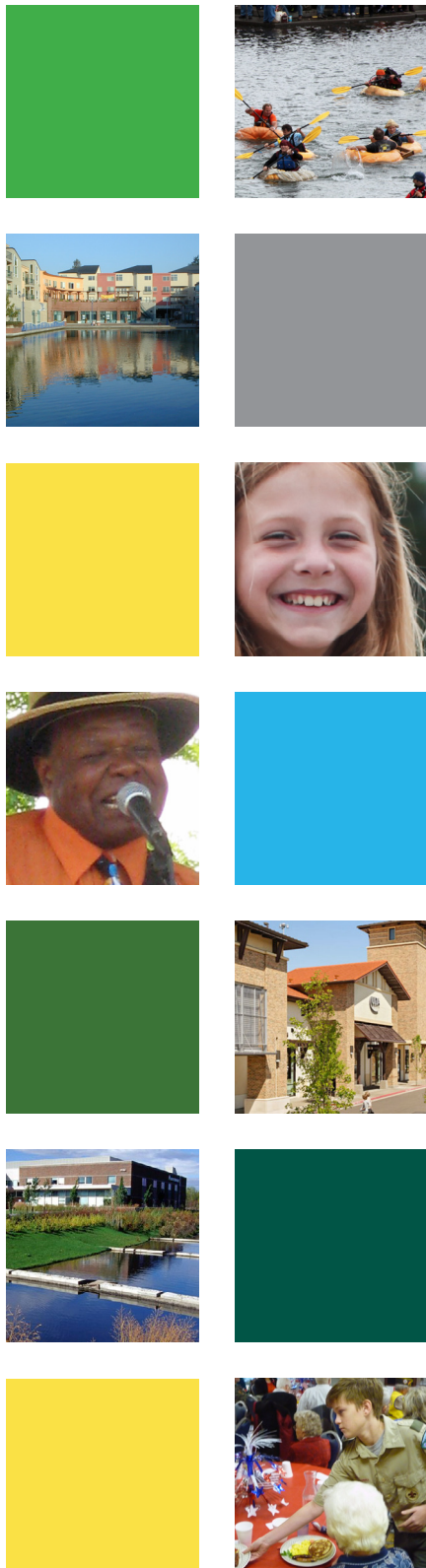


Five-Year Update: 2014

# TUALATIN TOMORROW

## VISION AND ACTION PLAN



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## LETTER FROM THE MAYOR

*February 24, 2014*

To the Tualatin Community,



With much gratitude to the Tualatin Tomorrow Advisory Committee, it is my pleasure to present the update of our Tualatin Tomorrow Vision Action Plan. The update is at once a reinforcement of long-range community priorities established during the original visioning process, and a new road forward for bringing those goals to life based on contemporary community values and preferences.

Since the plan was first adopted in 2007, some 129 Vision actions have been implemented by the City and multiple organizational partners and community volunteers, or about 60% of the full plan. Those success stories are highlighted in the Vision “Hall of Fame” section on page 17.

The updated Action Plan consists of some unfinished actions the community continues to support, but also reflects many new initiatives and goals. All new action proposals were developed through, and are the result of, a comprehensive public outreach and review process. They are the best of the best of all ideas received, and a compilation of broadly shared community aspirations.

The Action Plan was not the only item that underwent an update. We hope the new layout and condensed sections make the Vision Plan more accessible to more readers, and the type of document people will be excited to take home. After all, Tualatin Tomorrow is a community-wide Vision, developed by and for the people that make our City great.

We appreciate the community’s continued support of Tualatin Tomorrow, and look forward to working with you to implement this next round of community priorities.

*Sincerely,*

A handwritten signature in black ink, appearing to read "Lou Ogden". The signature is fluid and cursive, with a large loop at the end.

**Lou Ogden, Mayor**

## WHAT IS TUALATIN TOMORROW?

*Tualatin Tomorrow is a community-driven Vision for the future of our city. First developed in 2007 and modified in 2009, Tualatin Tomorrow describes the way citizens want their community to look, feel and function over a twenty-year horizon.*

The Vision “action plan” outlines specific programs and projects designed to help achieve these community goals. Tualatin Tomorrow is considered a living document. While the Focus Areas Vision Statements describe fixed long-range community goals, the Action Plan provides a flexible, nearer-term road map for making them happen.

### PERIODIC UPDATES IMPROVE COMMUNITY VISIONING OUTCOMES BY:

- Ensuring the long-range plan reflects current community aspirations
- Incorporating new approaches and technologies to achieve evolving community goals
- Restocking the Action Plan as earlier community priorities are completed



## THE UPDATE PROCESS

The Tualatin Tomorrow Advisory Committee (TTAC) employed multiple venues and tools to engage the community in the Vision update, including:

- Inviting people to submit idea cards at drop boxes located at community gathering spots
- Interviewing residents at community events, festivals and open houses
- Using crowd sourcing technology to allow community members to submit and rank ideas online
- Conducting targeted outreach to businesses, non-English speakers and other community interests
- Incorporating and building on goals and priorities from other recent community plans
- Creating “Theme Teams” to help craft effective, implementable actions for the future

The update process took place over three phases as depicted in the graphic above.

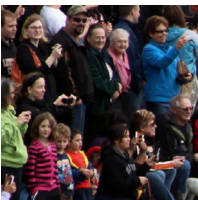
## OVERALL VISION STATEMENT

*The original Tualatin Tomorrow vision statement was adopted in 2007 and continues to set the overall aspirations and goals for the community's future. In Tualatin Tomorrow, we envision a community that proudly maintains its small-town feel and distinct identity. While our city has grown as a vital part of the region and its economy, we have retained our sense of place, affordability and family-friendly atmosphere.*

Tualatin Tomorrow is a complete community – a place where children thrive and people connect, neighbors know and care for one another, and community members are proud of their city and a quality of life that is second to none.

### OUR VISION OF THE FUTURE OF TUALATIN:

- *Arts and culture, education and community activities include the entire community and provide opportunities for youth.*
- *We have revitalized our town center and increased housing choices by carefully planning for new growth and development.*
- *Our parks, protected open spaces, waterways and wetlands, and beautiful canopy of trees have enhanced our environment and increased recreational opportunities.*
- *Residents are safe and healthy, and supported by strong law enforcement, comprehensive social services and accessible health care.*
- *We have promoted greater mobility by improving traffic flow, increasing transit choices, and providing for pedestrian- and bicycle-friendly walkways and streets.*
- *Governance is guided by a shared vision, proactive leadership and engaged citizens.*





## VISION COMPONENT:

## PHYSICAL &amp; SOCIAL CONNECTIVITY

## » VISION FOCUS AREA: FOSTERING SHARED SENSE OF PLACE &amp; COMMUNITY IDENTITY



Over the past several years, Tualatin has taken proactive steps to establish and promote its unique identity. Residents want to see this trend continue with additional focus on enhancing city gateways, and by establishing a recognized city center and other physical improvements that create an inviting presence and enhance the city's connectivity. People value opportunities to connect and interact, and there is strong support for preserving Tualatin's "small town" feel by expanding neighborhood gathering spaces, community events and engagement of diverse populations.

## COMMUNITY GOALS

**GOAL 1:** Establish a stronger sense of place through improvements to our built environment

**GOAL 2:** Increase sense of belonging by enhancing community connections and amenities

**GOAL 3:** Make it easier for people to gather and connect

**GOAL 4:** Proactively engage diverse community groups in local events and decision-making

## HOW WE'LL GET THERE – TARGETED ACTIONS\*

Create and implement a **city center plan**

Continue landscaping and development of **City gateways**

Extend **community landscaping** to maintain City's identity

Strengthen guidelines to **preserve open space and natural areas**

Enhance the winter **seasonal light display** in the city center

Complete and periodically update the **Parks Master Plan**

Facilitate local **access to fresh foods**

Continue to create **distinct retail activity centers**

Continue to **preserve historic buildings**

Facilitate personal **connections for neighborhoods**

Create a **meeting facility** that can host large gatherings

Develop **gathering locations** where people can meet socially

Facilitate **integration of diverse cultures** in schools

Establish a Task Force to develop a **Latino outreach program**

**Engage and empower** youth to get involved

Continue to **promote volunteer opportunities**

Unite community groups to **work on common causes**

\* For complete action descriptions, please see action plan matrix at end of report.

» VISION FOCUS AREA: CREATING ACTIVITIES & ATTRACTIONS FOR ALL AGES



People in Tualatin like to have fun, and they prefer to do it close to home. There is strong support for new activities, whether sports facilities, family venues like water parks, performing arts venues, or “after-work” destinations for young adults and people who work in Tualatin.

COMMUNITY GOALS

**GOAL 5:** Develop and facilitate access to activities for residents of all ages

**GOAL 6:** Establish and promote the city as a destination for unique activities



HOW WE’LL GET THERE – TARGETED ACTIONS\*

Expand the **Farmers Market** season and offerings

Create more **sports and recreational activities**

Expand **sports and recreational venues**

Host **sports tournaments**

Create a formal **multi-purpose community center**

Establish a **teen center**

Expand **after school programs** and access

Build an **aquatics recreation center**

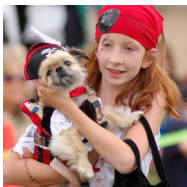
Expand **retail, dining and nightlife** places

Maintain existing and add new **community events**

Serve as a hub for the upcoming **Ice Age Tonquin Discovery Trail**

Facilitate **outdoor theatre performances**

Maximize use and **access to river**



\* For complete action descriptions, please see action plan matrix at end of report.

## » VISION FOCUS AREA: SUSTAINING QUALITY COMMUNITY SERVICES



The public expects and deserves high-quality public services at a reasonable cost. To meet these expectations in the years ahead, service providers will need to establish stable funding sources, economize delivery systems and expand two-way communications with customers to maintain support. Citizens also want city services to be centrally-located, easy to navigate and responsive.

### COMMUNITY GOALS

**GOAL 7:** Make municipal services more accessible

**GOAL 8:** Sustain community services through collaborative efforts and stable funding



### HOW WE'LL GET THERE – TARGETED ACTIONS\*

Establish a **civic center** to unify services/create gathering place

Enhance use of **social media/technology** to share information

**Inventory service organizations**, after-school activities/locations

Create **e-newsletter/calendar** with updates on activities/events

Provide a **one-stop city information line**

**Rebrand City departments** to make access more intuitive

Increase presence of **minorities in labor force**

Increase the **Library's role as a community center**

Enhance City **customer service training**

Provide **transportation updates** via newsletter, e-blast, forums

Conduct **forums and campaigns** about service/funding needs

Establish **dedicated funds** for infrastructure/capital facilities

Promote **community participation** in leadership roles

*\* For complete action descriptions, please see action plan matrix at end of report.*



» VISION FOCUS AREA: ENHANCING MOBILITY



Mobility is a major topic of discussion in Tualatin. People want it to be easier to get into, out of and around the City, and they want a variety of options to do so. Future transportation emphasis areas will include local transit, regional transit, road sizes and configurations, and pedestrian and bicycle safety for visitors, employees and residents alike.

COMMUNITY GOALS

**GOAL 9:** Make it easier to get around town and to and from employment centers

**GOAL 10:** Make it safer to drive, walk and bike



HOW WE'LL GET THERE – TARGETED ACTIONS\*

Create a **Pedestrian Network Master Plan**

Implement the **Trail and Bike Master Plan**

Develop a **local transit/circulation plan**

Improve **regional transit access and route options**

**Reduce traffic volumes** and flow issues in key locations

Install **smart metering** along major thoroughfares

Complete and implement **mid-block crossing policy**

Implement best practice **street crossing enhancements**

Continue to extend the **sidewalk network**

Complete **neighborhood traffic safety** improvements



\* For complete action descriptions, please see action plan matrix at end of report.



## VISION COMPONENT:

## COMMUNITY HEALTH &amp; WEALTH

## » VISION FOCUS AREA: PROMOTING ENVIRONMENTAL SUSTAINABILITY



The Tualatin community values its extensive network of trees, wetlands, waterways and other unique habitats. Residents are committed to preserving these assets and making them easier to access and enjoy. In the future, Tualatin will continue to create a sustainable community that can be appreciated by future generations to come.

## COMMUNITY GOALS

**GOAL 11:** Facilitate environmentally-friendly practices, programs and policies

**GOAL 12:** Protect and enhance our environmental resources and assets



## HOW WE'LL GET THERE – TARGETED ACTIONS\*

Expand network of **electric vehicle charging stations**

Enhance waste **recycling and reuse programs**

Promote the use of **non-invasive trees and plants**

Encourage **energy-efficiency** in new construction and remodels

Protect/enhance river, wetland, other **natural area resources**

Expand volunteer **habitat restoration programs**

Expand natural area access and **educational programming**

Strengthen policies and practices to **reduce stormwater runoff**

Participate in Clean Water Services **Tree for All Program**

Create **river and wetland cleanup projects**

Use **Adopt a Park program** to help maintain natural resources

*\* For complete action descriptions, please see action plan matrix at end of report.*

» VISION FOCUS AREA: ENSURING COMMUNITY HEALTH & SAFETY



Tualatin is a safe and healthy community by almost any measure and residents want to keep it that way. Public health and safety priorities include gang resistance, drug and alcohol abuse prevention and the elimination of homelessness. People appreciate the City's proactive community policing approach and want to maintain resource officer presence in the schools.

COMMUNITY GOALS

GOAL 13: Promote and facilitate community health and wellness

GOAL 14: Expand the community public safety network



HOW WE'LL GET THERE – TARGETED ACTIONS\*

Conduct a community **health needs assessment**

Promote **211-Info** phone and online links to health resources

Conduct **patient follow-up** to reduce readmission, health costs

Encourage participation in **wellness education/training**

Organize **health clinics** to facilitate access to services

Execute **health awareness campaigns**

Promote **drug and alcohol awareness** and addiction prevention

Expand and increase access to **community gardens**

Fund **drug/gang enforcement**, K-9 patrols and safety training

Continue and expand **School Resource Officer Program**

**Increase trail safety** by adding lighting and patrols

Extend **homeless and mental health services** to Tualatin

*\* For complete action descriptions, please see action plan matrix at end of report.*

» VISION FOCUS AREA: FACILITATING ECONOMIC OPPORTUNITY

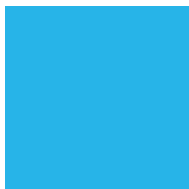


In Tualatin, people understand the value of a diverse and thriving economic base. In addition to supplying local jobs, a strong economy generates revenue for essential services, expands retail shopping opportunities and – in the case of redevelopment projects – can physically improve the City’s appearance. In the future, citizens are interested in facilitating new business start ups, ensuring Tualatin’s workforce can afford to live here and extending employment and training opportunities for youth.

COMMUNITY GOALS

**GOAL 15:** Identify and accelerate business development within targeted industry clusters

**GOAL 16:** Prioritize economic development that catalyzes community benefits



HOW WE’LL GET THERE – TARGETED ACTIONS\*

Conduct an **industry cluster analysis** to identify opportunities

**Target business recruitment** to grow jobs/community wealth

Ensure **infrastructure capacity** meets growth projections

Facilitate **housing options** that meet employee preferences

Incubate and facilitate the creation of **local businesses**

Establish a **single point-of-entry** for investors and developers

Create **marketing materials** that communicate a unified City

Create a city-business **economic development partnership**

Recruit businesses that provide **family-wage jobs**

Identify businesses to enhance **downtown retail opportunities**

Provide guidance/incentives for **small/family-owned business**

Connect residents to job **training and employment resources**

*\* For complete action descriptions, please see action plan matrix at end of report.*

» VISION FOCUS AREA: ADVANCING EDUCATION & LEARNING OPPORTUNITIES



Even in challenging economic times, Tualatin residents want to secure stable funding for schools and facilitate their ability to continue offering a wide variety of educational programming. There is increasing interest in expanding training in science, technology, engineering, arts and math to ensure Tualatin residents are equipped to fill the jobs of tomorrow. There is also support for increasing learning opportunities for all ages, whether expanding literacy among children, or offering personal-enrichment classes and programming for adults.

COMMUNITY GOALS

**GOAL 17:** Maintain and perfect existing education and training programs

**GOAL 18:** Strengthen learning options that align with future employment opportunities



HOW WE'LL GET THERE – TARGETED ACTIONS\*

Involve community in **education structure/funding** decisions

Coordinate efforts to expand and maximize **literacy campaigns**

Take steps to **reduce class size**/increase student attention

Grow **mentorship programs** for underserved populations

Increase **after-school programs** for productive learning options

Expand personal growth classes/**education for post K-12 adults**

Promote **business education** for youth/entrepreneurs

**Facilitate access to technology** for all income groups

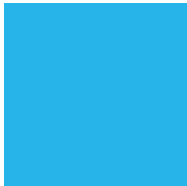
Increase **Science/Technology/Engineering/Arts/Math** learning

Expand **skills training** to match local employers/jobs

**Connect colleges/high schools** to increase post K-12 awareness

Create **entrepreneurial training programs** for youth

*\* For complete action descriptions, please see action plan matrix at end of report.*



## IMPLEMENTATION STRUCTURE & APPROACH

### » TUALATIN TOMORROW ADVISORY COMMITTEE

Vision implementation support will be provided by the Tualatin Tomorrow Advisory Committee (TTAC), with staff support provided by the City of Tualatin. The TTAC is comprised of volunteer community members and representatives of “lead partner” agencies.

#### TTAC RESPONSIBILITIES INCLUDE:

*Convening at regular intervals to ensure implementation remains on-track*

*Conducting an annual lead partner survey to track progress*

*Contacting lead partners to facilitate solutions to any future implementation challenges*

*Developing an annual progress report for distribution to the City Council and interested public*

*Hosting an annual Vision celebration to report progress to the broader community*

*Developing materials and other information to promote implementation and visibility*

The number of TTAC members and meeting frequency will be determined by committee members and reviewed annually.

### » LEAD AND SUPPORT PARTNER ORGANIZATIONS

Lead and support partners have voluntarily adopted responsibility for implementing one or more actions. Lead partners are responsible for advancing implementation of their action(s), with input and assistance from TTAC-identified support partners where appropriate.

#### KEY PARTNER TASKS INCLUDE:

*Responding to the annual lead partner status questionnaire*

*Participating in the annual celebration*

*Providing additional information to help produce annual progress reports to the community*

*Participate in periodic Vision meetings or workshops to coordinate overall implementation*

A list of past and current partners is listed on page 14.





## PLAN UPDATES

Major revisions to the plan will be conducted every five years to ensure it remains relevant and in tune with contemporary community values and priorities. Five-year updates will be limited to Vision goals and actions. The vision statement and eight focus areas will be revisited at the 15 or 20 year mark.

Minor adjustments may be made annually by the TTAC, as necessary to modify language, revise implementation timing or otherwise facilitate implementation in line with the original community intent.

## PARTNERS

Tualatin Tomorrow is grateful to the following community partners for their continued leadership in and support of Vision implementation activities.

City of Tualatin

Clackamas County

Clean Water Services

CLIMB Center for Advancement

Community Action Organization

Core Area Parking Board

Legacy Meridian Park Hospital

Lumiere Players

Mask & Mirror Community Theatre

Metro

Oregon Institute of Technology

Portland Community College

Tigard-Tualatin School District

TriMet

Tualatin Arts Advisory Committee

Tualatin Chamber of Commerce

Tualatin Citizen Involvement Organizations

Tualatin School House Pantry

Tualatin Historical Society

Tualatin Library Foundation

Tualatin Friends of the Library

Tualatin Library Advisory Committee

Tualatin Parks Advisory Committee

Tualatin Planning Commission

Tualatin River National Wildlife Refuge

Tualatin Together

Tualatin Valley Fire and Rescue

Vision Action Network

Washington County

Willowbrook

Winona Grange

Worksystems Inc.



# ACKNOWLEDGEMENTS

Many groups and individuals contributed their time, resources and brilliant ideas to the Tualatin Tomorrow visioning effort. The Tualatin Tomorrow Advisory Committee hopes they have included everyone who has participated and would like to express their gratitude to each person and organization that helped make this effort a success. Our partners include:

## CITY COUNCIL

**Lou Ogden**

*Mayor*

**Monique Beikman**

*Council President*

**Wade Brooksby**

*Councilor*

**Frank Bubenik**

*Councilor*

**Joelle Davis**

*Councilor*

**Nancy Grimes**

*Councilor*

**Ed Truax**

*Councilor*

## CITY STAFF ASSISTANCE

**Sherilyn Lombos**

*City Manager*

**Alice Cannon**

*Assistant City Manager*

**Paul Hennon**

*Community Services Director*

**Janet Newport**

*Human Resources Manager*

**Jerry Postema**

*Public Works Director*

**Kent Barker**

*Police Chief*

**Jerianne Thompson**

*Library Public Services Manager*

**Suzy Coleman**

*Library Support Services Manager*

## CITY OF TUALATIN STAFF LEADERSHIP

**Sara Singer**

*Project Manager*

## LEAD CONSULTANT

**Jason Robertson**

*J Robertson and Company*

## FORMER VISIONING ADVISORY COMMITTEE MEMBERS

**Robert Kellogg**

**Dave Solomon**

**Dana Terhune**

**Aquilla Hurd-Ravich**

*Planning Manager*

**Ben Bryant**

*Management Analyst*

**Carl Switzer**

*Parks and Recreation Manager*

**Becky Savino**

*Community Services Program Coordinator*

**Matt Saviello**

*Pohl Center Supervisor*

**Kaaren Hofmann**

*Engineering Manager*

**Larry Braaksma**

*Police Captain*

**Mark Gardner**

*Police Captain*

## THEME TEAM PARTICIPANTS

*Libby Banse-Fay*

*Kent Barker*

*June Bennett*

*Larry Braaksma*

*Frank Bubenik*

*Chris Burchill*

*Adam Butts*

*Ed Casey*

*Marge Congress*

*Carol Dersham*

*Victoria Eggleston*

*Ashley Evenson*

*Kevin Ferrasci-O'Malley*

*Clare Fuchs*

*Mark Gardner*

*Angela Handran*

*Paul Hennon*

*Aquilla Hurd-Ravich*

*Tyler Inberg*

*Robert Kellogg*

*Candice Kelly*

*Annie Lewis*

*Joe Lipscomb*

*Sherilyn Lombos*

*Julie Ludemann*

*Larry McClure*

*Linda Moholt*

*Tim Nokes*

*Trevor Owens*

*Joe Phillips*

*Piseth Pich*

*Jim Ruiz*

*Matt Saviello*

*Becky Savino*

*Ann Smith*

*Ashley Stanford Cone*

*Tom Steiger*

*Carl Switzer*

*Jerianne Thompson*

*Sheri Wantland*

*Dennis Wells*

*Grant Yoakum*

*Jill Zurschmeide*

## TUALATIN TOMORROW ADVISORY COMMITTEE

**Chair Candice Kelly**

**Vice-Chair Adam Butts**

**Councilor Frank Bubenik**

**John Bartholomew**

**Ed Casey**

**Diana Emami**

**Larry McClure**

**Linda Moholt**

**Bethany Wurtz**

**Jill Zurschmeide**



## VISION HALL OF FAME

From the time Tualatin Tomorrow was adopted in 2007 to present, the City of Tualatin and over a dozen community partner organizations have been working to make community priorities a reality. More than 60% (129 actions) of the original Vision Action Plan is now complete or underway. Remaining actions have been transferred to the new Action Plan as part of the 2013 update. Prior implementation successes are outlined below.

### » HOW WE PLAN AND GROW: GROWTH, HOUSING AND TOWN CENTER

- *Neighborhood Organizations*
- *Regional Government Forum*
- *City Action Plan Implementation*
- *Sustainable Development Practices*
- *Community Issues Forums*
- *Balanced-Use Expansion*
- *Neighboring Development Coordination*
- *Infrastructure Funding Options*
- *Construction Impact Mitigation*
- *Town Center Awareness*
- *Town Center Parking*
- *Bicycle Safety Program*
- *Design Standards*
- *Freight Transportation Alternatives*
- *124th Avenue Development*
- *Environmentally Sound Development*
- *Water Quality Retrofitting*
- *Mixed-Use & Commercial Development Siting*
- *Neighborhood Commercial Center Viability*
- *South Tualatin Conceptual Plan*
- *Development Incentives*
- *Street Tree Program & Standards*
- *Design Citizen Advisory Committee*
- *Identity Support - City Entrances*
- *Noise Abatement*
- *Train Quiet Zones*
- *Developer Outreach*
- *Targeted Industry Outreach*
- *Business Engagement*
- *Community Involvement Recognition*
- *Living Wage Job Enhancement*

### » HOW WE DECIDE: GOVERNANCE, LEADERSHIP AND COMMUNITY ENGAGEMENT

- *Regional Policy Discussion*
- *Bi-County Service Delivery*
- *Collaborating with Surrounding Cities*
- *City Budget/Finance Community Awareness*
- *Employment Enhancement Strategies*
- *Proactive Hiring and Retention Plan*
- *Youth Leadership Recruitment*
- *City & School Interactions*
- *Annual Council Report*
- *Quality of Family-life*
- *Family & Youth Programs*
- *Community Amenities*
- *Campaign for Civic Engagement*
- *Neighborhood Associations Network*
- *Neighborhood Night Out*
- *Community Participation*
- *Cultural Groups Outreach*
- *Website Enhancement*
- *City Open House*
- *Council Action Notices*
- *City Operations and Communications*
- *Targeted Outreach*
- *Support Non-English Speaking Residents*

## » HOW WE CARE FOR ONE ANOTHER: HEALTH, SAFETY AND SOCIAL SERVICES

- Social Services Master Plan
- Homeless Taskforce Expansion
- Tualatin Emergency Shelter
- Food Pantry Business Development
- Support Food Pantry for Tualatin Citizens
- Essential Health Care Clinic Expanded Hours
- Healthcare for Low-Income
- Tualatin Police Department Enhancements
- Reduction of Gang-Related Affiliations & Crime
- Graffiti Clean-up Program Support
- Municipal Court
- Tualatin Police Department Funding
- Emergency Response Services Enhancements
- Drug Education Expansion
- YAC Program Development Support
- Fund Raising Coalition
- Senior Center Program Expansion
- YAC/Older Adult Partnerships

## » HOW WE CONNECT WITH NATURE: PARKS, RECREATION AND NATURAL AREAS

- Location and Resource Assessment
- Regional Waterways Protection
- Stormwater System Inventory
- Tualatin River Canoe Trail
- Open Spaces Inventory
- Acquisition & Open Spaces Expansion
- Governmental Agency Coordination
- Restoration Volunteerism
- Funding Continuation & Expansion
- Pervious Surfaces
- Natural Buffer Expansion
- Tualatin River National Wildlife Refuge Expansion
- Tree Guidelines
- Trail Safety Evaluation
- Existing Plan Implementation
- Bicycle Path Connectivity Assessment
- Off-Leash Area
- Management Guidelines
- Collaborate with Providers

## » HOW WE GET AROUND: TRAFFIC, TRANSPORTATION AND CONNECTIVITY

- Community Bus/Shuttle System
- Tualatin River Bike/Pedestrian Path
- Transit Expansion
- Parking/Funding Adequacy
- Heavy-freight Management
- Traffic Flow Management
- Technology Support in Enforcement
- Regional Goal Setting
- Roadside Landscape
- Pedestrian Paths

## » HOW WE LIVE AND LEARN: ARTS, CULTURE, EDUCATION, YOUTH AND FAMILY ACTIVITIES

- School Inventory and Gap Analysis
- Community Educational Challenge Group
- ESL Classes
- Community Information Sharing
- Scholarship Opportunities Clearinghouse
- Student Spanish Language Opportunities
- Community School Models
- Funding Support
- Mural Project
- Participation Barriers
- Community Theater/Public-Private Partnership
- Arts Outreach
- Performance Sponsorship
- Community Arts
- Summer Arts Festival
- Program Expansion
- Volunteer Learning Opportunities
- Volunteermatch.org
- Diversify Volunteer Pool
- Communications Outreach Assessment
- Cultural Competency
- Multi-Cultural Events
- Indoor Activities Programs
- Facilities Partnering
- Art Walk Expansion

## FOCUS AREA:

## FOSTERING SHARED SENSE OF PLACE &amp; COMMUNITY IDENTITY

## » GOAL 1: Establish a stronger sense of place through improvements to our built environment

#	Action	Action Notes
1.1	Create and implement an actionable city center plan	Establish boundaries (possibly within former Urban Renewal Area); address integration with surrounding area, parking, accessibility and visibility with help from Citizen Involvement Organizations (CIOs) and property owners
1.2	Continue award-winning landscaping and development of key City gateways	Use similar materials; consider Arts Plan if developed
1.3	Extend community landscaping to maintain City's identity as a clean, welcoming place to live and invest	Extend City Reverse Frontage program to private property as feasible; replace dying/damaged street trees where needed
1.4	Strengthen guidelines that preserve open space and natural areas as the City grows and expands	Maintain vegetative buffers between cities and planning sub-areas; promote mixed use that offers amenities rather than housing-only
1.5	Enhance the winter seasonal light display in the city center	Become a local and regional wintertime destination; light the oak tree at gateway

## » GOAL 2: Increase sense of belonging by enhancing community connections and amenities

#	Action	Action Notes
2.1	Complete and periodically update a Parks Master Plan with clear priorities based on public input	
2.2	Facilitate local access to fresh foods through zoning and regulatory code amendments	Develop food cart policy, regulations that allow local food to be sold in public areas
2.3	Continue to create distinct retail activity centers throughout the City	Look to Metro preference survey to ID future priorities; expand Industrial/Business Park overlays to residential areas where appropriate
2.4	Continue to preserve historic buildings to ensure our proud past remains part of our future	Consider establishing a "Historic District"

## » GOAL 3: Make it easier for people to gather and connect

#	Action	Action Notes
3.1	Facilitate connections within and between neighborhoods, including apartment residents	Host City events to connect with citizens and build trust; Consider new block party program; expand National Night Out program to more neighborhoods (partner with CIOs); outreach to multi-family housing



**» GOAL 3: Make it easier for people to gather and connect (continued)**

#	Action	Action Notes
3.2	Take steps to create a community meeting facility that can accommodate large gatherings	To accommodate over 100 people
3.3	Facilitate the creation of gathering locations where people can meet outside of home and work	In pursuit of a “village feel”

**» GOAL 4: Proactively engage diverse community groups in local events and decision-making**

#	Action	Action Notes
4.1	Facilitate connections between diverse cultures and interests in Tualatin schools	E.g. Day of the Dead/Día de los Muertos at Tualatin Schools; partner with Family Literacy to multi-family housing
4.2	Establish a Task Force to develop a formal, sustained Latino outreach program	
4.3	Engage and empower youth to get involved in and shape community decisions	Track interests through Youth Survey
4.4	Continue to promote volunteer opportunities and encourage participation from new residents	Publicize volunteer opportunities in multiple languages
4.5	Unite churches, social service organizations, schools, seniors and youth to work on common causes	Food Bank/Rolling Hills Church; consider transportation support for older adults, youth in need; partner with Family Resource Center, Tualatin Together, Tualatin Fit City, etc.

**FOCUS AREA:**
**CREATING ACTIVITIES & ATTRACTIONS FOR ALL AGES**
**» GOAL 5: Develop and facilitate access to activities for residents of all ages**

#	Action	Action Notes
5.1	Expand the Farmers Market season and offerings as financially feasible	Look at other Market models for best practice ideas
5.2	Create more sports and recreational activities for youth and adults	As determined through Parks Master Plan update and by expanding special events
5.3	Expand sports and recreational venues	Demand for: baseball, pickleball, basketball, soccer (with artificial turf, multi-use OK)
5.4	Host sports tournaments as facilities are added	

**» GOAL 5: Develop and facilitate access to activities for residents of all ages (continued)**

#	Action	Action Notes
5.5	Create a formal multi-purpose community center based on market demand and financial feasibility	Also described as a new cultural, arts and events center; interest in multi-generational center to serve and connect people of all ages
5.6	Establish a teen center with 18-hour activities and services	Coordinate through Parks and Recreation
5.7	Expand after school programs and transportation access	Especially on Fridays and holidays; partner with schools, library, City parks
5.8	Build a water park and/or aquatics recreation center	Focus on local market; consider special district formation for financing mechanism or look to private sector partners if focus is local and external markets

**» GOAL 6: Establish and promote the city as a destination for unique activities**

#	Action	Action Notes
6.1	Expand retail, dining and nightlife places	Includes recommendation to “re-imagine the vision for The Commons” (parking, access, boutique shops, events)
6.2	Maintain existing and add new community events to bring people together	e.g. “Bite of Tualatin” ( City and Chamber); facilitate process to secure event permits
6.3	Capitalize on the opportunity to serve as a hub for the upcoming Ice Age Tonquin Discovery Trail	Strengthening tourism activities will also result in more venues for local residents to visit; partner with National Park Service
6.4	Facilitate outdoor theatre performances in summer and fall	Also interest in a formal Performing Arts Center and/or Children’s Museum
6.5	Maximize use and access to river	Could be part of “Trails Master Plan”

**FOCUS AREA:**
**SUSTAINING QUALITY COMMUNITY SERVICES**
**» GOAL 7: Make municipal services more accessible**

#	Action	Action Notes
7.1	Establish a civic center that unifies city services in one location and serves as a central gathering place	Start by inventorying and documenting space needs (present and twenty-year build-out)


**GOAL 7: Make municipal services more accessible (continued)**

#	Action	Action Notes
7.2	Enhance the City's use of social media and technology to share critical information	
7.3	Post an inventory of service organizations, after-school locations and other activities on the web	Expand on and promote the existing resource guide
7.4	Create and promote an electronic newsletter and calendar that provides updates on activities, events and services	People can sign-up online at City website
7.5	Provide a one-stop city information line so residents can immediately connect to the right contact	Train reception staff so they know how to direct inquiries
7.6	Rebrand City departments to make access more intuitive for customers	For example, separate Parks and Recreation from Community Services umbrella
7.8	Increase the presence of minorities in the municipal labor force	Use internships/other methods to engage minorities in public service, advisory boards
7.9	Increase the Library's role as a community center and central information point	Consider moving adjacent city services to new central location, expanding library into those facilities; secure additional parking


**GOAL 8: Sustain community services through collaborative efforts and stable funding**

#	Action	Action Notes
8.1	Enhance the customer experience and support for services by improving customer service training	
8.2	Provide traffic and mobility updates via newsletter, e-blast and public forums so people see progress	
8.3	Conduct forums and campaigns to educate the public about service needs and funding requirements	
8.4	Establish dedicated funds for priority City infrastructure and capital facilities needs	Prioritize transportation; prepare for expansion to new/under-developed portions of City
8.5	Promote community participation in Council, Advisory Boards and other leadership roles	

## FOCUS AREA:

## ENHANCING MOBILITY

### » GOAL 9: Make it easier to get around town and to and from employment centers

#	Action	Action Notes
9.1	Create a Pedestrian Network Master Plan	Adopt policies that make it easier to walk in Tualatin; Add walking paths connecting neighborhoods
9.2	Implement the Trail and Bike Master Plan	Connect ped/bicycle pathway to regional segments; Connect the trail from Brown's Ferry to Community Park
9.3	Develop a local transit plan including adopted design guidelines and best practices	Establish Dial-A-Ride or similar shuttle service for mobility-limited populations, and/or other local transit that extends to neighborhoods
9.4	Improve regional transit access and route options for service through Metro area	e.g. TriMet station addition or relocation, commuter rail service expansion; partnership with other transit providers to ensure more efficient flow of workforce; longer hours and more frequent stops (e.g. PCC shuttle, bus, etc.)
9.5	Reduce traffic volumes and flow issues in key locations	Prioritize flow improvements at Fred Meyer and Cabela's, Stafford Triangle, Tualatin-Sherwood Rd., Boones Ferry, etc.
9.6	Install smart metering along major state and local thoroughfares	

### » GOAL 10: Make it safer to drive, walk and bike

#	Action	Action Notes
10.1	Complete and implement the City's new mid-block crossing policy	Become known as a "pedestrian-friendly" city
10.2	Implement best practice street crossing enhancements at critical intersections city-wide	Use pedestrian-activated signals, more visible crossing marks, longer lights, audible crossings for the impaired, side-walks, and other best practices
10.3	Continue to extend the sidewalk network	
10.4	Complete critical neighborhood traffic safety improvements	e.g. Garden Corner curves on SW 108th Ave.

## FOCUS AREA:

## PROMOTING ENVIRONMENTAL SUSTAINABILITY

## » GOAL 11: Facilitate environmentally-friendly practices, programs and policies

#	Action	Action Notes
11.1	Add electric vehicle charging stations and pursue other alternative fuel options as proven viable	Partner with local providers such as POWIN; Promote use of transit, other transportation alternatives that reduce our carbon footprint
11.2	Enhance waste recycling and reuse programs, education and drop off options	Continue City bulk waste and yard debris collection programs; Find new partnership opportunities with Republic Services
11.3	Promote the use of non-invasive trees and plants in community and home landscaping projects	Promote “Plant with a Purpose” education; educate about dangers of blackberry, reed canary grass and other invasive species
11.4	Encourage environmentally-friendly products and energy-efficiency in new construction and remodels	Promote participation in PGE, other provider retrofit and rebate programs; update codes to make it easy to incorporate pervious pavement, green roofs, solar energy, water conservation

## » GOAL 12: Protect and enhance our environmental resources and assets

#	Action	Action Notes
12.1	Pursue policies and actions that protect and enhance river, wetland and other natural area resources	Expand use of integrated pest management (IPM) on public and private lands to reduce toxic seepage into waterways
12.2	Expand volunteer corps programs which help restore and maintain riparian and other natural areas	Partner with SOLVE, Clean Water Services and Hands-On Greater Portland
12.3	Increase appreciation for natural areas by expanding access and increasing educational programming	Partner with Wetlands Conservancy, Clean Water Services and schools
12.4	Strengthen policies and model practices that reduce stormwater runoff to local water bodies	Partner with River Keepers, Wetlands Conservancy and Clean Water Services; Consider increasing low impact development (LID) requirements
12.5	Actively support and participate in Clean Water Services’ Tree for All Program	Find ways to expand tree planting to private property with support from willing owners
12.6	Create river and wetland cleanup projects that teach sustainability through fun events	Partner with Wetlands Conservancy, Clean Water Services and schools
12.7	Expand the City’s “Adopt a Park” program so citizens can help maintain resources	Involve the community in inventorying “special spaces and places”

## FOCUS AREA:

## ENSURING COMMUNITY HEALTH AND SAFETY

## » GOAL 13: Promote and facilitate community health and wellness

#	Action	Action Notes
13.1	Conduct a community health needs assessment to determine priority areas	Legacy, Providence, Kaiser and other entities can provide data, help close gaps
13.2	Promote 211-Info telephone and online tools that link to physical and mental health resources	Partner with Community Action Organization, Police, TVF&R and others
13.3	Track and implement TVF&R Patient Follow-Up Program and other practices that reduce health costs	Ask partners to host in easily-accessible, central locations
13.4	Encourage participation in community health partners' wellness education and training programs	Host at centrally-located public facilities (e.g. library)
13.5	Organize community health clinics that facilitate affordable, convenient access to services	Facilitate access to wellness services for older adults – areas of need: transportation, clinics at Juanita Pohl, fitness center at Juanita Pohl and/or future senior centers
13.6	Partner with the state, Metro, TVF&R and other entities to execute health awareness campaigns	Consider adopting Healthy Eating, Active Living (HEAL) City principles, following Healthy Cities model
13.7	Promote drug and alcohol awareness and addiction prevention	Emphasize education in schools
13.8	Expand community gardens, increase access and promote the value of healthy meals	Emphasize healthy eating education in schools; donate portion of garden production to local food banks; build on existing movement to convert underutilized open spaces for gardens

## » GOAL 14: Expand the community public safety network

#	Action	Action Notes
14.1	Expand funding for drug and gang enforcement, community policing, K-9 patrols and safety training	Hold periodic public safety forums to engage and inform community. Potentially leading to support for a police training facility.
14.2	Continue and expand as feasible Tualatin Police's School Resource Officer program	
14.3	Increase trail safety by adding lighting and periodic patrols at strategic locations	Maintain and expand existing Park Ranger Program
14.4	Partner with churches and other entities to extend homeless and mental health services to Tualatin	Participate in Washington County's plan to eradicate homelessness and facilitate rapid re-housing for people in need



**FOCUS AREA:**

**FACILITATING ECONOMIC OPPORTUNITY**

**» GOAL 15: Identify and accelerate business development within targeted industry clusters**

#	Action	Action Notes
15.1	Conduct an industry cluster analysis to identify advantages, growth opportunities and workforce needs	May need to extrapolate Tualatin data from Washington County or Metro sources
15.2	Target business recruitment to attract firms that grow employment and build community wealth	Emphasize traded-sector businesses that import dollars into the community and generate tax revenue to support essential services
15.3	Ensure infrastructure capacity and facility planning is aligned with future employer growth projections	
15.4	Facilitate housing options that meet wage projections and employee preferences	See Metro Preferences Survey for direction on preferred housing types
15.5	Incubate and facilitate the creation of local businesses	Consider establishing incubator downtown to cultivate innovation and vitality; use or repurpose existing structures
15.6	Establish a single point-of-entry for business investors and developers	Direct to other resources as appropriate; make business tool-kit more broadly available
15.7	Create marketing materials that communicate a unified City brand	Collateral materials for employers and employees; in partnership with the Chamber

**» GOAL 16: Prioritize economic development that catalyzes community benefits**

#	Action	Action Notes
16.1	Create a city-businesses economic development partnership to track and coordinate opportunities	Partner with Chamber, Greater Portland Inc.
16.2	Prioritize businesses that provide family-wage jobs (defined as \$40k + by US Census 2010)	Incentivize and recruit “clean and green” business to locate in Tualatin
16.3	Identify and facilitate development of business that enhances downtown retail opportunities	Full development of Commons desired
16.4	Provide guidance and incentives for small and family-owned businesses	Boutique retail, dining are priorities
16.5	Host and post informational forums that connect residents to job training and employment resources	Goal is to reduce the need for “outside” hires; consider job fairs and city-hosted links to local job openings in partnership with employers

## FOCUS AREA:

## ADVANCING EDUCATION AND LEARNING OPPORTUNITIES

## » GOAL 17: Maintain and perfect existing education and training programs

#	Action	Action Notes
17.1	Involve the community in forums and decisions about our educational structure and funding priorities	Goal is earned-support for future bonds, levies and private sector support; find ways to involve parents/guardians in middle and high schools during critical transition period for children
17.2	Coordinate efforts to expand and maximize literacy campaigns	Partners: Library, schools, City, regional advocacy groups; include “information” and “math” advocacy in addition to reading
17.3	Take steps to reduce class size and increase individual student attention	Goal is to maintain reputation as one of highest-quality school districts in the Portland Metro Area
17.4	Grow and sustain participation in education mentorship programs that help underserved populations	Partner with Intercambio, Dual Language Immersion and other existing programs
17.5	Increase after-school programming to ensure safe, productive learning options for youth	Partner with City Parks and Recreation, Boys and Girls Club, Early Learning Center and others
17.6	Expand and promote availability of personal growth classes and education for post K-12 adults	Formalize and expand opportunities through PCC, Library, Juanita Pohl Center and School District Adult Education Program; long-term goal is to add local community college offerings

## » GOAL 18: Strengthen learning options that align with future employment opportunities

#	Action	Action Notes
18.1	Grow and promote business education resources for youth and entrepreneurs	Partner with schools, Small Business Administration (SBA), DECA (program for young entrepreneurs), Junior Achievement, Intercambio, etc. to build network; prioritize job preparedness for youth, business start-up for emerging entrepreneurs
18.2	Facilitate access to technology for all income groups	Expand Online Academy offerings; partner with Maker Space Labs and private sector orgs
18.3	Increase access to STEAM learning (STEAM = Science, Technology, Engineering, Arts and Math)	Partner with private sector orgs; long-term goal to establish Magnet School
18.4	Expand skills training to connect students with local employers and part-time jobs	Increase access for minorities; increase private sector participation; generate internships and apprenticeships (e.g. via pipefitters, colleges)



**GOAL 18: Strengthen learning options that align with future employment opportunities (continued)**

#	Action	Action Notes
18.5	Continue to connect colleges and high schools to jump-start post K-12 opportunities and awareness	Goal is to help prepare students for the next step; increase access to and participation in distance learning as “head start”
18.6	Create entrepreneurial training programs or classes for young professionals and students	Build on Future Business Leaders of America and High School Business programs





