



SPECIAL TUALATIN CITY COUNCIL MEETING MINUTES OF FEBRUARY 26, 2008

PRESENT: Mayor Lou Ogden; Councilors Chris Barhyte, Monique Beikman, Bob Boryska, Jay Harris, Donna Maddux, and Ed Truax

STAFF

PRESENT: Sherilyn Lombos, City Manager, Doug Rux, Community Development Director, Mike McKillip, City Engineer; Kent Barker, Police Chief; Brenda Braden, City Attorney; Cindy Hahn, Assistant Planner; Carina Christensen, Assistant to the City Manager

ABSENT: None.

The special work session was called to order at 6:07 p.m. at the Tualatin Police Services Building.

1. ANNOUNCEMENTS – None.
2. ITEMS DISCUSSED

Town Center Plan Discussion

City Manager Sherilyn Lombos introduced the discussion on the Town Center Plan. In June 2005, Council accepted the Town Center Plan (TCP) final report, but deferred *adoption* until after the Tualatin Tomorrow Vision and Strategic Action Plan (VSAP) was completed. Staff is revisiting the TCP now that Tualatin Tomorrow has moved into the implementation phase. The objective is to revise the plan to reflect implementation of the Tualatin Tomorrow VSAP.

With the direction from Council, determination needs to be made on:

1. Council's vision for the Town Center.
2. The draft Vision Statement and Planning Parameters in the TCP consistent with Council's vision for the Town Center.
3. The Town Center boundary identified in the TCP is sufficient or should it be expanded or contracted, and if so, what should the additional areas be, and if contracted would should the boundary be.
4. Council agreement on most elements of the TCP align with strategies and action in the VSAP.
5. If TCP elements do not align with the VSAP, should they be expanded or new elements added to the TCP to correct areas of nonalignment.
6. With the existing traffic flow problems in the Town Center, new and redevelopment may create additional traffic and congestion, and with Council's desire for the Town Center to be a destination point, not a pass-through area for traffic, should the TCP be expanded or new elements added to address overall transportation and traffic flow issues in the Town Center.

The desired outcomes for Council consideration is:

1. Consensus by Council that the draft Vision Statement and Planning Parameters in the TCP are consistent with Council's vision for the Town Center.
2. Agreement on the Town Center boundary.
3. Direction on the course of action to be taken to address areas of nonalignment between the TCP and the Tualatin Tomorrow VSAP

4. Direction on the course of action to be taken to address overall transportation and traffic flow issues in the Town Center.
5. Identification of Council's issues or concerns that are not addressed in the TCP.
6. Direction on a course of action; and Council direction on implementation and schedule.

Assistant Planner Cindy Hahn presented a PowerPoint presentation, which began with maps indicating the TCP area and the Central Urban Renewal area.

Metro's *Town Center* definition is to provide localized services to tens of thousands of people within a two-three mile radius. Small city center examples include Lake Oswego, Tualatin, West Linn and Tigard. Large neighborhood center examples include Hillsdale, St. Johns, Cedar Mill, and Aloha. Characteristically they include one- to three-story buildings for employment and housing, have a strong sense of community identity and be well served by transit.

Metro's *Regional Center* definition is centers of commercial and local government services serving a market area of hundreds of thousands of people, regional centers become the focus of transit and highway improvements. They are characterized by two- to four-story compact employment and housing development serviced by high-quality transit. There are eight regional centers in Metro's growth concept; Gateway, downtown Hillsboro, downtown Beaverton, Washington Square, downtown Oregon City, Clackamas Town Center, downtown Gresham, and downtown Vancouver. Ms. Hahn explained the reasoning of why cities would choose between a town center or regional center. Local areas have the option of choosing a regional or town center.

Council discussed how the future concept of a "town center" could work in Tualatin and whether to have connections to other parts of Tualatin. It was suggested to keep Tualatin's existing Town Center boundary, but keep the Town Center feel throughout.

The TCP *draft Vision Statement* was discussed, which identifies that the Tualatin Town Center will be distinctive, of high-quality, have mixed-use development, a wide variety of residential dwellings, a wide variety of retail, professional and service employment opportunities, and have important recreation and cultural facilities. It was suggested adding an institutional/civic component to the draft Vision Statement.

The TCP *draft Planning Parameters* were reviewed, which included:

- Creating a unique pedestrian-oriented urban environment with excellent aesthetic qualities;
- Provide strong transit, bike and roadway connections;
- Establish clear and convenient connections between and among attractions;
- Provide a rich diversity of mixed-use and freestanding developments;
- Accommodate a mix of local- and regional-retail operations;
- Integrate natural features including the Tualatin River, Nyberg Creek, Hedges Creek and wetland areas;
- Improve the local property tax base through public/private and private investments;
- Enhance civic, social and cultural functions available to all ages and income levels;
- Preserve and enhance important view sheds into and from the Town Center;
- Provide and maintain adequate levels of public facilities to accommodate planned development;
- Consider flood mitigation strategies; and
- Consider reconfiguring Town Center boundary to optimize development opportunities and transportation linkages.

Council's *Vision Elements* included:

- Adequate parking;
- Bicycle and pedestrian paths and connections to neighborhoods (across arterials and collectors)
- Vibrant, multi-generational nightlife;
- Tall buildings;

- Cultural center/facility;
- Government center (city hall);
- River-oriented and integrated development;
- Build on existing streetscapes;
- Walkable retail;
- Urban parks;
- Own our own roads;
- Establish boundary of Town Center area.

A map of the TCP *draft Preferred Plan* was displayed. Reviewed were Land Use/Building Elements, Town Center Central Core, and Other Areas within the Town Center. It was discussed whether the plan is taking advantage of the river elements, such as walking, office space, etc. It was asked and discussed by Council if there is an interest in having hard manmade accessible development up to the river's edge, as opposed to the natural buffer. It was also suggested to remain more in broad development, as it will end up being market driven. Ms. Lombos said the river could be integrated in a meaningful way into development.

Transportation Elements were reviewed, which included:

- Streetscape and pedestrian improvements;
- New extension of Seneca Street from Martinazzi Road, to K-Mart site;
- Local street grid and loop road around K-Mart building;
- Lower Boones Ferry Road extension;
- Commuter Rail Station;
- Pedestrian trails on both sides of Tualatin River connected with pedestrian bridges;
- Tualatin Road extension to Hall Boulevard;
- Road connections between Lower Boones Ferry Road and SW 90th.

Parks/Natural/Other Elements were reviewed which included:

- Hedges Creek Watershed Enhancements;
- River and stream buffer restoration;
- Expanded recreational trail network;
- New "feature" at or in Commons Lake;
- Gateway signage and landscape at key locations.

Identified Issues were discussed:

Issue 1: Housing Choices & Types

Issue 2: Mixed-use & Innovative Development

Council discussed dwelling units and mentioned was the struggle of other cities to create a "night life" in their downtown area. Tualatin has Bridgeport Village, which was developed privately, however. Council said in the end much of what happens will be market driven, and not to force development, but rather let development happen. Mixed-use development concept of a downtown urban area is one way to have taller buildings, with residential mixed in. The question is whether the areas proposed for mixed use and more intensive development are consistent with Council's vision for the Town Center. Also mentioned is not have development that dumps out onto the already overburdened Tualatin-Sherwood Road.

Council discussed including areas such as the PacTrust site in the Town Center Plan, and the Central Design District to include a town center.

The area of land by the Kaiser Permanente site was mentioned and whether to keep that land as industrial zoned or change to commercial/office. Discussion followed. It was suggested that area be zoned commercial with some medical overlay.

Issue 3: Bicycle & Pedestrian Safety & Accessibility

Discussed was having a main route connectivity for pedestrian/bicycle access, and some thought was mentioned on having most of the bicycle paths moved off of the main roads. Question is should the TCP include a bicycle/pedestrian safety piece. Safety of shared roadway, with bicycle/pedestrians as part of the TCP was discussed. Council's goal is to create a safe, accessible environment for the City's shared roadways.

Issue 4: Streetscapes & Roadside Landscaping

Council agreed with the proposed elements, but suggested variety.

Issue 5: Commercial & Freight Traffic & Traffic Flow

How to realistically address traffic issues was discussed, and how to find ways to work with the current system, particularly with Tualatin-Sherwood Road and associated traffic problems there. On streets/intersections in the Town Center it was suggested they not be lower than Level of Service "C", however that may not be possible. Council said whether or not the I-5/99W connector is built, making any major changes to Tualatin-Sherwood Road is not realistic. Council also recognized the importance of overseeing Tualatin-Sherwood Road in the long term; it was never meant to be an interstate commerce road, and perhaps can look at ways to redirect traffic to other areas/streets without creating cut-through traffic.

Staff summarized Council's "vision statement" on what they ultimately want for the Town Center:

- Include mixed use to allow living and working in Tualatin;
- Integrate the river and other natural and river-oriented features;
- Have a distinctive feel with consistent and interesting design features;
- Enhance civic, social, commercial and cultural within walking distance;
- Provide strong bicycle and pedestrian safety roadway connections;
- Have a distinctive feel with interesting and consistent design features that may include a landmark;
- The Town Center is a destination, not a pass-through, and have access to existing residential neighborhoods.

The discussion concluded and staff proposed coming back to Council at a future work session with a refined list of projects. Staff will also be discussing with councilors urban renewal and maximum indebtedness. Ms. Lombos said with much information coming before Council, suggested an additional work session date of March 31, 2008.

3. OTHER ISSUES

City Manager Lombos said a request was made by the Tualatin National Wildlife Refuge organization for a donation from the City to support their upcoming grand opening celebration. Council authorized a \$1,500 donation to the National Wildlife Refuge.

4. ADJOURNMENT

The special work session adjourned at 8:23 p.m.

Sherilyn Lombos, City Manager

Recording Secretary



Town Center Plan



PTA 05-04 & PMA 05-02



February 26, 2008



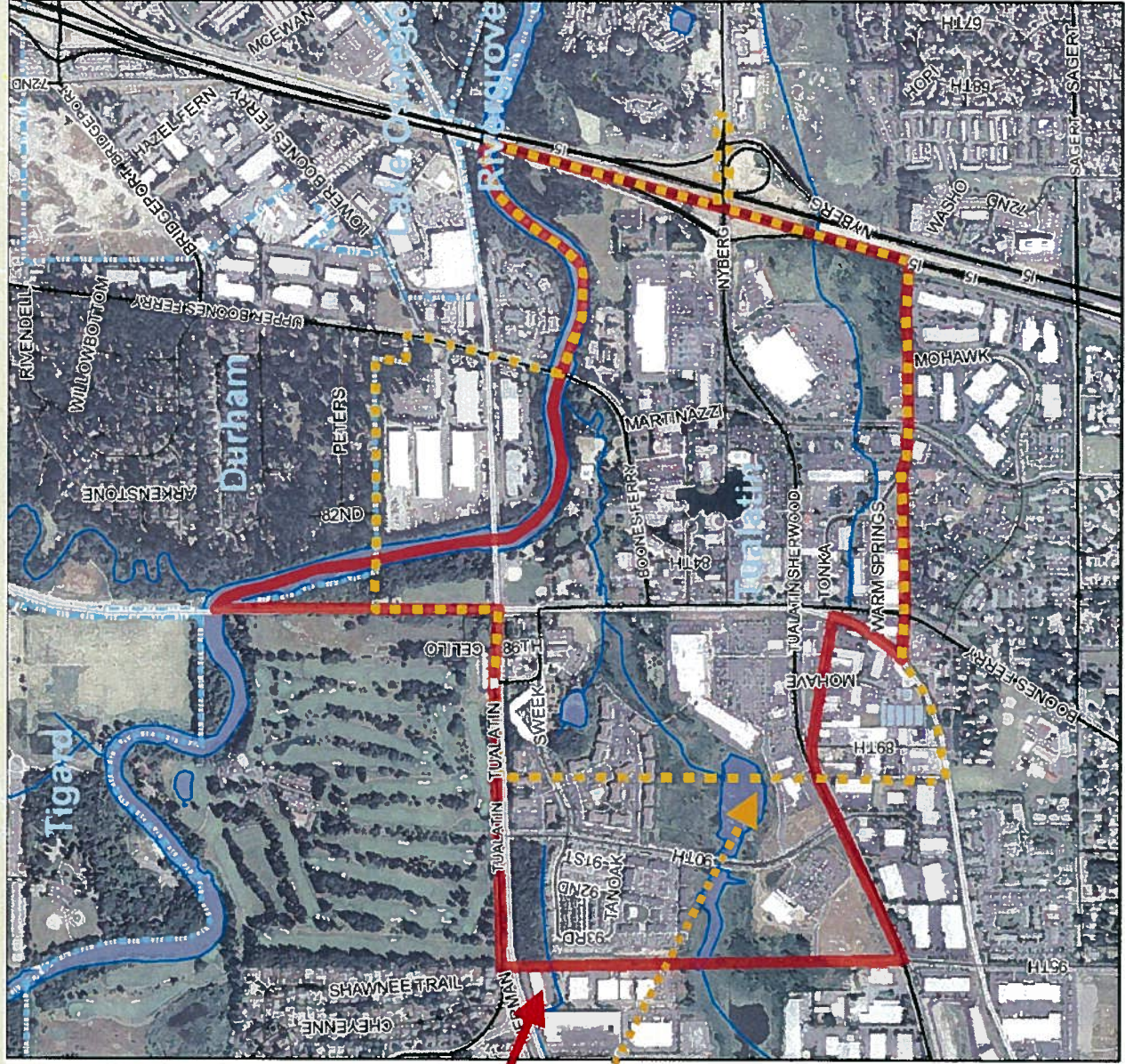
Background

- June 2005 –
 - Council accepted Tualatin Town Center Plan (TCP) Final Report
 - Council deferred TCP adoption until after completion of Tualatin Tomorrow Visioning Process
- January 2008 –
 - Staff reviewed TCP and Tualatin Tomorrow Vision and Strategic Action Plan (VSAP) to identify areas of alignment and non-alignment between the two plans
- February 2008 –
 - Staff presents findings to Council and seeks direction on revision of the TCP to reflect Council's vision and the Tualatin Tomorrow VSAP



Town Center Plan

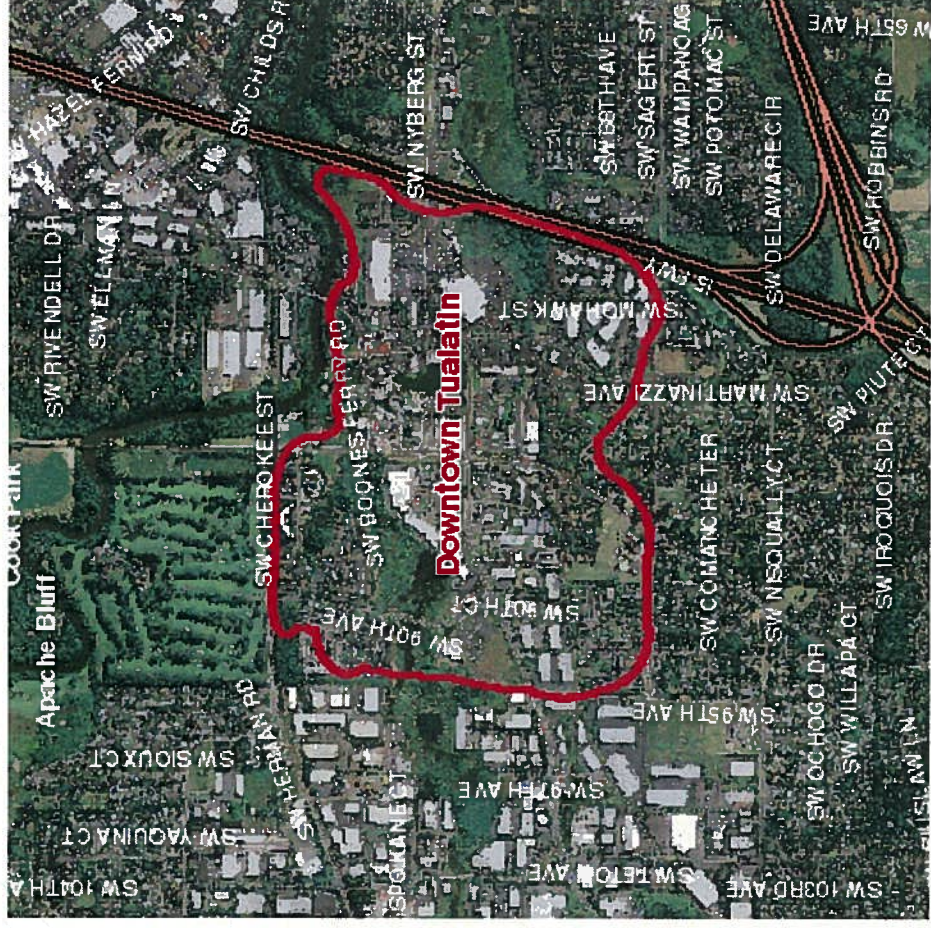
- TCP Area
- Central Urban
- Renewal Area





Metro's Town Center Definition

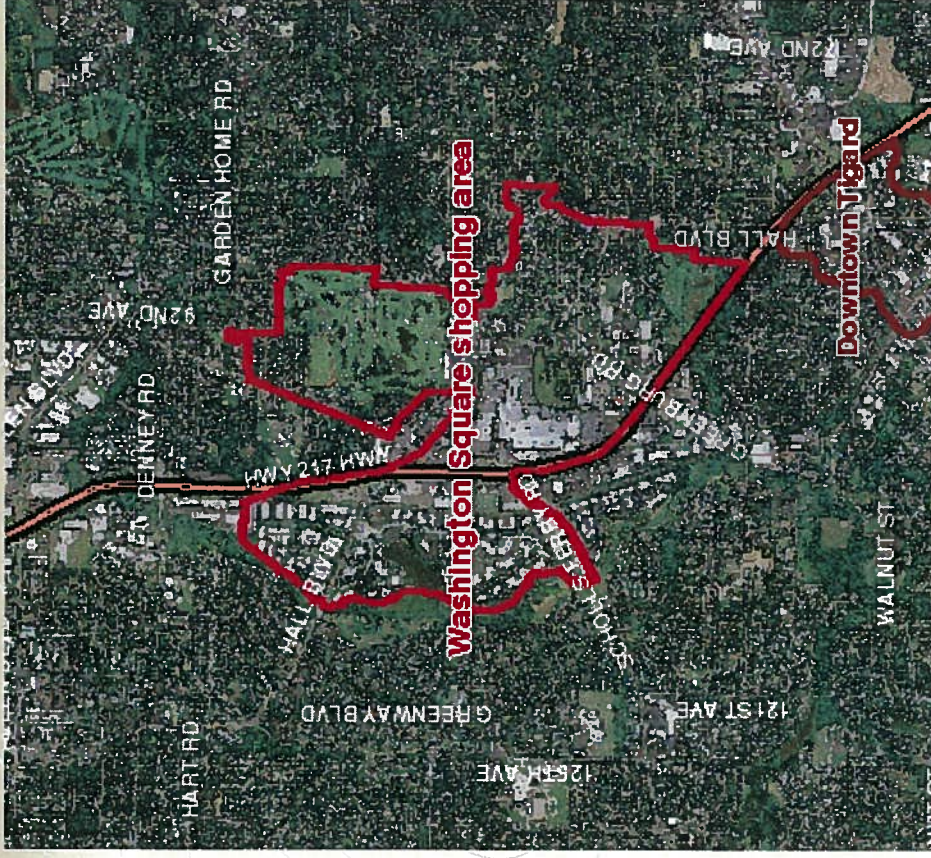
- Provide localized services to tens of thousands of people within a two- to three-mile radius.
 - Small city center examples: Lake Oswego, Tualatin, West Linn, Tigard
 - Large neighborhood center examples: Hillsdale, St. Johns, Cedar Mill, Aloha
- Characteristically include one- to three-story buildings for employment and housing
- Have a strong sense of community identity
- Are well-served by transit





Metro's Regional Center Definition

- As centers of commerce and local government services serving a market area of hundreds of thousands of people, regional centers become the focus of transit and highway improvements.
- Characterized by two- to four- story compact employment and housing development served by high-quality transit.
- Eight regional centers in Metro's growth concept:
 - Gateway
 - Downtown Hillsboro
 - Downtown Beaverton
 - Washington Square
 - Downtown Oregon City
 - Clackamas Town Center
 - Downtown Gresham
 - Downtown Vancouver.





TCP Draft Vision Statement

The Tualatin Town Center will be:

- Distinctive
- High-quality
- Mixed-use development
- Wide variety of residential dwellings
- Wide variety of retail, professional and service employment opportunities
- Important recreational and cultural facilities



TCP Draft Planning Parameters

- Create a unique pedestrian-oriented urban environment with excellent aesthetic qualities;
- Provide strong transit, bicycle and roadway connections;
- Establish clear and convenient connections between and among attractions;
- Provide a rich diversity of mixed-use and free standing developments;
- Accommodate a mix of local- and regional-retail operations;
- Integrate natural features including the Tualatin River, Nyberg Creek, Hedges Creek, and wetland areas;
- Improve the local property tax base through public/private and private investments;
- Enhance civic, social and cultural functions available to all ages and income levels;
- Preserve and enhance important view sheds into and from the Town Center;
- Provide and maintain adequate levels of public facilities (sewer, water, storm water, streets and parks) to accommodate planned development
- Consider flood mitigation strategies; and
- Consider reconfiguring Town Center boundary to optimize development opportunities and transportation linkages.



Council's Vision Elements

(Feb 6, 2008)

- Adequate parking
- Bicycle and pedestrian paths and connections to neighborhoods (across arterials and collectors)
- Vibrant, multi-generational night life
- Tall buildings (FAR, minimum building height)
- Cultural center/facility
- Government center (City Hall)
- River-oriented and integrated development
- Build on existing streetscapes
- Walkable retail
- Urban parks
- Own our own roads
- Establish boundary of Town Center area



TCP Draft Preferred Plan





Land Use/Building Elements (Town Center Central Core)

- A. New City Hall/Community Center located in mixed-use parking center near library
- B. Expanded library
- C. Alternate municipal building location
- D. Mixed-Use redevelopment along Lower Boones Ferry Road
- E. Redevelopment near Tonka Road/Tualatin Sherwood Intersection
- F. "Signature" Office development adjacent to I-5



- G. Residential and mixed-use along south side of Tualatin River (set back from River)
- H. Long term replacement of K-Mart building with mixed use development
- I. Mixed-Use redevelopment around the Lake of the Commons
- J. New City Cultural/Arts center



Land Use/Building Elements (Other Areas within Town Center)

- K. Office Development new Kaiser
Permanente site
- L. Residential and mixed use
redevelopment near intersection
of Tualatin Road and Chinook
Street
- M. Mixed-Use redevelopment north of
River & Town Center boundary
expansion
- N. Commercial redevelopment in the
South Industrial Area





Transportation Elements

O. Streetscape & pedestrian improvements & traffic calming

P. New extension of Seneca Street from Martinazzi Road to K-Mart Site

Q. Local Street Grid and Loop Road around K-Mart Building

R. Lower Boones Ferry Road extension across Tualatin River

S. Commuter Rail Station along Boones Ferry Road



T. Pedestrian Trails along both sides of Tualatin River connected with pedestrian bridges

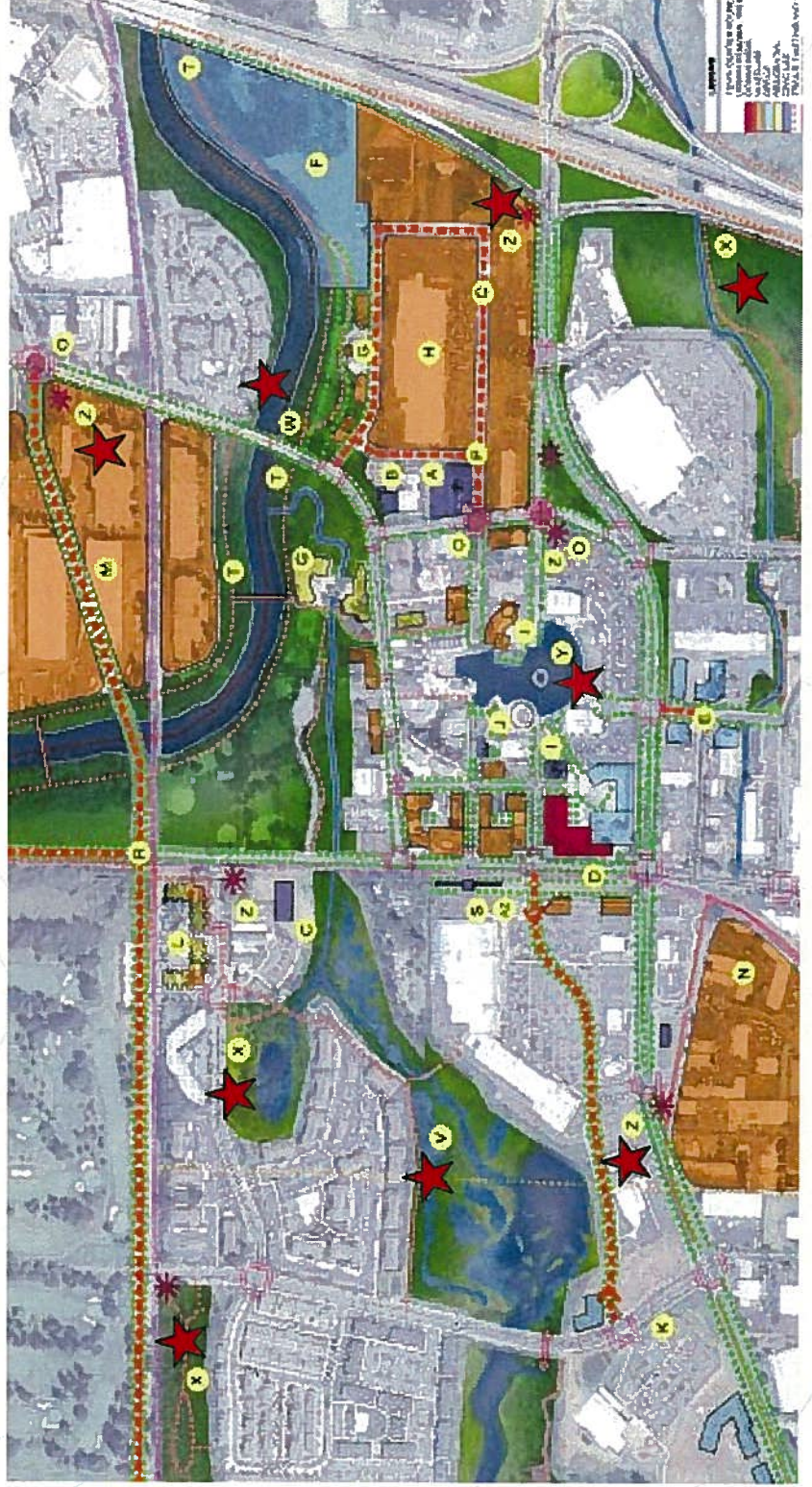
U. Tualatin Road extension to Hall Boulevard

AZ. Road connections between Lower Boones Ferry Rd and SW 90th



Parks/Natural/Other Elements

- V. Hedges Creek Watershed Enhancements (consistent with Master Plan)
- W. River and stream buffer restoration
- X. Expanded recreational trail network within City
- Y. New "feature" at or in Lake of the Commons
- Z. Gateway signage and landscape treatments at key locations





Issue 1: Housing Choices & Types

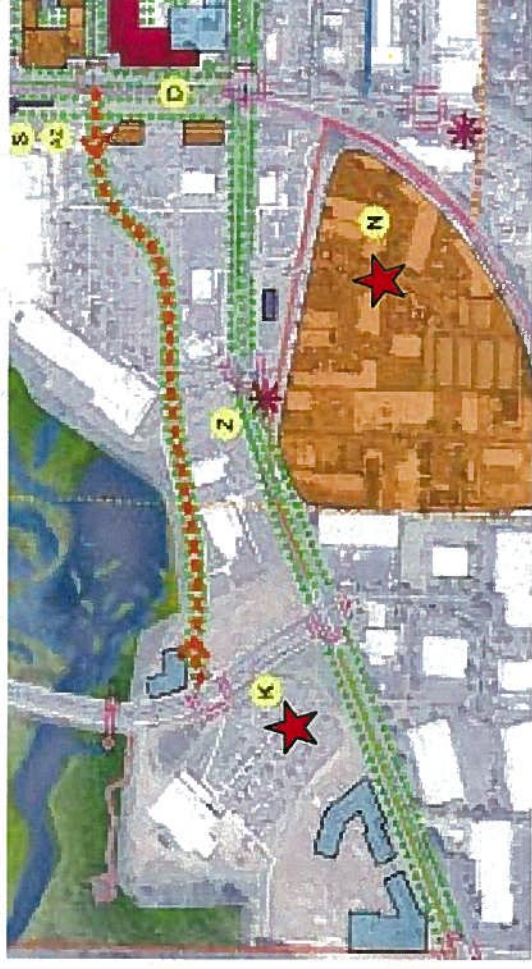
Several areas in the Town Center are identified for residential and mixed-use development, but the TCP does not include a housing element.

- Are areas proposed for residential and mixed-use consistent with Council's vision for the Town Center?
- Should a housing element be added to the TCP?
- Should Town Center housing be required to meet inclusive standards?



Issue 2: Mixed-use & Innovative Development

- Several areas in the Town Center are identified for a change in Planning District designation including:
- K – Light Manufacturing to Commercial Office
 - M – General Manufacturing to Central Commercial
 - N – ML with General Commercial Overlay to General Commercial





- Are areas proposed for mixed-use and more intensive development consistent with Council's vision for the Town Center?
- Does Council agree with the suggested changes in Planning District designation?
- Are there areas where less intense development would be appropriate?
- Should the Central Design District be extended to include the entire Town Center area?



Issue 3: Pedestrian & Bicycle Safety & Accessibility

The TCP addresses walkability, pedestrian connections, and bicycle amenities, but does not include an element that directly addresses development of a safety program or evaluation of accessibility barriers within Tualatin Commons.

- Are current elements of the TCP sufficient to address pedestrian/bicycle safety and accessibility issues?
- Should an element be added specifically addressing pedestrian/bicycle safety?
- Should an element be added specifically addressing accessibility issues?



Issue 4: Streetscapes & Roadside Landscaping

The TCP supports area wide streetscape and pedestrian improvements that help beautify streetscapes in the Town Center, but does not address the Street Trees Program or development of unique and recognizable landscaping standards to apply to City entrances and the Town Center.

- Should Elements O and Z of the TCP be expanded to address the Street Trees Program as it relates to the Town Center and gateways?
- Should the Street Trees Program be expanded and strengthened to apply improved standards to City entrances and the Town Center?



Issue 5: Commercial & Freight Traffic & Traffic Flow

Street improvements and connections that would help reduce overall congestion are proposed in the TCP including:

- P - New extension of Seneca Street from Martinazzi Road to the Kmart site.
- Q - Loop road behind the Kmart building.
- R - Lower Boones Ferry Road extension across the Tualatin River.
- U - Tualatin Road extension to Hall Boulevard.
- AZ - Connection between Lower Boones Ferry Road and SW 90th Avenue.

But the TCP does not include an element that directly addresses commercial and freight traffic and traffic flow in and around the Town Center.



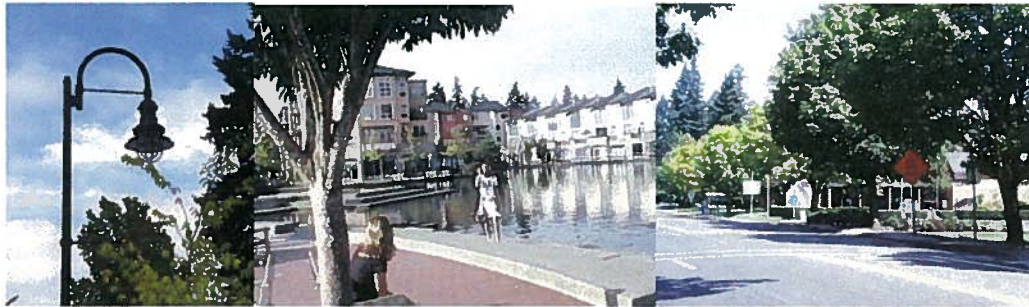
- Are current elements of the TCP sufficient to address overall traffic flow management in the Town Center?
- Does Council agree with the suggested street extensions and improvements?
- Should an element be added that specifically addresses commercial and freight traffic and traffic flow in and around the Town Center?





City of Tualatin
OREGON

Tualatin Town Center Plan Final Report



June 2005

Prepared by:



In association with:

**Leland Consulting Group, Kittelson and Associates
CH2M-Hill**

*This project was partially funded through a grant from the
Oregon Department of Land Conservation and Development.*

Tualatin Town Center Plan

Participants

Technical Advisory Committee

- Meg Fernekees, Department of Land Conservation and Development
- Andy Johnson, Oregon Department of Transportation
- Marc Guichard, Metro
- Steve L. Kelley, Washington County
- Kendra Smith, Clean Water Services
- Tom Mills, TriMet
- Jim Jacks, City of Tualatin
- Todd Chase, Otak (consultant)

Citizens Advisory Committee

Tualatin Planning Advisory Committee (TPAC)

- David Adent (TPAC member)
- Gunnar Olson, (TPAC member)
- Nic Herriges, (TPAC member alternate)

Tualatin Urban Renewal Advisory Committee (URAC)

- Althea Pratt-Broome (URAC member)
- Hube Nukes (URAC member alternate)

Tualatin Parks Advisory Committee (T-Park)

- Chip Terhune (T-Park)
- Mitch Behrens (T-Park member alternate)
- Travis Dunford (T-Park member alternate)

Tualatin Chamber of Commerce Board of Directors

- Neta George (Chamber board)
- Brian Tietsort (Chamber board alternate)

Business Person in Town Center

- Bolar Brown (Haggens Food and Pharmacy)

Westside Economic Alliance

- Paul Phillips (PacWest Communications)

Two At-Large Citizen Positions

- June Bennett (retired Town Center resident)
- Chris Burchill (Spacesaver Specialists business manager and local resident)

City of Tualatin

- Jim Jacks, AICP, Administration Department Special Projects Manager
- Douglas Rux, AICP, Community Development Director

Tualatin Town Center Plan

Town Center Plan Consultants

- Todd Chase, AICP, Project Manager, Otak, Inc.
- Dan Antonson, Otak, Inc.
- Martin Glastra Van Loon, Otak, Inc.
- Ben Bortolazzo, Otak, Inc.
- Don Hanson, Otak, Inc.
- Anne Samual, Otak, Inc.
- Dave Leland, Leland Consulting Group
- Mindi Plummer, Leland Consulting Group
- Paul Ryus, PE, Kittelson Associates
- David Simmons, PE, CH2M-Hill

Tualatin Town Center Plan

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Appendices

- A. Background Plans and Policies
- B Existing Conditions Analysis
- C Town Center Development Concept Alternatives
- D Town Center Financial Tool Kit
- E Technical Advisory Committee Meeting Record
- F. Citizens Advisory Committee Meeting Record
- G. Public Open House Meeting Materials
- H. Preferred Alternative Traffic Analysis
- I. Evaluation of Water and Sewer Master Plans for Tualatin Town Center Proposed Land Use

Tualatin Town Center Plan

Executive Summary

The City received a grant from the Oregon Department of Land Conservation and Development to revisit the local vision for the Town Center and identify potential land use, transportation and environmental projects and priorities. Major objectives of the Town Center Plan include:

- Integrating various mixes of building types and uses;
- Encouraging more urban versus suburban development;
- Focusing on safe/efficient pedestrian and vehicle connections;
- Implementing required land use and transportation code amendments; and
- Enhancing local quality of life.

The city conducted a eight month planning process to establish a Tualatin Town Center Plan that synthesizes prior local plans and identifies current community objectives for energizing downtown. The draft vision statement below is intended to embody the spirit of local planning goals and objectives.

Draft Vision Statement:

The Tualatin Town Center will be a distinctive high-quality mixed-use development location with a wide variety of residential dwellings and retail, professional and service employment opportunities, and important recreational and cultural facilities.

Town Center development concepts were prepared by a consultant team (led by Otak) and reviewed and refined based upon input from the Technical Advisory Committee (TAC), Citizen's Advisory Committee (CAC) and public at large. The resulting preferred Town Center Plan is in Figure 1 and includes 26 planning elements (listed out on page 16) identifying important land use, transportation and natural enhancements that are intended to make Tualatin Town Center an excellent place to life, work, shop, visit and recreate. The ideas and concepts presented in this plan are intended to illustrate future development opportunities and possibilities for downtown Tualatin, and are not intended to create new mandates nor regulations.

If you would like to know more about the Town Center Plan, please contact:

Jim Jacks, AICP
Special Projects Manager
City of Tualatin
18880 SW Martinazzi Avenue
Tualatin, OR 97062
(503) 692-2000
jjacks@ci.tualatin.or.us

Figure ES-1 Preferred Town Center Plan



Pedestrian Bridge to Cook Park (not shown)



Preferred Plan

June 30, 2005

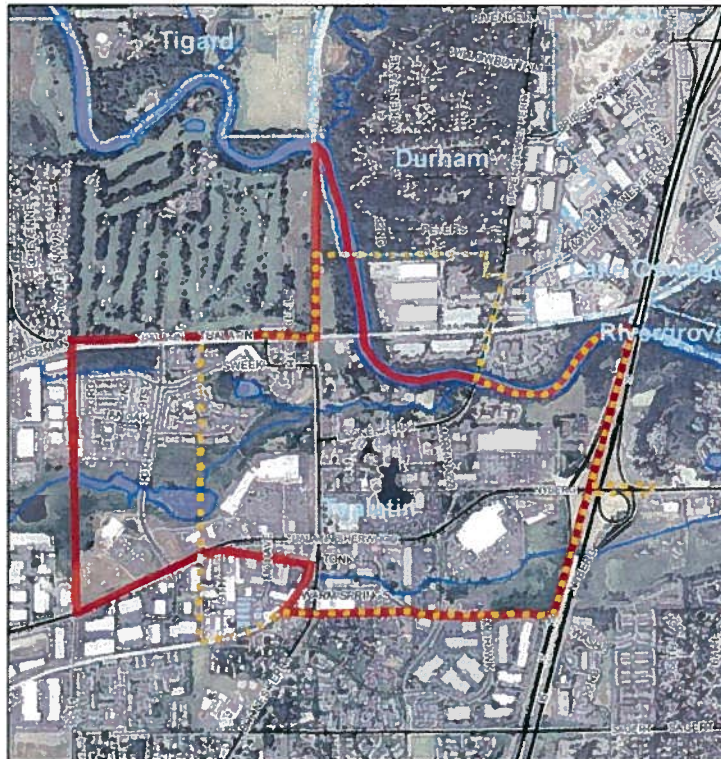
Plan History, Background and Vision

History

Tualatin’s Town Center traces its urban form to an evolution of the natural and built environment—and good transportation access. A new village called “Galbreath” started along the Tualatin River when ferry service began in 1853. In 1856, a bridge over the River linked the village with Boones Ferry Road. When Boones Ferry Road became one of the first “improved” roads in the region, the village thrived.

Near the turn of the 20th Century, the Portland & Willamette Railway Company provided a stop west of the River, and John Sweek platted a town around the depot—called Tualatin. In 1906, the Oregon Electric Railroad added a stop in Tualatin along the Portland-Salem line and the Town Center expanded. In the post World War II era, I-5 and Tualatin-Sherwood Road were constructed, and the Town Center attracted industrial and large format retailers, including Kmart and Fred Meyers. Efforts by the City in the 1980s led to the “re-creation” of a Town Center around the newly formed Lake of the Commons. Today, there are nearly 1,000 households, 300 businesses and 5,000 employees in the Town Center area. (See Figure 1.)

Figure 1. Existing Town Center Area



Tualatin Town Center Plan

Town Center Plan Objectives

The City received a grant from the Oregon Department of Land Conservation and Development to revisit the local vision for the Town Center and identify potential land use, transportation and environmental projects and priorities. Major objectives of the Town Center Plan include:

- Integrating various mixes of building types and uses;
- Encouraging more urban versus suburban development;
- Focusing on safe/efficient pedestrian and vehicle connections;
- Implementing required land use and transportation code amendments; and
- Enhancing local quality of life.

Planning Background and Vision

The City of Tualatin made a concerted effort to define and strengthen its Town Center for nearly three decades. This plan for the Town Center is intended to build upon many previous locally-adopted public planning documents, including:

- Tualatin Community Plan and Development Code;
- Metro Urban Growth Management Functional Plan;
- Tualatin Central Urban Renewal Plan;
- Tualatin Economic Development Action Plan;
- Central Tualatin Design Guidelines;
- Tualatin Transportation System Plan; and
- Hedges Creek Wetlands Master Plan.

These prior planning documents are summarized in Appendix A.

These background planning documents establish policies, goals and objectives that set the stage for long range planning within the Tualatin Town Center. The draft vision statement below is intended to embody the spirit of these diverse planning goals and objectives.

Draft Vision Statement:

The Tualatin Town Center will be a distinctive high-quality mixed-use development location with a wide variety of residential dwellings and retail, professional and service employment opportunities, and important recreational and cultural facilities.

Draft Planning Parameters:

- *Create a unique pedestrian-oriented urban environment with excellent aesthetic qualities;*
- *Provide strong transit, bicycle and roadway connections;*
- *Establish clear and convenient connections between and among attractions;*

Tualatin Town Center Plan

- *Provide a rich diversity of mixed-use and free standing developments;*
- *Accommodate a mix of local- and regional-retail operations;*
- *Integrate natural features including the Tualatin River, Nyberg Creek, Hedges Creek and wetland areas;*
- *Improve the local property tax base through public/private and private investments;*
- *Enhance civic, social and cultural functions available to all ages and income levels;*
- *Preserve and enhance important view sheds into and from the Town Center;*
- *Provide and maintain adequate levels of public facilities (sewer, water, storm water, streets and parks) to accommodate planned development;*
- *Consider flood mitigation strategies; and*
- *Consider reconfiguring town center boundary to optimize redevelopment opportunities and transportation linkages.*

Existing Conditions

The existing Tualatin Town Center consists of approximately 363.5 gross acres of land area. The two additional areas being evaluated for inclusion within an expanded Town Center boundary includes land within the Central Urban Renewal Plan District “North URD Subarea” and “South URD Subarea.” There are 4 tax lots totaling approximately 36.6 acres the North URD Subarea, and 25 tax lots with 19 acres in the South URD Subarea, as indicated in Table 1.

The total assessed property value in the Town Center Area is nearly \$280 million. This includes approximately \$101 million in land and \$178 million in improvements, according to the Washington County Assessor, as summarized in Table 1.

Tualatin Town Center Plan

**Table 1. Existing Development Area and Assessed Values
Tualatin Town Center Area**

	Existing Town Center Area	North URD Subarea	South URD Subarea	Total
Tax Lots	449	4	25	478
Ownerships	337	2	19	358
Land Area (acres)				
Public Streets	59.5	6.9	1.1	67.5
Public*	84	3.2	0.2	86.9
Private	220	33.4	18.8	271.7
Total area	363.5	43.5	20.1	426.1
Assessed Value (millions)				
Land Value	\$88.6	\$5.8	\$7.0	\$101.4
Building Value	\$152.9	\$14.2	\$11.1	\$178.2
Total value	\$241.5	\$20.0	\$18.1	\$279.6
<i>* includes public parks, open space and tax lots, but excludes public right of way.</i>				
<i>Source: City of Tualatin GIS mapping; assessed values from the Washington County Assessor, compiled by Otak, Inc.</i>				

In addition to public right-of-way in roads, the City of Tualatin controls or owns approximately 84 acres in 61 separate tax lots within the Town Center. The City also controls one tax lot in the North URD Subarea with about 3.2 acres and one tax lot in the South URD Subarea with 0.2 acres.

The relevant land use zones represented in the Town Center are summarized in Table 2, and illustrated in Figure 4. The main land use zones within the Town Center are: CC (Central Commercial); CG (General Commercial); CO (Commercial Office); MG (General Manufacturing); RH (High Density residential); and RH/HR (High Density/High-Rise residential). The South URD Subarea includes a primarily built-out industrial area zoned ML (Light Manufacturing). The North URD Subarea is primarily zoned MG with CC zoning along the river.

Tualatin Town Center Plan

Table 2. Existing Zoning (Acres)

Existing Zoning Classification	Existing Town Center Area	North URD Subarea	South URD Subarea	Total
CC	163.0	0	1.6	164.6
CG	19.8	0	0	19.8
CO	22.4	3.2	0	25.6
MG	25.9	33.4	0	59.3
ML	0.0	0	17.4	17.4
RH	56.2	0	0	56.2
RH/HR	19.7	0	0	19.7
Other*	0.4	0	0	0.4
Total	307.4	36.6	19.0	363.0
* includes 0.21 acres of single family and 0.2 acres of medium-high density residential				
Source: City of Tualatin GIS mapping, compiled by Otak, Inc.				

Figure 2 illustrates existing building density and Figure 3 shows the allowed building heights within the Town Center. While portions of the Town Center currently allow up to 125 foot high building structures with conditional use approval, the majority of the Town Center areas is zoned for structures between 45 and 75 feet. Appendix B summarizes findings from the Existing Conditions Analysis and lists the permitted uses and other key land use regulations for selected zoning classifications in the Town Center area.

Figure 2 Existing Building Density in Town Center Area



TUALATIN TOWN CENTER
Existing Conditions



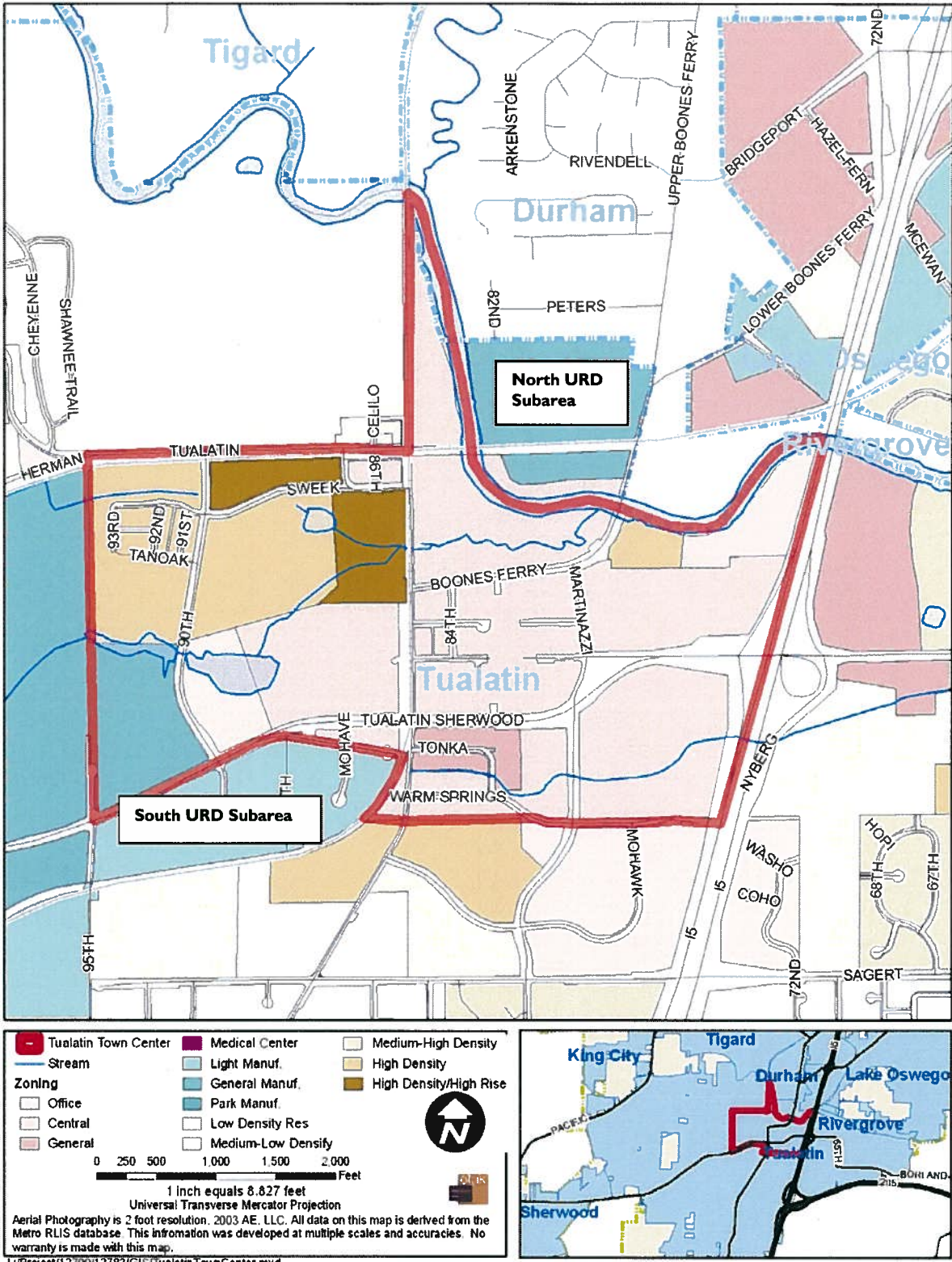
Figure 3. Allowed Building Heights within Town Center Area¹



¹ Note, the Tualatin Development Code expresses allowed building heights in feet, not levels.

Tualatin Town Center Plan

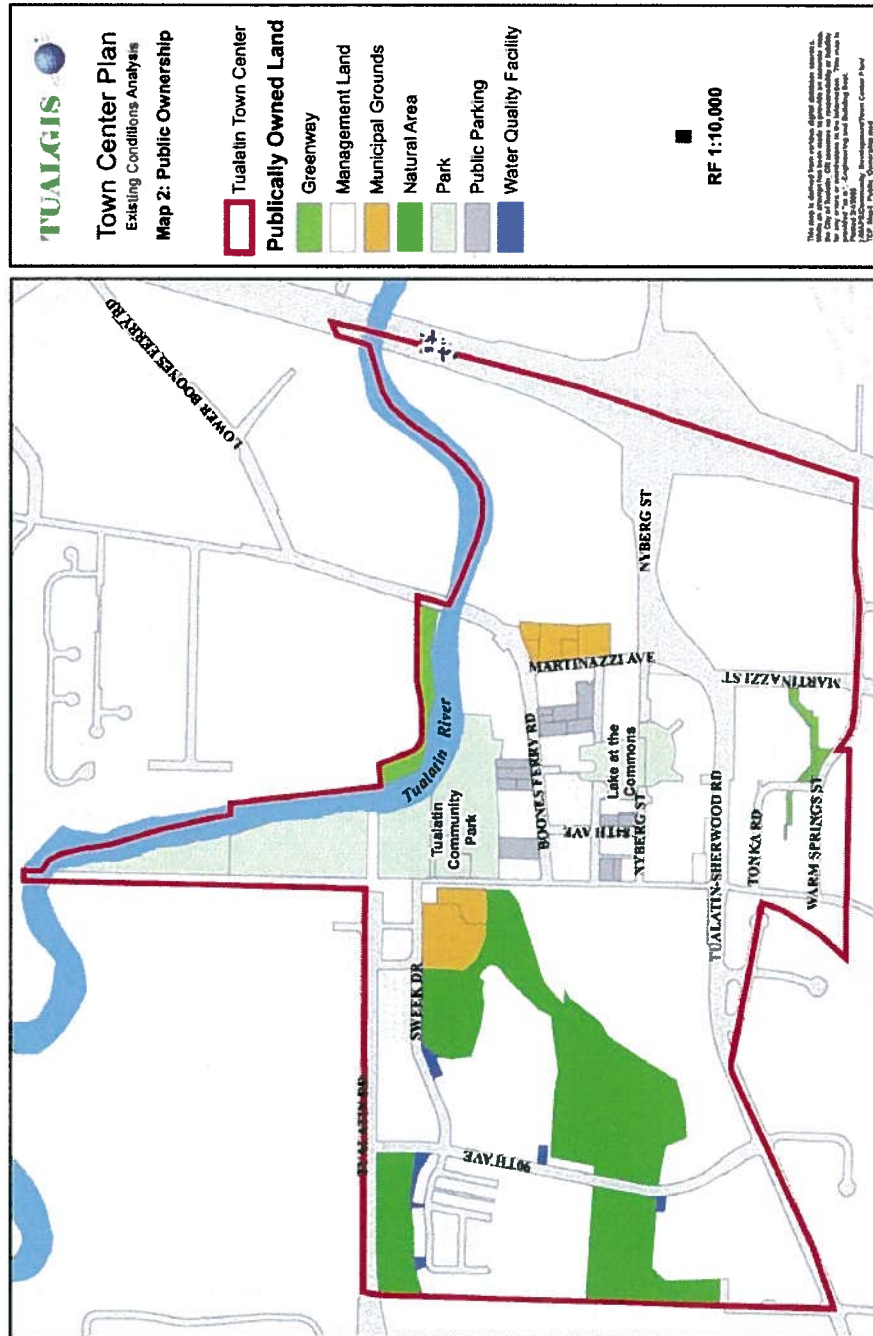
Figure 4. Existing Zoning in the Tualatin Town Center Area



Tualatin Town Center Plan

The City of Tualatin is the largest single property owner within the existing Town Center boundary. As shown in Figure 5, the City controls parks and natural areas, water quality facilities, several surface parking lots, and municipal buildings (including City Hall, Library, and Police department).

Figure 5. Public Ownership in Tualatin Town Center Area



Tualatin Town Center Plan

To better ascertain near- mid- and long-term redevelopment and development potential, Otak project team members conducted a tour with City staff on December 1, 2004 to review and classify the redevelopment potential for existing properties. The results of the preliminary development opportunities analysis are summarized in Table 3.

There appears to be ample redevelopment opportunities in the Town Center Area. Near-term (years 1-9) redevelopment opportunities include about 40 tax lots with 18 separate ownerships totaling 49 acres of land area. Mid-term (years 10-20) development opportunities include approximately 90 acres of land area, with 38 acres in the Town Center, 33 acres in the North URD Subarea, and 17 acres in the South URD Subarea. The remaining land area is considered to be built-out with high value development and/or within public parks, open space and floodways that are not suitable for intensive urban development.

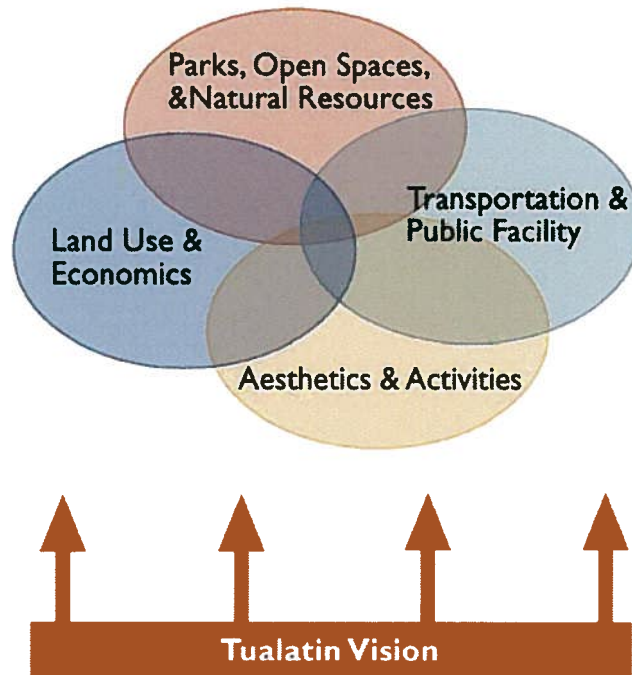
**Table 3. Development Opportunities
Tualatin Town Center Area**

Development Opportunity Classification	Existing Town Center Area	North URD Subarea	South URD Subarea	Total
Near Term (1-9 yrs)	49	0	0	49.2
Mid Term (10-20 yrs.)	38	33.4	17.2	88.9
Long Term (21+ yrs.)	140	0	1.6	141.6
Other*	76	3.2	0.2	79.3
Total	303	36.6	19.0	359.0
<i>* includes public parks, open space and right-of-way.</i>				
<i>Source: Otak/City of Tualatin site visit, December 1, 2004.</i>				

Town Center Development Alternatives & Evaluation Process

The process for developing Town Center development alternatives leveraged background plans and policies, with up to date input from local citizens, businesses and public agency “stakeholders.” The process attempted to weave together the vision into a tapestry of major plan elements that depict methods for enhancing: land use & economics; parks, open spaces, & natural resources; transportation & public facilities; and aesthetics & activities, as indicated in Figure 6.

Figure 6. Development Flow Diagram



Stakeholder Meetings

Local public and private “stakeholders” played an important role in defining potential issues and areas of improvement for the Town Center area. Otak obtained stakeholder input through small group design workshops and interviews conducted during the week of January 10. This initial round of public input served to identify local issues and objectives for the Town Center Area.

The small group workshops were organized into three separate meetings with a cross-section of interested stakeholders:

- Group 1: Business and Property Owners** – attended by Town Center property owners, developers, business managers, and small business owners.
- Group 2: Public Works and Infrastructure Officials** – attended by City and County planning and public works staff, Tualatin Planning Advisory Committee member, Tri-Met, local business owners, city transportation and public works consultants, and off-site trucking/transportation business managers.
- Group 3: Neighborhood Representatives/Parks and Recreation/School Group** – attended by Chamber of Commerce Board member; City of Tualatin Community Services Manager (via phone interview); Victoria Woods Neighborhood Association; Town Center resident,

Tualatin Town Center Plan

Urban Renewal Advisory Committee/CAC member; former Chair of Tualatin Planning Advisory Committee; Tualatin Riverkeepers; and Tualatin High School representative.

First Public Open House

The input from the small group discussions has been summarized into some detailed points and some general themes or “big ideas.” These “big ideas” were subsequently shared with the project Technical Advisory Committee and Citizen Advisory Committee for added input in January then taken to a public open house for further input on February 10, 2005. Please refer to Table 4.

Table 4. “Big Ideas” from Public and Stakeholders Groups*

Land Use/Building Elements
• New Public Community & Cultural Arts Center
• Expand Library & Create New Government Center
• Allow Mix of Building Heights (2-7 stories)
• Let Market Forces Drive Redevelopment Activity
• Create Entertainment District along Riverfront
• Mixed Use Redevelopment
Transportation Elements
• Main Street boulevards in Town Center
• New routes to lower truck traffic in Town Center
• Safe Pedestrian Access across major streets
• Provide more parallel roadway connections
Environmental/Parks/Other Elements
• Create new attractions along/in Lake
• Minimize Setbacks along River
• Enhance Wetland Area Landscaping & Trail links
• Enhanced River Recreation and Access
• Bell Tower On the Lake of the Commons
<i>* These are the elements that received at least 10 or more mentions/votes by focus groups and the public.</i>

Public Opinion Survey

In addition to the small group meetings and initial public open house, Otak assisted the City of Tualatin with the creation of a public opinion survey that was available via a link on the City’s website and was mailed to all recipients of the City’s monthly Newsletter. The survey was designed as a simple nine-question format to garner information about the respondents and their impression about transportation and pedestrian facilities, public and private development, and urban development characteristics.

Tualatin Town Center Plan

With a total return of 327 tabulated surveys, the results indicated the following:

- The vast majority of respondents are generally dissatisfied with existing auto access (76% of the respondents to this question indicated this “needs improvement”) and transit access/facilities also emerged as an element that “needs improvement.”
- The majority of respondents are generally dissatisfied with the existing library (73% of the respondents to this question indicated this “needs improvement”).
- All of the other public facility categories received favorable ratings, particularly parks, recreation, and safety & security.
- The majority of respondents are generally dissatisfied with the existing private retail/shopping and restaurant establishments in the Town Center area. All of the other categories received favorable ratings, particularly food/grocery stores, lodging and professional services.
- With regard to building height, the respondents strongly supported buildings less than five stories in height.
- When provided a list of potential pedestrian facilities improvements, the order of support by respondents is as follows:

Auto/Truck Traffic Calming or Re-routing	183
Enhance streets with landscaping, lights etc	144
Safer street crossings	101
Street trees	93
More pathway connections	86
Benches	78
Consolidated parking structure	48
Public art displays	41
Coordinated signage	40
New community center	39

Development Alternatives, Second Public Open House and Library Exhibit

The information obtained from the existing conditions analysis, stakeholder meetings, first public open house and public opinion surveys were used by the Otak team to create three distinctive Town Center Development alternatives. The alternatives were intended to illustrate a variety of ways to address local development/land use, transportation, and environmental/parks characteristics within the Town Center area.

At first Otak prepared two Town Center concepts, ranging from relatively low density (Alternative 1) to high density (Alternative 3) as “book ends” to show the level and type of change that could be envisioned by the consultant team. Meetings

Tualatin Town Center Plan

with the study Technical Advisory Committee and Citizens Advisory Committee resulted in additional feedback and input that was used to create a blended alternative (Alternative 2) with potential elements that they wanted the public to consider.

The three draft alternatives were summarized by Otak along with a series of “Big Ideas” for each one, and presented to the public at the second open house, and at a Library Exhibit. The three alternatives and their associated “big ideas” are described in Appendix C.

The project team received feedback on the three Town Center Development Alternatives through a public open house and a “Public Survey of Draft BIG IDEAS.” The second public open house held on April 13, and was attended by approximately 18 members of the public. After a presentation of the Town Center Draft Alternative Development Concepts by Otak, the public asked open ended questions to Otak and the City of Tualatin. In general, the public seemed to like and dislike various elements of each Town Center Alternative, and indicated emphasis on the need to improve the quality (design) of future development rather than the quantity.

A Town Center “BIG IDEAS” survey was distributed at the April 13, 2005 Open House and was made available at a Tualatin Public Library Exhibit from April 16 to April 25, 2005. The City received 34 completed surveys, including 10 from the open house, 17 from the Library Exhibit, and seven from members from the Citizen Advisory Committee (CAC), Urban Renewal Advisory Committee (URAC) and Architectural Review Board. With this level of response to a public survey, the project team identified areas of “potentially emerging consensus,” rather than statistically valid results.

To determine areas of potential consensus, Otak tabulated all indicated “likes” and “dislikes” for each specific BIG IDEA listed within each alternative--with a cutoff of significance arbitrarily established at 10 or more respondents on a single planning element. The potential areas of consensus have been incorporated into the Preferred Town Center Plan.

Town Center Plan Elements

The preferred development plan for the Tualatin Town Center attempts to accommodate locally preferred enhancements to land use/buildings; transportation facilities; and parks/natural/other elements. A listing of key elements within the preferred plan is provided in Table 5 and cross-referenced with Figure 7. Note, all of the plan elements are conceptual ideas that indicate development opportunities for the Town Center, they are not intended to be specific mandates or requirements.

Table 5. Key Elements in Tualatin Town Center Concept Plan

Key Elements

Land Use/Building Elements (Town Center Central Core)

- A. New City Hall/Community Center located in mixed-use parking center near library
- B. Expanded library
- C. Alternate municipal building location
- D. Mixed-Use redevelopment along Lower Boones Ferry Road
- E. Redevelopment near Tonka Road/Tualatin Sherwood Intersection
- F. "Signature" Office development adjacent to I-5
- G. Residential and mixed-use along south side of Tualatin River (set back from River)
- H. Long term replacement of K-Mart building with mixed use development
- I. Mixed-Use redevelopment around the Lake of the Commons
- J. New City Cultural/Arts center

Land Use/Building Elements (Other Areas within Town Center)

- K. Office Development new Kaiser Permanente site
- L. Residential and mixed use redevelopment near intersection of Tualatin Road and Chinook Street
- M. Mixed-Use redevelopment north of River & Town Center boundary expansion
- N. Commercial redevelopment in the South Industrial Area

Transportation Elements

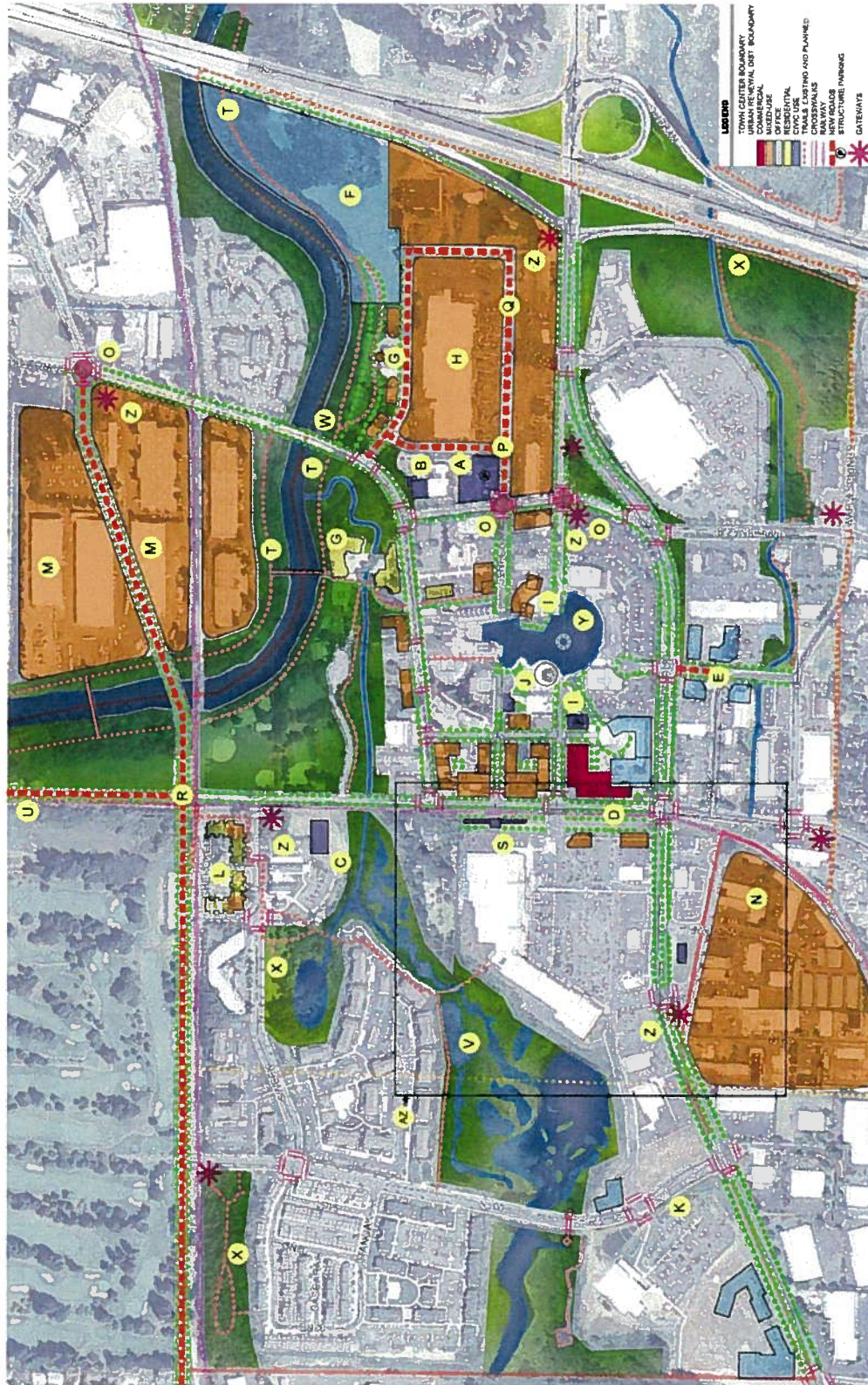
- O. Streetscape & pedestrian improvements & traffic calming
- P. New extension of Seneca Street from Martinazzi Road to K-Mart Site
- Q. Local Street Grid and Loop Road around K-Mart Building
- R. Lower Boones Ferry Road extension across Tualatin River
- S. Commuter Rail Station along Boones Ferry Road
- T. Pedestrian Trails along both sides of Tualatin River connected with pedestrian bridges
- U. Tualatin Road extension to Hall Boulevard
- AZ. Assume future consideration of East-West connection(s)

Parks/Natural/Other Elements

- V. Hedges Creek Watershed Enhancements (consistent with Master Plan)
- W. River and stream buffer restoration
- X. Expanded recreational trail network within City
- Y. New "feature" at or in Lake of the Commons
- Z. Gateway signage and landscape treatments at key locations

** Note, all of the alternatives support the I-5 to Hwy.99 Connector (south of Tualatin) to address traffic on Tualatin-Sherwood Rd.*

Figure 7. Preferred Town Center Development Concept Plan



Preferred Plan

June 30, 2005

Tualatin Town Center Plan

Land Use/Building Elements

A. New city hall/community center in mixed-use parking center near library

This project is envisioned to become the municipal government center for the Town Center, with physical and functional linkages to the City Library, Community Park and the Lake of the Commons. A new city hall and community center would be accommodated through demolition of the existing city hall structure and the eastward extension of Seneca Street. The project could be designed as a pedestrian oriented mixed use structure, with commercial and/or public community meeting space on the ground floor built into a parking structure, with public administration space on top or along side the parking structure. The parking structure should be sized as a public parking area to serve visitors in the core area.

B. Expanded library

Approved by Tualatin citizens in November 2004, the expanded library initiative is currently on hold due to the failure of a concurrent referendum on a supplemental library operations budget. The Town Center Plan assumes the library is eventually expanded to meet increasing demand by Tualatin's rising populace.

C. Alternate municipal building location

The City of Tualatin acquired additional land near the present location of police and fire departments to accommodate future public space needs. While the preferred Town Center Plan envisions a future City Hall to be located near its present location within a mixed use community/parking center (See project A), the city-owned site near the police/fire departments could also be considered during a more detailed City Hall location alternatives analysis.

D. Mixed-Use redevelopment along Lower Boones Ferry Road

The Town Center Plan identified several redevelopment opportunities along Boones Ferry Road, particularly along the eastern edge across from the planned Commuter Rail station. Future mixed-use development could be leveraged using a combination of city-owned land and urban renewal investments. Any combination of vertical or horizontal mixed-use development is visualized by the plan. Given the presence of the 100-year flood plain, some amount of commercial and parking is likely to be located on the ground level, with housing and/or office on upper levels. Please refer to Figure 8.

Figure 8. Potential Mixed-Use Concept along Lower Boones Ferry Road



Potential mixed-use redevelopment along Boones Ferry Road includes the former Clark Lumber site, and location of the former historic Methodist Church, which is slated for relocation. The Clark Lumber site, with its highly visible location, is considered to be an important catalyst project within the Town Center area. The pedestrian orientation and design of the building and choice of materials and tenants will likely set the tone for major mixed use redevelopment projects throughout the Town Center for years to come.

E. Redevelopment near Tonka Road/Tualatin Sherwood Intersection

In effort to help improve circulation within the Town Center area while concurrently increasing redevelopment at highly visible locations, this project envisions a long-term extension of Tonka Road to the existing Tualatin/Sherwood Road signalized intersection. This location is visualized as an excellent long-term location for more intensive commercial retail and office development.

F. “Signature” Office development adjacent to I-5

As major suburban office subareas, such as the Kruse Way corridor and Tigard Triangle mature, and regional population expands, new office subareas will need to emerge. This key element envisions a new office district along I-5 within the Town Center. The term “signature” office is used to depict the site and building characteristics of high-profile national or international tenants.

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H. Long-term replacement of Kmart building with mixed use development

The existing building occupied by Kmart and Michaels stores consists of one of the largest existing buildings and sites within the Town Center. Its visibility and proximity to/from I-5 makes it a very important project for establishing a high-quality development environment in the Town Center. The fact that the site is predominantly outside the 100-year floodplain makes it an excellent candidate for housing, including row houses, condominiums, congregate care facilities and apartments. Conceptual alternatives (included in Appendix C) illustrate a mix of housing and commercial development that can be developed if a newly established 250-foot street block grid is provided, with on and off-street parking. The alternatives that were prepared for this site are considered to be conceptual visions, not mandated plans.

I. Mixed-use redevelopment around the Lake of the Commons

There are several redevelopment opportunities around the Lake of the Commons to maintain and increase the momentum of private hotel, office, commercial and housing development.

J. New cultural/arts center

A new cultural arts center is possible near the site of the existing Grange building. This project may include a mix of public and private meeting space, arts/exhibit space, and function as a convocation center for large banquets and events.

K. Office Development new Kaiser Permanente site

A new employment center is emerging near the west end of the Town Center with a cluster of medical office buildings near the Kaiser Permanente site. In recognition of demographic trends, the aging population will require medical services at convenient locations that are accessible by auto, bus and walking or biking. Hence, the area around the Kaiser Permanente building is recommended for a zone change from Light Manufacturing to Office.

L. Residential and mixed-use redevelopment near intersection of Tualatin Road and Chinook Street

Redevelopment of high visibility “gateway” locations is an important component of the Town Center plan. Existing underutilized parcels near this important intersection are recommended for redevelopment into a mix of housing and commercial services to serve residents that are within an easy walk from this location.

Tualatin Town Center Plan

M. Mixed-use redevelopment north of the Tualatin River (and expansion of the Town Center boundary)

Another high visibility “gateway” location to the Town Center is the existing industrial area owned and managed by PacTrust. This location consists of over 30 acres of private land area and includes about three acres of city-owned land along the river bank. Given the location’s close proximity to the Town Center core, and the fact that it is above the flood plain and contained within an existing urban renewal district, it is a potential candidate for long-term redevelopment. A conceptual alternative in the Town Center plan supports a Town Center boundary change and a zoning change from General Manufacturing to Central Commercial (please see Appendix C). A change in use would only be recommended if proper transportation connections and public facilities are provided and adequately funded, including the planned Lower Boones Ferry extension to Tualatin Road/Chinook Street. The conceptual alternatives for this site that are included in Appendix C are considered to be conceptual visions, not mandated plans.

N. Mixed-use redevelopment in the south urban renewal area

Unlike the north urban renewal area, the south urban renewal area is under 19 separate ownerships and consists of only 20 acres. The Town Center Plan supports continued redevelopment of this area, but recognizes that the area is difficult to serve by additional road connections, given the existing rail line that runs along the west side of Boones Ferry Road. To help simplify future development permitting and in spirit of promoting redevelopment within the existing urban renewal district, the Town Center Plan supports a rezone of this area from Light Manufacturing (with a General Commercial overlay) to General Commercial.

Transportation Elements

O. Streetscape & pedestrian improvements & traffic calming

The Town Center Plan supports area wide streetscape and pedestrian improvements that help beautify and soften the “harsh” characteristics of the auto-oriented environment. This entails sidewalk and pedestrian crossing improvements, in combination with street lighting, landscape buffers, planted medians and trees and shrubs. This would build upon the City’s recent improvements to Boones Ferry Road, with treatments to Tualatin Sherwood Road, Tualatin Road, Martinazzi Road, Nyberg Road, and other existing and planned streets in the Town Center. Traffic calming improvements should consider colored cross walks, roundabouts, and stamped concrete circles or chicanes as measures to help lower vehicle speeds and improve pedestrian visibility and safety.

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P. New extension of Seneca Street from Martinazzi Road to Kmart site

In the future, as the existing City Hall site is redeveloped, the Town Center Plan supports the extension of Seneca Street to the east towards the Kmart site. This street is expected to become an important east-west pedestrian link with the planned Commuter Rail, the Lake of the Commons and new development to the east.

Q. Loop road behind Kmart building

The Town Center Plan supports adopted Transportation System Plan improvements, including the local loop road that would extend from Lower Boones Ferry Road around the Kmart building to connect with a future Seneca Street extension. A concept alternative, included in Appendix C illustrates how the potential loop road could become part of a future 250-foot block grid in this location. Note, that the conceptual visions included in this plan are intended to show possibilities, not mandated site plans.

R. Lower Boones Ferry Road extension across Tualatin River

The Town Center Plan supports adopted Transportation System Plan improvements, including the extension of Lower Boones Ferry Road to align with the existing Chinook Street/Tualatin Road corridor. This connection is considered to be important for reducing auto congestion within the Core area of the Town Center, and is expected to help alleviate congestion along the existing Boones Ferry Road alignment and Tualatin Sherwood Road. This road would also enable the north urban renewal area to redevelop in a way that considers cost sharing for major capital improvements.

S. Commuter rail station along Lower Boones Ferry Road

A new commuter rail line between Wilsonville and Beaverton Transit Center (with access to TriMet's Light Rail line) is being planned with a station and park and ride lot (with about 110 parking spaces) in the Town Center, west of Boones Ferry Road. This new rail station is expected to improve multi-modal access to/from the Town Center, and help increase visitation. Future pedestrian improvements and redevelopment along Lower Boones Ferry Road should attempt to improve visibility, image, and access to/from the new station platform and park and ride.

T. Pedestrian trails along both sides of Tualatin River and pedestrian bridges

City ownership along both sides of the Tualatin River creates a unique opportunity to create a recreational and commuter trail network that links the Town Center with surrounding the communities of Tigard, Durham, and Lake Grove. The Town Center Plan illustrates possible pedestrian bridge connections

Tualatin Town Center Plan

and pathway alignments that can be constructed as part of City and/or Portland Metro Parks improvements in the future.

U. Tualatin Road extension to Hall Boulevard

Another Transportation System Plan improvement planned in the Town Center includes the extension of Tualatin Road across the Tualatin River into Tigard. This improvement is considered to be very long-term and no funding sources have been identified.

AZ. Future consideration of East-West connection(s)

The Town Center Area is affected by local trips and trips along the corridor from I-5 to the central Oregon coast via Tualatin-Sherwood Road and State Highways 99W and 18. Tualatin-Sherwood Road is congested and from a planning and infra-structure standpoint, additional East-West routes in the Town Center Area need to be considered in the future. The City recognizes that constraints exist due to the existing built-up nature of the Town Center Area. Future considerations need to both address these constraints and involve business and property owners.

Parks/Natural/Other Elements

V. Hedges Creek watershed enhancements

The locally adopted Hedges Creek Wetlands master plan for Sweek Marsh includes several enhancements to the city-owned 29-acre wetlands located on the west side of the Town Center area. The Town Center Plan visualizes implementation of the Hedges Creek master plan improvements, particularly the multiuse pathways, habitat restoration, flood water detention/retention and environmental education.

W. River and stream buffer restoration

Tualatin River and its tributaries create a unique natural setting that defines the Town Center unlike any other urban center in the greater Portland Metro Region. The Town Center Plan supports local Clean Water Services and Metro efforts to help protect and enhance floodways along the Tualatin River and delineated local wetlands. It is anticipated that as existing non-conforming development seeks new building permits, the City will require proper building setbacks with restoration management plans focused on floodway restoration. This effort is required to help manage flood events, and protect life and property within the Town Center.

X. Expanded recreational trail network

The Town Center Plan supports adopted local plans, including the Transportation System Plan, Hedges Creek Wetlands master plan, and the Zian

Tualatin Town Center Plan

Natural Area Management Plan and their designation of future trails and natural area enhancements. Over time, as the multimodal trail network is expanded, and connections are improved with adjacent communities and Metro parks and open spaces, Town Center residents and businesses will benefit from increased non-auto accessibility and improved recreational amenities.

Y. New feature at the Lake of the Commons

While this plan does not recommend a specific public amenity at the Lake of the Commons, it recognizes the public opinion voiced through the planning process that a new feature or amenity is needed to invigorate visitors to visit the Lake of the Commons. The Plan supports a public icon and/or a water feature that functions as art and a visitation magnet. Considerations include a clock tower, high velocity periodic water fountain or geyser, or floating bridge/island. The plan supports additional public outreach and possibly a design competition to arrive at the most cost effective and exciting locally preferred feature.

Z. Gateway signage and landscape treatments at key locations

The Town Center is to remain as Tualatin's downtown—defining the city's identity for its residents, visitors and workers. To define the Town Center in a coordinated and unique manner, the Town Center Plan envisions adding thematic entryway treatments at key locations along major entry points: I-5 ramps at Tualatin Sherwood Road (east); Lower Boones Ferry Road (north and south); Tualatin Road (north); and the Tualatin Sherwood Road (west). High quality directional signage, landscaping, art, lighting and water features can be provided at designated locations using timeless materials, including wood, stone and water.

Implementation Strategy

To be effective an implementation strategy for downtown Tualatin must be more than just a land use plan. While the land use plan presents an image or vision of a physical place, it also helps to establish an understanding by which land use regulations can be modified in order that the vision and the code progress in a coordinated fashion. However, a successful implementation strategy is comprehensive, inclusive and holistic.

Consider that Phase I of downtown Tualatin was Tualatin Commons. Dedicated in 1994, the Commons gave a heart to the city—a mixed-use project around a publicly owned amenity and a sense of place. Tualatin Commons was a very big step for a very small town.

Tualatin Town Center Plan

Tualatin is growing up; its population has now reached approximately 25,000; substantial growth since the beginning of Tualatin Commons. If Phase I of the Town Center was establishing Tualatin Commons, then this current effort is Phase II—a much longer-term strategy than was the case with the Commons. In Phase II, Tualatin can explore a new paradigm for its Town Center. Tualatin Commons was a great success and now the City is ready to take growth and urbanization to the next level.

The expanded vision for downtown recognizes that all downtowns operate as a series of “districts.” That is, a combination of places make up the greater downtown—a civic center, a cultural center, employment concentrations, small or large housing communities or clusters, and open space and recreational areas. Each district has, by the nature of its uses, a character, a personality and an ambiance. Downtown Tualatin is now evolving to the point where these districts exist and are, for the most part, apparent. At the same time, most of the districts, with the possible exception of the Commons, are incomplete. There is more to do, room to grow, time for change.

In Europe’s older cities buildings may represent the tenth or even fifteenth generation of construction. Multiple buildings have occupied the same site, changing with time as buildings wear out and community needs change.

America, young by comparison to Europe, has sites in its larger cities where properties are now in their third, fourth or fifth generation of activity. Even Portland has places in its second set of uses and in rare occasions, a third generation of buildings occupying the same site. The point of this is that buildings that were part of the landscape in Tualatin 30, 35, or 40 years ago may now be approaching a condition where they are functionally obsolete, are no longer economically viable, are underachieving, requiring excessive maintenance, and are no longer able to function as intended. Such structures, especially if found to be not historically significant, may be ripe for replacement – with a higher and better use that has more value to the property owner. This is urban evolution.

City building and the creation of downtowns is an evolutionary process. Simply put, it takes time and patience. Urban transformation requires focus and dedicated leadership. A land use plan without leadership to support it is just an idea, a drawing, a wish. Perhaps 70 percent or more of public plans either outright fail or fizzle out way short of expectations due to a lack of focused leadership. That leadership must come from the combined efforts of the public and private sectors working together. Community leaders, whether business, civic, cultural, spiritual, or activist, combine to apply their experience and skills in a common direction to build the great downtowns of America.

Tualatin Town Center Plan

An implementation strategy for urbanization must be simple. The community should easily understand the strategy, particularly as communicated by its leadership. Tualatin's consultant team can help shape recommendations, but in the final analysis, if the vision is not intellectually and emotionally owned by public and private leadership, it will fail. A planning commission, a renewal agency and a city council working in unison is needed to ensure success. These were the leadership conditions and the unfaltering alliance of elected officials that made Tualatin Commons an authentic place and as successful as it is today. It could not have happened without that strong alliance and focused commitment to get the job done.

Another aspect of leadership and implementation is that change requires policy to back it up. Elected officials clearly communicate to the public what is going to happen and professional staff knows that it has the support of the elected city officers to carry out that mission.

One of the keys to success of Tualatin Commons was establishing "Tualatin Futures" community outreach group. This group of nearly 100 people acted as a highly successful "grass roots" resource to carry the story of the potential of Tualatin Commons into the neighborhoods with slide shows, community 'chats' in homes and coffee shops, and informal small group gatherings. It was an instrumental tool in helping the community understand what change was anticipated, why change is needed, and anticipated costs and benefits.

The elements of the implementation strategy, described in the following text, are relatively simple as a concept. There are always details to address as plans, projects and initiatives become refined and prioritized. The strategy, in the simplest terms, is agreeing on the mission and the vision, establishing priorities, defining and understanding sources of capital, working with property owners and developers to assure that proposed projects meet the emerging code and policy, and that public investment will be both leveraged and fully supportive of the vision. Following is a description of the strategic steps:

Leadership

Leadership is the single most important component for a successful long-term vision. Great leadership leads to great projects and poor leadership leads to failed projects. Experience shows us that if community leaders don't intellectually and emotionally "own" a project, it will not be successfully implemented. A long-term strategic outlook requires leaders from all sectors of the City of Tualatin community. Committed leaders:

Tualatin Town Center Plan

Desire success for the entire community.

- Generate strong and continual consensus around the vision.
- Are respected by the community and have strong leadership skills.
- Are able to motivate and organize stakeholders.
- Move forward and communicate the vision.

Select leaders that will see the vision through and can ‘pass the torch’ as the community grows and changes. Initial leadership can come from:

- Mayor;
- Urban Renewal Chair;
- 5 to 7 handpicked community leaders – individuals who bring the story to the public; and
- A revived “Tualatin Futures” committee – this group of 100 community members brings the story to the public, community and particularly involves the schools and the children of Tualatin.

Establish Districts

Tualatin Town Center is not a district unto itself, but is rather a collection of districts that, when combined, function as a stronger place, each district providing services and activities that complement the other districts within the Center. Each district, however, maintains its distinct character and authentic sense of place. Thus, Tualatin Town Center is comprised of many, many districts, including the following:

- Extended Downtown Commons
- Employment Zones
- Civic Center
- Cultural Center
- Retail Center / Clusters
- Housing/Mixed-Use Communities

Modify Policy / Code / Controls

A long-term outlook includes making sure the tools and tactics are in place behind the vision to assure success. The City needs to let the community, and particularly developers and property owners, know that they are “open for business.” This means that the policies, zoning, and codes are in place to support the long-term vision. Implementation is strengthened by the supportive City policies. Different districts will likely require code adjustments to bring about desired results. Areas to investigate for consistency with the long-term outlook include:

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- Set clear City vision and goals;
- Support for achieving standards—consultation, code enforcement, and assistance;
- Review current practices and identify and change policies as necessary;
- Encourage what is desired and strongly prohibit what is not; and
- Set standards high but achievable.

Investment Strategy / Policy

Private investment follows public commitment. Therefore, the City must “step up” when it comes to preparing the Town Center for investment in the long-term vision. Achievement may take the following forms:

- Remove regulatory barriers to investment;
- Make strategic public investments; and
- Prepare a current “vision” for the city that is compelling enough to establish the necessary leadership and focused enough to attract desired public and private investment.

Investment Resources – Financial toolkit, etc.

A great long-term vision takes resources from both the private and public sector. Investigation of all of the financial resources available to the public sector is useful for implementation of the long-term strategy. A live “financial toolkit” is essential to establish a financial resource base for desired projects. There are a variety of resources that may be used for financing projects in Phase II. A comprehensive, though incomplete, list of funding tools and resources are described in Appendix D Financial Toolkit. The financial toolkit should be regularly updated as new funding sources are located. Briefly, some resources include:

- Local: Urban Renewal, Business Improvement Districts, Permits and other public fee charges, Community Development Block Grants, and others.
- Regional: Metro funding, ODOT transportation funds, such as MTIP, STIP.
- State: Tax increment financing, Brownfield grants, PHP grants, Energy Tax Credits, and others.
- Federal: Community development grants, Brownfield grants, EPA grants, HUD, HFA, FHA loans, and others.

Establish Priorities

The strategy is not static, nor can all of the goals of the vision be accomplished at once. Implementation should never really end. With that in mind, the City of Tualatin Development Commission will investigate the most important “first” projects to concentrate resources toward. The what, where, and when should be

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answered for the first set of projects. This provides focus and concrete goals leadership that the public and private sectors can work toward achieving. Questions when establishing priorities should include:

- What goals, programs or projects might achieve an early success?
- Does this project support the long-term strategy of the City?
- Is there leadership who would support this project and carry it through to implementation?
- If there is public investment, will a 4 or 5:1 ratio (private to public capital) be achieved?

Communications and Marketing

Successful development of the City of Tualatin vision requires getting the word out about the opportunities and assets throughout the Town Center. Implementation should not ignore the need for an active communications and marketing effort.

- Both the organization and the leadership must communicate successful implementation.
- Clearly communicating and marketing the vision means making continual news from projects.
- Communication means acting as a liaison between stakeholders, projects, and the wider community.

A full-time marketing and communications coordinator, hired by the City, is a valuable tool to communicate the vision. With a marketing budget and a carefully picked full-time coordinator, the City of Tualatin becomes poised to bring Downtown Tualatin fully to life, reviving the initial energy and enthusiasm from ten years ago with the success of Phase I of the Town Center, the Tualatin Commons.

As part of the marketing effort, it will be useful to market (communicate) some early successes for the Town Center area: ongoing events the City has established that are well-attended and supported by the community already, as well as new programs or projects, should all be included. Success may include:

- Concerts
- Public Realm Seasonal Displays
- Announce within six months: three to five projects within the URA, such as:
 - a Senior housing project along the river;
 - b Offices along the I-5 exit on the Nyberg property;
 - c New City Hall/Civic center;
 - d Clark Lumber site redevelopment into office/mixed-use;

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- e Mixed-use housing project(s);
- f Local design competition for new public Lake attraction/art feature; and
- g Other projects consistent with the Town Center Plan.

Regulatory Policy Amendments

The City of Tualatin can build upon its ongoing success in the Town Center. As the population and employment levels increase in the greater Portland Metro Region, the Town Center will be under more pressure to redevelop. This Town Center Plan can function as a guide for future growth in a manner that's consistent with City policies and community objectives. The steps required to move the Town Center Plan into a regulatory framework include:

1. Holding a public hearing as part of City Council proceedings to accept the Town Center Plan, then revising the Plan, and completing formal acceptance with a vote of the Council;
2. Amending the local Development Code to change the Town Center boundary to include the north Urban Renewal subarea;
3. Amending the Development Code to change the zoning within the south Urban Renewal subarea to General Commercial and North Urban Renewal subarea to Central Commercial; and within the property adjacent to the Kaiser Permanente building to Commercial Office.
4. Amending the Transportation System Plan to include new local or collector roadway projects. This requires completing TSP amendments and requisite traffic impact modeling in accordance with Oregon Land Use Planning Goal 12 Transportation.

The other recommendations contained in the Implementation Strategy are advisory only, but are needed to maintain momentum for positive change within the Town Center. An ongoing concerted effort by the City will enable the community to focus their vision, prioritize public resources, and leverage desired private investment—in a manner that fosters housing and job opportunities, and energizes community spirit for years to come.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT = Growth, Housing and Towncenter			
GHT 3	<p>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.</p>		<p>Note: Staff is in the process of reviewing the Tualatin Town Center Plan (Final Report, June 2005) to align it and Tualatin Tomorrow for a final Town Center Plan and implementing regulations. The Town Center Plan builds upon many previous locally-adopted public planning documents, including:</p> <ul style="list-style-type: none"> • Tualatin Community Plan and Development Code; • Metro Urban Growth Management Functional Plan; • Tualatin Central Urban Renewal Plan; • Tualatin Economic Development Action Plan; • Central Tualatin Design Guidelines; • Tualatin Transportation System Plan; and • Hedges Creek Wetlands Master Plan.
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. 		<p>See Note under Strategy GHT 3.</p>
GHT 4	<p>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.</p>		<p>Note: The Draft Vision Statement and Draft Planning Parameters in the Tualatin Town Center Plan (Final Report, June 2005) address Strategy GH4, building on Tualatin's identity, priorities and values to drive development choices and direct new development.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
			<p>Draft Vision Statement: The Tualatin Town Center will be a distinctive high-quality mixed-use development location with a wide variety of residential dwellings and retail, professional and service employment opportunities, and important recreational and cultural facilities.</p> <p>Draft Planning Parameters:</p> <ul style="list-style-type: none"> • Create a unique pedestrian-oriented urban environment with excellent aesthetic qualities; • Provide strong transit, bicycle and roadway connections; • Establish clear and convenient connections between and among attractions; • Provide a rich diversity of mixed-use and free standing developments; • Accommodate a mix of local- and regional-retail operations; • Integrate natural features including the Tualatin River, Nyberg Creek, Hedges Creek and wetland areas;
			<ul style="list-style-type: none"> • Improve the local property tax base through public/private and private investments; • Enhance civic, social and cultural functions available to all ages and income levels; • Preserve and enhance important view sheds into and from the Town Center; • Provide and maintain adequate levels of public facilities (sewer, water, storm water, streets and parks) to accommodate planned development; • Consider flood mitigation strategies; and • Consider reconfiguring town center boundary to optimize redevelopment opportunities and transportation linkages.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
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.		Note: The Implementation Strategy in the Tualatin Town Center Plan (Final Report, June 2005) addresses Strategy GHT 9 by providing a recommended Investment Strategy / Policy and Investment Resources (Financial Toolkit, Appendix) that can be used to identify sources of funding and guide investment decisions in the Town Center.
Action GHT 9.1	Infrastructure Funding Options. Explore and evaluate the feasibility of using innovative funding methods and sources for City infrastructure funding.		See Note under Strategy GHT 9.
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.	G	Residential and mixed-use along south side of Tualatin River (set back from River). Note: No descriptive text for this Element is contained in the Tualatin Town Center Plan (Final Report, June 2005), however, several Elements, including D, H, I, and L, identify areas in the Town Center appropriate for mixed-use development that could include upper-floor housing, row houses, condominiums, congregate care facilities and apartments.
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.		See Note under Strategy GH 11.
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.		Note: The Tualatin Town Center Plan (Final Report, June 2005) directly addresses Strategy GH 13 through its Draft Vision Statement, Draft Planning Parameters, and recommended Land Use / Building, Transportation, and Parks / Natural / Other Elements which, when combined, aim to develop a unique, vibrant, and identifiable Town Center.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
Action GHT 13.1	<p>Town Center Awareness. Develop/implement a Tualatin Town Center/Tualatin Commons public awareness campaign for the purpose of generating revenue/awareness/interest in Tualatin.</p>		<p>See Note under Strategy GH 13. In addition, the Implementation Strategy in the Tualatin Town Center Plan (Final Report, June 2005) includes Communications and Marketing strategies designed to generate awareness of and interest in the Town Center.</p>
Action GHT 13.2	<p>Town Center Parking. Develop increased parking capacity within or near the Tualatin Town Center through:</p> <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. 		<p>Note: Element A (discussed below under Strategy GH 14) of the Tualatin Town Center Plan (Final Report, June 2005) is the only one to specifically address parking in the Town Center area. This Element envisions a pedestrian oriented mixed use structure, with commercial and/or public community meeting space on the ground floor built into a parking structure, with public administration space on top or along side the parking structure. The parking structure should be sized as a public parking area to serve visitors in the core area.</p>
GHT 14	<p>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.</p>	A	<p>New city hall/community center in mixed-use parking center near library. This project is envisioned to become the municipal government center for the Town Center, with physical and functional linkages to the City Library, Community Park and the Lake of the Commons. A new city hall and community center would be accommodated through demolition of the existing city hall structure and the eastward extension of Seneca Street. The project could be designed as a pedestrian oriented mixed use structure, with commercial and/or public community meeting space on the ground floor built into a parking structure, with public administration space on top or along side the parking structure. The parking structure should be sized as a public parking area to serve visitors in the core area.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
		B	Expanded library. Approved by Tualatin citizens in November 2004, the expanded library initiative is currently on hold due to the failure of a concurrent referendum on a supplemental library operations budget. The Town Center Plan assumes the library is eventually expanded to meet increasing demand by Tualatin's rising populace.
		C	Alternate municipal building location. The City of Tualatin acquired additional land near the present location of police and fire departments to accommodate future public space needs. While the preferred Town Center Plan envisions a future City Hall to be located near its present location within a mixed use community/parking center (See project A), the city-owned site near the police/fire departments could also be considered during a more detailed City Hall location alternatives analysis.
		F	"Signature" Office development adjacent to I-5. As major suburban office subareas, such as the Kruse Way corridor and Tigard Triangle mature, and regional population expands, new office subareas will need to emerge. This key element envisions a new office district along I-5 within the Town Center. The term "signature" office is used to depict the site and building characteristics of high-profile national or international tenants.
		J	New cultural/arts center. A new cultural arts center is possible near the site of the existing Grange building. This project may include a mix of public and private meeting space, arts/exhibit space, and function as a convocation center for large banquets and events.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
		K	<p>Office Development new Kaiser Permanente site. A new employment center is emerging near the west end of the Town Center with a cluster of medical office buildings near the Kaiser Permanente site. In recognition of demographic trends, the aging population will require medical services at convenient locations that are accessible by auto, bus and walking or biking. Hence, the area around the Kaiser Permanente building is recommended for a zone change from Light Manufacturing to Office.</p>
Action GHT 14.1	<p>Innovative Development. Solicit and encourage innovative design in the Town Center.</p>		<p>Note: As shown above, several Elements of the Tualatin Town Center Plan (Final Report, June 2005) address innovative design by recommending high quality mixed-use development throughout the Town Center. In addition, the Draft Vision Statement and Draft Planning Parameters call for "distinctive high-quality" development, a "unique pedestrian-oriented urban environment with excellent aesthetic qualities, a "rich diversity" of development, and preservation and enhancement of "important view sheds" into and from the Town Center. Further, The Central Tualatin Concept Plan and Design Guidelines (October 2001; contained in TDC Sections 73.600 and 73.610) encourage innovative development in the Central Design District (TDC Figure 73-4), which is located at the heart of the Town Center. These Design Guidelines could be extended to include the entire Town Center, thus requiring similar development innovation throughout the area.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
Action GHT 14.2	Mixed-Use Redevelopment. Expand mixed-use opportunities through redevelopment.	D	Mixed-Use redevelopment along Lower Boones Ferry Road. The Town Center Plan identified several redevelopment opportunities along Boones Ferry Road, particularly along the eastern edge across from the planned Commuter Rail station. Future mixed-use development could be leveraged using a combination of city-owned land and urban renewal investments. Any combination of vertical or horizontal mixed-use development is visualized by the plan. Given the presence of the 100-year flood plain, some amount of commercial and parking is likely to be located on the ground level, with housing and/or office on upper levels.
			Potential mixed-use redevelopment along Boones Ferry Road includes the former Clark Lumber site, and location of the former historic Methodist Church, which is slated for relocation. The Clark Lumber site, with its highly visible location, is considered to be an important catalyst project within the Town Center area. The pedestrian orientation and design of the building and choice of materials and tenants will likely set the tone for major mixed use redevelopment projects throughout the Town Center for years to come.
		E	Redevelopment near Tonka Road/Tualatin Sherwood Intersection. In effort to help improve circulation within the Town Center area while concurrently increasing redevelopment at highly visible locations, this project envisions a long-term extension of Tonka Road to the existing Tualatin/Sherwood Road signalized intersection. This location is visualized as an excellent long-term location for more intensive commercial retail and office development.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
		H	<p>Long-term replacement of Kmart building with mixed use development. The existing building occupied by Kmart and Michaels stores consists of one of the largest existing buildings and sites within the Town Center. Its visibility and proximity to/from I-5 makes it a very important project for establishing a high quality development environment in the Town Center. The fact that the site is predominantly outside the 100-year floodplain makes it an excellent candidate for housing, including row houses, condominiums, congregate care facilities and apartments. Conceptual alternatives (included in Appendix C) illustrate a mix of housing and commercial development that can be developed if a newly established 250-foot street block grid is provided, with on and off-street parking. The alternatives that were prepared for this site are considered to be conceptual visions, not mandated plans.</p>
		I	<p>Mixed-use redevelopment around the Lake of the Commons. There are several redevelopment opportunities around the Lake of the Commons to maintain and increase the momentum of private hotel, office, commercial and housing development.</p>
		L	<p>Residential and mixed-use redevelopment near intersection of Tualatin Road and Chinook Street. Redevelopment of high visibility "gateway" locations is an important component of the Town Center plan. Existing underutilized parcels near this important intersection are recommended for redevelopment into a mix of housing and commercial services to serve residents that are within an easy walk from this location.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
		M	<p>Mixed-use redevelopment north of the Tualatin River (and expansion of the Town Center boundary). Another high visibility "gateway" location to the Town Center is the existing industrial area owned and managed by PacTrust. This location consists of over 30 acres of private land area and includes about three acres of city-owned land along the river bank. Given the location's close proximity to the Town Center core, and the fact that it is above the flood plain and contained within an existing urban renewal district, it is a potential candidate for long-term redevelopment. A conceptual alternative in the Town Center plan supports a Town Center boundary change and a zoning change from General Manufacturing to Central Commercial (please see Appendix C).</p> <p>A change in use would only be recommended if proper transportation connections and public facilities are provided and adequately funded, including the planned Lower Boones Ferry extension to Tualatin Road/Chinook Street. The conceptual alternatives for this site that are included in Appendix C are considered to be conceptual visions, not mandated plans.</p>
		N	<p>Mixed-use redevelopment in the south urban renewal area. Unlike the north urban renewal area, the south urban renewal area is under 19 separate ownerships and consists of only 20 acres. The Town Center Plan supports continued redevelopment of this area, but recognizes that the area is difficult to serve by additional road connections, given the existing rail line that runs along the west side of Boones Ferry Road. To help simplify future development permitting and in spirit of promoting redevelopment within the existing urban renewal district, the Town Center Plan supports a rezoning of this area from Light Manufacturing (with a General Commercial overlay) to General Commercial.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
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.		See <i>Note under Strategy GH 9 that addresses the Implementation Strategy in the Tualatin Town Center Plan (Final Report, June 2005)</i> .
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.		See Elements A, B, C, F, J and K under Strategy GH 14 that address a mixed-use in the Town Center and Elements D, E, H, I, L, M and N under Strategy GH 14.2 that address mixed-use redevelopment. See Notes under these Elements.
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.		Note: This is the purpose of current planning activities, as evidenced by this comparison matrix.
Action GHT 15.2	Town Center Plan Public Involvement. Create a public involvement process for Town Center Plan implementation.		Note: The Implementation Strategy contained in the Tualatin Town Center Plan (Final Report, June 2005) calls for strong Leadership, possibly including a revived "Tualatin Futures" committee, to bring the Town Center Plan "story" to the public and community. It also recommends Communications and Marketing strategies to implement the plan.
Action GHT 15.3	Town Center Plan Adoption. Adopt the Tualatin Town Center Plan.		Note: This is the end goal of the current planning process.
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.		Several Elements, including A, K, L, O, P, S, T, and X address walkability and pedestrian connections in the Town Center. See Notes under these Elements, above.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
		T	Pedestrian trails along both sides of Tualatin River and pedestrian bridges. City ownership along both sides of the Tualatin River creates a unique opportunity to create a recreational and commuter trail network that links the Town Center with the surrounding communities of Tigard, Durham, and Lake Grove. The Town Center Plan illustrates possible pedestrian bridge connections and pathway alignments that can be constructed as part of City and/or Portland Metro Parks improvements in the future.
		X	Expanded recreational trail network. The Town Center Plan supports adopted local plans, including the Transportation System Plan, Hedges Creek Wetlands Master Plan, and the Zian Natural Area Management Plan and their designation of future trails and natural area enhancements. Over time, as the multimodal trail network is expanded, and connections are improved with adjacent communities and Metro parks and open spaces, Town Center residents and businesses will benefit from increased nonauto accessibility and improved recreational amenities.
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.		See Element O under Strategy GHT 21. This Element includes traffic calming improvements in the Town Center to "help lower vehicle speeds and improve pedestrian visibility and safety".

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
Action GHT 16.2	<p>Commons Accessibility Issues. Evaluate accessibility barriers within the Tualatin Commons including:</p> <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. 		<p>Note: The Tualatin Town Center Plan (Final Report, June 2005) does not address accessibility issues.</p>
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. 		<p>Note: The Tualatin Town Center Plan (Final Report, June 2005) does not address bicycle safety programming.</p>
Action GHT 16.4	<p>Design Standards. Enforce design standards – including street crossings – in new developments.</p>		<p>See Note under Action GHT 14.1 that addresses innovative development.</p>
GHT 17	<p>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.</p>		<p>Note: Several Elements, including O, P, Q, R, U, and AZ, address street improvements or connections within the Town Center that would help reduce overall congestion. However, the Tualatin Town Center Plan (Final Report, June 2005) does not specifically address commercial traffic diversion.</p>
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>See Note under Strategy GHT 17.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 18	Urban Design Standards. Develop enhanced, flexible standards to promote ongoing community attractiveness in Tualatin and a cohesive urban design.		<i>See Note under Action GHT 14.1 that addresses innovative development.</i>
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.		<i>See Note under Strategy GHT 11 that addresses housing choices and types.</i>
GHT 21	Beautiful Streetscapes. Ensure beautiful streetscapes throughout Tualatin, promoting the ongoing maintenance of street easements through a variety of means.	O	Streetscape & pedestrian improvements & traffic calming. The Town Center Plan supports area wide streetscape and pedestrian improvements that help beauty and soften the "harsh" characteristics of the auto-oriented environment. This entails sidewalk and pedestrian crossing improvements, in combination with street lighting, landscape buffers, planted medians and trees and shrubs. This would build upon the City's recent improvements to Boones Ferry Road, with treatments to Tualatin Sherwood Road, Tualatin Road, Martinazzi Road, Nyberg Road, and other existing and planned streets in the Town Center. Traffic calming improvements should consider colored cross walks, roundabouts, and stamped concrete circles or chicanes as measures to help lower vehicle speeds and improve pedestrian visibility and safety.
Action GHT 21.1	Street Trees Program and Standards. Expand and strengthen the City of Tualatin Street Trees program including: <ul style="list-style-type: none"> • Researching current best practice streetscape standards • Applying improved standards, unique and recognizable, to City entrances and Town Center. 		See Element O under Strategy GHT 21. This Element includes streetscape improvements that are expected to include trees. However, the Tualatin Town Center Plan (Final Report, June 2005) does not specifically address the Street Tree Program or standards.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 22	<p>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.</p>	Z	<p>Gateway signage and landscape treatments at key locations. The Town Center is to remain as Tualatin's downtown—defining the city's identity for its residents, visitors and workers. To define the Town Center in a coordinated and unique manner, the Town Center Plan envisions adding thematic entryway treatments at key locations along major entry points: I-5 ramps at Tualatin Sherwood Road (east); Lower Boones Ferry Road (north and south); Tualatin Road (north); and Tualatin Sherwood Road (west). High quality directional signage, landscaping, art, lighting and water features can be provided at designated locations using timeless materials, including wood, stone and water.</p>
Action GHT 22.2	<p>Identity Support – City Entrances. Create City entryways at strategic locations that reflect the community's identity.</p>		<p>See Element Z under Strategy GHT 22 that addresses community gateways.</p>
GLC = Governance, Leadership and Community Engagement			
GLC 11	<p>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.</p>		<p>See Notes under Strategy GHT 13 addressing a vibrant, identifiable Town Center, and Action GHT 13.1 that addresses Town Center awareness.</p>

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
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.	Y	New feature at the Lake of the Commons. While this plan does not recommend a specific public amenity at the Lake of the Commons, it recognizes the public opinion voiced through the planning process that a new feature or amenity is needed to invigorate visitors to visit the Lake of the Commons. The Plan supports a public icon and/or a water feature that functions as art and a visitation magnet. Considerations include a clock tower, high velocity periodic water fountain or geyser, or floating bridge/island. The plan supports additional public outreach and possibly a design competition to arrive at the most cost effective and exciting locally preferred feature.
TTC= Traffic, Transportation and Connectivity			
TTC 4	Downtown Parking. Develop ample public parking in Tualatin Town Center in order to better accommodate local businesses, services and retail establishments.		See Note under Action GHT 13.2 that addresses Town Center parking.
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. 		See Notes under Strategy GHT 9 addressing funding for infrastructure and Action 13.2 that addresses Town Center parking.
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.		Note: Several Elements, including O, P, Q, R, U, and AZ, address street improvements or connections within the Town Center that would help reduce overall congestion. However, the Tualatin Town Center Plan (Final Report, June 2005) does not specifically address traffic management.

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Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
Action TTC 5.1	<p>Heavy-freight Management. Evaluate innovative ways to address the impacts of heavy truck/freight distribution routes within Tualatin. Consider remedial alternatives such as:</p> <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 		See Notes under Strategy GHT 17 addressing commercial traffic diversion and Strategy TTC 5.
TTC 6	<p>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.</p>	P	<p>New extension of Seneca Street from Martinazzi Road to Kmart site. In the future, as the existing City Hall site is redeveloped, the Town Center Plan supports the extension of Seneca Street to the east towards the Kmart site. This street is expected to become an important east-west pedestrian link with the planned Commuter Rail, the Lake of the Commons and new development to the east.</p>
		Q	<p>Loop road behind Kmart building. The Town Center Plan supports adopted Transportation System Plan improvements, including the local loop road that would extend from Lower Boones Ferry Road around the Kmart building to connect with a future Seneca Street extension. A concept alternative, included in Appendix C, illustrates how the potential loop road could become part of a future 250-foot block grid in this location. Note, that the conceptual visions included in this plan are intended to show possibilities, not mandated site plans.</p>

TT-TCP Draft Land Use Matrix

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
		R	<p>Lower Boones Ferry Road extension across Tualatin River. The Town Center Plan supports adopted Transportation System Plan improvements, including the extension of Lower Boones Ferry Road to align with the existing Chinook Street/Tualatin Road corridor. This connection is considered to be important for reducing auto congestion within the Core area of the Town Center, and is expected to help alleviate congestion along the existing Boones Ferry Road alignment and Tualatin Sherwood Road. This road would also enable the north urban renewal area to redevelop in a way that considers cost sharing for major capital improvements.</p>
		U	<p>Tualatin Road extension to Hall Boulevard. Another Transportation System Plan improvement planned in the Town Center includes the extension of Tualatin Road across the Tualatin River into Tigard. This improvement is considered to be very long-term and no funding sources have been identified.</p>
		AZ	<p>Connection between Lower Boones Ferry Road and SW 90th Avenue. A potential new Transportation System Plan improvement project that is recommended by the Town Center Plan includes a public street connection between Lower Boones Ferry Road in vicinity of the planned commuter rail station and SW 90th Street. This public street would likely be classified as a Collector roadway and could be required as a condition of additional development in the area bounded by Tualatin Sherwood Road, SW 90th Street, Lower Boones Ferry Road, and Hedges Creek wetlands.</p>

TT-TCP Draft Land Use Matrix

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
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>Note: Several Elements, including O, P, Q, R, U, and AZ, address street improvements or connections within the Town Center that would help reduce overall congestion. However, the Tualatin Town Center Plan (Final Report, June 2005) does not address traffic flow management specifically.</p>
TTC 12	<p>Roadside Landscaping. Develop new programs and activities to improve and enhance City standards for and involvement in roadside landscaping.</p>		<p>See Element O under Strategy GHT 21 that addresses beautiful streetscapes.</p>
Action TTC 12.1	<p>Roadside Landscape. Support and expand roadside landscaping. Update to include unique and innovatively designed landscaping requirements with strong aesthetic identity for road-sides adjacent to new developments and re-development projects.</p>		<p>See Element O under Strategy GHT 21 that addresses beautiful streetscapes.</p>

TT-TCP Draft Land Use Matrix

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
TTC 13	<p>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.</p>	S	<p>Commuter rail station along Lower Boones Ferry Road. A new commuter rail line between Wilsonville and Beaverton Transit Center (with access to TriMet's Light Rail line) is being planned with a station and park and ride lot (with about 110 parking spaces) in the Town Center, west of Boones Ferry Road. This new rail station is expected to improve multi-modal access to/from the Town Center, and help increase visitation. Future pedestrian improvements and redevelopment along Lower Boones Ferry Road should attempt to improve visibility, image, and access to/from the new station platform and park and ride.</p>
TTC 15	<p>Walkable Commercial Areas. Promote greater walkability and pedestrian-friendly features in all of Tualatin's commercial areas.</p>		<p>Several Elements, including A, K, L, O, P, S, T, and X address walkability and pedestrian connections in the Town Center. See Notes under these Elements.</p>
PRN = Parks, Recreation and Natural Areas PRN 1	<p>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.</p>	W	<p>River and stream buffer restoration. Tualatin River and its tributaries create a unique natural setting that defines the Town Center unlike any other urban center in the greater Portland Metro Region. The Town Center Plan supports local Clean Water Services and Metro efforts to help protect and enhance floodways along the Tualatin River and delineated local wetlands. It is anticipated that as existing non-conforming development seeks new building permits, the City will require proper building setbacks with restoration management plans focused on floodway restoration. This effort is required to help manage flood events, and protect life and property within the Town Center.</p>

TT-TCP Draft Land Use Matrix

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
PRN 3	<p>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.</p>	V	<p>Hedges Creek watershed enhancements. The locally adopted Hedges Creek Wetlands master plan for Sweek Marsh includes several enhancements to the city-owned 29-acre wetlands located on the west side of the Town Center area. The Town Center Plan visualizes implementation of the Hedges Creek master plan improvements, particularly the multiuse pathways, habitat restoration, flood water detention/retention and environmental education.</p>

**TCP LANDUSE MATRIX
COMPARISON OF TT AND TCP - DISCUSSION ITEMS**

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 11	Housing Choices and Types.	G, D, H, I, L	Several Elements of the TCP identify areas in the Town Center appropriate for residential and mixed-use development that could include upper-floor housing, row houses, condominiums, congregate care facilities and apartments. However, the TCP does not include a housing element.
Action GHT 11.1	Town Center Housing Types.		
		Discussion Items:	<p>Are areas proposed for residential and mixed-use development consistent with Council's vision for the Town Center?</p> <p>Should a housing element be added to the TCP?</p> <p>Should Town Center housing be required to meet inclusive standards?</p>

TCP LANDUSE MATRIX COMPARISON OF TT AND TCP - DISCUSSION ITEMS

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 14	Mixed-Use in Town Center.	D, E, F, H, I, J, K, L, M, N	Several Elements of the TCP identify areas in the Town Center appropriate for mixed-use and more intensive retail and office development. These Elements also envision changing the Planning District designation in specific areas including: <ul style="list-style-type: none"> • K - Light Manufacturing (ML) to Commercial Office (CO) • M - General Manufacturing (MG) to Central Commercial (CC) • M - Expansion of the Town Center boundary • N - ML with General Commercial overlay to General Commercial (CG)
Action GHT 14.1	Innovative Development.		
Action GHT 14.2	Mixed-Use Redevelopment.		
<p>Discussion Items:</p> <p>Are areas proposed for mixed-use and more intensive retail and office development consistent with Council's vision for the Town Center?</p> <p>Does Council agree with the suggested changes in Planning District designation as outlined above?</p> <p>Given that new development and redevelopment may create additional traffic and congestion in the Town Center, are there areas where less intense development would be appropriate?</p> <p>As a means to encourage innovative development, should the Central Design District (TDC Figure 73-4) be extended to include the entire Town Center area, thus applying the Central Design District Guidelines to the entire Town Center?</p>			

**TCP LANDUSE MATRIX
COMPARISON OF TT AND TCP - DISCUSSION ITEMS**

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 16	Pedestrian/Bicycle-Friendly Town Center.	A, K, L, O, P, S, T, X	Several Elements of the TCP address walkability, pedestrian connections, and bicycle amenities in the Town Center. However, the TCP does not include an element that directly addresses development of a pedestrian/bicycle safety program or evaluation of accessibility barriers within the Tualatin Commons.
Action GHT 16.1	Pedestrian Safety Programs.		
Action GHT 16.2	Commons Accessibility Issues.		
Action GHT 16.3	Bicycle Safety Program.		
TTC 15	Walkable Commercial Areas.		

Discussion Items: Are current Elements of the TCP sufficient to address pedestrian/bicycle safety and accessibility issues?

Should an element be added to the TCP specifically addressing pedestrian/bicycle safety?

Should an element be added to the TCP specifically addressing accessibility issues within the Tualatin Commons?

TCP LANDUSE MATRIX COMPARISON OF TT AND TCP - DISCUSSION ITEMS

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 17	Commercial Traffic Diversion.	O, P, Q, R, U, AZ	Several Elements of the TCP address street improvements and connections that would help reduce overall congestion. The TCP does not include an element that directly addresses commercial traffic diversion, freight transportation alternatives, heavy-freight management, or overall traffic flow management. Specific street extensions and improvements include:
Action GHT 17.1	Freight Transportation Alternatives.		• P - new extension of Seneca Street from Martinazzi Road to the Kmart site.
TTC 5	Improved Traffic Management.		• Q - Loop road behind the Kmart building.
Action TTC 5.1	Heavy-freight Management.		• R - Lower Boones Ferry Road extension across the Tualatin River.
TTC 6	Improved Traffic Flow.		• U - Tualatin Road extension to Hall Boulevard.
Action TTC 6.1	Traffic Flow Management.		• AZ - Connection between Lower Boones Ferry Road and SW 90th Avenue.
			Discussion Items: Are current Elements of the TCP sufficient to address overall traffic flow management in the Town Center?
			Does Council agree with the suggested street extensions and improvements as outlined above?
			Should an element be added to the TCP specifically addressing commercial traffic diversion, freight transportation alternatives, heavy-freight management, and overall traffic flow management in and around the Town Center?

**TCP LANDUSE MATRIX
COMPARISON OF TT AND TCP - DISCUSSION ITEMS**

Tualatin Tomorrow		Town Center Plan	
Strategy	Description	Element	Description
GHT 21	Beautiful Streetscapes.	O, Z	Element O of the TCP supports area wide streetscape and pedestrian improvements that help beautify streetscapes in the Town Center. Element Z addresses gateway signage and landscape treatments at key locations to identify Tualatin and the Town Center. However, neither Element addresses the Street Trees Program and development of unique and recognizable standards to apply to City entrances and the Town Center.
Action GHT 21.1	Street Trees Program and Standards.		
GHT 22	Community Gateways.		
Action GHT 22.2	Identity Support – City Entrances.		
TTC 12	Roadside Landscaping.		
Action TTC 12.1	Roadside Landscape.		
Discussion Items:			
Should Element O or Z be expanded to address the Street Trees Program as it relates to the Town Center and Town Center gateways?			
Should the Street Trees Program be expanded and strengthened to apply improved standards that are unique and recognizable to City entrances and the Town Center?			