

CITY OF



UALATIN

2024 City Council Advance

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# INTRODUCTION

The City of Tualatin Council and leadership team gathered on January 26-27, 2024, for their annual Council Advance. The Advance serves as an important opportunity for City leaders to engage in comprehensive discussion aimed at identifying realistic priorities aligned with community needs and opportunities, the Council's 2030 Vision, and the resources and capacities of City staff.

The Advance offers a unique setting to look forward in an environment conducive to fostering collaboration and open dialogue amongst Council members and staff. It allows the team to step away from the day-to-day responsibilities and engage in substantive conversations focused on the City's long-term vision and the strategic actions required to bring that shared vision to life. Furthermore, the Advance offers the opportunity for Council and staff to engage directly with one another sharing input and insights to develop a deeper understanding of the challenges and opportunities facing the community and organization. In this way, the Council can harness the collective expertise and perspectives to identify realistic priorities that are both aspirational and obtainable.

The City hired SSW Consulting, professional strategic planning and facilitation consultants, to guide the process for the Advance. In preparation for the workshop, SSW conducted outreach with Council and staff to gather input on challenges and opportunities facing the organization and community. Informed by the results of the outreach, SSW partnered with staff to develop an agenda designed to achieve the following shared outcomes:

- Highlight accomplishments and confirm the team is on the right track
- Develop a shared understanding of the community + organization context to inform discussions around priorities + capacity
- Facilitate a process where diverse perspectives are welcomed and heard and find areas of alignment to focus the team's efforts and resources in the coming year
- Conduct intentional team building that will help Council and staff in advancing their vision and priorities

The team engaged in collaborative exercises to develop an assessment of the current environment and understanding of the existing community landscape. Using this as a foundation, the team discussed how to leverage the City's strengths to achieve future success in serving the Tualatin community for years to come.

The resulting 2024 Council Priorities reflect a shared commitment of Council and staff to serve all community members in Tualatin to the best of their ability. As staff works to implement the priorities over the coming year, they will provide regular progress updates to Council to support transparency and accountability to the Tualatin community.

# TUALATIN TEAM

## **City Council**

Mayor Frank Bubenik  
Council President Valerie Pratt  
Councilor Maria Reyes, Position 1  
Councilor Christen Sacco, Position 2  
Councilor Bridget Brooks, Position 3  
Councilor Cyndy Hillier, Position 4  
Councilor Octavio Gonzalez, Position 5

## **City Team**

Sherilyn Lombos, City Manager  
Megan George, Deputy City Manager  
Don Hudson, Assistant City Manager/ Finance Director  
Kevin McConnell, City Attorney  
Greg Pickering, Chief of Police  
Kim McMillian, Community Development Director  
Bates Russell, Information Services  
Jerianne Thompson, Library Director  
Ross Hoover, Parks Director  
Rachel Sykes, Public Works Director



# TUALATIN 2030 VISION

At the 2023 City Council Advance the Council refined their shared vision. The 2030 Vision describes the Council's desired future state for the Tualatin community. The Council priorities are set in alignment with this vision.



**AN ENVIRONMENTALLY**  
ACTIVE, SUSTAINABLE, RESPONSIBLE &  
FORWARD-THINKING COMMUNITY THAT VALUES  
& PROTECTS OUR NATURAL RESOURCES,  
INHABITANTS, & HABITATS.



SAFE, DESIRABLE, WELCOMING & SUSTAINABLE  
**NEIGHBORHOODS**  
WITH HOUSING THAT IS AVAILABLE FOR ALL.



A CARING &  
**INCLUSIVE COMMUNITY**  
THAT PROMOTES EQUITY, DIVERSITY,  
BELONGING & ACCESS IN CREATING A  
MEANINGFUL QUALITY OF LIFE FOR  
EVERYONE.

**TUALATIN**



**2030 VISION**



AN EFFICIENT, ACCESSIBLE, INNOVATIVE,  
SUSTAINABLE, CONNECTED  
**TRANSPORTATION**  
SYSTEM THAT EFFECTIVELY & SAFELY  
MEETS THE NEEDS OF OUR ENTIRE  
COMMUNITY.



A  
**CONNECTED,  
INFORMED,  
ENGAGED**  
& CIVICALLY  
COMMUNITY THAT EMBRACES  
OUR CITY'S DIVERSITY.



A THRIVING & DIVERSIFIED  
**ECONOMY**  
THAT INCLUDES LIVING WAGE JOBS,  
INCREASED TOURISM, & SUSTAINED  
FINANCIAL STABILITY FOR THE  
WHOLE CITY.



SAFE, VIBRANT, & ACCESSIBLE  
**GATHERING  
PLACES**  
THROUGHOUT THE CITY THAT BUILD  
& CELEBRATE OUR WHOLE  
COMMUNITY.

# TUALATIN 2030 VISION

A CARING AND INCLUSIVE COMMUNITY that promotes equity, diversity, belonging, and access in creating a meaningful quality of life for everyone.

A CONNECTED, INFORMED, AND CIVICALLY ENGAGED community that embraces our City's diversity.

A thriving and diversified ECONOMY that includes living wage jobs, increased tourism, and sustained financial stability for the whole City.

Safe, vibrant, and accessible GATHERING PLACES throughout the City that build and celebrate our whole community.

An efficient, accessible, innovative, sustainable, and connected TRANSPORTATION system that effectively and safely meets the needs of our entire community.

Safe, desirable, welcoming, and sustainable NEIGHBORHOODS with housing that is available for all.

An ENVIRONMENTALLY active, sustainable, responsible, and forward-thinking community that values and protects our natural resources, inhabitants, and habitat.

# ENVIRONMENTAL SCAN

Examining the current environment of the organization and community provides valuable information for strategic decision making in the goal refinement process. A thorough understanding of previous accomplishments or goal progress, where the organization is today, and identifying current challenges or opportunities ensures the resulting priorities are responsive to needs in the community and organization to support sustainable growth and the provision of quality city services.

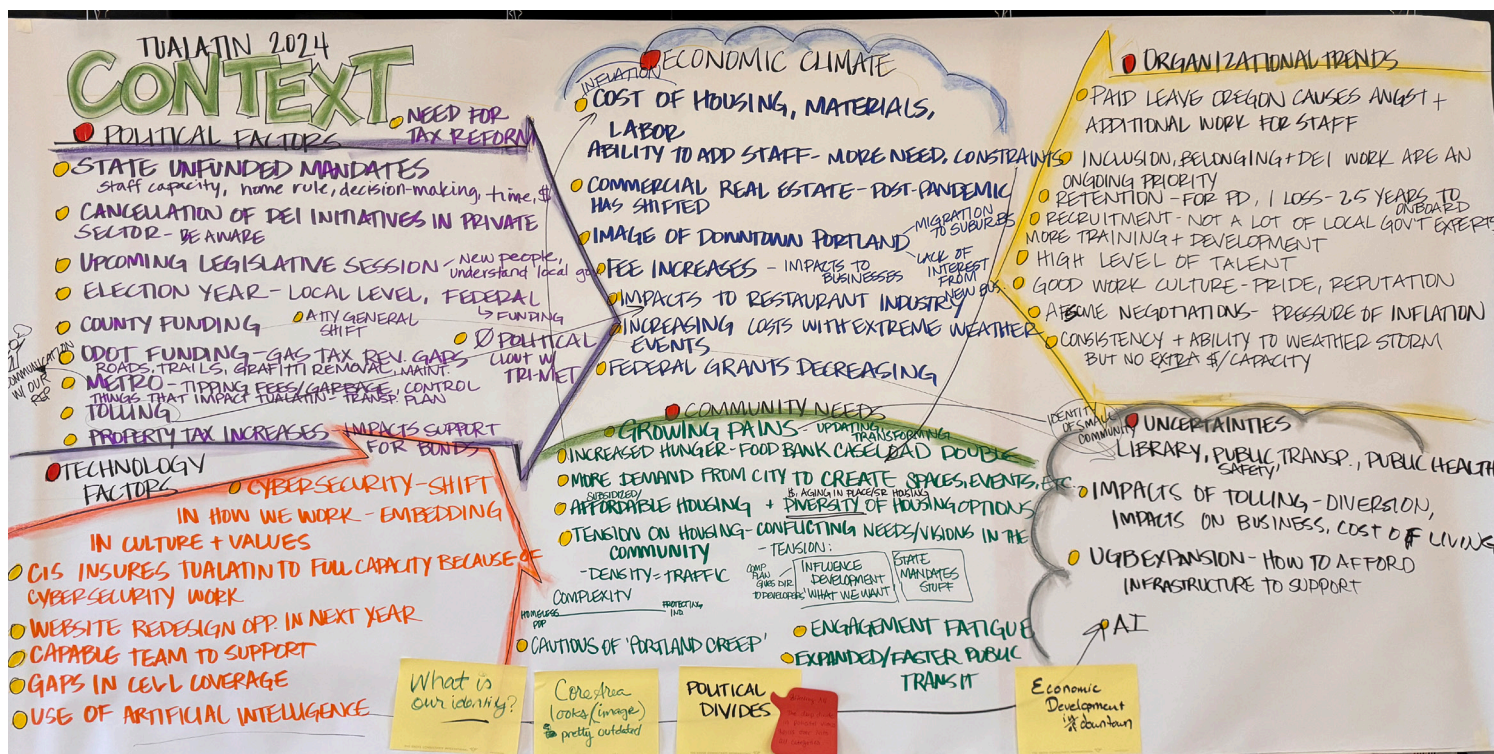
Recognizing and celebrating successes is an important part of the environmental scan process as it acknowledges work accomplished and sets a positive tone for the team moving forward. The exercise not only recognizes the good work that has taken place, but also opens dialogue about the contributing factors that made success possible. The lists below are a few of the accomplishments highlighted by staff and Council:

- Community Partners for Affordable Housing broke ground
- Community and Library events
- Bond sale
- Strong community engagement
- City attorney recruitment
- Norwood community engagement on housing
- Creation of IDEA Advisory Committee
- Securing more park property
- Parks bond and resulting opportunities
- Wrap-up of “Tualatin Moving Forward”
- Climate Action Plan work
- Water Master Plan Adoption
- Police Department Community Outreach and fostering trust
- IT security improvements
- Leadership involvement and presence on regional issues
- Library marketing plan
- Veterans Plaza
- Policy Advisory Board
- Transportation System Plan kickoff
- Council meeting broadcast improvements
- Library facility improvements
- Basalt Creek development
- Sidewalk improvement project
- Utility bill assistance program
- Work on CFEC (Climate Friendly + Equitable Communities)

# ENVIRONMENTAL SCAN

The staff and Council also participated in a context mapping exercise examining political factors, economic climate, technology factors, community needs, organizational trends, and uncertainties. Building a shared understanding of the current community and organizational context enables the team to collaboratively problem solve and prioritize needs and resources to serve the community effectively.

The results of the discussion are summarized in the following graphic.





# CITY COUNCIL PRIORITIES

City Council and staff meet on an annual basis for a discussion of the Council's vision and priorities. Every two years the process is more robust to fully assess all needs and determine the Council's shared vision and priorities. In the off years, the Council reviews the existing work underway and completes a priority refinement to ensure the vision and priorities are relevant, responsive to the community, and providing clarity and guidance to the organization.

In 2024, the Council conducted a check-in and refinement of their vision and priorities. The Council priorities provide valuable guidance for the development of the City's budget and department work plans to align resources and staff capacity accordingly. The team worked collaboratively to review the 2023 priorities to determine which actions were complete, ongoing, or needing refinement. The team also focused on providing direction regarding the desired outcomes for the priorities, highlighting "what success looks like" from the Council's perspective. This outcomes-based discussion will help staff evaluate implementation options to most effectively deliver on these outcomes.

Building on the information and insights shared during the environmental scan, the team worked in small groups to discuss how the actions needing refinement should be updated. Additionally, the small groups discussed ideas for any new proposals for Council to consider adding to the 2024 priorities. Following the small group exercise, the team reconvened to map the resulting proposals for refined and new actions. The following image shows the priority refinement process and the charts on the following pages share the refined priorities.

# CITY COUNCIL PRIORITIES



- CELEBRATE INVESTMENTS
- CONTINUE TO BUILD RELATIONSHIPS
- EDUCATE & ENGAGE



- COMMUNICATE PROCESS & PROGRESS ON URBAN RENEWAL AREAS
- INNOVATIVE & IMAGINATIVE PLANNING TO CONNECT PEOPLE THROUGH DEVELOPMENT



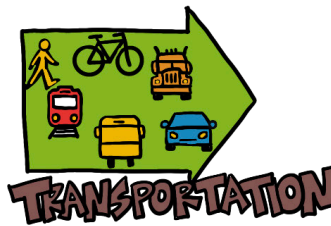
- ADOPT CLIMATE ACTION PLAN
- PRIORITIZED 5-YEAR IMPLEMENTATION PLAN



- SHARE PROGRESS ON THE IDEA COMMITTEE WORK PLAN
- TRAINING & EDUCATION TO SUPPORT A TRAUMA-INFORMED ORGANIZATION



- INCREASE DIVERSE HOUSING OPTIONS
- UNDERSTAND TUALATIN'S HOUSING OPTIONS
- BUILD SHARED UNDERSTANDING OF REGIONAL & LOCAL HOUSING LANDSCAPE



- TRANSPORTATION SYSTEM PLAN UPDATE
- CLEAR TRANSPORTATION PRIORITIES THAT SUPPORT STRATEGIC ADVOCACY



- COMMUNITY IS INFORMED ON BOND PROJECT PROGRESS
- RESIDENTS ARE PRIORITIZED IN SUMMER RECREATION PROGRAMMING



JANUARY 2024

# PRIORITY 1: NEIGHBORHOOD ENGAGEMENT

## OUTCOMES:

- CELEBRATE INVESTMENTS
- CONTINUE TO BUILD RELATIONSHIPS
- EDUCATE AND ENGAGE

## ACTIONS

## LEAD

**1.1 Street Trees:** Provide education to the community on street trees and the Sidewalk/Street Tree Program. Conduct a work session that provides the Council with policy options.

Public Works and Parks + Recreation

**1.2 Community Involvement Organizations (CIO):** Host a joint work session with the CIOs and provide information to the Council on the background of the program structure, map, number of people engaged, and value to the community.

Administration

**1.3 Neighborhood Investment:** Continue efforts in neighborhood investment around the City including building relationships, understanding neighborhood needs, and celebrating investments in Tualatin's neighborhoods.

Administration

# PRIORITY 2: HOUSING

## OUTCOMES:

- INCREASE DIVERSE HOUSING OPTIONS
- UNDERSTAND TUALATIN'S HOUSING OPTIONS NEEDS
- BUILD SHARED UNDERSTANDING OF REGIONAL AND LOCAL HOUSING LANDSCAPE

## ACTIONS

## LEAD

2.1 Housing Production Strategy: Revisit the City's Housing Production Strategy to examine the City's options for creating and incentivizing diverse housing.	Community Development
2.2 Housing Code: Review options for zoning changes to incentivize diverse housing options.	Community Development
2.3 Green Space: Revisit the code for options to address preservation/addition of green space in new development.	Community Development
2.4 County Updates: Coordinate an update from the Counties to understand the regional housing landscape and services available for the Tualatin community.	Community Development

# PRIORITY 3: ECONOMIC DEVELOPMENT

## OUTCOMES:

- COMMUNICATE PROCESS AND PROGRESS ON URBAN RENEWAL AREAS
- INNOVATIVE AND IMAGINATIVE PLANNING TO CONNECT PEOPLE THROUGH DEVELOPMENT

## ACTIONS

## LEAD

3.1 Food Carts: Revisit policy and specifications.	Community Development
3.2 Leviton: Revisit zoning options in Leviton using a similar framework to the Basalt Creek area.	Community Development
3.3 Communications: Conduct regular communications to provide information and updates on Basalt Creek and Downtown urban renewal areas.	Administration
3.4 Placemaking: Consider look and feel of Tualatin identity in upcoming planning efforts and tackle low hanging fruit where able.	Community Development

# PRIORITY 4: TRANSPORTATION

## OUTCOMES:

- TRANSPORTATION SYSTEM PLAN UPDATE
- CLEAR TRANSPORTATION PRIORITIES THAT SUPPORT STRATEGIC ADVOCACY

## ACTIONS

## LEAD

4.1 TSP: Complete the Transportation System Plan update.

Community Development

4.2 Advocacy: Identify clear transportation priorities for Tualatin that support Council and staff strategic regional advocacy for those priorities.

Community Development + Administration

# PRIORITY 5: ENVIRONMENT

## OUTCOMES:

- ADOPT CLIMATE ACTION PLAN
- PRIORITIZED 5-YEAR IMPLEMENTATION PLAN

## ACTIONS

## LEAD

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5.1 Climate Action Plan: Adopt the Climate Action Plan.	Public Works
5.2 Climate Priorities: Develop a 5-year implementation plan with prioritized actions.	Public Works

# PRIORITY 6: PARKS

## OUTCOMES:

- COMMUNITY IS INFORMED ON BOND PROJECT PROGRESS
- RESIDENTS ARE PRIORITIZED IN SUMMER RECREATION PROGRAMMING

## ACTIONS

## LEAD

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6.1 Parks Bond: Provide regular communication regarding the progress on projects related to the Parks Bond.	Parks + Recreation
6.2 Summer Recreation Programs: Review policies and practices that would prioritize access to Tualatin residents for summer recreation programs.	Parks + Recreation



# PRIORITY 7: CULTURE + IDENTITY

## OUTCOMES:

- SHARE PROGRESS ON THE IDEA COMMITTEE WORK PLAN
- TRAINING AND EDUCATION TO SUPPORT A TRAUMA-INFORMED ORGANIZATION

## ACTIONS

## LEAD

7.1 IDEA Committee: Share progress on the IDEA committee work plan.

Library

7.2 Trauma Informed: Continue the internal training and work supporting a trauma informed culture and conduct similar training with the City Council

Police

# TEAM AGREEMENT

The team agreement is a shared commitment among Council and with staff in how members will work together effectively to advance the priorities and overall work of the City. The Tualatin team participated in a facilitated discussion to identify what's working well for the team, what's missing, and what is needed to support the workload. The team agreement statements below summarize the discussion and are intended to guide the team as they work together to advance their priorities.

## We are ONE TEAM

The Council is ONE TEAM and works in partnership with staff. We set a shared vision and priorities to advance work that serves our entire community while considering the local and regional impacts. As a team, we understand the distinction between Council and staff roles, and we stay in our respective lanes. If there are questions about our role, we work directly with the City Manager to gain clarity. We are proactive in communicating with our fellow Councilors and staff to obtain the information needed to make decisions. Through respectful interactions and communication, we foster and maintain a high level of trust with Council, staff, and the community.

## We are PREPARED

The Council comes to meetings prepared and focused. We maintain an open mind and weigh all information when making a policy decision. In our preparation, we reach out to the City Manager and staff in a timely manner, consider the results of any community engagement efforts, seek out educational opportunities, and review pertinent background information and historical perspectives.

## We are STRATEGIC

With limited resources to implement the vision and priorities, the City Council is strategic in providing direction and prioritizing the work that is most important to the community. We work to foster and pursue partnership opportunities both locally and regionally to advance the community priorities. We provide clear direction to staff on the priorities, acknowledging when some work must pause, or shift based on available resources and capacity.

## We are INNOVATIVE

The Council looks for ways to innovate and move Tualatin forward. We are grounded in the community's needs, and look for bold opportunities to address them and whatever opportunities or challenges that may lie ahead. We strategically plan our work and allocate resources to allow space for innovation and new opportunities.

# IMPLEMENTATION + PROGRESS REPORTING

Following the Council Advance, City leadership and SSW Consulting created an implementation and progress reporting plan to ensure fluid communication between Council, city staff, and the community. This process includes determining project leads and tracking progress over the next 1-2 years.

The City Manager will provide the Council with a regular Council Priority Status Update. This information will include progress updates, possible challenges or opportunities, as well as requests for Council direction as necessary.

The Council and Leadership team will continue their practice of checking in annually on the Council priorities, with a more robust review and update following an election cycle.



## CITY OF TUALATIN

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