



To: Tigard City Council
From: Assistant to the City Manager, Nicole Hendrix & Council Goal Implementation Team
Re: City Council Goals 2025-2026 Progress Report
Date: October 9, 2025

Background & Action

The City Council Goal Implementation Team is pleased to present the progress report on the City Council's 2025–26 Goals. The report highlights the top outcomes for each goal or strategy, accomplishments since adoption, and upcoming opportunities.

Following the Council's adoption of these goals in April 2025, City leadership designated Goal Leads and Champions to guide implementation and define measurable outcomes aligned with each strategy. Attachment A, Roles and Responsibilities for Delivering Council Goals, of the Agenda Item Summary details the individuals and their specific responsibilities in advancing this work.

City Council is asked to review the progress report and come prepared to discuss, ask questions, and provide feedback or direction during the October 21, 2025, Council meeting.

Goal 1: Create housing opportunities for current and future residents.

Strategy 1.1: Develop an inclusive housing strategy that increases the variety of housing types while balancing the infrastructure capacity needs of the city.

Top Outcomes

- Adopt Housing Capacity Analysis
- Adopt Housing Production Strategy
- Adopt River Terrace 2.0 Community Plan and Housing Policy Set
- Expand Affordable Homeownership Program to at least three more households, including the preservation of Housing Authority Section 18 dispositions

Accomplishments to date

- May 2025 through Fall 2025 – presentation to Council of draft River Terrace 2.0 Housing Plan and refinement through public engagement events
 - September 9 – Council resolution of support for DLCD grants to support HCA and HPS work
 - September 16 – presentation of housing work program to Council
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Opportunities Ahead

- Council acceptance of DLCD grant for HCA and HPS, procurement, and project kickoff
- Progress River Terrace 2.0 development code drafts to implement housing plan

Strategy 1.2: Support housing in the entire Tigard community while addressing the regional crisis of homelessness

Top Outcomes

- Expand and maintain the Safe Parking Program
- Support County efforts to respond to homelessness and implement SHS programming
- Ensure ongoing implementation and enforcement of TPM with Tigard Police and Street Outreach
- City Liaison facilitates relationships, information and data sharing

Accomplishments to date

- July - Expanded contracted encampment cleanup options to improve efficiency, with services from Junk It Junk Removal and Rapid Response Bio Clean
- August 26 – City Liaison Update on Homelessness to Tigard City Council, including an update on Time, Place, & Manner
- September – Completed one year of the Tigard Safe Parking Program; publishing an annual report. The Safe Parking Program received a 2025 Award of Excellence by the National Association for County Community and Economic Development

Opportunities Ahead

- Establish a third host site for the Safe Parking Program
- Implement changes to Time, Place, & Manner Ordinance

Goal 2 Elevate economic opportunities for current and future residents.

Strategy 2.1: Attract, retain, and grow a diverse and stable economic base that supports city revenues, needed goods and services, and jobs for community members.

Top Outcomes

- Complete and adopt the City's first Economic Development Strategic Plan
- Complete and adopt a Strategic Plan for the Transient Lodging Tax (TLT) program
- Engage the business community early and often to provide meaningful and proactive support of business retention and expansion (BRE) efforts, including targeted outreach, relationship-building, and new programmatic tools

Accomplishments to date

- The Strategic Plan development project was presented to City Council on August 26th, 2025. Since then, the City has launched development of its first comprehensive Economic Development Strategic Plan.
 - Initial phases including internal assessments and an environmental scan are underway.
 - Community and business focus groups are currently being curated and scheduled for late October 2025.
 - An electronic survey will be distributed in October to collect broad input from the local business community. Businesses with a valid City of Tigard business license will be invited to complete the survey.
- Staff have initiated a parallel process to evaluate and prioritize uses of the City's Transient Lodging Tax (TLT). This includes analysis of our current allocations, best practice research, and an engagement framework to inform future policy and program decisions. A comprehensive environmental scan and interviews with peer cities are underway throughout October.
- In response to increasing business license activity and the need to strengthen early-stage relationships with Tigard's business and commercial community, the Economic Development Team has been designing a structured New Business Welcome Program. Planning efforts completed to date include:
 - Internal alignment on outreach goals and event structure
 - Draft event templates and marketing materials
 - Creation of a project plan and timeline to host the first pilot welcome event in late 2025.

Opportunities ahead

- Economic Development Strategic Plan:
 - Stakeholder workshops scheduled for November and December will follow the October focus groups and interviews. These workshops will inform the development of mission, vision, and value statements, and begin shaping actionable program goals and implementation priorities.
 - A draft plan will be presented to Council in January 2026, with adoption of the final plan anticipated by February 2026. The plan will establish strategic priorities, performance metrics, and a clear roadmap for implementation.
- Transient Lodging Tax Strategic Plan:
 - A regional and local stakeholder workshop will be held in November to evaluate current and future opportunities for TLT investment. The session will help define a strategic framework for the program, grounded in both community priorities and statutory requirements.

- Strategic recommendations and funding scenarios will be presented to City Council by January 2026, to inform FY26–27 budget development and ensure long-term alignment with Council goals.
- Expanded BRE Programming and Engagement:
 - The New Business Welcome Program will be piloted in late 2025, establishing a proactive touchpoint for new businesses.
 - Staff will begin developing a broader business engagement framework that includes:
 - A structured outreach calendar
 - Stronger data collection and tracking systems
 - Ongoing identification of needs and opportunities across business districts
 - These efforts will directly support the implementation of the Strategic Plan and long-term BRE strategy.

Goal 3: Cultivate Tigard as a great place to live, work, and play.

Strategy 3.1: Provide maintained natural areas and recreational facilities as well as access to opportunities that enhance the health and well-being of the community.

Top Outcomes

- Make progress on new parks and open spaces, and/or improve access to parks and trails
- Reinvestment in park infrastructure to ensure parks are safe and accessible
- Ensure full and stable funding of park needs; includes updating the Parks SDC methodology and considering expanded use of the PARF
- Increase partnerships for funding and delivery of park capital and maintenance needs

Accomplishments to date

- Steve Street Park has been submitted for land use approval; fills a park void within a gap area of the city; anticipated construction to start in Summer 2026
- The obsolete and dilapidated Cook Park Boat Ramp dock has been replaced through grant funds secured from Oregon State Marine Board and Oregon Dept of Fish and Wildlife; Additional grant funds have been secured from Oregon Parks and Recreation Department to build a fully accessible, universally design dock; construction anticipated to begin Summer, 2026.
- Final planning and design have been completed for the unimproved Bagan Park property. Funding for this project is secured through Metro Local Share Bond funds.

Opportunities Ahead

- Updating PARF and Park SDC methodologies will help support opportunities for growth and expansion of the city’s park system (and recreation program) by providing needed

O&M and capital funding to maintain Level of Service standards consistent with Enterprise Asset Management objectives.

Strategy 3.2: Invest in the safety, connectivity, and adequate maintenance of the transportation network; center vulnerable users in transportation investments.

Top Outcomes

- Begin development of a plan for network connectivity and complete systems
- Begin community engagement for TSP update
- Adopt Safe Streets Action Plan-- Begin implementation of 'now' strategies identified in plan.
- Adopt revised Street Maintenance Fee methodology
- Develop informational sheet for transportation service requests regarding the process and expectations to effectively and clearly communicate the process that city staff follow to address requests.

Accomplishments to date

- Street Maintenance Fee methodology is in the process of being updated.
- The Safe Streets Action Plan is expected to be adopted in November 2025.

Opportunities ahead

- The Transportation System Plan update is scheduled to begin in 2026. We will begin public outreach during the scoping of the project. Network connectivity will be prioritized and assessed within the Transportation System Plan Update.
- After a year of the new Tigard Service Request system, assess what informational sheets or additional materials would assist with improved public communication.

Strategy 3.3: Broaden and strengthen community safety and resiliency.

Top Outcomes

- Increased Household Preparedness
- Expanded Community Emergency Response Teams (CERT)
- Reliable, timely, and accessible Emergency Alerts
- Essential City Services remain operational
- Residents are Informed of Risks and how to mitigate

Accomplishments to date

- Conducted 2 citywide training workshops focused on Senior Living Communities (Summer Field and King City) to improve household and neighborhood readiness for emergencies (earthquakes, wildfires, floods, severe weather).

- Expand Tigard’s CERT volunteer base by 25 to enhance local emergency response capacity.
- Began conducting resilience assessments for critical city facilities (e.g., water systems)
- Began leveraging partnerships with Tigard-Tualatin School District related to emergency temporary sheltering and reunification
- Outreach during PD/PW Family Fun Day was focused on ensuring attendees understood risks and preparedness actions they could take.
- National Preparedness Month campaign and promoted CERT opportunity
- Conduct 3 citywide training workshops to Senior Communities to improve household and neighborhood readiness for emergencies in the last quarter
 - Community Preparedness Fair
 - Summer Field Estates
 - King City

Opportunities ahead

- Conduct citywide training workshops to improve household and neighborhood readiness for emergencies (earthquakes, wildfires, floods, severe weather). Deliver at least 4 - 6 workshop opportunities and reach 300 participants.
- Expand Tigard’s CERT volunteer base to enhance local emergency response capacity. Recruit and train 50 new volunteers.
- Implement outreach through utility billing inserts, social media campaigns, and community events. Increase community enrollment in the City’s emergency alert system by 25%.
- Conduct resilience assessments for critical city facilities (e.g., water systems, public works, emergency shelters). Partner with regional utilities and partners for technical evaluations.
- Develop and implement a multilingual, culturally appropriate risk communication campaign.

Strategy 3.4: Provide meaningful community connection through programs, events, and other opportunities.

Top Outcomes

- Develop road map for Equitable Engagement Report
- Increase reporting via community surveys, polling, and system data
- Promote recreation facilities and community gathering spaces to public
- Support community arts and events
- Improve access to shared resources on Library 2nd Floor

Accomplishments to date

- Successful community events- including El Tigre, PW/PD Family Fun Day, Movies in Park, etc.
- Created new 2025 NCS results report with additional results analysis
- Explored Polco's polling options
- City representation on Tigard Downtown Alliance's arts council
- Conducted Events Analysis and Cost Summary
- Equitable Engagement- Workshopped with Leadership and Committee for Community Engagement to build relationship leads.
- Increased coordination and amplifying Senior Center activities

Opportunities ahead

- Receive direction on large events from Council on 10.21 and proceed based on direction
- Expand use of Polco for polling
- Work closely with the Equity Advisory Committee to determine effective strategies for delivering on 4 equitable engagement report high-priority recommendations, based on suggested timeline.
- Committee for Community Engagement – workshop connection points to equitable engagement report
- Hire DEIB Manager
- Create a webpage publicizing rental public spaces
- TDA arts council - acquiring new pieces of art in the upcoming months; mural to be installed on the outside of the Hwy 99 tunnel located on the Fanno Creek Trail adjacent to Main St.
- Finalize Tigard Public Library 2nd floor redesign plan by February and begin the first phase of implementation in spring 2026

Goal 4 Deliver resilient, sustainable, and well-maintained facilities that provide reliable and efficient services to our community.

Strategy 4.1: Plan for the future while managing current City Facilities in a manner supporting sustainability and fiscal stewardship.

Top Outcomes

- Develop and implement a 20-year Facility System Plan that addresses future facilities and ongoing O&M for existing facilities

Accomplishments to date

- Incorporating LED lighting in all facilities.
- Using low-VOC products
- Increasing use of EV's and electric equipment.

- Library roof replacement will have a 40-year warranty while increasing the thermal efficiency of the building.
- Library HVAC chiller system provides maximum efficiency using sustainable best practices.

Opportunities ahead

- Develop facilities plan
- After the 20-year plan is complete, develop specific sustainable O&M strategies
- Include a funding plan for both future facility needs and ongoing sustainable O&M.

Strategy 4.2: Build a solid foundation for the future Police and Public Works facility, which will include a resilient Emergency Operations Center.

Top Outcomes

- Pass the bond measure
- Break ground on facility project
- Convene a bond oversight committee

Accomplishments to date

- The PD/PW Facility project has selected and is actively engaged with an architect and is in the final stages of signing a contract with a CM/GC who will build the facility. The design phase of the project is moving forward and on schedule.
- Hosted over 1,500 people at Family Fun Day to introduce the community to its first responders and educate on the need for a new, combined facility
- Shared information about the need for a new facility at dozens of community events over the summer.

Opportunities ahead

- Convene the Building a Better Tigard Voices Panel to provide input on the City's communication strategies and overall project
- Host the Facility Preview for community members in November to provide comprehensive updates on the project.