



*City of Tigard*

2014–2034

# Strategic Plan

Draft Working Document – for Discussion Purposes Only | Updated: 11/5/2013



# Vision

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*The most walkable community in the Pacific Northwest  
where people of all ages and abilities enjoy  
healthy and interconnected lives.*



## ABOUT THE VISION:

- Goal is to create a unique, vibrant identity for the city – not a vision that could describe any city anywhere.
- Walkable doesn't mean anti-car or anti-public transportation, it is about leveraging the existing trail system and green spaces.
- Interconnected has many meanings: Connecting people to the city, people to people, work/shop/play, technology, physical connections, social connections, transportation, etc.
- The statement does not imply the city does or does not have a role in providing services to connect people and/or make people “healthy” – it is about building and providing the space for connections and healthy lifestyles to happen as people wish.
- The vision should drive future decisions about where the city places priorities and investments – needs to be a deliberate set of steps to make it happen.

## STRATEGIC GOALS:

- 1 Facilitate walking connections to develop an identity.**
- 2 Ensure development advances the vision.**
- 3 Engage the community through dynamic communication.**
- 4 Fund the vision while maintaining core services.**

# goal 1

## *Facilitate walking connections to develop an identity.*

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### OBJECTIVES:

**① Every household is within a walking distance of 3/8 mile to a trailhead.**

- 100 percent of our residents have access to a densely networked trail system designed for universal access and the mobility-impaired.
- Fully accessible connections are made via pathways and/or sidewalk connections.
- Improve Tigard's walkability score – currently 51 <http://www.walkscore.com/OR/Tigard>.

**② The trail system is used for all kinds of trips.**

- The system is safe. All parts are comfortable for everyone to use – i.e., no segments are avoided because of real or perceived safety issues.
- The walking/transit connection is creatively engaged. Creative transit solutions, like local van shuttle service, are available to bridge gaps where trips (or portions of trips) would be otherwise infeasible for walking.
- This deals with trips within the city as well as trips leading into/out of the city.
- The transit waiting experience is improved.
- Transit stops protected from weather and are aesthetically pleasing.
- Sidewalks are a part of the plan, especially in relation to connections to transit stops. and key entry points of the pathway network.

**③ The city's development patterns, over time, are influenced by the densely networked trail system.**

- Pathway system and businesses begin to complement each other. You can walk to more business destinations. Businesses locate here that need and want less parking.
- Changes in the Community Development Code allow more businesses to become closer to residential.

**④ The system supports and enhances Tigard parks and community gatherings.**

- The system is designed to serve developed public parks.
- Places in the system are dedicated to community gardens, which become highly localized and cared-for centers belonging to neighbors and neighborhoods.
- Events, leisure-time activities and other social functions occur on and adjacent to the system, with City of Tigard involvement ranging from none to high.



goal **1** *continued*

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⑤ **Implementation of the project is long term (20 years) and controlled, in some fashion, at the neighborhood level.**

- Implementation begins by connecting important public places in early phases of the project.
- Generate enthusiasm and support in neighborhoods (i.e., demonstrate early successes).
- Volunteerism is actively promoted and maximized (e.g., East Bull Mountain example).
- Cooperative approach to the work with citizens (a mutual partnership).

⑥ **The city's identity results from construction of the system.**

- We market our successes at every completed connection/result.
- The "identity gain" is natural and inevitable. As the new system gains users, it gains attention and the attraction and identity of Tigard gains momentum.

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# goal 2

## *Ensure development advances the vision.*

### OBJECTIVES:

#### ① **Make best use of undeveloped and underdeveloped land to increase the value of the city and advance the vision.**

- Businesses locate and stay in Tigard in ways that maximize the productive development or redevelopment of properties.
- Public and private financial support catalyzes the redevelopment of current industrial land and properties.
- The city is a liaison to understand the local economy and business community and supports development and marketing of available properties.
- Planning and zoning facilitate the maximum development and revenue potential of residential, commercial and industrial lands.
- Encourage town center development and business expansion (Washington Square, Downtown, Triangle), including high-density housing development around shopping, business and transit.

#### ② **Market Tigard. Build a healthy business climate that attracts, serves and employs more Tigard residents.**

- Market, brand and promote Tigard as the place where businesses are healthy and thrive.
- From startup to mature enterprises, provide resources for businesses to grow, stay healthy, and expand.
- Attract and retain businesses that encourage live-work-shop opportunities in Tigard.
- Market the trail system as a connector of people, businesses and transportation linkages.
- Add and grow regional anchor employers headquartered in or near Tigard.
- Capitalize on Tigard's central location and business advantages of proximity to Portland.
- Development services are easier, business-friendly and expedited.

#### ③ **Invest in public spaces.**

- Strategically invest in land, public space, streets, sidewalks, and trails to create public spaces for everyone to enjoy; connect people to jobs, transit, community, leisure, and business; and leverage and complement desirable development.
- Tigard is the place easiest to access shopping, food and other businesses using all modes of travel, making the most of its transportation assets and easiest connections for business and regional downtowns.
- Transit station locations are developed and redeveloped to serve riders and adjacent neighborhoods.



# goal 3

## *Engage the community through dynamic communication.*

### OBJECTIVES:

#### ① **Messaging engages the community and advances the vision.**

- City communication channels and tools provide the most accurate and up-to-the-minute information about Tigard as measured by an increase in usage.
- Key messages clearly reinforce the city's strategic direction and goals.

#### ② **The community is engaged and connected to the vision.**

- Communications strategies within departments align with and actively support the strategic plan through coordinated communication.
- The Tigard community is connected through compelling content that encourages and enables robust two-way communication.
- Innovative use of social media.
- Empowered employees share the message.

#### ③ **The city actively promotes its vibrant business districts, livable neighborhoods and accessible parks and trails to inform current and attract new businesses, residents and visitors.**

- Educate community leaders on the strategic plan to create excitement and identify opportunities to partner to further the vision.
- Serve as a hub for networking individual neighborhoods with the city and community.
- Increase awareness of recreational opportunities through prominent placement of resources on the website and online media channels.



goal **4**

*Fund the vision while maintaining core services.*

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**OBJECTIVES:**

**① Stabilize finances to provide a foundation to build toward the vision.**

- Budget for core services using current available funding and re-evaluate core services during annual budget process.
- Delivery of a reinvestment plan, including a facilities plan, prioritizing near-term investments needed to prevent larger costs later
- Continue to build reserves and create a strategic investment plan.
- Continue to implement efficiencies in operations and maintenance in all departments.

**② Invest in the strategic vision.**

- Reprioritize/redirect existing resources where possible to further the vision.
- Strategic investments, new programs, and significant changes to existing programs not funded by existing resources will require new resources.

**③ Ensure the vision increases city value long term.**

- Report to community, City Council and staff annually.



## Purpose and Process

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### PURPOSE:

- The goal of the City of Tigard Strategic Plan is to provide guidance and direction for the city's priorities over the long term (next 20 years). Proactively planning for the city's growth provides an opportunity to grow the city in a way that is thoughtful and unique. This plan does this by leveraging and building on Tigard's existing strengths and aiming to continue to grow Tigard as a thriving, desirable place to live, work and play.
- This Strategic Plan will also inform the allocation of limited city resources to both long and short term goals.

### PROCESS:

- The City of Tigard formed a Strategic Planning Group that met regularly throughout 2013 and 2014 to build this draft plan. This group consists of:

<b>Administrative Services</b>	Administrative Services Manager Nadine Robinson
<b>City Attorney (Contract)</b>	Tim Ramis Shelby Rihala
<b>City Management</b>	City Manager Marty Wine Assistant City Manager Liz Newton Assistant to the City Manager Loreen Mills Senior Management Analyst Kent Wyatt Former Human Resources Director Sandy Zodrow Human Resources Director Dana Bennett
<b>Community Development</b>	Director Kenny Asher Assistant Director Tom McGuire
<b>Finance</b>	Director Toby LaFrance IT Manager Louis Sears
<b>Library</b>	Director Margaret Barnes Circulation Division Manager Craig Carter Technical Services Division Manager Teresa Ferguson Readers Services Division Manager Molly Carlisle
<b>Police</b>	Chief Alan Orr Assistant Chief Jim DeSully
<b>Public Works</b>	Former Director Dennis Koellermeier Director Brian Rager Acting Assistant Director John Goodrich

- Throughout the process, discussions about the plan with City Council to ensure alignment; as well as opportunity for the community to provide input are being designed in coming months.