



City of Tigard Memorandum

To: Honorable Mayor and City Council
From: The Strategic Planning Team
Re: Strategic Plan Update
Date: November 4, 2014

Introduction

In 2012, the city convened the first Mayor's Blue Ribbon Task Force. The task force was charged with examining Tigard's service and financial challenges and making recommendations for a course of action to city council. One of the recommendations the task force made was that the city develop a strategic plan to provide a long-term direction for the city.

Work on the strategic plan began in 2013. City council met with consultant Joe Hertzberg and staff to begin identifying Tigard's strengths and what each believed would make Tigard exceptional in 25 years. Mid-year, City Manager Wine and the Campbell Delong Resources group met with Council to discuss creating a leadership foundation that would work together to ensure the city's vision, mission, goals, and objectives are consistent and aligned. The leadership group, along with consultants Alyssa Gasca and Joe Hertzberg met with council in the fall to share the proposed vision statement, goals and objectives. The vision statement proposed was to make Tigard...

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

Based on the discussion at the meeting, staff members were directed to revise the goals and objectives for council's later review. Incorporating the feedback from council, the strategic plan working document was updated with the following four strategic goal areas:

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

In April of 2014 staff provided council an update on the strategic plan with the team leaders reviewing the status of the four goal areas. After hearing the overview council asked that additional public feedback be made a priority. This memo provides an update on how the outreach efforts have progressed.

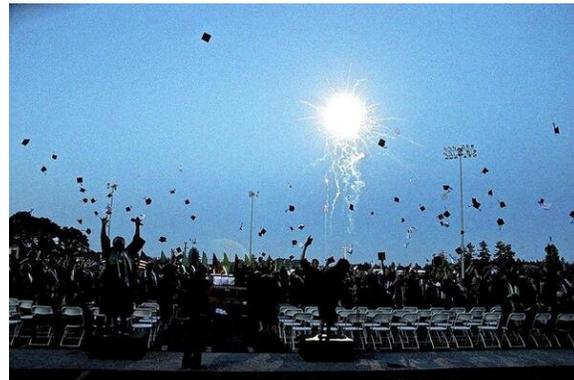
Outreach

Since May, the plan has been shared with more than 1,100 people through face-to-face contacts.

Staff has met with members of Tigard's boards, committees, shared information at school meetings, gone into neighborhoods, engaged service clubs, and shared the plan at Library programs like Walk 'n' Roll and community events like the Downtown Tigard Street Fair.



A photo contest promoting the strategic plan was held in July and August. We asked citizens to show us where their feet and wheels take them. Prizes were given out at the Downtown Tigard Street Fair for these winning entries submitted by Henry Ammann and Ben Mansheim.



Providing ice cream in five neighborhoods as a way to connect with residents and have the opportunity to share the plan, was a big hit. Staff estimates they contacted approximately 500 citizens through this outreach effort.



The proposed vision statement has also been shared through Cityscape articles, Facebook posts, Twitter feeds and the city's website.

What We've Heard

People have been overwhelmingly positive. Many indicated they love to walk. They recognize the health benefits of an active lifestyle and see it as an opportunity to connect with people in the community. The number one request citizens have voiced is for additional sidewalks. People indicated they feel safer walking, especially on busy streets, when there are sidewalks. (The number one requested road for sidewalks is Hall Boulevard.)

Citizens also love the parks and trails. They mentioned wanting to see trail safety improved through more maintenance, lighting and police intervention.

Following are examples of what the majority of the Tigard's citizens we spoke with think about the strategic plan. (These comments were submitted after the neighborhood ice cream outreach.)

"It would make it easier to have a more active lifestyle. It would make Tigard a nicer place to live."

"It would make the community more cohesive, healthy, and sustainable."

"It is a healthier lifestyle and will improve our quality of life and our property values."

"Getting out of our homes and out of our cars creates more opportunities to engage with the neighbors that are our community."

While far fewer, there were people who expressed concern about how the plan will be paid for and potential crime. Their comments included:

(Bull Mountain Farmer's Market)

"I am not sure, what will it cost, who will pay and how will you keep walkers safe, more lights and increased safety will be important."

(May 2014, City Council 5x3x10 meetings)

"Pathways create crime. Criminals can use paths to easily leave the area and meld into the population."

Many of the comments staff heard were echoed in the surveys conducted by Tigard Walks as well as in the outreach meetings held in spring 2014 by the Washington County Public Health Division in

support of developing the Downtown Tigard Brownfields and Public Health Final Report. Both heard the community would like more sidewalks and safe crossings. People want to feel safe when they are out walking or biking.

When asked where they would like to walk our citizens said they would like to be able to walk to the library, schools, stores, restaurants, downtown, to the parks and on the trails.

In support of the vision they would like Tigard to have a town square with music, playgrounds, water features and events to draw people. They would like to see unique businesses in the downtown and have things they could do in the evenings. Several people recommended looking at successful communities in the metro area to see what is working.

Copies of the comments staff heard or that were submitted are attached. Additionally, the responses the Tigard Walks PSU project team received to the question “Is there anything else you would like to share with us about walking in your neighborhood?” are attached to the report. The Washington County Public Health Division Downtown Tigard Brownfields and Public Health Final Report is also being provided.

What is already in place or happening that supports the vision.

- The Communications Strategist position has been filled by Rudy Owens. He is currently assessing the city’s communication efforts.
- Safe Routes to School
Community Development staff have been visiting schools as part of an initiative to begin a Safe Routes to School program in Tigard. Safe routes to School is a national program supported by parents and local schools that encourages more physical activity among young people by making it safer for them to walk and bike between home and school. Currently, five schools have been identified as potential partners. They include: Metzger Elementary, Durham Elementary, James Templeton Elementary, Alberta Rider Elementary and Twality Middle School.
- Community Development has issued a Request for Proposals to have the zoning code audited to determine the extent to which the current Title 18 regulations support or hinder the implementation of the strategic plan.
- CIP projects and priorities are being looked at to see if they provide an opportunity to further the vision. A city staff team is doing an ongoing review for the Walk Friendly Assessment. The city will submit its application in November and expects to have feedback by May 2015
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- Departments are providing staff with regular updates on the strategic plan and giving them time to participate in work groups focused on furthering the vision. For example, a group, called Team 75, is in the beginning stages of working on a walking app for smart phones. Another group is looking at the HEAL Cities campaign. The Library also holds events that include programming on health.

- Lighter, quicker, cheaper (LQC) projects have been identified for completion in the 2014/15 fiscal year. Here are two projects staff and citizens are excited about.
 - 1) Oak Way trail, near Metzger Elementary school. In these before and after pictures you can see the transformation from a dead-end to a safe and accessible thoroughfare to walk, roll and bicycle.



- 2) 135th Avenue sidewalk connection. This short section of sidewalk was the only missing section between Walnut Street and Lauren Lane. Making the connection has made pedestrian travel safer and easier.



The following LQC projects are slated to be completed this fiscal year.

- North Dakota sidewalk connections
- Tigard's Wild Underbelly (flower planting on trails)
- Civic Center crosswalk
- Trail signage

Conclusion

Council and staff have worked together to identify a vision statement and plan that will direct many of the city's efforts over the next 25 years. The draft strategic plan has been shared with a cross-section of Tigard's community and it has been exciting to hear the positive feedback from our citizens.

If council supports the direction staff has taken, additional community outreach will be done, progress will continue on the projects identified above and staff will look for ways to further the objectives listed in the strategic plan.