

City of Tigard

STRATEGIC PLAN

2020–2025



ACKNOWLEDGEMENTS

Refreshing a city's strategic plan, which guides the direction of our city's future, is no small feat. Thank you to every individual and group who with their passion and determination created a lasting impact on our community through this plan.

Tigard City Council

Mayor Jason Snider
 Council President John Goodhouse
 Councilor Tom Anderson
 Councilor Heidi Lueb
 Councilor Liz Newton
 Youth Councilor Emilio Calderon
 Mayor John Cook*
 Councilor Marc Woodard*
 Youth Councilor Meghan Turley*

Strategic Plan Guidance Team

Amber Bell,
 Readers Services Manager
 Joanne Bengtson,
 City Management Executive Assistant
 Tegan Enloe,
 Senior Project Engineer
 Nicole Hendrix,
 City Management Senior Management Analyst
 Steve Kang,
 Finance Senior Management Analyst
 Carol Krager,
 City Recorder
 Brandi Leos,
 Senior Human Resources Business Partner
 Eggie Maldonado,
 Permit Technician Assistant
 Jamey McDonald,
 Police Commander
 Tom McGuire,
 Assistant Community Development Director
 Martin McKnight,
 Parks Supervisor
 Christine Moody,
 Purchasing Manager
 Gary Pagenstecher,
 Project Planner
 Lloyd Purdy,
 Economic Development Manager
 Marty Wine,
 City Manager

Strategic Plan Implementation Team

Allison Arnold,
 Readers Services Manager*
 Kenny Asher,
 Community Development Director
 Dana Bennett,
 Human Resources Director
 Carol Krager,
 City Recorder
 Chief Kathy McAlpine,
 Police Chief
 Mike Nolop,
 Information Technology Manager
 Kathy Nyland,
 Assistant City Manager
 Brian Rager,
 Public Works Director
 Paula Walker,
 Library Communications Coordinator*
 Kent Wyatt,
 Communications Manager
 Eric Zimmerman,
 Assistant City Manager*

Project Consultant

Barbara McMahon,
 McMahon Consulting, LLC

All City Boards and Committees

*Former



TABLE OF CONTENTS

Introduction
 2

Vision
 3

STRATEGIC PRIORITY 1
 6

STRATEGIC PRIORITY 2
 12

STRATEGIC PRIORITY 3
 16

Summary
 26

Glossary
 27

Appendix
 28

A Refresh

In 2019, the City embarked on a journey to refresh Tigard's Strategic Plan, last updated in 2015. The purpose of a strategic plan is to set a focus for how the city's vision and direction will be achieved. It is a road map to guide where we are going and convey what our city aspires to be. A strategic plan helps an organization allocate resources, set priorities, and states what it will say yes to.

In order to understand the state of the vision and goals, community members and city staff were interviewed, surveyed, and asked about what the city's future direction should be now. We are presenting a 2020 refreshed plan that will guide us for the next 5 years, through 2025. We are updating the plan in an unprecedented year, when we are all experiencing unimaginable events, and working in ways we had not planned for. Demands on our city and community are different than we could have expected, knowing that this plan will probably need to change during its lifetime. COVID-19 and the uprising for racial equity have shifted and created greater focus for the city's strategic plan in the following ways:

- *"Most walkable" has become a priority that has greater focus on healthy, equitable outcomes.*
- *The need for our whole city organization to enroll in the plan has led to one internal-facing priority.*
- *The need to measure our progress has prompted much more specific priorities, objectives and metrics to make our planned actions clear.*

The city organized a committee representing every city department, called the Guidance Team. This group's purpose is to finish updating the strategic plan and be the people who would ensure that the plan will be implemented. The Guidance Team, together with the leadership of every city department, are responsible for ensuring that the plan gets done and that city staff and community members are engaged making the plan a reality. We are excited to bring energy and commitment to carrying out these priorities going forward.



City Manager, Marty Wine

OUR VISION

A vision highlights where we want to go as a city and what we want to be. Our new vision emphasizes equity, walkability, health, and accessibility.

*Tigard: An equitable community
that is walkable, healthy,
and accessible for everyone.*

Framing the Vision

- **Equity** – Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.¹
- **Walkability** – A walkable environment supports and allows for a choice to participate in active forms of transportation such as cycling and includes people traveling with or without a mobility aid. A walkable community is foundational to an equitable and sustainable community.²
- **Accessibility** – Providing equivalent ease of use and opportunity for all people to interact with our services, processes, and infrastructure.
- **Healthy** – Supporting the community's physical, economic, and environmental well-being which improves all aspects of health.

¹ Definition by PolicyLink

² Inspired by America Walks definition



STRATEGIC PRIORITIES

*These are the three priorities
that support our vision:*

1

**Set the standard for
excellence in public service
and customer experience.**

2

**Create a well-connected,
attractive, and accessible
pedestrian network.**

3

**Ensure development and
growth support the vision.**

The city identified three strategic priorities to help carry out the vision. Within each strategic priority are objectives, actions, and timeframe for completion. Timeframes follow the city's Fiscal Year (FY) which goes from July 1 – June 30. Tied to the objectives are metrics that indicate and track achievement of the actions and overall objective.

STRATEGIC PRIORITY ONE

Set the standard for excellence in public service and customer experience.

1.1

OBJECTIVE:

Be a high performing workplace with seamless service delivery.

ACTIONS

- A. Attract, retain and reward a talented workforce.
- B. Hire a workforce to reflect the racial and ethnic demographics of the community.
- C. Promote a values-driven organizational culture that reinforces inclusion and ethical behavior, exercises transparency and maintains the public trust.
- D. Build infrastructure (i.e. resources, equipment, space, technology, training) that supports positive customer interactions.
- E. Create processes and coordinate communication to ensure consistent customer experience across service areas.

LEAD/TIMELINE:

- City Management (CM)/Citywide
Ongoing
- CM/Citywide/Leadership Team (LT)
Ongoing
- CM/Citywide/LT
Ongoing
- CM/Central Services/Communications/
Finance & Information Services (FIS)
Ongoing
- CM/Central Services/LT
Ongoing

STRATEGIC PRIORITY 1

Set the standard for excellence in public service and customer experience.

METRICS:

- % of department work plans and performance audit measures completed.
 - ▶ CM/Leadership Team (LT)
- % of new employee retention at the 1, 3, and 5-year anniversary of hire.
 - ▶ CM/HR
- Employee demographics compared to census.
 - ▶ CM/HR
- # of equity/inclusion related training (conferences, workshops, etc.) attended by city staff.
 - ▶ CM/HR
- % of recruitments completed within established hiring target timeline.
 - ▶ CM/HR

%
of department work plans and performance audit measures completed.



STRATEGIC PRIORITY 1

Set the standard for excellence in public service and customer experience.

1.2

OBJECTIVE:

Embrace data-informed decision-making to solve problems, pursue opportunities for improvement and develop innovative solutions for equitable outcomes.

ACTIONS

- A. Routinely collect and report relevant data.
- B. Implement innovative data collection and tracking strategies.
- C. Apply an equity lens to evaluate proposed solutions.
- D. Establish and refine how to present measures.
- E. Identify the suite of reporting tools.

LEAD/TIMELINE:

- Citywide
Ongoing
- Citywide/FIS/CM
Ongoing
- Citywide
Ongoing
- Citywide
FY22 Q4
- FIS, CM, Citywide
Ongoing

METRICS:

- % of staff stating they use data-informed decision-making.
 - ▶ CM
- % of total measures implemented.
 - ▶ CM



STRATEGIC PRIORITY 1

Set the standard for excellence in public service and customer experience.

1.3

Offer exemplary customer experience.

ACTIONS

- A. Expand and integrate organizational knowledge about equity and inclusion into customer service.
- B. Provide information and communication methods in various formats that are accessible and easy to understand for every customer.
- C. Resolve customer concerns in a timely, effective, efficient and consistent manner.

LEAD/TIMELINE:

- Citywide
Ongoing
- Communications
Ongoing
- Citywide/CM
FY22 Q4

METRICS:

- % of total staff completing equity focused customer service training.
 - ▶ HR
- # of products that are provided in more than one language.
 - ▶ Communications
- City employee response time to public inquiries.
 - ▶ CM
- % of community rating overall city services as good or better.
 - ▶ CM



STRATEGIC PRIORITY 1

Set the standard for excellence in public service and customer experience.

1.4

OBJECTIVE:

Enhance community awareness and engagement with City activities and services.

ACTIONS

- A. Intentionally create an environment that fosters participation from all members of our community.
- B. Consistently collect customer feedback in a way that is inclusive to all.
- C. Build authentic relationships and partnerships through city initiatives.
- D. Provide news and information that is accurate, timely, authentic and professionally presented.

LEAD/TIMELINE:

Leadership Team/Library/Communications
Ongoing

CM/Communications/PD/CD
Ongoing

Citywide
Ongoing

Communications/Library/PD/Citywide
Ongoing



STRATEGIC PRIORITY 1

Set the standard for excellence in public service and customer experience.



METRICS:

- # of outreach and engagement opportunities.
▶ Communications
- # of people following City social media accounts.
▶ Communications
- % of social media followers whose primary language is not English.
▶ Communications



STRATEGIC PRIORITY TWO

Create a well-connected, attractive, and accessible pedestrian network.

2.1

OBJECTIVE:

Create a well-connected pedestrian network that links all Tigard residents and businesses.

ACTIONS

- A. Inventory existing pedestrian network.
- B. Develop a future-state pedestrian network plan (PNP).
- C. Identify and pursue new funding sources to build the pedestrian network.
- D. Bring parks and trailheads within a 10-minute walk of every Tigard resident.
- E. Expand the pedestrian network annually.

LEAD/TIMELINE:

Community Development (CD)
FY21 Q3

CD
FY21 Q4

CD/Parks
FY22 Q1

Parks
FY21 Q4

Public Works (PW)
Ongoing



STRATEGIC PRIORITY 2

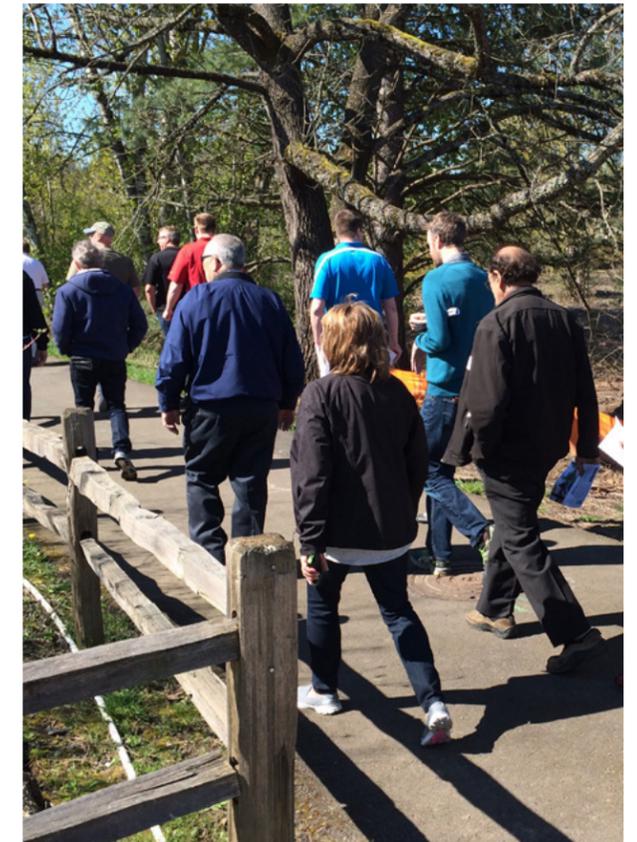
Create a well-connected, attractive, and accessible pedestrian network.



%
of community
within a
10-minute walk of a
developed park.

METRICS:

- % of residents that use the pedestrian network.
 - ▶ CD, Tigard Transportation Advisory Committee (TTAC)
- # and location of publicly accessible spaces, including privately owned/publicly accessible spaces like trails, paths, and plazas.
 - ▶ CD/PW/IT
- % of community within a 10-minute walk of a developed park.
 - ▶ CD/IT
- % expansion of pedestrian network annually.
 - ▶ PW/CD/TTAC



STRATEGIC PRIORITY 2

Create a well-connected, attractive, and accessible pedestrian network.

2.2

OBJECTIVE:

Tigard's pedestrian network is attractive, accessible, safe, and well maintained.

ACTIONS

- A. Develop and adopt pedestrian network design guidelines that ensure the quality and desirability of the network.
- B. Design the trail system to serve both recreational and active transportation purposes.
- C. Design pedestrian facilities to prevent crime in new or remodeled sites.
- D. Coordinate seasonal, visible patrol in parks and trails for safety.
- E. Invest in infrastructure that increases public safety such as trail lighting.
- F. Ensure inclusive and accessible design is included in the design guidelines and implemented through the ADA Transition Plan, Parks Master Plan, and Pedestrian Network Plan.
- G. Allocate adequate resources to ensure existing pedestrian infrastructure and community gathering spaces are well maintained.
- H. Conduct an annual health and wellness survey.

LEAD/TIMELINE:

CD/PW
FY21 Q3

CD/Parks
FY21 Q4

Police (PD)/CD/PW
Ongoing

Parks
Ongoing

Engineering/Parks
Ongoing

**Engineering/
Central Services**
Ongoing

**CD/Finance/Parks/
Streets**
Ongoing

CD
Ongoing

STRATEGIC PRIORITY 2

Create a well-connected, attractive, and accessible pedestrian network.

METRICS:

- % of trails with trail markers and wayfinding signage.
 - ▶ PW
- % of pedestrian network and gathering spaces that meet maintenance service standards.
 - ▶ PW
- % of the ADA Transition Plan work achieved annually under current funding allocations.
 - ▶ PW

%

of ADA Transition Plan work achieved annually under current funding allocations.



STRATEGIC PRIORITY THREE

Ensure development and growth support the vision.

3.1

OBJECTIVE:

Pursue land development that maximizes public health benefits while increasing connection between people and community destinations.

ACTIONS

- A. Build a resilient local economy in which residents' health and the health of local businesses increase together.
- B. Locate and grow businesses to support walkability, connectivity, and accessibility for all business location decisions.
- C. Build mixed-use development that is inclusive of housing, shopping, employment, services and integrates transportation options.
- D. Fully implement the City's Complete Streets policy.
- E. Ensure all businesses can easily connect to resources that help them grow and add value to the community.
- F. Capitalize on Tigard's business mix, central location and access to the region's talent to support a healthy economy that provides employment opportunities for residents.
- G. Invest in public spaces that equitably serve the city's diverse residents, workers, and visitors.

LEAD/TIMELINE:

CD
Ongoing

CD/Parks
Ongoing

CD/Engineering
Ongoing

CD/Engineering
Ongoing

CD
Ongoing

CD
Ongoing

CD/Parks
Ongoing

STRATEGIC PRIORITY 3

Ensure development and growth support the vision.



METRICS:

- % of residents living within walking distance of essential services.
 - ▶ Finance & Information Services (FIS)/Engineering/CD
- # of residents served within one quarter of a mile of new and existing businesses.
 - ▶ FIS
- % of new development in the city's plan districts that is considered mixed-use.
 - ▶ CD
- % of streets that meet Complete Streets criteria.
 - ▶ CD
- % of collector and arterial streets with bike facilities/sidewalks.
 - ▶ Engineering
- # of employers and employees served by high-frequency transit or light rail, multimodal network.
 - ▶ CD
- % of workers/residents within walking distance of a trail or park at their place of work.
 - ▶ GIS/Parks/CD
- % of Tigard neighborhoods that are "20-minute" neighborhoods.
 - ▶ CD/Engineering



STRATEGIC PRIORITY 3

Ensure development and growth support the vision.

3.2

OBJECTIVE:

Focus development-associated resources in parts of the city that have the capacity to serve, house, employ, and attract the most people with the least impact on Tigard’s natural systems and the climate.

ACTIONS

- A. Blend land uses to support a range of commercial and employment opportunities within and in proximity to residential neighborhoods.
- B. Facilitate Transit Oriented Development (TOD) that supports employment, housing, and community services.
- C. Incorporate greenhouse gas impact and multimodal opportunity into evaluation criteria for capital improvement project prioritizations.
- D. Ensure capital improvement program (CIP) funding reflects the prioritization of this objective.
- E. Incorporate sustainable and low-impact building and site planning technologies into city codes and standards.
- F. Protect and restore the ecological functions of and maximize the ecosystem services of streams, wetlands, and associated riparian corridors.

LEAD/TIMELINE:

CD
Ongoing

CD/Engineering
Ongoing

CD/Engineering
FY21 Q3

CD/Engineering
FY22 Q1

CD
FY22 Q3

CD/Engineering
Ongoing

STRATEGIC PRIORITY 3

Ensure development and growth support the vision.



METRICS:

- Land use blend factor.
 - ▶ CD/GIS
- Residential, employment, and commercial density within one-third of a mile of all light rail stations.
 - ▶ CD
- % of new construction meeting sustainability criteria.
 - ▶ CD
- % of stream mileage rated as “high- or medium-quality”.
 - ▶ CD
- % of publicly-funded capital projects meet city requirements for pedestrian/ bicycle/transit infrastructure.
 - ▶ CD

STRATEGIC PRIORITY 3

Ensure development and growth support the vision.

3.3

OBJECTIVE:

Understand the effects of development on vulnerable Tigard residents and mitigate these impacts within projects and over time.

ACTIONS

- A. Increase access and participation of community members who are historically underrepresented in city processes and committees.
- B. Mitigate displacement of low-income communities in projects receiving city investment.
- C. Support a balanced, diverse mix of business sectors and employment opportunities.
- D. Ensure transportation investments and improvements are providing equitable benefits & impacts to the entire population.
- E. Advance equitable economic opportunity.
- F. Increase the weight equity holds when making capital improvement and transportation project prioritizations.

LEAD/TIMELINE:

- Citywide
Ongoing
- CD
Ongoing
- CD
Ongoing
- CD/Engineering
Ongoing
- CD
Ongoing
- CD/Engineering
Ongoing



STRATEGIC PRIORITY 3

Ensure development and growth support the vision.



METRICS:

- % of new businesses owned by people of color reflects the percentage in the total population.
 - ▶ FIS
- % of CIP budget spent in CDBG-qualifying census tracts.
 - ▶ GIS/Engineering
- # of residents displaced by city projects.
 - ▶ Citywide

Advance equitable economic opportunity.

STRATEGIC PRIORITY 3

Ensure development and growth support the vision.

3.4

OBJECTIVE:

Proactively intervene as necessary to meet the housing needs of all community members.

ACTIONS

- A. Prioritize funds to support the creation and retention of affordable housing in Downtown Tigard, the Tigard Triangle and Washington Square.
- B. Reduce the number of unhoused Tigard residents without displacing them from the city.
- C. Provide opportunities for transition into permanent housing through innovative approaches to safe temporary dwellings.
- D. Increase the housing mix in the city to meet the needs of smaller households, including singles, young families, and older adults.
- E. Survey housing needs in the city and match needs to be strategic, measured by median family income.
- F. Support higher homeownership rates among communities of color and historically marginalized communities to build intergenerational wealth.
- G. Continue participation in regional affordable housing workgroups.

LEAD/TIMELINE:

- CD
Ongoing



STRATEGIC PRIORITY 3

Ensure development and growth support the vision.



METRICS:

- # of affordable units in the city’s plan districts.
 - ▶ CD
- # of unhoused residents.
 - ▶ Citywide/Communications
- # and % of Metro bond projects in Tigard.
 - ▶ CD
- Mix factor of housing units by type and square footage.
 - ▶ CD
- % of households of color who own reflects the % in the total population.
 - ▶ CD
- # of permanently affordable ownership units created through down payment assistance.
 - ▶ CD

STRATEGIC PRIORITY 3

Ensure development and growth supports the vision.

3.5

OBJECTIVE:

Plan and create in a manner that reduces climate impacts to the maximum extent practicable, especially for those most vulnerable.

ACTIONS

- A. Reduce the burden of climate change on low-income populations and communities of color.
- B. Preserve and expand the city’s existing urban tree canopy.
- C. Take steps to prepare the city’s landscapes and public spaces for changing climate.
- D. Ensure Transportation System Plan (TSP) supports the reduction of vehicle miles traveled (VMT) and greenhouse gas emissions.
- E. Evaluate development projects for their contribution to VMT reduction, compact development form, and sustainable use of resources.
- F. Require new development to demonstrate reduced or limited VMT through a Transportation Impact Analysis and appropriate transportation demand management tools.
- G. Updated transportation mode share targets.

LEAD/TIMELINE:

- CD
Ongoing
- CD/PW/Parks/Streets
Ongoing
- PW/CD/Central Services
FY22 Q1
- CD
FY22 Q2
- CD
Ongoing
- Engineering
Ongoing
- CD
FY22 Q2



STRATEGIC PRIORITY 3

Ensure development and growth supports the vision.

Ensure TSP supports the reduction of vehicle miles traveled and greenhouse gas emissions.



METRICS:

- % greenhouse gas emission reductions in city operations
 - ▶ FIS/Central Services/PW
- % of tree canopy coverage within the city.
 - ▶ CD/PW/Parks/GIS
- % of tree canopy estimated as 30 years or older.
 - ▶ CD/PW/Parks/GIS
- % of public spaces that have climate ready landscapes.
 - ▶ PW/Parks
- Average # of daily vehicle miles traveled for Tigard households.
 - ▶ CD
- % of development in urban reserves that is supportive of public transit, neighborhood commerce, and walkability.
 - ▶ CD
- % change in density by census tract.
 - ▶ GIS
- Tigard fuel tax increase by x%/yr in line with GHG-reduction strategy %.
 - ▶ CD/FIS



GLOSSARY

20-Minute Neighborhoods: Areas where residents have easy, convenient access to many of the places and services they use daily including grocery stores, restaurants, schools and parks, without relying heavily on a car.

Affordable Housing: Federally defined as housing that costs a household no more than 30% of its gross income for rent and utilities.

Americans with Disabilities Act (ADA): A civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

Capital Improvement Program (CIP): Tigard’s 6-year plan for matching the cost of large-scale improvements—like fixing roads, water and sewer systems—to anticipated revenues, like taxes and bonds.

Climate Ready Landscapes: Designing landscapes in a way that adapts and prepares for climate change.

Community Development Block Grant (CDBG): A federal program that provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

Complete Streets: A transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

Downtown Urban Renewal District: An area encompassing Downtown Tigard and defined in the City Center Urban Renewal Plan.

Greenhouse Gas (GHG): A gas that absorbs and emits radiant energy within the thermal infrared range.

Metro: The regional government of the Portland metropolitan area.

Mixed Use: A variety of complementary and integrated uses, such as, but not limited to, residential, office, manufacturing, retail, public or entertainment, in a compact urban form.

Parks Master Plan (PMP): A document that guides development of park, recreation, and trails in the city.

Sustainable: Using, developing and protecting resources at a rate and in a manner that enables people to meet their current needs and also provides that future generations can meet their own needs. Sustainability requires simultaneously meeting environmental, economic and community needs.

Tigard Triangle: Area of Tigard bounded by Pacific Highway, Interstate 5, and Highway 217.

Transportation Impact Analysis: An assessment to gauge the potential transportation impacts of proposed projects.

Transit Oriented Development (TOD): Development that creates compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality train systems.

Transportation Mode Share: The percentage of travelers using a particular type of transportation or number of trips using said type.

Transportation System Plan (TSP): Sets the policy framework for the city’s transportation system. It includes a list of strategies and projects that will guide future investments. The strategies range from access management, to connectivity improvements, to “smarter” traffic signals. There are more than 140 identified transportation projects ranging from sidewalk infill to freeway over-passes.

Vehicle Miles Traveled (VMT): A measurement that tracks the amount of travel for all vehicles in a geographic region over a given period, typically one-year. It is calculated as the sum of the number of miles traveled by each vehicle.

S U M M A R Y

The purpose of the strategic plan is to provide guidance and direction for the city’s priorities for the next five years, through the end of 2025. Our vision highlights where we want to go and what we want to be, while our strategic priorities point to how we are going to achieve our vision.

Proactively planning provides an opportunity to grow the city in a way that is thoughtful and unique. This plan accomplishes this by leveraging and building on Tigard’s existing strengths and aiming to continue to grow Tigard as a thriving, desirable place to live, work and play. This strategic plan also informs the allocation of limited city resources to both long- and short-term goals.

To stay informed on the progress of the strategic plan, visit www.tigard-or.gov/strategicplan

APPENDIX

Additional city plans are referenced in the strategic plan that will more specifically address some of the actions identified. See below to learn more about each plan.

Name	Referenced	Link to Plan
Transportation System Plan	Strategic Priority 2	www.tigard-or.gov/document_center/CommunityDevelopment/tsp.pdf
Parks Master Plan	Strategic Priority 2	www.tigard-or.gov/document_center/Parks/park_master_plan.pdf
Engineering Design and Construction Standard	Strategic Priority 2	www.tigard-or.gov/engineering/Public_Improvement_Design_Standards.pdf
ADA Transition Plan	Strategic Priority 2	www.tigard-or.gov/ADA/ADA-Self-Evaluation-TransitionPlan.pdf

