



Community Vision and Strategic Action Plan

June 2007



Prepared by Zenn Associates

Tualatin Tomorrow Visioning Project

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Tualatin Tomorrow Vision and Action Plan

Table of Contents

Introduction.....	1
Tualatin Tomorrow Vision Statements Summary	3
Tualatin Tomorrow Vision Statements.....	4
Tualatin Tomorrow Strategic Action Plan Guide.....	10
Tualatin Tomorrow Strategic Action Plan.....	12
Tualatin Tomorrow Strategic Action Plan Appendix	A1
Thinking Forward: Actions for Future Consideration	

Introduction

This document contains Tualatin Tomorrow's Community Vision and Strategic Action Plan. Developed by the community, the Vision expresses a preferred future for Tualatin. The Strategic Action Plan provides steps to move in the direction of this Vision. It is the culmination of 17 months of work which included the donated time, effort and creativity of hundreds of community members. Led by the Tualatin Tomorrow Steering Committee, the process to create the Vision and Action Plan featured numerous and diverse opportunities for community involvement.

This introduction briefly summarizes:

- the role of the Tualatin Tomorrow Steering Committee,
- the Vision and Strategic Action Plan Development process, and
- a framework for implementation.

Appointed by the Tualatin City Council, the Tualatin Tomorrow Steering Committee has shepherded this project. Their charge has been to foster and oversee the community visioning process to ensure its integrity, to review key documents, to be the "field marshals" and community "faces" of the project, and to interface with the City Council. The 18-member committee met 15 times from February 2006 to June 2007. Committee representation was present at every community event and workshop.

The project kicked off in early 2006 with community discussions about Tualatin's issues. Additionally, community-wide activities included an all-city event to further capture and define issues and a "Picture Tualatin" visual survey in which volunteers took pictures representing their views of Tualatin.

Mailings, periodic e-newsletters to interested persons and hand-delivered tabloids occurred at key points throughout the project. Use of the Tualatin Tomorrow website, www.tualatintomorrow.org, included community input, project, meeting and volunteer information, event sign-ups and posting of community input results.

The Tualatin Tomorrow project picked up momentum during the late spring and summer with community workshops to help define the Vision. Tualatin Tomorrow also had a significant presence at local events. The Tualatin Tomorrow Float in the Crawfish Festival parade gathered much community attention (and a second place award from parade judges). A volunteer community drafting committee helped prepare the Vision for community review at the first Town Hall, held on October 25, 2006. At that event, more than 260 community members joined together to provide input on progress and kick-off the Action Planning phase.

Community activities continued during Action Planning. Three workshops encouraged community members to roll up their sleeves and develop action recommendations to bring the Vision to life. Potential Lead Partners also joined in a workshop to prepare for their roles in leading or contributing to actions. After more refinement, Lead Partner conversations and Steering Committee review, the Action Plan was unveiled for community review at the May Action Event. Community members weighed in on the

strategies most important to them. This information will prove valuable during implementation of the Strategic Action Plan.

This Community Vision and 20-year Strategic Action Plan is intended to be a living, dynamic document. Using the Community Vision as a guide, the Strategic Action Plan should be updated periodically to reflect progress on Actions and amended to ensure further progress on Strategies.

Framework for Implementation

The Tualatin Tomorrow Steering Committee has discussed a framework for implementation including the formation of an Implementation Committee. The Steering Committee believes that it is essential that the momentum gained over the last 17 months by the Tualatin Tomorrow project, made possible by the generous funding from the City of Tualatin, be sustained. Toward fulfilling this purpose and providing the opportunity for early successes, the Implementation Committee could meet over the next few months to monitor those actions that do not involve the City.

Based on Steering committee discussions, the Implementations Committee would include a mix of community representatives and lead partners. The Implementation Committee members could include specifically:

- Chair
- Co-chair
- Six Focus Area leads (and possibly alternates)
- Council representative

Lead partner candidates

- City lead
- School District lead
- Health Care Lead
- County lead
- Faith Community lead
- Arts lead
- Chamber lead
- Environmental lead
- Sports/activities lead

- At large membership to fill out needs of the group.

The Implementation Committee would work to maintain progress on the Strategic Action Plan and foster awareness of the Community Vision and Strategic Action Plan among the broader community.

Additionally, this group would oversee a periodic “check-in” with the broader Tualatin community to ensure that the Vision and Strategic Action Plan remains up-to-date and relevant. This could include hosting an annual event, such as the Tualatin Tomorrow Town Hall.

Tualatin Tomorrow's Community Vision and Strategic Action Plan has six components:

- **How We Live and Learn**
Arts, Culture, Education, Youth and Family Activities
- **How We Plan and Grow**
Growth, Housing and Town Center
- **How We Connect with Nature**
Parks, Recreation and Natural Areas
- **How We Care for One Another**
Health, Safety and Social Services
- **How We Get Around**
Traffic, Transportation and Connectivity
- **How We Decide**
Governance, Leadership and Community Engagement

The Vision Statement describes the preferred future for Tualatin in the year 2030 – what Tualatin strives to be. It has two main components. First, the overarching **Vision Summary**, and second, the **Focus Area Vision Statements**, each describing one of the six focus areas in more detail. The following sections include the Vision Summary followed by the specific vision statements for each of these six focus areas.

Vision Summary

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.

- 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.

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.

Vision Statements

HOW WE LIVE AND LEARN Arts, Culture, Education, Youth and Family Activities

In the Year 2030, Tualatin is a welcoming community that encourages connections between all its residents. The community appreciates and celebrates its diverse population and provides a creative, thriving environment for all.

Tualatin values quality education and offers neighborhood schools that provide excellent educational opportunities, strengthening local neighborhoods. Tualatin schools are among the best in the nation. Lifelong learning opportunities and English classes for non-native learners enrich the entire community.

The community has multiple neighborhood centers which create gathering spots and foster interaction between neighbors. Accessible senior centers provide diverse programming while encouraging senior involvement in the broader community. Parks, the library and other public facilities offer opportunities for community affiliation.

Tualatin residents enjoy a variety of cultural activities in a performing arts center and other venues. An active arts commission offers a wide range of cultural programming. Recreational activities are available for all residents including teens and families.

Tualatin residents enjoy a sense of identity and a rich quality of life created by meaningful community connections.

HOW WE PLAN AND GROW Growth, Housing and Town Center

In the Year 2030, Tualatin maintains a strong community identity while successfully managing new growth and development. A dynamic growth strategy and plan for development promotes growth choices that fit community values and priorities, while benefiting local neighborhoods, businesses, schools, parks, and roads.

The City of Tualatin works collaboratively with other local and regional governments, expanding its urban planning area as appropriate, and managing the impacts of Urban Growth Boundary (UGB) expansion to protect community and environmental assets. The City plans carefully to address the costs of new growth and needed infrastructure.

Tualatin has diversified its supply of housing, providing a range of housing choices and affordability to meet the needs of its changing population. Tualatin town center preserves its best historical features while incorporating new mixed-use development, including high-density housing, a full complement of services, commercial and retail development, and amenities that accommodate pedestrians and bicyclists as well as cars.

Good urban design is an important part of Tualatin, with flexible standards that promote an attractive, well-functioning community, including appropriate mixed-used development, small, pedestrian-oriented neighborhood commercial centers, beautiful, tree-lined streetscapes, and community ‘gateway’ entrances that strengthen local identity.

Tualatin has a thriving local economy that attracts businesses that fit well into the community, providing living wage jobs and supporting small businesses, while encompassing high-end retail development that offers better choices to shoppers and supports the local tax base.

HOW WE CONNECT WITH NATURE Parks, Recreation and Natural Areas

In the Year 2030, Tualatin is a city recognized for its parks, trails and natural areas. Open spaces are abundant. Wetlands and other sensitive natural areas are protected and restored. Tualatin continues to be lauded as a City of Trees due to its lush tree canopy.

Sound, comprehensive planning lays the groundwork for Tualatin's quality natural environment. Land use regulations contribute to the quality of Tualatin's waterways. The community encourages and enforces high environmental standards.

Parks and recreation plans ensure that Tualatin residents enjoy a high quality of life while preserving the environment. Tualatin's parks and trails are natural, inviting and well-used. Sports and recreation users of all ages and backgrounds have diverse facilities available. Tualatin is both nature- and people-friendly.

HOW WE CARE FOR ONE ANOTHER Health, Safety and Social Services

In the Year 2030, Tualatin is a safe and healthy community. Tualatin residents know and take care of their neighbors.

Tualatin has an accessible social service system for community members. All Tualatin residents have access to affordable health care and work to stay healthy. Translation services are available for non-English speaking residents. Tualatin cares for all residents and provides access to housing, transportation, social services and cultural activities. Faith-based and other community organizations work together to help meet community needs.

Tualatin is a safe city with crime under control. Youth participate in programs that counteract attraction to gang affiliation and graffiti. Law enforcement and social service agencies have adequate funding to reduce crime.

Tualatin implements an effective plan to meet the emergency needs of the homeless and transition them into housing. The community provides local solutions for its residents who live in poverty.

HOW WE GET AROUND

Traffic, Transportation and Connectivity

In the Year 2030, Tualatin has a fully “multi-modal” transportation system that employs automobiles, buses, trains, walking and bicycles, to serve the community’s mobility needs. Improved roadway connections help link all parts of the community, and public access to key public services has greatly improved through careful planning of new development, pedestrian amenities, parking, connections to bicycle routes and mass transit, and other measures.

Tualatin’s traffic management system optimizes signals and mass transit for better traffic flow, while commercial and industrial traffic benefits from special routes and lanes, roadway improvements, and other measures. Traffic enforcement and speed limits encourage safe driving, and various traffic reduction measures have helped reduce the number of vehicular trips.

The long-planned I-5/99W Connector is fully developed, separating commuter and regional commercial-industrial traffic from local traffic, and reducing congestion and “cut-through” traffic. Tualatin residents also benefit from improved access to freeways. Local roads are well-maintained with an emphasis on roadside landscaping.

Tualatin has strengthened its regional transit linkages, with better access to downtown Portland and other regional centers through commuter rail and buses. Tualatin has also improved pedestrian and bicycle access throughout the city, establishing a network of safe, well-designed pedestrian routes and crossings, as well as a comprehensive system of bike routes and lanes citywide.

HOW WE DECIDE

Governance, Leadership and Community Engagement

In the Year 2030, local government in Tualatin helps citizens understand the forces of change, and works with them to promote flexibility and creativity in planning for the future. The City of Tualatin has clear procedures to ensure its vision and plans are funded and implemented.

Tualatin's elected leaders are qualified, competent and representative of the wider community, and committed to open, transparent leadership and clear communication with City staff and citizens. The City maintains its commitment to provide the best possible public services at the lowest possible cost. It has put in place a comprehensive strategy to work efficiently and effectively within a two-county system and is a good neighbor to surrounding cities.

Tualatin builds on its identity as a family-friendly community with services and amenities that support local families. The City works to keep all community members informed through regular sources of information. Local government and citizens work together to promote clear, consistent communication. People who live and work in Tualatin feel a sense of ownership and responsibility to the community. They actively invest their time, energy and resources to help maintain the community's quality of life.

City government reflects the growing diversity of the community and residents feel invited and included in the governance process regardless of their differences. The City works to ensure its diverse populations receive necessary services. Non-English speaking community members have established easy-to-understand avenues to express their needs and concerns.

Local businesses in Tualatin are an integral part of the community, supporting community events, and working to maximize their positive impacts on the community's environment and livability. Tualatin supports its local businesses and works to attract new businesses that enhance local services while supporting local values and qualities.

Strategic Action Plan: A Brief Guide

The following Tualatin Tomorrow Strategic Action Plan is a reflection of the Tualatin community's dedication and commitment to achieving its vision for the future. Development of the plan represents hundreds of community volunteer hours, resulting in a series of strategies and corresponding actions to be led by local government, businesses and community groups. Collectively, these actions should move the community closer to its vision for the year 2030. As a 'living' document, the plan will be updated periodically to reflect changes in the community.

The Tualatin Tomorrow Strategic Action Plan covers six key focus areas:

- **How We Live and Learn**
Arts, Culture, Education, Youth and Family Activities (ACE*) Page 12
- **How We Plan and Grow**
Growth, Housing and Town Center (GHT*) Page 20
- **How We Connect with Nature**
Parks, Recreation and Natural Areas (PRN*) Page 32
- **How We Care for One Another**
Health, Safety and Social Services (HSS*) Page 39
- **How We Get Around**
Traffic, Transportation and Connectivity (TTC*) Page 45
- **How We Decide**
Governance, Leadership and Community Engagement (GLC*) Page 50

**These acronyms are used in the Strategic Action Plan to denote their respective focus areas.*

The Strategic Action Plan is a "living" document, developed by the community, with actions further refined through conversations with Lead Partners (see definitions on page ten) and the wider community. It is a long-term plan.

The following Action Plan contains several Strategies for which there are no supporting Actions. Actions originally identified for these Strategies were covered by other Actions or combined with similar Actions. These Strategies are included as placeholders for future consideration. Some Actions suggested by the community do not have Lead Partners at this time. These Actions are included in the appendix to the Action Plan, called *Thinking Forward: Actions for Future Consideration*.

The following page contains a labeled example from the Strategic Action Plan showing how it is organized, and includes explanations of the different elements.

Example from the Strategic Action Plan

Strategy Number	Strategy	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Strategy GHT 18	Urban Design Standards. Develop enhanced, flexible standards to promote ongoing community attractiveness in Tualatin and a cohesive urban design.						
Action GHT 18.1	City Housing Standards Evaluation. Review current proposed urban housing design standards to consider the housing variety and mixed-use standards of the Town Center Plan.	City of Tualatin	Architects, Adopt-a-Street Neighborhood Organizations		X	X	
Action Number	Action						

The Strategic Action Plan contains elements critical to the plan’s successful implementation. These elements are organized into a framework, shown above.

What These Elements Mean

The **Strategies** are drawn directly from the community’s vision statements. Each **Strategy** is intended to correspond to a major community initiative. Many of the Strategies have one or more **Actions**. Actions are tasks intended as steps to achieve their respective Strategy.

The **Lead Partners** identified in the plan are key community stakeholder groups that have agreed to assume responsibility (or take a leading role) in implementing one or more Actions. For an Action, the Lead Partner may or may not work with one or more Supporting Partners to implement the Action. **Supporting Partners** are organizations, agencies or groups that *may* serve as a resource to the Lead Partner in implementing that Action.

The Strategic Action Plan includes four possible implementation periods under **Timelines**. An Action can begin in one period and be completed later, or may be seen as an ongoing activity once it is started. In such cases more than one period has been selected.

As a “living” document, this Strategic Action Plan is designed for community review about every five years. At that time, an updated progress report could be presented, completed Actions will be taken out and new Actions that support Tualatin’s Vision and Action Plan Strategies may be added.

HOW WE LIVE AND LEARN – Arts, Culture, Education, Youth and Family Activities

Education

Strategy ACE 1	Quality School Facilities. Develop schools and excellent facilities for all grades. Promote more effective school and government communications that result in proactive planning for growth and appropriate capacity.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action ACE 1.1	<p>Schools Inventory and Gap Analysis. Conduct on-going evaluations of Tualatin Schools' facilities as part of a school district wide effort. Evaluations include:</p> <ul style="list-style-type: none"> • Facility internet access • ADA accessibility • Performing arts capacity • Community (non-school) activities utilization (joint use or rental fee) • Facility utilization as lifelong learning centers. <p><i>(For similar or related Actions, see also GLC 7.1)</i></p>	Tigard-Tualatin School District	City of Tualatin, neighborhood associations, parent-student organizations	X	X	X	X
Strategy ACE 2	Excellent School System. Establish Tualatin schools as among the best in the nation, including highly-qualified teachers, and programs and standards that help students of all socio-economic backgrounds excel.	Lead Partner	Suggested Supporting Partners	Timeline			
Action ACE 2.1	<p>Community Educational Challenge Group. Convene a group of representative community members annually to advise Tigard-Tualatin School District on matters of budget, programs and visioning.</p>	Tigard-Tualatin School District	School board, PTA, parent-student organizations, Chamber of Commerce, Sherwood School District, Lake Oswego School District, West Linn School District	X	X	X	X
Strategy ACE 3	Local Higher Education. Strengthen higher education in Tualatin, including workforce development and English language skills, through the development of satellite campuses and related educational offerings.	Lead Partner	Suggested Supporting Partners	Timeline			
Action ACE 3.1	<p>Workforce Evaluation and Training. Evaluate workforce trends and training opportunities to inform local businesses, school districts and workforce development agencies including:</p> <ul style="list-style-type: none"> • Analyzing workforce demand, workforce supply and workforce trainings for high growth, high demand occupations • Projecting future need and providing gap analysis of workforce supply and demand • Providing resources such as “50 Top Jobs”, “Portland Metro Apprenticeship Guide” and “Workforce Supply/Demand Analysis” at www.worksystems.org. 	Worksystems Inc.	Portland Community College, Portland State University, University of Phoenix, Local Union 290	X	X		

Education, continued

Strategy ACE 4	Lifelong Learning Opportunities. Promote year-round, lifelong learning opportunities for all Tualatin residents regardless of age, culture, income or ethnicity.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action ACE 4.1	Community Information Sharing. Develop public and private venues to allow community members and groups to share information such as: <ul style="list-style-type: none"> Information sharing forums among community groups and organizations Identifying and publishing available places where community members in Tualatin can meet. 	City of Tualatin	Historical Society, Library, Tualatin Chamber of Commerce, Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District, service organizations	X			
Action ACE 4.2	Scholarship Opportunities Clearinghouse. Tigard-Tualatin School District provides scholarship information through the Tualatin High School Counseling Office. Opportunities include those available through the Tigard Tualatin School Foundation.	Tigard-Tualatin School District	Tigard Tualatin School Foundation	X	X	X	X

Strategy ACE 5	Accessible English Classes. Make language training classes available and accessible to all Tualatin residents, including English as a Second Language (ESL) courses and as Spanish language courses for local students and business.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action ACE 5.1	Student Spanish Language Opportunities. Tigard-Tualatin School District provides on-going student opportunities to expand their Spanish language capabilities through: <ul style="list-style-type: none"> Continuing/expanding opportunities for Spanish language students to speak with native speakers, such as El Central Latino at Tualatin High School Exploring opportunities for Spanish language students to tutor community members wanting to learn English, as a second language. <p><i>(For similar or related Actions, see also GLC 17.1)</i></p>	Tigard-Tualatin School District		X	X	X	X

Community Facilities

Strategy ACE 6	Activity Venues. Develop public and private venues that provide multi-purpose accommodations for a variety of activities, resources and services, meeting the needs of the community. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Community Facilities, continued

Strategy ACE 7	Neighborhood Community Centers. Promote the development of year-round, neighborhood-based community centers that are vibrant gathering spots, providing theater, art, children's art displays, meeting rooms and other amenities that build neighborhood cohesiveness. <i>(See "Thinking Forward" Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Strategy ACE 8	Accessible Public Facilities. Ensure that all of Tualatin's public facilities (including parks, library, city hall, indoor recreation center) are safe, accessible, welcoming, adequately sized and numerous enough to serve a growing community.	Lead Partner	Suggested Supporting Partners	Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action ACE 8.1	Transit Expansion. Expand and enhance Tualatin's public transportation options within the scope of TriMet's Transit Investment Plan (TIP). Transit expansion will occur as funding is available.	TriMet	City of Tualatin, Westside Transportation Alliance				X
Action ACE 8.2	Community School Models. Provide access to school facilities for Tualatin community members during non-school hours.	City of Tualatin	Tigard Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District	X	X	X	X
Strategy ACE 9	Senior Centers and Activities. Promote accessible senior centers that offer a diverse range of programs and services. Integrate senior activities into broader community offerings. <i>(See "Thinking Forward" Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Strategy ACE 10	Excellent Library. Expand and enhance Tualatin's award-winning library, increasing its access, resources and services to meet the needs of a growing community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action ACE 10.1	Funding Support. Explore long-term private funding strategies or endowments for the Library to ensure its viability over time.	Library Advisory Committee	City of Tualatin, Friends of the Library, School Outreach Action Committee			X	
Action ACE 10.2	Mural Project. Explore public and private locations for murals with good community visibility, for example, creating a mural depicting the library's value to the community.	Tualatin Arts Advisory Committee	Library Advisory Committee				

Cultural Opportunities

Strategy ACE 11	Accessible Community Activities. Promote broader community access to and participation in Tualatin’s school programs, arts and cultural organizations and family and youth activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action ACE 11.1	Participation Barriers. Identify barriers to broad public participation in community events. Explore options to improve accessibility and participation.	City of Tualatin	Chamber of Commerce, churches, social services groups		X	X	

Strategy ACE 12	Enhanced Performing Arts. Promote and enhance the performing arts in Tualatin, including the development of a performing arts center that serves as a resource and magnet for live performances from plays and concerts, from independent film screenings to lectures and beyond.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action ACE 12.1	Community Theater Partnership. Continue and expand Tigard-Tualatin School District (TTSD) partnership with the City of Tualatin to provide Tualatin High School Theater for non-school community use such as children’s theater and performances by local professional theater companies. Community use of facilities to follow TTSD cost-neutral structure (no cost to TTSD for operations). <i>(For similar or related Actions, see also PRN 16.2)</i>	Tigard-Tualatin School District	Heritage Center, Lumiere Players, other performing groups, City of Tualatin	X	X	X	X
Action ACE 12.2	Arts Outreach. Utilize outreach venues, to inform the community of art events available throughout the city, including public/private/commercial performances and exhibits. Publish such information on a regular basis in venues such as: <ul style="list-style-type: none"> • Tualatin Times “Art Beats” column • Oregonian • School newsletters (public and private) • Email-trees. 	Tualatin Arts Advisory Committee	Lakewood Theater, Broadway Rose, Lumiere Players, Tigard-Tualatin School District, Community newspapers			X	
Action ACE 12.3	Performance Sponsorship. Develop sponsorships to promote and fund community performances.	Tualatin Arts Advisory Committee	Tigard-Tualatin School District	X	X	X	X

Cultural Opportunities, continued

Strategy ACE 13	Active Arts Commission. Support and enhance Tualatin Arts Commission in providing a wide range of community-based arts programming in diverse local venues.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action ACE 13.1	<p>Community Arts. Develop approaches to expand and support the arts in Tualatin including:</p> <ul style="list-style-type: none"> Developing and adopting a broader definition of arts to include music and theatre to be incorporated into all City arts-related programs and committees Creating an ‘Arts Showcase’ that describes all community arts groups Developing partnerships between the Tualatin Arts Commission and other community arts groups/patrons Creating a public arts plan for the City of Tualatin. Consider creating a City staff position to lead development and implementation of the plan Studying other local one-percent-for-art programs, and establish a local one percent for the arts funding program designed to fit specific needs and opportunities in Tualatin Improving signage for Tualatin’s Art Walk. 	Tualatin Arts Advisory Committee	Lumiere Players, music teachers, Heritage Center, Regional Arts & Culture Council, art galleries	X	X	X	X
Action ACE 13.2	Summer Arts Festival. Create a Summer Arts Festival component of ArtSplash.	Tualatin Arts Advisory Committee	Lumiere Players, music teachers, Heritage Center, Regional Arts & Culture Council, art galleries	X	X	X	X

Youth

Strategy ACE 14	Active Teens. Promote organized teen activity in Tualatin, including participation in teen center programs, activities and other offerings.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action ACE 14.1	Program Expansion. Expand teen center program offerings to include additional classes and activities such as: sports, hobbies, fine and performing arts, bowling and billiards.	City of Tualatin	Tualatin Arts Advisory Committee		X		

Strategy ACE 15	Youth Engaged in Civic Activities. Support and expand active youth involvement in City decision-making in Tualatin through continued participation in the Youth Advisory Council and other city committees and commissions. (See “Thinking Forward” Appendix for additional Actions without Lead Partners.)	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Volunteerism

Strategy ACE 16	Citywide Volunteer Involvement. Develop a citywide system for recruiting and coordinating volunteers from all Tualatin residents, encouraging diverse involvement in the community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action ACE 16.1	Volunteer Learning Opportunities. Partner with all educational and other appropriate entities in the area, to encourage and promote volunteer opportunities for Tualatin community members in the City of Tualatin.	City of Tualatin	Portland Community College, Tualatin High School, Boy Scouts of America, community organizations, Chamber of Commerce, service organizations, regional volunteer organizations, Tualatin Heritage Center	X	X	X	X
Action ACE 16.2	Volunteermatch.com. Explore the use of a website, such as www.volunteermatch.com to promote opportunities to volunteer with the City of Tualatin.	City of Tualatin	Portland Community College, Tualatin High School, Boy Scouts of America, community organizations, Chamber of Commerce	X			
Action ACE 16.3	Diversify Volunteer Pool. Expand outreach efforts to solicit volunteers from a broader representation of Tualatin’s diverse cultures.	City of Tualatin	Portland Community College, Tualatin High School, Boy Scouts of America, community organizations, home schools, Chamber of Commerce, Tualatin River National Wildlife Refuge, Raindrops to River		X		

Sense of Community

Strategy ACE 17	Public Communications. Promote strong public communications by the City of Tualatin that keeps residents connected and informed about events, activities and services.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action ACE 17.1	<p>Communications Outreach Assessment. Review existing communications outreach channels to identify potential additional venues. Considerations for additional outreach channels could include:</p> <ul style="list-style-type: none"> • Email city newsletter • Readerboards • Kiosks • Flyers distributed at school events, volunteer events and youth sporting events • Grocery bags • Trayliners • Mytualatin.com, include key word search functions • Replacing entrance banners with readerboard. 	City of Tualatin	Library, stores, Chamber of Commerce	X	X		
Strategy ACE 18	Diverse Families. Support appreciation of the diversity of Tualatin's families. Make all families feel welcomed, safe and able to talk about differences. <i>(See "Thinking Forward" Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Strategy ACE 19	Community Acceptance. Honor Tualatin's growing diversity, promoting acceptance, friendliness and appreciation of the community's ethnic and economic diversity, and ensuring a safe, secure environment for all.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action ACE 19.1	Cultural Competency. Conduct training in "cultural competency" for all City employees as a component of ongoing Human Resources training programs.	City of Tualatin			X		

Recreation

<i>Strategy ACE 20</i>	Family Activities. Provide a wide variety of family activities and entertainment for all ages in Tualatin, including use of natural settings such as the Tualatin River.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>
<i>Action ACE 20.1</i>	Indoor Activities Programs. Expand indoor community programs available to include activities such as dance, gymnastics, games and continuing education classes.	City of Tualatin	Faith based community: Rolling Hills (gyms, rooms), Grace Community, Tigard Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District, Tualatin Arts Advisory Committee	X	X	X	X
<i>Action ACE 20.2</i>	Facilities Partnering. Encourage partnerships to allow the City to utilize facilities within the faith/private community for family-based activities.	City of Tualatin	Faith based community: Rolling Hills (gyms, rooms), Grace Community			X	

HOW WE PLAN AND GROW - Growth, Housing and Town Center

Growth and Growth Management

Strategy GHT 1	Strong Community Identity. Maintain a strong community identity in Tualatin that integrates new residents by creatively responding to growth issues, making good choices and setting priorities, and wisely expanding its infrastructure.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 1.1	<p>Neighborhood Organizations. Continue existing programs for establishment and explore the feasibility of creating new neighborhood structure, such as associations, to help develop local identities and enhance communications between the neighborhoods and local government. Develop missions, guidelines and/or information to ensure continued usefulness of proposed neighborhood groups.</p> <p><i>(For similar or related Actions, see also GLC 10.2)</i></p>	City of Tualatin	Chamber of Commerce, Homeowners Associations, Condo-owners Associations		X		
Action GHT 1.2	<p>Community Identity Development Strategy. Develop and communicate a unique identity for the City of Tualatin.</p> <p><i>(For similar or related Actions, see also GHT 13.1)</i></p>	City of Tualatin	Homeowners Associations, Chamber of Commerce		X		
Strategy GHT 2	Dynamic Growth Strategy. Develop a dynamic growth strategy for Tualatin that addresses the interest of surrounding communities and promotes mutually beneficial cooperation on common interests such as Tualatin Police Department, fire, water, sewer and transit.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 2.1	<p>Regional Government Forum. Develop venues and opportunities to discuss regional issues of mutual concern such as convening periodic forums of city representatives from communities surrounding Tualatin and the City of Tualatin.</p>	City of Tualatin	Cities of Tigard, West Linn, Lake Oswego, Sherwood and Wilsonville, Washington County, Clackamas County, Metro and State representatives, Chamber of Commerce		X		
Strategy GHT 3	Coherent Development Plan. Develop and implement a clear and coordinated plan for the coherent development of all aspects of Tualatin, including housing, businesses, recreation, roads, etc., with flexibility to deal with changing circumstances over time.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 3.1	<p>City Action Plan Implementation. Formalize city implementation of Tualatin Tomorrow Vision and Action Plan actions. Integrate Actions into ongoing City operations and planning through processes such as:</p> <ul style="list-style-type: none"> • Prioritizing development planning based on analysis of actions provided by the Tualatin Tomorrow Vision and Action Plan • Revising the City of Tualatin’s development plans for land-use mix to reflect implementation of the Vision and Action Plan. 	City of Tualatin		X			

Growth and Growth Management, continued

Strategy GHT 4	Development Choices. Build on Tualatin’s strong community identity, priorities and values to drive development choices, directing new developments to provide local benefits – even if inviting to outside interests.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 4.1	Sustainable Development Practices. Review and update existing land use City development regulations to encourage and foster sustainable development practices.	City of Tualatin	Metro, schools, Homebuilders Association, Association of General Contractors, NW Natural, Oregon Department of Transportation, TriMet, Clean Water Services		X		
Strategy GHT 5	Balance of Land Uses. Work with Metro and the State of Oregon to create a balance of residential, commercial and industrial uses within Tualatin, involving and educating citizens as part of this process. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy GHT 6	Proactive Intergovernmental Communications. Take steps to exert greater control over Tualatin’s destiny, proactively communicating and representing the community’s interests with external governments, including Metro and the State of Oregon.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 6.1	Community Issues Forums. Convene open public forums with City, regional, state and federal representatives, as needs arise, to discuss issues of major concern to the community such as: major roads projects, metro and local population density goals and neighborhood parks proposals.	City of Tualatin		X			

Growth and Growth Management, continued

Strategy GHT 7	City Expansion. Proactively expand the City of Tualatin as appropriate, basing its boundary on available lands in collaboration with other local governments and Metro.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 7.1	<p>Balanced-Use Expansion. As part of Periodic Review and Metro Urban Growth Boundary expansions, update long-range planning forecasts and policy to proactively plan for Tualatin’s future growth, including:</p> <ul style="list-style-type: none"> • Determining available lands within the City’s sphere of influence • Creating a development plan considering mixed-use, open space and development impacts. 	Metro	City of Tualatin	X	X	X	X
Action GHT 7.2	<p>Neighboring Development Coordination. Proactively collaborate and where appropriate coordinate City of Tualatin long-range planning issues and items of mutual interest with neighboring communities, including Clackamas and Washington Counties and surrounding local governments.</p>	City of Tualatin	Metro	X	X	X	X

Strategy GHT 8	City Boundary Management. Maintain Tualatin’s unique identity from surrounding cities by managing the impacts of Urban Growth Boundary expansion and protecting the community’s open space, natural areas and wetlands.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 8.1	<p>Greenbelt for City Delineation. Consider development of a greenbelt within the Urban Growth Boundary expansion plans to provide delineation of city limits and preserve open space/natural areas.</p>	City of Tualatin	Environmental groups, Metro		X	X	X

Strategy GHT 9	Funding for Infrastructure. Develop a strong system of infrastructure funding including System Development Charges (SDCs) to help cover the capital costs, maintenance and improvements of schools, roads and other infrastructure required as Tualatin grows and develops.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 9.1	<p>Infrastructure Funding Options. Explore and evaluate the feasibility of using innovative funding methods and sources for City infrastructure funding.</p>	City of Tualatin	League of Oregon Cities, State of Oregon	X	X	X	X

Growth and Growth Management, continued

Strategy GHT 10	Addressing Construction Impacts. Address the impacts of ongoing construction in the community through clear and frequent communication with contractors and the public, ensuring safety of all forms of transportation (vehicles, bicycles, pedestrians), and regulating the impact on community livability (hours, noise, etc.).	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action 10.1	<p>Construction Impact Mitigation. Assess and, wherever feasible, develop venues to improve community information, development oversight and continuation of traffic flow such as:</p> <ul style="list-style-type: none"> • Including more information on the City's website • Creating a brochure addressing blasting and the use of explosives • Attending Home Builders Association (HBA) and contractor meetings to review our rules and regulations; increase enforcement by creating a Code Enforcement position • Involving the Legal Department in more enforcement issues • Maintaining pedestrian and bicycle traffic during construction • Re-evaluating ability to work on weekends • Requiring contractors to address neighborhood impacts • Developing information sheets for contractors with rules and requirements • Considering restricted hours of construction on main road(s) (i.e., holidays, special events), or night work only • Maintaining all through lanes on certain roads. 	City of Tualatin	Oregon Department of Transportation, Washington County, Clackamas County, developers	X	X	X	X

Diverse Housing

Strategy GHT 11	Housing Choices and Types. Develop a range of housing choices and types in Tualatin and promote a balanced community with a diversity of persons living, recreating, shopping and working within the city.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 11.1	Town Center Housing Types. Consider a housing element for the Town Center plan, including guidelines and tools to promote development of a mix of higher-density and affordable housing. Consider requiring Town Center housing to meet inclusive standards.	City of Tualatin	Senior group, social services organizations, Home Builders Association, Community Partners for Affordable Housing		X		

Diverse Housing, continued

Strategy GHT 12	Affordable Housing. Promote safe, affordable, quality low-income housing for rental and first time homeowners in Tualatin, with accessible community services and conveniences. (See “Thinking Forward” Appendix for additional Actions without Lead Partners.)	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years

Vibrant Town Center

Strategy GHT 13	Vibrant, Identifiable Town Center. Develop a unique, vibrant and identifiable Town Center for Tualatin, preserving its history and heritage, while providing arterial transit access, cycle and pedestrian-friendly features, places people like to shop, and easy recreational access.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action GHT 13.1	Town Center Awareness. Develop/implement a Tualatin Town Center/Tualatin Commons public awareness campaign for the purpose of generating revenue/awareness/interest in Tualatin. (For similar or related Actions, see also GHT 1.2)	City of Tualatin	Chamber of Commerce, businesses			X	
Action GHT 13.2	Town Center Parking. Develop increased parking capacity within or near the Tualatin Town Center through: <ul style="list-style-type: none"> • Considering feasibility of a parking structure to ensure adequate parking for the Town Center area • Partnering with businesses • Constructing a multi-level parking structure. 	City of Tualatin	Chamber of Commerce, businesses				X

Strategy GHT 14	Mixed-Use in Town Center. Develop mixed-uses in Tualatin Town Center, with amenities such as mixed-use development, financial and retail services, a non-commercial district with government and social services, civic and cultural features, and high-density housing.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
Action GHT 14.1	Innovative Development. Solicit and encourage innovative design in the Town Center.	City of Tualatin		X	X	X	X
Action GHT 14.2	Mixed-Use Redevelopment. Expand mixed-use opportunities through redevelopment.	City of Tualatin		X	X	X	X
Action GHT 14.3	Developer Incentives. Analyze existing tools and programs and consider providing incentives to those developers who meet or exceed Town Center development goals and who minimize development cost impacts to the City.	City of Tualatin	Association of General Contractors, Metro, State			X	

Vibrant Town Center, continued

Strategy GHT 15	Diverse Retail Opportunities. Offer a wide range of business and retail opportunities in Tualatin Town Center, geared to a variety of needs and income levels with good accessibility for vehicles and pedestrians.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 15.1	Town Center Plan – Tualatin Vision Alignment. Incorporate Tualatin Tomorrow planning considerations for mixed-use development, accessibility and affordability in the Town Center Plan.	City of Tualatin	Citizen committees, private developers	X			
Action GHT 15.2	Town Center Plan Public Involvement. Create a public involvement process for Town Center Plan implementation.	City of Tualatin	Citizen committees, private developers		X		
Action GHT 15.3	Town Center Plan Adoption. Adopt the Tualatin Town Center Plan.	City of Tualatin	Citizen committees, private developers		X		

Strategy GHT 16	Pedestrian/Bicycle-Friendly Town Center. Ensure that Tualatin's Town Center is safe and friendly for bicyclists and pedestrians, with bicycle- and pedestrian-friendly intersections and amenities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 16.1	Pedestrian Safety Programs. Develop, promote and implement a community-wide program for pedestrian safety including driver awareness of pedestrian right-of-way regulations to reduce pedestrian/auto conflicts. Convene a walker/bicyclist group to provide input for pedestrian/bicycle safety campaign.	City of Tualatin	Oregon Department of Transportation (bike safety program), bicycle advocacy groups			X	
Action GHT 16.2	Commons Accessibility Issues. Evaluate accessibility barriers within the Tualatin Commons including: <ul style="list-style-type: none"> Evaluating public perception Providing recommendations on elimination of barriers, if any Further implementing pedestrian access and design standards in the Town Center. 	City of Tualatin	Business groups	X			

Vibrant Town Center, continued

Strategy GHT 16 (Cont.)	Pedestrian/Bicycle-Friendly Town Center. Ensure that Tualatin's Town Center is safe and friendly for bicyclists and pedestrians, with bicycle and pedestrian-friendly intersections and amenities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 16.3	<p>Bicycle Safety Program. Develop, promote and implement a community-wide program on bicycle safety including:</p> <ul style="list-style-type: none"> Promoting the program at community events including an annual Tualatin Town Center bicycle-safety event Convening a walker/bicyclist group to provide input for pedestrian/bicycle safety campaign. 	City of Tualatin	Tigard-Tualatin School District, bike clubs, Oregon Department of Transportation, Chamber of Commerce, schools, Washington County, Clackamas County, State Bike Program, Portland Wheelmen, TriMet, Cities of Tigard, Wilsonville, Lake Oswego, Sherwood, Durham and Riverside	X	X	X	X
Action GHT 16.4	<p>Design Standards. Enforce design standards – including street crossings – in new developments.</p>	City of Tualatin					

Strategy GHT 17	Commercial Traffic Diversion. Utilize a variety of means to minimize the impact of commercial through-traffic in Tualatin, diverting a significant portion of this traffic out of the Tualatin Town Center and neighborhoods. <i>To view similar or related suggestions, see also: TTC 5.2</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 17.1	<p>Freight Transportation Alternatives. Develop incentives to reduce large truck travel, especially at peak hours, on streets surrounding Town Center and neighborhood roads. Incentives could include:</p> <ul style="list-style-type: none"> Development of a toll for peak-hour road usage Establishment of defined truck routes. <p><i>(For similar or related Actions, see also TTC 5.1, 6.1)</i></p>	City of Tualatin	Industries	X			
Action GHT 17.2	<p>124th Avenue Development. Develop of an alternative north-south connection by extending 124th Avenue south to Tonquin Road upon adoption and implementation of the Southwest Tualatin Concept Plan (SWCP) and based on available funding.</p>	City of Tualatin				X	X

Good Urban Design

Strategy GHT 18	Urban Design Standards. Develop enhanced, flexible standards to promote ongoing community attractiveness in Tualatin and a cohesive urban design.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 18.1	City Housing Standards Evaluation. Review current proposed urban housing design standards to consider the housing variety and mixed-use standards of the Town Center Plan.	City of Tualatin	Architects, Adopt-a-Street Neighborhood organizations		X	X	
Strategy GHT 19	Mixed-Use Development. Promote mixed-use development in Tualatin as appropriate, supporting home ownership near businesses where individuals work and reducing vehicle trips in and out of the city.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 19.1	Mixed-Use and Commercial Development Siting. Identify appropriate locations throughout the city for potential new mixed-use and commercial development and encourage development by: <ul style="list-style-type: none"> • Rezoning locations identified as appropriate for mixed-use and commercial development • Establishing appropriate development codes for mixed-use and commercial development in identified areas. 	City of Tualatin				X	
Strategy GHT 20	Neighborhood Commercial Centers. Promote the establishment of small, pedestrian-friendly, commercial centers in the community, which promote local interaction within walking distance of neighborhoods with a diversity of shops, businesses and restaurants.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 20.1	Neighborhood Commercial Center Economic Viability. Evaluate the economic viability of mixed-use and retail development within new and existing neighborhoods.	City of Tualatin	Development community			X	
Action GHT 20.2	South Tualatin Conceptual Plan. Include provisions in the Tualatin SW Concept Plan for retail development within neighborhoods.	City of Tualatin	Commercial realtors, development community			X	
Action GHT 20.3	Development Incentives. Explore the opportunities of development incentives for neighborhood mixed-use and retail/commercial centers.	City of Tualatin	Commercial realtors, development community			X	

Good Urban Design, continued

Strategy GHT 21	Beautiful Streetscapes. Ensure beautiful streetscapes throughout Tualatin, promoting the ongoing maintenance of street easements through a variety of means.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 21.1	<p>Street Trees Program and Standards. Expand and strengthen the City of Tualatin Street Trees program including:</p> <ul style="list-style-type: none"> • Researching current best practice streetscape standards • Applying improved standards, unique and recognizable, to City entrances and Town Center. <p><i>(For similar or related Actions, see also TTC 12.1)</i></p>	City of Tualatin			X	X	
Strategy GHT 22	Community Gateways. Develop distinct gateways at key entry points into Tualatin, promoting the community’s identity and distinguishing it from surrounding cities. Utilize structures, art, signage and landscaping to enhance these gateways.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 22.1	Design Citizen Advisory Committee. Convene a citizen taskforce to develop a community identity strategy in collaboration with a hired (or volunteer) design professional(s).	City of Tualatin	City Advisory Committees, Library, Chamber of Commerce, professional consultants		X		
Action GHT 22.2	Identity Support – City Entrances. Create City entryways at strategic locations that reflect the community’s identity.	City of Tualatin	Chamber of Commerce, professional consultants, development community	X	X	X	
Strategy GHT 23	A Quiet Community. Strengthen and enhance City codes and regulations regarding noise, reducing excessive or unacceptable noises and maintaining the community's status as a peaceful, quiet community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GHT 23.1	Noise Abatement. Continue support of noise ordinances in the City of Tualatin. Evaluate current ordinance and update if necessary.	City of Tualatin			X	X	

Strong Local Economy

<i>Strategy GHT 24</i>	Planning for Economic Growth. Proactively plan for economic growth in Tualatin, promoting a sustainable local economy and a balanced response to external economic influences.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action GHT 24.1</i>	Developer Outreach. Develop marketing strategies and materials to attract environmentally concerned, sustainable builders and businesses. Coordinate incentives to promote best practices.	City of Tualatin	State Economic Development, development community, Chamber of Commerce	X	X	X	X
<i>Action GHT 24.2</i>	Targeted Industry Outreach. Target specific niche industries, such as animation and high technology companies, to locate in Tualatin.	City of Tualatin	State Economic Development, Chamber of Commerce	X	X	X	X

<i>Strategy GHT 25</i>	Healthy Business Climate. Enhance the Tualatin community by attracting a diverse, stable mix of business and clean industries.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Action GHT 25.1</i>	City – Business Strategic Benefits. With input from existing businesses, establish a desired-business profile of targeted businesses and industry sectors the City would like to attract. The profile includes: <ul style="list-style-type: none"> • Benefits such a business will bring to Tualatin • Impacts such a business will have on the community • Benefits Tualatin will provide to such a business • Develop an outreach strategy to businesses that provide a good costs/benefits balance. 	City of Tualatin	Chamber of Commerce	X	X	X	X

Strong Local Economy, continued

Strategy GHT 26	Proactive Business Recruitment. Attract and retain businesses that are good corporate citizens and involved in the community, providing family-wage jobs and use green practices.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 26.1	Business Engagement. Develop and promote opportunities for existing businesses to become more involved in and supportive of community programs, events and activities. For example: <ul style="list-style-type: none"> • Maintain/enhance a Tualatin business leaders’ roundtable, with City representation, to discuss issues of mutual concern • Convene a business forum to identify, and develop programs to attract, businesses that reflect the values of Tualatin. Provide venues for public involvement • Revive annual (or semi-annual) Chamber of Commerce/City Council dinner program and extend attendance to other business clubs/organizations. 	Chamber of Commerce	City of Tualatin, local businesses, service organizations, Chamber of Commerce, Association of Regional Economic Partners	X	X	X	X
Action GHT 26.2	Community Involvement Recognition. Promote and/or develop “outstanding” or “exemplary” business recognition and incentive programs for community involvement through programs such as the annual ‘Celebrate Tualatin’ event.	Chamber of Commerce	City of Tualatin	X			

Strategy GHT 27	Living-Wage Jobs. Promote the creation of jobs in Tualatin that pay living wages, allowing more people who work in Tualatin to live in the city.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GHT 27.1	Living-wage Job Enhancement. Research best practices in other cities to attract businesses offering living-wage jobs. Apply lessons learned to targeted-business outreach and marketing efforts to increase availability of living-wage (including healthcare benefits) opportunities.	City of Tualatin	Chamber of Commerce, other economic alliances			X	

Strategy GHT 28	Small Business Environment. Ensure a business-friendly environment for small business in Tualatin, including easy access for customers and employees, sufficient parking and transit, supportive city business services and reasonable taxes. (See “Thinking Forward” Appendix for additional Actions without Lead Partners.)	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Strong Local Economy, continued

<i>Strategy GHT 29</i>	<p>Commercial and Retail Development. Promote high-end commercial and retail development as part of the commercial mix in Tualatin, supporting the tax base, providing employment, and helping pay for the cost of local infrastructure.</p> <p><i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i></p>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>

HOW WE CONNECT WITH NATURE – Parks, Recreation and Natural Areas

Water Quality and Protection

Strategy PRN 1	Clean Waterways. Promote clean waterways in Tualatin suitable for swimming, fishing and animal habitat. Work with upstream communities to influence the protection of waterways and enforcement of clean water laws.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 1.1	Location and Resource Assessment. Assess and support identification of those lands and other resources in Tualatin that require environmental regulation oversight.	Clean Water Services	City of Tualatin, Metro, Riverkeepers, Wetlands Conservancy, schools, Department of Ecology, Environmental Protection Agency, other “friends” groups	X	X	X	X
Action PRN 1.2	Regional Waterways Protection. Work with other communities to coordinate enforcement efforts for protection and enhancement of local waterways in Tualatin.	Clean Water Services	City of Tualatin, Metro, Riverkeepers, Wetlands Conservancy, schools, Department of Ecology, Environmental Protection Agency, other “friends” groups	X	X	X	X

Strategy PRN 2	Land Use Regulations and Management. Work with the City of Tualatin's land use regulations and management to promote improved water quality in the Tualatin River system.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 2.1	Stormwater System Inventory. Inventory and assess condition of existing stormwater systems in Tualatin.	City of Tualatin	Clean Water Services	X	X	X	X
Action PRN 2.2	Environmentally Sound Development Practices. Research and promote best practices to design, develop and manage new construction in a more environmentally sound manner.	City of Tualatin	Wetlands Conservancy, Washington County, Metro	X	X	X	X
Action PRN 2.3	Water Quality Retrofitting. Develop or expand existing land use regulations to require retrofitting of commercial/industrial and community water systems to improve water quality. Retrofitting could include actions such as: <ul style="list-style-type: none"> • Requiring a larger percentage of native vegetation versus lawns • Replacing impervious surfaces, for example using pavers • Creating bioswales. 	City of Tualatin	Clean Water Services				

Environmental and Parks Planning

Strategy PRN 3	Open Space Planning. Utilize the City’s comprehensive planning system to promote the preservation of open space that contributes to the community’s overall quality of life.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 3.1	<p>Open Space Guidelines. Review and revise City ‘open-space’ guidelines including:</p> <ul style="list-style-type: none"> • Researching other local and regional open space guidelines to determine best practices. • Identifying and inventorying existing City open space-expansion regulations and ordinances. • Developing and implementing guidelines incorporating best practices for open space preservation. • Reviewing existing City open space expansion regulations and ordinances to determine if the density to open space ratio needs to be adjusted. 	City of Tualatin	Friends of Refuge, Tualatin Riverkeepers, Clean Water Services	X	X	X	X

Strategy PRN 4	Comprehensive Parks and Recreation Planning. Promote comprehensive master planning for all parks and recreation services in Tualatin, emphasizing planning and partnerships with Washington County and other local jurisdictions in meeting the community's long-term recreational needs.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 4.1	Development Regulations Revisions. Enhance/expand land use regulation revisions to encourage low-impact development practices, in order to work with other municipalities adjoining the areas.	City of Tualatin	Tualatin Riverkeepers, Tigard-Tualatin School District	X			
Action PRN 4.2	New Development Parks. Exploring creation of small neighborhood parks in new developments.	City of Tualatin		X	X	X	X

Environmental and Parks Planning, continued

Strategy PRN 4 (Cont.)	Comprehensive Parks and Recreation Planning. Promote comprehensive master planning for all parks and recreation services in Tualatin, emphasizing planning and partnerships with Washington County and other local jurisdictions in meeting the community's long-term recreational needs.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action PRN 4.3	<p>Multi-purpose Community/Recreation Facility. Explore development of a multi-purpose community center/sports complex with indoor and outdoor facilities at one location including:</p> <ul style="list-style-type: none"> • Considering available property for citing a community center and securing that property for future development of a community center • Developing a community taskforce to solicit funding and land donations for a community center such as a bond measure to fund construction/maintenance • Designating an established community center managed by Tualatin Community Services (Parks and Recreation) to provide additional lifelong learning classes and related programs and activities • Developing recreational programs with an emphasis on youth activities. 	City of Tualatin	Heritage Center, Library, City of Tualatin, youth and adult sports groups, senior advocates, Tigard-Tualatin School District, Homebuilders Association, Tualatin Riverkeepers, The Wetlands Conservancy, City of Tigard, City of Wilsonville, Washington County, Clackamas County, indoor soccer facility, various philanthropic arts funds, churches, New Horizon High School, Chamber of Commerce, local businesses, private schools, Rolling Hills (gyms, rooms), Grace Community, Tualatin Arts Advisory Committee		X	X	X

Strategy PRN 5	Local Global Warming Impact. Promote a broad range of programs and activities, both public and private, that reduce the Tualatin community's contribution to global warming. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

Preservation and Restoration of Natural Areas

Strategy PRN 6	Open Space Protection. Promote open space protection in Tualatin through inventory, preservation and management activities, and through strict legal protection for identified open spaces. Participate in inter-city agreements to preserve open space.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 6.1	Open Spaces Inventory. Revise existing plans, including updating a comprehensive inventory of existing and potential designated open spaces in Tualatin.	City of Tualatin	Clean Water Services, Metro		X		
Action PRN 6.2	Acquisition and Open Spaces Expansion. Pursue opportunities to purchase properties adjoining existing open spaces in Tualatin.	City of Tualatin	Clean Water Services, Metro	X	X	X	X
Action PRN 6.3	Governmental Agency Coordination. Consider expanding parties involved in inter-city agreements affecting open space management and preservation.	City of Tualatin		X	X	X	X

Strategy PRN 7	Environmental Restoration. Restore wetlands and naturally sensitive areas in Tualatin through sufficient funding and related restoration program and activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 7.1	Restoration Volunteerism. Support and expand continuation of volunteer restoration efforts.	City of Tualatin	The Wetlands Conservancy, Metro, Chamber of Commerce, Tigard-Tualatin School District, Tualatin Riverkeepers, local businesses, SOLV				

Strategy PRN 8	Natural Buffers. Protect Tualatin's livability through the development of natural buffers and related activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 8.1	Pervious Surfaces. Explore the feasibility of using pervious surfaces in Tualatin that can act as natural cleansers for stormwater runoff.	City of Tualatin	Local Improvement District, Friends of Refuge, Tualatin Riverkeepers, Clean Water Services	X	X	X	X
Action PRN 8.2	Natural Buffer Expansion. Collaborate with willing partners to facilitate, where feasible and appropriate. <ul style="list-style-type: none"> Acquiring additional property or easements from adjoining developments to increase the natural buffers within Tualatin. Expanding green spaces in new developments. 	City of Tualatin	Metro, Friends of Refuge, Tualatin Riverkeepers, Clean Water Services	X	X	X	X

Preservation and Restoration of Natural Areas, continued

Strategy PRN 9	City of Trees. Promote continued and ongoing recognition of Tualatin as a "City of Trees" through active preservation activities and expansion of its tree canopy.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 9.1	<p>Tree Guidelines. Explore best management practices in urban forestry that lead to greater tree canopy over time and determine the feasibility and viability of:</p> <ul style="list-style-type: none"> Revising existing City Tree Regulations to: 1) replace mature trees that require cutting with large trees (perhaps defined by trunk diameter); 2) provide increased protection for clusters of trees Expanding protection guidelines for existing trees (including programs like Heritage Tree) Planting appropriate tree varieties. 	City of Tualatin	Churches, Metro, Tualatin Riverkeepers, The Wetlands Conservancy, Friends of Trees, Chamber of Commerce, local businesses, SOLV, schools, Friends of Refuge, Clean Water Services		X		

Strategy PRN 10	Natural and Cultural History Preservation. Preserve and celebrate Tualatin's natural history through public awareness activities, events and community facilities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 10.1	<p>Art Walk. Consider expanding sites/venues and scope of Tualatin’s Art Walk to incorporate information on natural historical events and on local cultural history of significance.</p>	City of Tualatin	Tualatin Arts Advisory Committee (siting and design/display aspects of this action)				

Parks and Trails

Strategy PRN 11	Natural and Inviting Trails. Promote public awareness and use of Tualatin's trails, including their recognition for providing natural and inviting forms of recreation and nature appreciation.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 11.1	<p>Trail Safety Evaluation. Evaluate and improve safety of existing trails and pursue remedies, such as improving lighting.</p>	City of Tualatin		X	X	X	X
Action PRN 11.2	<p>Trails Master Plan. Explore connection of existing trails within current Parks Master Plan, Bikeway Plan and Greenway Development plans and implement trail connectivity.</p>	City of Tualatin		X	X	X	X

Parks and Trails, continued

Strategy PRN 12	Parks-to-People Acreage Ratio. Promote enhancement of Tualatin’s park-to-population ratio, balancing new development in the community with adequate parks and open spaces.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 12.1	Existing Plan Implementation. Support continued implementation of Parks Master Plan.	City of Tualatin	Developers, neighborhood associations	X	X	X	X

Strategy PRN 13	Diverse Bicycle Paths. Provide ample bicycle facilities in Tualatin, including both bicycle paths and on-road bicycle lanes.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 13.1	Bicycle Path Connectivity Assessment. Identify bike path connectivity issues within Tualatin and between Tualatin and surrounding communities. If path connections don’t exist, develop these paths.	City of Tualatin	Oregon Department of Transportation, Chamber of Commerce, schools, Washington County, Clackamas County, State Bike Program, Portland Wheelmen, TriMet, Cities of Tigard, Wilsonville, Lake Oswego, Sherwood, Durham and Riverside	X	X	X	X

Strategy PRN 14	Designated Dog Parks. Provide ample designated dog parks in Tualatin for canines and their owners, without interference to other park users and public activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action PRN 14.1	Off-Leash Area Siting. Identify possible designated, accessible off-leash area(s) within Tualatin.	City of Tualatin	Local service organizations		X	X	
Action PRN 14.2	Off-Leash Area. Establish an off-leash area (OLA).	City of Tualatin			X	X	
Action PRN 14.3	Management Guidelines. Develop management and operational guidelines for a designated off-leash area within Tualatin.	City of Tualatin	Local service organizations		X	X	

Parks and Trails, continued

Strategy PRN 15	Recreational Opportunities for All. Promote and offer a comprehensive slate of coordinated recreational activities and opportunities for all ages and groups in Tualatin. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Strategy PRN 16	Versatile Facilities. Provide a versatile range of recreational facilities in Tualatin that accommodate a wide variety of sporting, recreational and related community activities.	Lead Partner	Suggested Supporting Partners	Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action PRN 16.1	Growth Projections. Update, as part of a Parks and Recreation Master Plan Update, the existing forecast for population and demographics for the next five to ten years or for the plan period, as appropriate.	City of Tualatin				X	
Action PRN 16.2	Public/Private Performing Arts Center Partnership. Continue and expand Tigard-Tualatin School District (TTSD) partnership with the City of Tualatin to provide Tualatin High School Theater for non-school community use such as children’s theater and performances by local professional theater companies. Community use of facilities to follow TTSD cost-neutral structure (no cost to TTSD for operations). <i>(For similar or related Actions, see also ACE 12.1)</i>	Tigard-Tualatin School District	Performing Arts groups and organizations, Tualatin Arts Advisory Committee		X	X	X

HOW WE CARE FOR ONE ANOTHER – Health, Safety and Social Services

Homelessness and Poverty

Strategy		Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
<i>Strategy HSS 1</i>	Limiting Homelessness. Develop and implement a plan that uses community resources to meet the emergency needs of the homeless and help them transition out of homelessness. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>				
<i>Strategy HSS 2</i>	Reducing Poverty. Acknowledge and address that some community members in Tualatin still live in poverty and provide local solutions that help address their situations. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>				
<i>Strategy HSS 3</i>	Accessible Emergency Family Shelters. Provide adequate access to emergency family shelters in Tualatin in order to address situations where local community members require temporary or safe housing. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>				
<i>Strategy HSS 4</i>	Stable Food Pantry. Offer a well-supplied food pantry that is financially stable and located in a permanent facility.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>				
<i>Action HSS 4.1</i>	Food Pantry Business Development. Create a business model for the Food Pantry through: <ul style="list-style-type: none"> • Designating Food Pantry as a non-profit organization • Establishing a Board of Directors and/or Steering Committee • Identifying and securing a permanent and accessible location • Promoting resources through public outreach programs • Establishing a donor program • Seeking donor incentives, such as tax breaks by the City. 	Tualatin Food Pantry	City of Tualatin, faith-based groups, civic groups, businesses, Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District, Food Bank				

Healthcare

Strategy HSS 5	Access to Health Care. Help ensure that all residents of Tualatin have access to comprehensive health care.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 5.1	Essential Health Care Clinic Expanded Hours. Explore expansion of the Essential Healthcare Clinic service hours to meet community’s needs.	Essential Health Care Clinic	City of Tualatin, Food Pantry, healthcare providers, Washington County, Clackamas County	X	X	X	X

Strategy HSS 6	Appreciation of Personal Health. Promote greater community understanding and appreciation in Tualatin of the importance of personal health and work to achieve it through preventive measures and healthy lifestyles. (See “Thinking Forward” Appendix for additional Actions without Lead Partners.)	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Public Safety

Strategy HSS 7	A Safe Community. Ensure that Tualatin remains a safe and secure community for all its members.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 7.1	<p>Tualatin Police Department Enhancements. Evaluate, explore and if feasible, implement or plan for enhancing the Tualatin Police Department’s efforts through the following:</p> <ul style="list-style-type: none"> • Enhancing resource availability to establish even higher levels of service • Establishing victim services • Allocating resources for greater participation in interagency teams • Working cooperatively with other departments to improve overall crime prevention • Expanding traffic division to increase safety education, enforcement, and engineering • Enhancing special teams within the department to address community issues/problems • Increasing funding received from the school district to provide police services in the school • Increasing interaction/involvement with the youth advisory committee (YAC) and/or other community organizations • Establishing a year-round Park Ranger position. 	City of Tualatin	Youth Advisory Council, Washington County, Clackamas County	X	X	X	X

Public Safety, continued

Strategy HSS 8	Gang Mitigation. Develop and provide youth programs and services in Tualatin that counteract and mitigate the influence and attraction of gang affiliation.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 8.1	<p>Reduction of Gang-Related Affiliations and Crime. Reduce gang-related crime in the community through actions such as:</p> <ul style="list-style-type: none"> Assessing existing youth services and resources that help reduce gang activity Developing a youth involvement strategic plan with emphasis on Tualatin’s youth helping create the plan including expansion of G.R.E.A.T. programs Establishing a central point for coordination, information and public outreach concerning youth services and resources in Tualatin Supporting those youth services and programs the community provides Seeking additional opportunities for the Youth Advisory Group (YAC) to interact with other youth-affiliated organizations and provide additional programs/activities to counteract gang activity Considering increased Tualatin Police Department staff to reduce gang-related affiliations and crime Developing youth activities and programs such as making gyms available or creating a “graffiti wall”, to reduce youth-generated graffiti within Tualatin. 	City of Tualatin	Youth Advisory Council , healthcare providers, churches, sports leagues, Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District, service organizations	X	X	X	X
Strategy HSS 9	Graffiti-Free Tualatin. Achieve a graffiti-free Tualatin through the coordinated provision of youth programs and law enforcement.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 9.1	Graffiti Clean-up Program Support. Support the City of Tualatin graffiti cleanup program.	City of Tualatin	Boy Scouts, Tualatin High School clubs, Tualatin High School leadership, current volunteers, homeowners	X	X	X	X

Public Safety, continued

Strategy HSS 10	Adequately Funded Judicial System. Partner with other communities to ensure an adequately funded judicial system.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 10.1	Teen Court. Explore feasibility of establishing a City of Tualatin Teen Court and partnering with City of Tigard’s peer court. Emphasize education and community service in lieu of fines. Juvenile cases to be heard by a jury of peers.	City of Tualatin	City of Tigard, Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District, mental health providers, Washington County Juvenile Justice Services		X		
Strategy HSS 11	Well-Staffed Tualatin Police Department. Ensure the adequate staffing and equipping of the Tualatin Police Department in order to reduce crime through both preventive and proactive law enforcement strategies.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 11.1	Tualatin Police Department Funding. Establish a tax base or operating levy that would provide adequate and stable Tualatin Police Department staffing for the next 25 years in Tualatin.	City of Tualatin		X	X	X	X
Strategy HSS 12	Well-Trained Tualatin Police Department and Fire Departments. Promote the achievement of local Tualatin Police Department and fire services in Tualatin that meet and exceed professional standards for their respective professions.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 12.1	Emergency Response Services Enhancements. Coordinate with Tualatin Valley Fire and Rescue and other partners to improve and if feasible expand levels of service provision for Tualatin’s emergency service responders, including considering the following: <ul style="list-style-type: none"> Developing and implementing/expanding public awareness campaign of operational and funding needs/cycles of Police and TVF&R services including support for legislative initiatives to fund public safety Expanding training programs involving Police and TVF&R to ensure high-quality working relationships that also meet long-term department goals Completing TVF&R long-term strategic plans. 	City of Tualatin and Tualatin Valley Fire and Rescue <i>Shared Lead Role</i>	Ambulance services	X	X	X	X

Access to Services

Strategy HSS 13	Accessible Drug Education, Treatment and Prevention. Develop and promote readily available and accessible services for drug education, treatment and prevention in Tualatin.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action HSS 13.1	Drug Education Expansion. Enhance existing Drug Abuse Resistance Education (D.A.R.E.) programs to include more youth participation in curriculum content.	City of Tualatin	Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District, healthcare providers				
Strategy HSS 14	Adequately Funded Social Services. Work to secure adequate funding for accessible local social services in Tualatin. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy HSS 15	Access for Non-English Speakers. Ensure that non-English speaking residents of Tualatin have adequate access to translators and services in their native languages. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy HSS 16	Care for All Residents. Develop awareness and programs that care for all residents in Tualatin providing transportation and social services for all in need. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy HSS 17	Services for Aging Residents. Help ensure that Tualatin’s aging residents have access to affordable housing, health care, transportation, social services and cultural activities. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Access to Services, continued

<i>Strategy HSS 18</i>	Services for Low-Income Residents. Promote availability of programs and services for all Tualatin low-income residents. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>
<i>Strategy HSS 19</i>	Accessible Health Care. Promote the availability of quality health care and state-of-the-art medical facilities for all Tualatin residents, regardless of insurance. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>
<i>Strategy HSS 20</i>	Compassion for People with Mental and Physical Disabilities. Promote greater awareness and understanding of the special needs of people with mental and physical disabilities in Tualatin, and ensure adequate funding and facilities for their care. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>

Community Connections

<i>Strategy HSS 21</i>	Neighborly Care. Support programs and activities that help Tualatin residents to know and take care of their neighbors. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>
<i>Strategy HSS 22</i>	Collaborative Community Organizations. Support programs that enable faith-based groups and other community organizations to work together in order to help meet community needs. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 - 2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>

HOW WE GET AROUND – Traffic, Transportation and Connectivity

Transportation Planning

Strategy TTC 1	Multi-Modal Transportation. Promote the development of a fully multi-modal transportation system in Tualatin, providing safe, efficient, alternative modes of travel for businesses and residents, from youth to seniors.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action TTC 1.1	<p>Community Bus System. Explore the feasibility of a community-wide public transit system in Tualatin to expand transportation options, such as replicating successful existing local public transit service systems, including Wilsonville's SMART transit system. Research public mass transit funding including transportation grants and federal funding sources. The transit system should connect current, and planned;</p> <ul style="list-style-type: none"> • TriMet bus stops • Commuter rail station • Park & Ride locations • Key community locations, such as essential healthcare and social service centers, the Commons/Town Center, Bridgeport Village, Nyberg Woods, PCC Sylvania • Regional neighboring communities (such as Tigard). 	City of Tualatin	TriMet, Senior Center, social services, Providence Hospital, Legacy-Meridian Park Hospital, Chamber of Commerce, neighborhood groups, SMART, Oregon Department of Transportation, Washington County Community Action Coordinator			X	
Action TTC 1.2	<p>Tualatin River Bike/Pedestrian Path. Complete and connect missing sections of the bicycle/pedestrian path along the south side of the Tualatin River from Urban Planning Area boundary to Urban Planning Area boundary. Identify funding options to proceed with completion/connection of pedestrian/bicycle paths gaps in Tualatin. Develop and implement completion/connection schedule.</p>	City of Tualatin	Metro, Tualatin Riverkeepers, the Wetlands Conservancy, bicycle clubs, affected neighborhoods, Clean Water Services, Oregon Department of Transportation	X	X	X	X

Strategy TTC 2	Improved Access and Connections. Improve pedestrian and bicycle routes and selective roadway connections in Tualatin in order to link divided portions of the city and improve overall access and movement in the community. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

Transportation Planning, continued

Strategy TTC 3	Access to Public Services. Improve access to public services in Tualatin, including health, safety, government and retail services, through careful planning of new development, pedestrian amenities, adequate parking, connection to bicycle and mass transit, and roadway and traffic management. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Strategy TTC 4	Downtown Parking. Develop ample public parking in Tualatin Town Center in order to better accommodate local businesses, services and retail establishments.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action TTC 4.1	Parking/Funding Adequacy. Determine appropriate parking needs and: <ul style="list-style-type: none"> • Create a long-term parking and funding plan for downtown Tualatin. • Increase parking as a component of development in downtown Tualatin, if necessary. 	City of Tualatin	TriMet, developers, Chamber of Commerce, Downtown Business Association, developers.		X		

Traffic Management

Strategy TTC 5	Improved Traffic Management. Develop and institute an improved traffic management system in Tualatin to optimize traffic signals and mass transit for better traffic flow at consistent speeds throughout the city.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action TTC 5.1	Heavy-freight Management. Evaluate innovative ways to address the impacts of heavy truck/freight distribution routes within Tualatin. Consider remedial alternatives such as: <ul style="list-style-type: none"> • Designating and improving truck routes • Encouraging use of roadways during non-peak hours • Providing incentives to use alternate routes • Providing incentives to shift business hours for freight delivery/receiving • Using street designs such as roundabouts and landscaping features • Considering future resurgence of railroad mode as a freight mover <i>(For similar or related Actions, see also GHT 17.1, TTC 6.1)</i>	City of Tualatin	School district, Chamber of Commerce, Business associations, Western Transportation Alliance			X	

Traffic Management, continued

Strategy TTC 6	Improved Traffic Flow. Improve the flow of traffic in Tualatin through special routes and lanes, roadway improvements and other measures, relieving traffic congestion and promoting the flow of local residential traffic.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action TTC 6.1	<p>Traffic Flow Management. Evaluate Tualatin traffic flow management options such as:</p> <ul style="list-style-type: none"> Promoting usage of additional Protected Permissive Phasing (left turn on flashing yellow light) Establishing regular frequency to evaluate and re-time lights along Tualatin-Sherwood Road Encouraging staggered dismissal times for public and private schools Offering incentives for van/car pooling Exploring feasibility for making a one-way street grid Exploring one-way loop road Exploring expansion of Tualatin-Sherwood Road to two lanes in each direction. <p><i>(For similar or related Actions, see also GHT 17.1, TTC 5.1)</i></p>	City of Tualatin	Washington County, Camber of Commerce, businesses, neighborhood associations, Westside Transportation Alliance, Metro, Oregon Department of Transportation	X	X	X	X
Strategy TTC 7	Traffic Enforcement. Develop adequate staffing and funding to support traffic enforcement in Tualatin that promotes and encourages compliance with all traffic laws.	Lead Partner	Suggested Supporting Partners	Timeline			
Action TTC 7.1	<p>Technology Support in Enforcement. Conduct a needs analysis to determine if existing enforcement is adequate or if new technology is needed. If technology is necessary, establish funding to utilize Intelligent Transportation System (ITS) technology, such as photo radar and radar speed signs.</p>	City of Tualatin	Washington County Department of Transportation, Clackamas County Department of Transportation, Oregon Department of Transportation, Westside Transportation Alliance, state legislators	X			
Strategy TTC 8	Minimal Construction Delays. Work with key government agencies, businesses and citizens to coordinate transportation-related construction, minimizing traffic delays and other community impacts.	Lead Partner	Suggested Supporting Partners	Timeline			
	<p><i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i></p>			Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years

Road System

Strategy TTC 9	I-5/99W Connector. Partner with federal, state, regional and local governments to complete a planned Interstate 5-Highway 99 West connector, separating long-haul and regional commercial-industrial and commuter traffic from local traffic on Tualatin-Sherwood Road.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action TTC 9.1	<p>Regional Goal Setting. Develop a regional strategy to address the I-5/99W connector to include components such as:</p> <ul style="list-style-type: none"> • Convening a regional forum to reach consensus on long-term goals. Forum to include the cities of Tualatin, Wilsonville, Sherwood, Tigard and others) • Addressing Metro, County, State and Federal regulatory agencies with a unified proposal and approach • Providing public involvement opportunities throughout the strategy development process • Providing periodic progress reports • Discussing possible alternative I-5 access options including construction of an on/off ramp at SW Norwood. 	City of Tualatin	City managers of surrounding cities, Metro, Washington County, Clackamas County, state & federal regulators	X	X	X	X
Strategy TTC 10	Local Access to Freeways. Improve local access to freeways in the community through traffic management, roadway improvements and new routes. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy TTC 11	Road Maintenance. Develop proactive programs and strategies for the ongoing improvement and maintenance of the City of Tualatin’s road system. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy TTC 12	Roadside Landscaping. Develop new programs and activities to improve and enhance City standards for and involvement in roadside landscaping.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action TTC 12.1	<p>Roadside Landscape. Support and expand roadside landscaping. Update to include unique and innovatively designed landscaping requirements with strong aesthetic identify for road-sides adjacent to new developments and re-development projects.</p> <p><i>(For similar or related Actions, see also GHT 21.1)</i></p>	City of Tualatin	Oregon Department of Transportation, Washington County, Clackamas County, business community	X	X	X	X

Mass Transit and Regional Transportation

<i>Strategy TTC 13</i>	Regional Transit Linkage. Strengthen Tualatin’s linkages with the regional transit system (bus, rail, etc.), improving transit service and connections within the city and to other parts of the region for the local population at all times of day. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 -2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>

Alternative Modes (Pedestrians, Bicycles)

<i>Strategy TTC 14</i>	Pedestrian Routes and Crossings. Establish a network of safe, well-designed pedestrian routes and crossings in Tualatin, separating foot traffic from bicycle and vehicular traffic throughout the city. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 -2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>

<i>Strategy TTC 15</i>	Walkable Commercial Areas. Promote greater walkability and pedestrian-friendly features in all of Tualatin’s commercial areas. <i>(See “Thinking Forward” Appendix for additional Actions without Lead Partners.)</i>	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				<i>Less Than 1 Year</i>	<i>1 -2 Years</i>	<i>3 - 5 Years</i>	<i>6+ Years</i>

HOW WE DECIDE – Governance, Leadership and Community Engagement

Government

Strategy GLC 1	One City, Two Counties. Develop and implement a comprehensive strategy to work efficiently and effectively with Washington and Clackamas counties, addressing such issues as taxation, equity, public services and elections.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GLC 1.1	Regional Policy Discussion. Convene periodic forums with City and regional representatives to discuss issues of common concern.	City of Tualatin	Washington County, Clackamas County, Metro		X	X	X
Action GLC 1.2	Bi-County Service Delivery. Coordinate policies and service delivery systems between Clackamas and Washington Counties to provide seamless services to residents in Tualatin.	City of Tualatin	Washington County, Clackamas County	X	X	X	X

Strategy GLC 2	Good Neighbors with Surrounding Cities. Foster good relations with Tualatin’s neighboring cities, promoting good communication and smooth, efficient working relationships on issues of mutual concern.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GLC 2.1	Collaborating with Surrounding Cities. Convene periodic forums with City of Tualatin and representatives of neighboring communities to discuss issues of common concern to the communities. Participants represent cities governments, non-profits, service organizations, business interests and social services.	City of Tualatin	Chambers of Commerce, non-profits, service organizations, faith community, social service providers, healthcare providers, business associations, Cities of Tigard, Sherwood, Wilsonville, Durham Lake Oswego, King City, West Linn	X			

Strategy GLC 3	Fair and Adequate Taxation. Strive to maintain the City of Tualatin’s reputation and commitment to providing the best possible public services at the lowest possible rate of taxation.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
Action GLC 3.1	City Budget/Finance Community Awareness. Explore and implement public awareness and outreach programs to educate and involve the community in the City of Tualatin budgeting process. Develop channels for community dialogue such as: <ul style="list-style-type: none"> Community meetings to discuss impacts of revenue growth vs. inflation Presentations by staff to service organizations, classes, etc. Mass media, for example TVCTV, to air presentations Annual publication of the budget in user-friendly language. 	City of Tualatin	Tualatin Valley Cable Television , community newspapers, focus groups	X	X	X	X

Government, continued

Strategy GLC 3 (Cont.)	Fair and Adequate Taxation. Strive to maintain the City of Tualatin’s reputation and commitment to providing the best possible public services at the lowest possible rate of taxation.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 3.2	Limited Taxes Impact Community Awareness. Educate the community about the projected effects of limited tax revenue growth in an inflationary environment.	City of Tualatin		X	X	X	X
Strategy GLC 4	Council-City Staff Cooperation. Promote effective governance within the City of Tualatin through clear, open communication between City Council and City staff. <i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Strategy GLC 5	Experienced City Staff. Maintain and enhance the City of Tualatin’s traditional commitment to attracting and retaining well-trained, experienced and dedicated City staff.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 5.1	Employment Enhancement Strategies: Improve employee recruitment and retention through processes such as: <ul style="list-style-type: none"> Evaluate employee satisfaction through exit interviews and interviews with long-time employees to determine best practices for City employment Research best practices in similar communities Utilize research and survey findings to better retain and attract qualified and experienced employees. 	City of Tualatin		X	X	X	X
Action GLC 5.2	Proactive Hiring and Retention Plan. Develop and/or expand City of Tualatin hiring and retention processes to provide opportunities for on-the-job advancement. Opportunities include: <ul style="list-style-type: none"> On-going training Expanded job availabilities Career and personal advancement Personal development Ensure recruitment processes include/highlight information regarding on-the-job advancement provisions.	City of Tualatin		X	X	X	X

Leadership

Strategy GLC 6	Qualified, Competent Leadership. Promote elected leadership at the City of Tualatin that is qualified, competent and fully representative of the community. Maintain and enhance City Council’s commitment to nonpartisan, open, transparent leadership.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 6.1	<p>Targeted Leadership Recruitment. Encourage local leadership development through the Chamber of Commerce Leadership Program, including:</p> <ul style="list-style-type: none"> • Raise community awareness of the Chamber Leadership program • Ensure community-wide representation in City leadership. Provide opportunities for participation from all community sectors. • Provide orientation and training in effective approaches to community representation. 	Chamber of Commerce	City of Tualatin, Tigard-Tualatin School District	X			
Strategy GLC 7	Promoting Positive Change. Promote City government as a proactive catalyst that helps citizens understand forces of change affecting the community, and fosters flexibility and creativity in addressing change.	Lead Partner	Suggested Supporting Partners	Timeline			
Action GLC 7.1	<p>City and School Interactions. Establish regular meetings to review and discuss intergovernmental agreements between Tigard-Tualatin School District (TTSD) and the City of Tualatin. Discussions include among others, truancy and in-school law enforcement programs such as the School Resource Officers (SRO) program. Eventually expand meetings to include City of Tigard.</p> <p><i>(For similar or related Actions, see also ACE 1.1)</i></p>	City of Tualatin, Tigard-Tualatin School District <i>Shared Lead Role</i>	City of Tigard	X	X	X	X
Strategy GLC 8	Vision Implementation and Follow-Through. Establish clear lines of accountability, procedures and protocols at the City of Tualatin, ensuring that the community’s long-range vision and action plan are adequately supported, funded and implemented.	Lead Partner	Suggested Supporting Partners	Timeline			
Action GLC 8.1	<p>Annual Council Report. Create and distribute an Annual Community Vision Report including progress of all Vision Action Items.</p>	Tualatin Tomorrow implementation committee	Chamber of Commerce, City of Tualatin	X	X	X	X

Communications

Strategy GLC 9	Community Image and Identity. Develop and build on Tualatin’s unique image and identity as a family-friendly community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 9.1	Quality of Family-life. Encourage family-friendly activities and development/redevelopment through policy decisions. Ensure community involvement to support family-friendly decision making.	City of Tualatin	Neighborhood groups, faith community, service organizations	X	X	X	X
Action GLC 9.2	Family and Youth Programs. Support and expand family-friendly and youth programs throughout Tualatin.	City of Tualatin		X	X	X	X
Action GLC 9.3	Community Amenities. Maintain/improve Tualatin’s family-friendly atmosphere with efforts such as: <ul style="list-style-type: none"> • Parks maintenance/expansion • Community-wide beautification processes • City support for community arts. 	City of Tualatin		X	X	X	X

Strategy GLC 10	Community Information. Work to maximize community resources to keep community members informed through regular, consistent, dedicated sources of information.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 10.1	Campaign for Civic Engagement. Convene a periodic forum for discussion of community issues at convenient and accessible locations such as the Tualatin Heritage Center through: <ul style="list-style-type: none"> • Developing an outreach program to provide fun and creative venues for community information and input • Implementing an awareness program to inform and engage the community in discussions about City services. 	City of Tualatin	City Web Master, City Staff & Advisory Committees, Tualatin Historical Society	X	X	X	X
Action GLC 10.2	Neighborhood Associations Network. Enhance and encourage the feasibility of creating neighborhood structure to help develop local identities and enhance communications between the neighborhoods and local government. Provide venues for neighborhood association coordinators/leaders to meet and discuss mutual interests. <i>(For similar or related Actions, see also GHT 1.1)</i>	City of Tualatin	Churches, service organizations				
Action GLC 10.3	Neighborhood Night-Out. Investigate activities to provide community-wide sharing of information, such as “Neighborhood Night-out” block parties and phone trees.	City of Tualatin	Tualatin Police Department, Tualatin Valley Fire & Rescue, service organizations	X	X	X	X

Community Involvement

Strategy GLC 11	Sense of Community. Ensure that Tualatin’s sense of community remains strong and healthy, and that people who live and work in Tualatin feel a sense of ownership and responsibility in the community and what happens here.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 11.1	Community Participation. Assess community interests through various survey methods to better define community desires. Develop community education and outreach programs to encourage participation in volunteer activities, for example: tree planting and assisting at library and/or park(s) events.	City of Tualatin		X	X	X	X
Action GLC 11.2	Cultural Groups Outreach. Identify community leaders for the diverse cultural sub-communities within Tualatin to build an additional communications channel with these groups. Explore the development of a City of Tualatin liaison to provide on-going dialogue with the groups.	City of Tualatin	Library, parks, schools, churches, social service agencies. Chamber of Commerce			X	
Action GLC 11.3	Town Center Monument. Consider construction of a Town Center iconic structure, such as a tower, to enhance the image of city center.	City of Tualatin	Local businesses groups, Tualatin Arts Advisory Committee		X		

Strategy GLC 12	Informed, Involved Citizens. Ensure that citizens in Tualatin remain informed and involved in their community, actively investing their time, energy, expertise and resources to help maintain Tualatin's quality of life and its reputation as a good place to live and raise a family.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 12.1	Website Enhancement. Develop approaches to improve community information, such as: <ul style="list-style-type: none"> Promote www.ci.tualatin.or.us website visits and explore website enhancements, such as a “hot topics” link with provisions for comments Create/expand a community calendar providing volunteer and engagement opportunities. 	City of Tualatin		X	X	X	X

Strategy GLC 13	Comprehensive Citizen Participation. Promote active comprehensive citizen participation in Tualatin that looks beyond single-issue approaches to focus on all major issues affecting the community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 13.1	City Open House. Develop events, such as open houses or neighborhood “coffee talks” focused on community dialogue.	City of Tualatin	Tualatin Tomorrow implementation committee		X		

Community Involvement, continued

Strategy GLC 13 (Cont.)	Comprehensive Citizen Participation. Promote active comprehensive citizen participation in Tualatin that looks beyond single-issue approaches to focus on all major issues affecting the community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 13.2	Council Action Notices. Provide “plain language” notices in the City’s newsletter regarding items before the Council.	City of Tualatin		X	X	X	X
Action GLC 13.3	City Operations and Communications. Ensure continued communications about City operations.	City of Tualatin		X	X	X	X

Diversity and Inclusivity

Strategy GLC 14	Inclusivity in Governance. Ensure that citizens of Tualatin feel invited and included in the governance process, regardless of their economic, cultural or geographic differences.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 14.1	Targeted Outreach. Analyze methods to enhance/develop involvement by sectors in the community, such as seniors, youth, low-income and non-English speaking, who are not typically well-represented.	City of Tualatin	Washington County Community Action, English as a second language teachers, senior advocates, Tigard-Tualatin School District	X	X	X	X

Strategy GLC 15	Diversity in Government. Foster local government in Tualatin that reflects the growing ethnic, racial, cultural and economic diversity of the community, drawing upon the many skills, talents and resources of its community members. (See “Thinking Forward” Appendix for additional Actions without Lead Partners.)	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years

Strategy GLC 16	Services for a Diverse Population. Ensure that Tualatin’s diverse communities receive necessary City services and that they are involved in the decision-making process for the delivery of those services.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 16.1	Diverse City Staff and Advisory Members. Actively recruit within the community to help ensure City staff and City advisory groups reflect Tualatin’s diversity.	City of Tualatin		X	X	X	X

Diversity and Inclusivity, continued

Strategy GLC 17	Dialogue with Non-English Speakers. Establish easy-to-understand avenues and support for Non-English speaking populations in Tualatin to express their needs and concerns as citizens and members of the community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
Action GLC 17.1	<p>City Support for Non-English Speaking Community Members. Expand City activities providing avenues for non-English speaking community members to be engaged in City decisions through:</p> <ul style="list-style-type: none"> • Developing a communication plan that would include list of City employees or resources to assist the non-English population • Developing a process or avenue to address issues or concerns • Providing forms and website information in other languages • Exploring other ways to have dialogue • Providing brochures in multiple languages • Training staff in various languages • Providing cultural-diversity training for staff • Translating city materials (newsletter, website, etc.) into Spanish. <p><i>(For similar or related Actions, see also ACE 5.1)</i></p>	City of Tualatin	Library, faith community, Tualatin Police Department, service organizations, social service, Tigard-Tualatin School District	X	X	X	X

Business Community Involvement

Strategy GLC 18	Local Business Involvement. Support local business involvement in Tualatin as an integral part of the community, supporting community events, arts and education, and working with the City to maximize their positive impacts on the community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	<i>(See "Thinking Forward" Appendix for additional Actions without Lead Partners.)</i>						

Strategy GLC 19	Local Business Support. Support Tualatin's local businesses and work to attract new businesses to the community that enhance local commerce and retail services, while upholding local values and qualities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	<i>(Actions originally identified for this Strategy were covered by other Actions or combined with similar Actions.)</i>						

Enforcement

Strategy GLC 20	Animal Control. Promote compliance by Tualatin's pet owners in understanding and complying with all local animal control ordinances enforced by the City.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	<i>(See "Thinking Forward" Appendix for additional Actions without Lead Partners.)</i>						



Tualatin Tomorrow Strategic Action Plan

Appendix

Thinking Forward Actions for Future Consideration

June 2007



Prepared by Zenn Associates

Tualatin Tomorrow Visioning Project

Thinking Forward: Actions for Future Consideration

The appendix is intended as a repository of items for periodic review. This appendix includes additional actions suggested by the community that do not have lead partners at this time. It also includes action comments and suggestions received from the website, tabloid and community events for future consideration.

Tualatin Tomorrow Action Plan Appendix Thinking Forward: Actions for Future Consideration

HOW WE LIVE AND LEARN – Arts, Culture, Education, Youth and Family Activities

Strategy ACE 3	Local Higher Education. Strengthen higher education in Tualatin, including workforce development and English language skills, through the development of satellite campuses and related educational offerings.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	ESL Classes. Develop additional locations within Tualatin to provide English-as-a-second-language (ESL) classes.						
	Satellite College Campuses. Encourage local colleges, Portland Community College for example, to provide satellite classes in Tualatin. Provide internship and cooperative education opportunities with Tualatin businesses and agencies.		Oregon Employment Department (WorkSource Division), Local Union 290				
	PCC Shuttle. Develop a shuttle service between Tualatin Park & Ride lots and Portland Community College's Sylvania Campus.		TriMet, Portland Community College				
Strategy ACE 4	Lifelong Learning Opportunities. Promote year-round, lifelong learning opportunities for all Tualatin residents regardless of age, culture, income or ethnicity.	Lead Partner	Suggested Supporting Partners	Timeline			
	Educational Needs Assessment. Conduct a community-wide educational needs assessment to identify specific groups by age, location, ethnicity, etc., that have specific educational needs.		City of Tualatin, Portland Community College, local businesses, Tigard Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District				
	Children's Museum. Explore development or redevelopment of a facility into a children's museum such as Tualatin Elementary School. Create a taskforce to discuss redevelopment issues and opportunities with the Portland Children's Museum.						

HOW WE LIVE AND LEARN – Arts, Culture, Education, Youth and Family Activities

Strategy ACE 5	Accessible English Classes. Make language training classes available and accessible to all Tualatin residents, including English as a Second Language (ESL) courses and Spanish language courses for local students and business.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	ESL Barriers Assessment. Determine existing barriers to the community's access to English and English as a Second Language (ESL) classes, and create an action plan to prioritize and mitigate these barriers						
	ESL Classes. Create and promote a listing of resources, including English or English as a Second Language (ESL) classes, available to the community. Provide convenient access to the resource list such as at the Tigard Tualatin Family Resource Center website: www.workforceallianceonline.org/ttfrf/ .		Portland Community College, churches, local businesses, senior center, Chamber of Commerce, West Linn School District, Lake Oswego School District, Sherwood School District	X	X	X	X
	Business Oriented Spanish Language Courses. Assess community need/desire and if appropriate, explore, with other educational partners, development of business-oriented Spanish language classes.		Portland Community College, Tigard-Tualatin School District				
Strategy ACE 6	Activity Venues. Develop public and private venues that provide multi-purpose accommodations for a variety of activities, resources and services, meeting the needs of the community.	Lead Partner	Suggested Supporting Partners	Timeline			
	Performing Arts Center. Develop a comprehensive plan for a community Performing Arts Center including: <ul style="list-style-type: none"> Establishing a steering committee Identifying existing facilities Conducting a feasibility study Identifying key funding sources Soliciting corporate sponsorship. 		Arts Advisory Committee, Rotary, Chamber of Commerce, Tigard-Tualatin School District, neighboring cities				
Strategy ACE 7	Neighborhood Community Centers. Promote the development of year-round, neighborhood-based community centers that are vibrant gathering spots, providing theater, art, children's art displays, meeting rooms and other amenities that build neighborhood cohesiveness.	Lead Partner	Suggested Supporting Partners	Timeline			
	Facilities Use Action Plan. Revisit and expand the City's 'space needs analysis' of existing facilities and include community input for future and present needs, target specific populations.		City of Tualatin, Tigard Tualatin School District, Heritage Center, Tualatin Arts Advisory Committee				
	Indoor Gathering Places. Create indoor and/or weather-protected community gathering places.						

HOW WE LIVE AND LEARN – Arts, Culture, Education, Youth and Family Activities

Strategy ACE 9	Senior Centers and Activities. Promote accessible senior centers that offer a diverse range of programs and services. Integrate senior activities into broader community offerings.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	<p>Program Needs Assessment. Conduct an assessment of current senior programs/activities in the community and determine gaps (such as: accessibility, programs, outreach and public perception) in offerings. Identify potential participants and develop plan to address gaps including:</p> <ul style="list-style-type: none"> Addressing gaps in transportation, class offerings, outreach programs, image and American with Disabilities Act accessibility Exploring development of a facility for senior programs (55 year old and older). 		Loaves and Fishes, churches, library, apartment managers, assisted care living centers, Meridian Park, Hospitals, Kaiser and other local medical clinics, Tualatin-Durham Senior Center, Tualatin Arts Advisory Committee				
Strategy ACE 12	Enhanced Performing Arts. Promote and enhance the performing arts in Tualatin, including the development of a performing arts center that serves as a resource and magnet for live performances from plays and concerts, from independent film screenings to lectures and beyond.	Lead Partner	Suggested Supporting Partners	Timeline			
	<p>Performing Arts Space. Conduct a feasibility study to acquire the Tualatin Elementary School facility and convert it into a fine and performing arts venue. Based on the results of this study, consider establishing a community-wide capital campaign for a facility conversion program.</p>						
Strategy ACE 15	Youth Engaged in Civic Activities. Support and expand active youth involvement in City decision-making in Tualatin through continued participation in the Youth Advisory Council and other city committees and commissions.	Lead Partner	Suggested Supporting Partners	Timeline			
	<p>Expand Youth Advisory Council. Encourage all City committees to include youth on their advisory committee, to incorporate youth voices and perspectives, and provide youth with the opportunity to be actively involved in planning and decision-making.</p>				X		

HOW WE LIVE AND LEARN – Arts, Culture, Education, Youth and Family Activities

Strategy ACE 18	Diverse Families. Support appreciation of the diversity of Tualatin's families. Make all families feel welcomed, safe and able to talk about differences.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Diversity Forum. Conduct a community-wide forum to promote broader understanding and communication between the diverse cultures within Tualatin.		City Council, Heritage Center, Library, schools, churches, community organizations, Chamber of Commerce, Rotary, Lions, Kiwanis, business organizations				
Strategy ACE 19	Community Acceptance. Honor Tualatin's growing diversity, promoting acceptance, friendliness and appreciation of the community's ethnic and economic diversity, and ensuring a safe, secure environment for all.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Multi-Cultural Events. Create/expand multi-cultural festivals within Tualatin, such as a Cinco de Mayo festival, that highlights the community's cultural diversity and provides opportunities to educate and engage cultural interaction.		City of Tualatin, Regional Hispanic Chamber of Commerce				

Additional Comments/Suggestions received from the website, tabloid and community events:

<p>ACE 1. Under this specific Strategy the following comment/suggestion was received: There isn't an action item that addresses what is appropriate capacity or how/when growth triggers new schools.</p>
<p>ACE 12 Under this specific Strategy the following comment/suggestion was received: Evaluate the Winona Grange as a possible interim performing arts center. Continue with Community Services' Concerts on the Commons in August located next to the grange.</p>
<p>ACE 16 Under this specific Strategy the following comment/suggestion was received: Partner with Portland Community College and Tualatin High School to encourage and promote volunteer opportunities that broaden and enhance students' field of study/interest.</p>
<p>General comment: Need to plan for a middle school to serve the increasing number of residents in Southern Tualatin (i.e. Victoria Woods, Norwood Heights, Ibach-area neighborhoods). Hazelbrook is over crowded and too far away, bus rides take 30-45 minutes each way. And need to plan and forecast fundraising avenues to build the school.</p>

General comment: We need to step up and secure the old Tualatin Elementary School. Then we will have a place to develop Arts, Culture, Education Youth and Family Activities. (mentioned under HSS and GHT as well.)
General comment: Advocate a healthy active living/lifestyle by promoting a community that exercises. Sponsor regular community walking events, 5K, 10K races for charity/community fund raising (River run).
General comment: Farmer’s market in civic center / monthly community flea market
General comment: Pride in local products – “Grown in Tualatin”/”Made in Tualatin” Produce, art, clothing, furniture. See San Luis Obispo, CA Farmers Market as a model. http://www.downtownslo.com/farmers.html http://www.pps.org/great_public_spaces/one?public_place_id=168
General comment: Community garden – allocate some land in neighborhoods throughout the city where residents can, via lottery, lease a plot to raise vegetables, flowers...Residents would pay a small monthly/seasonal fee to off-set the cost of water and other city expenses. Surplus produce can be sold at the Tualatin farmer’s market/flea market or donated to food pantry.

HOW WE PLAN AND GROW - Growth, Housing and Town Center

Strategy GHT 4	Development Choices. Build on Tualatin’s strong community identity, priorities and values to drive development choices, directing new developments to provide local benefits – even if inviting to outside interests.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	Measure 37 Impact. Conduct a comprehensive evaluation of potential Measure 37 impacts on the City of Tualatin’s planning process.		Department of Land Conservation and Development, Washington County, Clackamas County	X			
Strategy GHT 5	Balance of Land Uses. Work with Metro and the State of Oregon to create a balance of residential, commercial and industrial uses within Tualatin, involving and educating citizens as part of this process.	Lead Partner	Suggested Supporting Partners	Timeline			
	Development Impact on Infrastructure & Services. Conduct a comparative analysis of new commercial/industrial development versus new residential development in the community for their potential financial impacts on infrastructure and services, such as transportation and education. Promote public involvement in the evaluation process.		Metro (research and statistics)				

HOW WE PLAN AND GROW - Growth, Housing and Town Center

Strategy GHT 11	Housing Choices and Types. Develop a range of housing choices and types in Tualatin, accommodating the needs of both traditional and non-traditional households, and promoting a balanced community with a diversity of persons living, recreating, shopping and working within the city.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Targeted Housing. Encourage, including offering incentives to, home builders and developers to increase housing targeted to first-time buyers and residents seeking to “down-size” their lifestyles.		City, senior group, social services organizations, Home Builders Association, Community Partners for Affordable Housing,				
Strategy GHT 12	Affordable Housing. Promote safe, affordable, quality low-income housing for rental and first time homeowners in Tualatin, with accessible community services and conveniences.	Lead Partner	Suggested Supporting Partners	Timeline			
	Affordable Housing Guidelines. Explore development of City housing codes to: <ul style="list-style-type: none"> Strengthen health and safety code enforcement in existing housing Promote property tax abatement for development/redevelopment of affordable housing Develop fee waivers/deferrals for development/redevelopment of affordable housing Also consider sending a City planner to the housing advocacy group meetings held monthly in Beaverton. 		Housing advocacy groups, Community Partners for Affordable Housing, City of Tualatin				
	Affordable-Housing Development. Prioritize City efforts on orchestrating development of affordable housing throughout Tualatin.		Washington County, Clackamas County, real estate brokers, owners, developers, banks, housing advocacy groups, Community Partners for Affordable Housing, City of Tualatin				
	Developer Tax Credits. Promote the availability of tax credit incentives to developers for construction of housing meeting HUD, Section 8 and other State program criteria.		Washington County, Clackamas County, real estate brokers, owners, developers, banks, housing advocacy groups, Community Partners for Affordable Housing, City of Tualatin				
	Rental Listing Coordination. Coordinate a regional housing rental listing with Washington and Clackamas County housing departments and social service agencies.		Washington County, Clackamas County, real estate brokers, owners, developers, banks				

HOW WE PLAN AND GROW - Growth, Housing and Town Center

<i>Strategy GHT 12, Cont.</i>	Affordable Housing. Promote safe, affordable, quality low-income housing for rental and first time homeowners in Tualatin, with accessible community services and conveniences.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	Housing Advisor Position. Consider establishing a housing advocacy or Tualatin Housing Authority (THA) position within the City, or expanding the responsibilities of existing staff accordingly. The advocate or THA monitors existing inventories, provides referrals (sale and rental), advocates for mixed-price housing availability and counsels home buyers.		Real estate brokers, owners, developers, banks, Coalition for Affordable Housing				
	Housing Opportunities Agenda. Endorse the 2007 Housing Opportunities Agenda at both community and State levels.		Community Partners for Affordable Housing, City of Tualatin				
	Housing Fund. Consider development of a county-wide housing fund of \$1.00/capita.		Housing advocacy groups, City of Tualatin				
<i>Strategy GHT 14</i>	Mixed-Use in Town Center. Develop mixed-use in Tualatin Town Center, with amenities such as mixed-use development, financial and retail services, a non-commercial district with government and social services, civic and cultural features, and high-density housing.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	City Services Location. Expand available mixed-use opportunities in the downtown area by relocating City services out of the Town Center area. Maintain community amenities such as the Library.						
	Town Center Expansion. Conduct a feasibility study of expanding the Town Center to incorporate the Tualatin Elementary Historic site.						
<i>Strategy GHT 15</i>	Diverse Retail Opportunities. Offer a wide range of business and retail opportunities in Tualatin Town Center, geared to a variety of needs and income levels with good accessibility for vehicles and pedestrians.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	Town Center Plan – URAC/TPAC Alignment. Evaluate and incorporate relevant findings and recommendations of the Urban Renewal Advisory Committee (URAC) and the Transportation Plan Advisory Committee (TPAC) into the Town Center Plan.		Citizen committees, private developers				

HOW WE PLAN AND GROW - Growth, Housing and Town Center

<i>Strategy GHT 24</i>	Planning for Economic Growth. Proactively plan for economic growth in Tualatin, promoting a sustainable local economy and a balanced response to external economic influences.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Small Business Development Funding. Develop grant-funding processes for local small-business and commercial development.		City of Tualatin, State Economic Development , Chamber of Commerce, City Community Development Department				
<i>Strategy GHT 28</i>	Small Business Environment. Ensure a business-friendly environment for small business in Tualatin, including easy access for customers and employees, sufficient parking and transit, supportive city business services and reasonable taxes.	<i>Lead Partner</i>	<i>Suggested Supporting Partners</i>	Timeline			
	Small Business Guidelines. Create awareness programs of relevant City ordinances and regulations to support small-business retention and expansion.		City of Tualatin, Chamber of Commerce other businesses such as: realtors, insurance companies, banks				
	Downtown Area Business Support. Develop a business marketing program to promote the Town Center as a “Great Place to do Business”.		Chamber of Commerce				

Additional Comments/Suggestions received from the website, tabloid and community events:

General comment: Encourage private party to buy Tualatin Elementary for fee-based community activities. Owner pays to bring up to code we pay to use. (Also mentioned in HSS and ACE)
General comment: Dilapidated structures/properties are not only an eyesore but they are unsafe, attract vagrancy, become potential drug dens and detract from property values. We need strict code enforcement and systematic removal of dilapidated / abandoned structures.
General comment: Community beautification: Sponsor neighborhood clean-up days – coalition of neighbors helping neighbors: pruning, painting, trash removal...

HOW WE CONNECT WITH NATURE – Parks, Recreation and Natural Areas

Strategy PRN 4	Comprehensive Parks and Recreation Planning. Promote comprehensive master planning for all parks and recreation services in Tualatin, emphasizing planning and partnerships with Washington County and other local jurisdictions in meeting the community's long-term recreational needs.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Tualatin River Canoe Trail. Develop a plan to establish and complete a Tualatin River Canoe Trail, working with Metro and other relevant agencies.		Clean Water Services, City of Tualatin, Metro, Tualatin Riverkeepers				
Strategy PRN 7	Environmental Restoration. Restore wetlands and naturally sensitive areas in Tualatin through sufficient funding and related restoration program and activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Funding Continuation and Expansion. Expand and enhance existing funding efforts.		The Wetlands Conservancy, City of Tualatin, City Volunteer Program, Metro, Chamber of Commerce, Tualatin Riverkeepers, Tigard-Tualatin School District, Friends of Trees, local businesses				
Strategy PRN 8	Natural Buffers. Protect Tualatin's livability through the development of natural buffers and related activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Tualatin Wildlife Refuge Expansion. Consider expansion of the Tualatin Wildlife Refuge through actions such as acquiring 1500 acres adjoining the Refuge.		Metro, Clean Water Services, Tualatin Riverkeepers, state and federal agencies				

Additional Comments/Suggestions received from the website, tabloid and community events:

PRN 6 Under this specific Strategy the following comment/suggestion was received: Require developers to supply some of this land for trails and parks.
PRN 10 Under this specific Strategy the following comment/suggestion was received: Consider making a new action to include a walk focusing on local cultural history of significance.
PRN 18 Under this specific Strategy the following comment/suggestion was received: Increase awareness of Tualatin's natural water features such as wetlands and creeks to garner more support for protection and enhancement of these resources.

HOW WE CARE FOR ONE ANOTHER – Health, Safety and Social Services

Strategy HSS 1	Limiting Homelessness. Develop and implement a plan that uses community resources to meet the emergency needs of the homeless and help them transition out of homelessness.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	<p>Social Services Master Plan. Develop a social-services master plan for Tualatin. The plan should include:</p> <ul style="list-style-type: none"> • An assessment of existing services and resources available for youth and adult community members that are homeless, have mental and physical disabilities, drug or alcohol dependencies, or aging-related needs • Developing mitigation measures to fill in the gaps • Creating a public awareness campaign to ensure community understanding • Developing support for necessary services and resources to build a support base. 		Faith based community, Washington County Community Action, Community Partners for Affordable Housing, healthcare providers, Washington County, Clackamas County, City of Tualatin	X			
	<p>Homeless Taskforce Expansion. Expand the Homeless Taskforce to include additional community, county, regional and state advocates. Lobby the legislature for funding.</p>		Interfaith Committee on Homelessness, Luke-Dorf, Good Neighbor Center, Washington County Community Action, Community Partners for Affordable Housing, City of Tualatin	X			
	<p>Tualatin Emergency Shelter. Establish an emergency shelter in Tualatin.</p>		Interfaith Committee on Homelessness, Luke-Dorf, Good Neighbor Center, Washington County Community Action, Community Partners for Affordable Housing, City of Tualatin				

HOW WE CARE FOR ONE ANOTHER – Health, Safety and Social Services

Strategy HSS 2	Reducing Poverty. Acknowledge and address that some community members in Tualatin still live in poverty and provide local solutions that help address their situations.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	<p>Needs Analysis. Assess gaps in services/resources and funding including:</p> <ul style="list-style-type: none"> Identifying demographic profile of people living in poverty Existing services/resources and funding levels Developing approach to mitigate those gaps, such as establishing a central resource center. 		City of Tualatin, Washington County Health and Human Services, Community Action, Clackamas County, Healthcare systems, education, social service agencies				
Strategy HSS 3	Accessible Emergency Family Shelters. Provide adequate access to emergency family shelters in Tualatin in order to address situations where local community members require temporary or safe housing.	Lead Partner	Suggested Supporting Partners	Timeline			
	<p>East Washington and Clackamas County Resource Base. Collaborate with neighboring Washington and Clackamas County communities to locate and utilize a county resource center in eastern Washington County.</p>		Washington County, Clackamas County, Food Bank, YWCA, Washington County Community Action Organization, American Red Cross, City of Tualatin				
Strategy HSS 5	Access to Health Care. Help ensure that all residents of Tualatin have access to comprehensive health care.	Lead Partner	Suggested Supporting Partners	Timeline			
	<p>Jobs with Increased Pay and Benefits. Encourage business development and job creation that provide living-wage jobs including health care benefits.</p>		Healthcare providers, City of Tualatin				
	<p>Small Business Cooperative Health Plans. Support legislative efforts currently underway to allow small, local businesses to cooperatively purchase health plans.</p>		City of Tualatin, health services, Chamber of Commerce, hospitals, Lake Oswego Health Department, Virginia A. Garcia Health Clinic, Governors Small Business Council, National Federation of Independent Businesses				
	<p>Healthcare for Low-income Residents. Establish a low-income healthcare clinic, such as the Virginia Garcia Memorial Health Center (VGMHC), in Tualatin.</p>		City of Tualatin, healthcare providers Centro Cultural				

HOW WE CARE FOR ONE ANOTHER – Health, Safety and Social Services

Strategy HSS 6	Appreciation of Personal Health. Promote greater community understanding and appreciation in Tualatin of the importance of personal health and work to achieve it through preventive measures and healthy lifestyles.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Healthcare Program Awareness. Promote personal healthcare/healthy lifestyles programs available throughout Tualatin and encourage participation.		City of Tualatin Insurers, businesses, Club Sport and YMCA				
	Business Support for Healthy Employees. Support programs to increase employee health in Tualatin including: <ul style="list-style-type: none"> • Creating an awareness/education program targeting employers in Tualatin to encourage businesses to promote healthy lifestyles for employees • Creating an incentive package for businesses for improved productivity and employee loyalty that would include items such as reduced healthcare premiums. 		Insurers, healthcare providers, businesses, Westside Economic Alliance, Chamber of Commerce				
	Health and Safety Fair. Create a Health and Safety Fair with representatives from healthcare, Tualatin Police Department, Tualatin Valley Fire and Rescue and other service providers. Hold the event separately or in conjunction with other community-wide events such as the Crawfish festival.		Washington County Social Services, healthcare providers, Nursing Associations, City of Tualatin, Tualatin Valley Fire & Rescue				
Strategy HSS 13	Accessible Drug Education. Treatment and Prevention. Develop and promote readily available and accessible services for drug education, treatment and prevention in Tualatin.	Lead Partner	Suggested Supporting Partners	Timeline			
	YAC Program Development Support. Involve Youth Advisory Committee (YAC) in education, activities and planning for programs, etc.		Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District healthcare providers, Tualatin Police Department				
Strategy HSS 14	Adequately Funded Social Services. Work to secure adequate funding for accessible local social services in Tualatin.	Lead Partner	Suggested Supporting Partners	Timeline			
	Fund Raising Coalition. Create a coalition of faith-based and community/neighborhood groups to help develop social services funding.		Faith based community, Food Pantry, Washington County, Clackamas County				

HOW WE CARE FOR ONE ANOTHER – Health, Safety and Social Services

Strategy HSS 16	Care for All Residents. Develop awareness and programs that care for all residents in Tualatin providing transportation and social services for all in need.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Needs Analysis. Assess social services and transportation needs of the under-served and under-represented community members in Tualatin.		TriMet Lift				
	2-1-1 Program Support. Promote the 2-1-1, after-school child or an aging parent care referral program, for community members to connect to essential social services.						
	Current Program Support. Support existing healthcare and social services within Tualatin.						
Strategy HSS 17	Services for Aging Residents. Help ensure that Tualatin's aging residents have access to affordable housing, health care, transportation, social services and cultural activities.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Senior Center Program Expansion. Support and expand senior center activities and programs available to the Tualatin senior community.		City of Tualatin				
	YAC/Senior Partnerships. Develop and encourage venues for Tualatin's youth and seniors to collaborate on appropriate projects.		Tualatin High School, Loaves and Fishes				
Strategy HSS 18	Services for Low-Income Residents. Promote availability of programs and services for all Tualatin low-income residents.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Social Services Center Development. Identify and support funding sources to develop a community center. The center will house essential health and social services and provide referral information. Provide accessible and affordable public transit.		City of Tualatin, Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, Sherwood School District				

HOW WE CARE FOR ONE ANOTHER – Health, Safety and Social Services

Strategy HSS 19	Accessible Health Care. Promote the availability of quality health care and state-of-the-art medical facilities to all Tualatin residents, regardless of insurance.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Annual Regional Healthcare Forum. Sponsor a regional healthcare issues forum with surrounding communities and representatives from appropriate county and state agencies to discuss issues of mutual concern. Convene the forum on an annual basis.		Healthcare providers, State, Regional and County entities, City of Tualatin				
	Healthcare and Insurance Reforms. Identify, promote and support healthcare and insurance reform initiatives locally, regionally and nationally.		National Federation of Independent Businesses, healthcare providers, State legislators				
Strategy HSS 22	Collaborative Community Organizations. Support programs that enable faith-based groups and other community organizations to work together in order to help meet community needs.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Faith-based Network. Establish a Tualatin Ecumenical Council to provide support for community members in need.		Churches, Washington and Clackamas Counties				

Additional Comments/Suggestions received from the website, tabloid and community events:

General comment: A sustainable city, reducing our environmental footprint, reduce citywide - landscapers use of chemicals.
General comment: Regarding the judicial system; how about providing alternative dispute resolution services as well.
General comment: Tualatin needs property to house social services, parks, rec centers, arts, theatre, community center. Buy the old Tualatin Elementary.
General comment: City to partner with healthcare industry/health professionals to raise awareness of, and educate the public on pressing/modern health concerns that plague communities: childhood obesity, childhood and adult diabetes, drug abuse, teen pregnancy...

HOW WE GET AROUND – Traffic, Transportation and Connectivity

Strategy TTC 4	Downtown Parking. Develop ample public parking in Tualatin Town Center in order to better accommodate local businesses, services and retail establishments.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	TriMet Station Relocation. Evaluate possible relocation sites for the existing TriMet bus stop currently located near intersection of Lower Boones Ferry Road and Tualatin-Sherwood Road to reduce traffic congestion and improve access.		City of Tualatin				
Strategy TTC 13	Regional Transit Linkage. Strengthen Tualatin’s linkages with the regional transit system (bus, rail, etc.), improving transit service and connections within the city and to other parts of the region for the local population at all times of day.	Lead Partner	Suggested Supporting Partners	Timeline			
	Commuter Rail Service Expansion. Evaluate expansion of commuter rail service, utilizing existing east-west rail infrastructure, to serve Sherwood, Lake Oswego and Portland.		Oregon Department of Transportation, Westside Transportation Alliance, Metro, Portland & Western Railroad, Cities of Portland, Sherwood, Tigard, Lake Oswego, Wilsonville, Washington County, Clackamas County				X
Strategy TTC 14	Pedestrian Routes and Crossings. Establish a network of safe, well-designed pedestrian routes and crossings in Tualatin, separating foot traffic from bicycle and vehicular traffic throughout the city.	Lead Partner	Suggested Supporting Partners	Timeline			
	Pedestrian Paths. Consider development of an overpass spanning Tualatin-Sherwood Road to safely connect north and south neighborhoods for pedestrians and bicyclists.		Oregon Department of Transportation, Metro, Washington County, Clackamas County				X
Strategy TTC 15	Walkable Commercial Areas. Promote greater walkability and pedestrian-friendly features in all of Tualatin’s commercial areas.	Lead Partner	Suggested Supporting Partners	Timeline			
	Commercial Areas Walkability Promotion. Develop and promote a Tualatin Walkability outreach program to inform and educate the community on available resources and encourage community participation.		Chamber of Commerce, City of Tualatin, Downtown Business Association				

Additional Comments/Suggestions received from the website, tabloid and community events:

General comment: Adequate and clearly marked bike parking at various commercial and civic locations.

HOW WE DECIDE – Governance, Leadership and Community Engagement

Strategy GLC 6	Qualified, Competent Leadership. Promote elected leadership at the City of Tualatin that is qualified, competent and fully representative of the community. Maintain and enhance City Council’s commitment to nonpartisan, open, transparent leadership.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
	Youth Leadership Program. Expand and or develop youth leadership program integration with City government processes and Leadership Tualatin.		Tigard-Tualatin School District, City of Tualatin, Chamber of Commerce				
Strategy GLC 15	Diversity in Government. Foster local government in Tualatin that reflects the growing ethnic, racial, cultural and economic diversity of the community, drawing upon the many skills, talents and resources of its community members.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
	Business Support of ESL Development. Provide opportunities and encourage members of the business community to send non-English speaking employees to English-as-a-Second Language (ESL) classes.		Tigard-Tualatin School District, Portland Community College, social service agencies, City of Tualatin				
Strategy GLC 16	Services for a Diverse Population. Ensure that Tualatin’s diverse communities receive necessary City services and that they are involved in the decision-making process for the delivery of those services.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1-2 Years	3-5 Years	6+ Years
	Social Services Multi-Service Center. Develop partnership among local health, social services and faith organizations to create a multi-service center handling social services and referral.		City of Tualatin, Community Partners for Affordable Housing, Legacy-Meridian, Washington County, Clackamas County, churches, Food Pantry				

HOW WE DECIDE – Governance, Leadership and Community Engagement

Strategy GLC 17	Dialogue with Non-English Speakers. Establish easy-to-understand avenues and support for Non-English speaking populations in Tualatin to express their needs and concerns as citizens and members of the community.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 -2 Years	3 - 5 Years	6+ Years
	Student Development Support. Develop a program to use Tualatin High School students, as a part of their community service requirements, to provide outreach to non-English speaking community members.		Tigard-Tualatin School District, West Linn School District, Lake Oswego School District, City of Tualatin, social service agencies, Washington County, Clackamas County, healthcare providers, faith community, service organizations				
	Non-English Speaking Support Groups. Facilitate the formation of non-English speaking support groups to encourage public involvement.		Tualatin Police Department, Tualatin Valley Fire & Rescue, hospital, healthcare providers, City of Tualatin, Immigrant and Refugee Community Organization, faith community, service organizations, neighborhood groups				
Strategy GLC 18	Local Business Involvement. Support local business involvement in Tualatin as an integral part of the community, supporting community events, arts and education, and working with the City to maximize their positive impacts on the community.	Lead Partner	Suggested Supporting Partners	Timeline			
	Local Business Ownership. Promote locally-owned business development to encourage unique business/retail offerings and attract attention to Tualatin. Provide incentives to retain local businesses.		City of Tualatin	X	X	X	X

HOW WE DECIDE – Governance, Leadership and Community Engagement

Strategy GLC 20	Animal Control. Promote compliance by Tualatin's pet owners in understanding and complying with all local animal control ordinances enforced by the City.	Lead Partner	Suggested Supporting Partners	Timeline			
				Less Than 1 Year	1 - 2 Years	3 - 5 Years	6+ Years
	Pet Owner Awareness Plan. Create/expand community outreach programs to educate pet owners about local regulations and responsible ownership such as: <ul style="list-style-type: none"> • Creating and promoting pet-obedience training classes at appropriate and accessible locations. 		Interested volunteers, pet owners, vets, dog clubs, etc. animal rescue operations				

Additional Comments/Suggestions received from the website, tabloid and community events:

GLC 11.3 Under this specific Action the following comment/suggestion was received:
Suggestion: Town Center Monument – how about an arch across Tualatin Sherwood Road. The gateway to Tualatin