local Improvement Districts.* Procedure which allows property owners in an area to finance public improvements, often allowing the improvements to be done very quickly. City can participate in a portion of the cost in Local Improvement Districts as well, depending on specific circumstances.

*Targeted Infrastructure Improvements.* City can target infrastructure dollars to an area to solve specific problems, generally to meet established goals.

- *Who:* City to fund the identification of business districts and their potential uses and needed public improvements. City Staff to implement economic activities related to each district
- *When:* Determine districts and uses by year-end 2001  
Implementation continuous

**Objective #2: To enable business to access and maintain current telecommunications infrastructure**

*Performance Measures:*

- Choice of telecommunication providers that offer timely and cost effective service to businesses.

*Actions:*

*What:* Work with telecommunications companies and providers to understand the current telecom infrastructure, planned expansions, and gaps for the Beaverton area in terms of technology, capacity, and facilities.

- *Technology:* Understand the various technologies used for telecommunications systems: their costs, impact to city revenues, infrastructure requirements, potential for future expansion, etc.

- Capacity: Does Beaverton have the total capacity needed to support companies that depend on digital technologies?
- Facilities: Is the total capacity distributed throughout the city?
  - o Is this capacity distributed to existing areas with concentrations of users?
  - o Are there facilities serving areas with near-term development or redevelopment potential?

Work with telecommunication providers to determine which business districts of the city will likely experience the fastest growth; identify the areas that are underserved.

Examine the franchise process to evaluate ways the City can encourage telecommunication providers to offer more timely and cost-effective services. Work with other jurisdictions in the region with similar concerns related to telecommunication services.

Build relationships with telecommunication providers to increase access and availability of telecommunications needs to Beaverton businesses.

- *Who:* City Staff to work with telecom providers. City to support actions to increase telecommunication access (The number of providers, the timeliness of service, the types of technology, etc.)
- *When:* Identify telecommunication needs by year end, 2000. Ongoing implementation



**Goal D: To enable businesses to easily start or expand their enterprise.**

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*It is easy for a business to form or expand its operations? Are regulations and codes conducive to a vital business environment?*

<i>Current Strengths</i>	<i>Current Weaknesses</i>
<ul style="list-style-type: none"><li>▪ Ongoing efforts to streamline permit process and codes.</li><li>▪ Recent revisions to downtown zoning districts to allow mixed uses and more dense commercial development.</li></ul>	<ul style="list-style-type: none"><li>▪ Lack of comprehensive information explaining and mapping permit processes.</li><li>▪ Small businesses often don't have the resources to hire consultants to assist with the complex, legalistic process.</li><li>▪ Lack of flexibility in dealing with code issues.</li></ul>

**Objective #1:  
To streamline the city processes required to start or expand a business**

Performance Measures:

- The average time to complete all local permit processes required to start a business
- The average time to complete all local permit processes to expand or modify business operations

Actions:

- *What:*
  - Investigate on-line applications for common licenses or permits
    - Use the internet as a tool to explain codes, map out the processes, track permits, etc
  - Consolidate related license and permit processes. Investigate whether certain permit processes could be consolidated and streamlined. Provide feedback and advice from Economic Development to the Community Development Department regarding individual permits as well as overall processes.
    - Use existing Development Liaison Committee as a forum to discuss procedural issues which could streamline process.
    - Use in house training opportunities to enhance staff understanding of business time and cost constraints related to development.
  - Provide coordinated information through central channels including the City Web site and local business groups.

- Consider using an ombudsman or Project Manager approach to guiding permits through the process.
- Utilize senior volunteers for assisting businesses
- Include permit processes in “How-To” information packet described on page 14.
- *Who:* City Staff
- *When:* Ongoing implementation

**Objective # 2:**

**Ensure regulations and codes are consistent with or complementary to one another, and are easy to understand and implement.**

*Performance Measures:*

- Complete the Development Code update.
- Established mechanism to review and deal with complaints regarding processes or codes.

*Actions:*

- *What:* Continue the current Development Code rewrite process. Ensure active participation by the business community in this effort.
  - Feedback – elicit comments from customers and use results to make changes to system.
  - Investigate methods which could provide ongoing improvements to the Development Code as problems arise.
- *Who:* City Staff
- *When:* Ongoing implementation

## Ensuring a High Quality of Life

### Goal E: To support the high quality of life and growing diversity of Beaverton's citizens

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*The livability of Beaverton adds to the city's ability to retain and attract businesses that share the community's vision. How can economic development activities support organizations and agencies working on community development issues such as parks and open spaces, art and culture, education and public safety? How do economic development activities consider the growing diversity of Beaverton residents?*

<i>Current Strengths</i>	<i>Current Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ Good school districts</li> <li>▪ Growing diversity of residents and business owners</li> <li>▪ Quality of housing stock</li> <li>▪ Strong community policing and relatively low crime rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of facilities to accommodate arts and cultural venues, meetings and conventions</li> <li>▪ Lack of business connection to Sister City program</li> </ul>

#### **Objective #1:**

**To recognize and actively engage the growing cultural diversity in Beaverton.**

Performance Measures:

- The percentage of Beaverton's minority business groups engaged with City economic development activities.

Actions:

- *What:* Recognize the growing cultural diversity of Beaverton by actively involving minority-owned businesses in economic development efforts. Review this and other economic development strategies to understand differences in their business needs and to work with them to develop actions that the City can take to support minority-owned and operated businesses.
  - Use the City's web site as a place to list culturally diverse business groups and organizations.
  - Engage the business community in Beaverton's six Sister Cities

- *Who:* City Staff in cooperation with Sister City staff and minority business groups
- *When:* Review economic development strategy by Spring 2001  
Develop minority business support activities by year-end 2001

**Objective # 2:**

**Develop a multipurpose facility that supports both business and cultural activities.**

*Performance Measures:*

- Short-term: Complete a feasibility study to identify options for a private or public multipurpose center
- Long-term: Build or renovate a space that can provide space for business and community

*Actions:*

- *What:* Conduct a feasibility study to determine uses, design, market consideration and costs for developing a multipurpose facility in Beaverton. Investigate funding options. Develop an implementation plan for the facility. Work with Washington County and Hillsboro to coordinate feasibility study with similar county-wide facility needs.
  - *Who:* City Staff
  - *When:* Feasibility completed by Spring 2002  
Implementation plan developed by Spring 2003  
Facility completed by year-end 2005
- *What:* Identify other public and private facilities and space needs that can serve multiple purposes (e.g. day use for business, evening and weekend for arts/culture uses). Inventory existing facilities and identify gaps in facility uses.
  - Use the City's web site as a place to list facilities available for public uses.
  - *Who:* City Staff, Arts Council, business organizations
  - *When:* Ongoing implementation

**Goal F: To promote active partnerships between business and the community.**

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*Is Beaverton’s public sector supportive of the business community? Does the leadership have a clear economic vision and the will to carry it out? Maintaining the balance of a vibrant community and healthy businesses will require strong connections between business and the City, neighborhoods and citizens.*

<i>Current Strengths</i>	<i>Current Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ The willingness for City leaders to engage in economic development discussions.</li> <li>▪ The willingness for business groups to engage in community events and activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The lack of formal connections between business groups and city leadership.</li> <li>▪ The lack of strong connections between businesses and schools.</li> </ul>

**Objective #1:  
To develop long-term and active working relationships between business organizations, community groups, public agencies and elected leadership.**

Performance Measures:

- The number of business groups who rate the City’s ability to identify and work on business issues as good to very good.

Actions:

- *What:* Convene a regular (quarterly) roundtable of business leaders, elected officials and city agencies to discuss current business and job issues, provide a forum for businesses to express concerns and to strengthen relationships between the City and local businesses.
  - *Who:* City Staff and Council in cooperation with business groups
  - *When:* Ongoing implementation
- *What:* Promote business connections to schools, parks and community events by encouraging business groups to be actively involved in community activities.
  - *Who:* City Staff in cooperation with business groups
  - *When:* Ongoing implementation

## **Appendices**

Economic Development Planning Committee Roster

Economic Development Planning Timeline

List of open Houses and Public Input Sessions

List of reports and studies used for initial background

Timeline for Strategy Implementation



**CITY OF BEAVERTON  
ECONOMIC DEVELOPMENT STRATEGIC  
PLANNING COMMITTEE ROSTER**

Betty Atteberry  
Westside Economic Alliance

Bob Tenner  
Committee for Citizen Involvement

Rich Bader  
Easy Street Online Services, Inc.

Denice Thompson  
Safeway Credit Union

Mayor Rob Drake  
City of Beaverton

Robert Toppel  
President, Axiom Electronics, Inc.

Dennis Doyle  
Beaverton City Council

Joyce Porter Green  
Beaverton Arts Commission

Joe Grillo  
Community Development Director  
City of Beaverton

Mary Grimes  
Pacific Continental Bank

Gordon Hoffman  
Oregon Graduate Institute

Lisa Kyle  
Goleta National Bank

Karen Lee  
Portland General Electric (PGE)

Wally Preble  
Carr Chevrolet

Robin Roberts  
Portland Development Commission

Ethan Seltzer  
Institute of Portland Metropolitan Studies  
Portland State University



## Beaverton Economic Development Strategic Plan Committee Timeline

WEEK	ACTIVITIES
Jan. 3-7	<b>Kick-off Meeting: Introductions &amp; Review of Format/Process</b> Background materials to members
Jan. 24-28	<b>Committee Work Session #1: Vision and Goals</b>
Jan. 31 - Feb. 4	Synthesize vision and goal statements Send Committee synthesis and information for work session #2
Feb. 14 - 18	<b>Committee Work Session #2: Refine Vision &amp; Goals; Develop Overall Strategies</b> Synthesize recommendations from committee Write staff report for Council
Mar. 6-10	<b>March 6 Council Meeting – Presentation and Adoption of Vision &amp; Goals</b>
Mar 13-17	<b>Open House: Public Presentation &amp; Input</b>
Mar. 20-24	Send Committee comments from City Council/Open house & information on Work Session #3
Mar 27-31	<b>Committee Work Session #3: Develop Action Plan</b> Additional presentations to public groups for Input
Apr. 10-14	Send Committee synthesis and information on Work Session #4
Apr 24-28	<b>Committee Work Session #4: Action Plan Development</b>
May 10-14	Send Committee synthesis and information on Work Session #5
May 20-24	<b>Committee Work Session #5: Finalize Action Plan</b>
May 24-31	Prepare staff report to Council on Final Plan
June July	<b>Open House &amp; Public Input</b> <b>Council Meeting to Present Final Plan</b> Final revisions to Strategic Plan

## **Public Input Events:**

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*January 26, 2000*

Beaverton Chamber of Commerce

*February 14, 2000*

Beaverton City Council Meeting, Beaverton City Hall

*March 6, 2000*

Beaverton City Council Meeting, Beaverton City Hall

*March 16, 2000*

Public Open House, Beaverton City Hall

*March 29, 2000*

Committee for Citizen Involvement, Beaverton City Hall

*March 31, 2000*

Beaverton Chamber of Commerce High Tech Fair, Embassy Suites

*April 14, 2000*

Beaverton Chamber of Commerce, Membership Luncheon

*June 22, 2000*

Public Open House, Beaverton Community Center

## List of Background Materials

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City of Beaverton, *Comprehensive Plan*

City of Beaverton, *Transportation Plan*

Conkling, Fiskum & McCormick, *Assessing the City of Beaverton's Economic Strategies*, Fall 1999.

Hobson Johnson & Associates, *Economic Profile/Land Use Evaluation*, Jan. 1996

Institute of Portland Metropolitan Studies, *The State of Our Regional Economy- Technical Report*, 1999

Oregon Employment Department, *Multnomah/Washington County Regional Profile*, 2000

Oregon Employment Department, *Employment data on selected industries*, Jan. 2000

Pacific Rim Resources, Leland Consulting & Cascade Design Collaborative, *City of Beaverton Downtown Redevelopment Alternative Study*, Sep. 1997

Statistics & Employment data provided by:

Oregon Employment Department

Bureau of Labor Statistics

US Census Bureau