

Forest Grove Vision Statement & 2007 Action Plan

May 2007

*The difference between where we are and where we want to be
is what we do.*

INTRODUCTION

Why have a Vision Statement?

Communities use vision statements to imagine the future they desire and to help plan how to achieve this future. Through visioning, the community can develop a shared vision and a set of community driven goals that is included in planning and policy. The vision statement is a big picture look at the future while an accompanying action plan provides a closer look at the work that must be done to realize the vision

The Vision Statement and Action Plan in this document give the City of Forest Grove a common starting place when it comes to future decision-making. These documents have an important role in shaping the city's future.

Path to a New Vision for Forest Grove

On February 28, 2005, the Forest Grove City Council passed a resolution to update the City's current vision statement which was adopted in 1993. The vision statement serves as the overarching document that brings together social, physical, economic and other considerations into a complete statement on the future of Forest Grove. The accompanying action plan, based on the vision statement, aims to utilize various resources within the entire community to achieve the goals and objectives of the vision statement.

The Vision Update Project began with a community survey in the winter of 2004, about the City's future. 700 residents responded to this survey. Next, the vision statement was discussed by over 100 residents who attended the January 2005 Annual Town Hall Meeting.

During June of 2005, invitations to participate in the Vision Update Project went out to residents in many different ways. The 7,500 households within Forest Grove's urban growth area received invitations. Notices were also tucked in the utility bills and an ad was placed in the News-Times.

Forty-six dedicated residents became the 'Vision Volunteers.' They attended the "Vision Institute," a series of meetings during the fall of 2005. Through the institute, volunteers developed a greater understanding of the City's functions, role and budget. Armed with this knowledge and their own insights about our community, the Vision Volunteers met in Working Groups from January to March 2006. They discussed the City's future, debated different topics and drafted statements and ideas to be used in the final vision statement.

Seven Vision Volunteers offered to serve on the Writing Team. This lively and creative group met frequently and coordinated via email to develop the draft vision statement. They completed their task in May, presenting their results to the other volunteers and the City Council in June. The Vision Statement was amended with input from the entire group and mailed to Forest Grove residents in the July utility bills. The News-Times also featured the draft vision statement. Nearly 50 residents responded to the vision statement making suggestions. The Writing Team used some of this input in the final draft of the Vision Statement.

In the fall of 2006, Vision Volunteers, community members and city staff gathered to share ideas for actions that would help bring the Vision Statement to life. This input, along with action ideas from the Working Groups, City departments and the community surveys became the foundation of the Action Plan.

Over 1,000 volunteer hours have been dedicated to the update of Forest Grove's Vision Statement and Action Plan. These documents are to be used as the foundation for the Comprehensive Plan Update which begins in October, 2007.

Action Plan

Each section of the Action Plan starts with a part of the Vision Statement to reinforce the connection between the two documents. Next objectives are listed to focus the aim of the subsequent actions. All actions can be tested by using the objective as a question – Does this action help to achieve the stated objectives? The following section – “Assets and Gaps” is a casual presentation of things that either support or limit actions. It is a recognition of conditions as they exist today. These factors may change in the future, especially as actions that address gaps are accomplished.

Finally, the actions themselves are listed by “Short Term – 2007-2009” and “Long Term – Beyond 2009.” These time frames are meant to be guides and do not necessarily indicate priority. It is hoped that short term actions can be accomplished in the near future however investigation into the action may find that more time is required. Also, some of the long term actions may be accomplished sooner than expected.

This Action Plan is meant to be a living document. As actions are accomplished, new ideas will be entered into the list. Some actions may be replaced as the community refocuses its vision over time. It is noteworthy that responsible parties are not identified in the Action Plan. An assignment of tasks may be desired in the future.

Next Steps

The Vision Statement is the “road map” to Forest Grove's future, clearly explaining what is held as important and essential to the community's identity as well as presenting hopes for the future. This document is not connected to a specific timeframe. It will guide this community until such time that residents and community leaders feel the need to reset the future direction of Forest Grove.

The Action Plan contains both short and long term actions. City staff, the Forest Grove School District, Pacific University, the City's Boards and Commissions, service groups, neighborhoods and individuals can all work on the specific projects in the Action Plan. Cooperation across the entire community will help realize the aspirations contained in the Vision Statement.

As with all future-oriented endeavors, it is important to have a group that holds this entire community responsible for achieving the dreams and desires expressed in both the Vision Statement and Action Plan. On a temporary basis, a City board or commission, such as the Committee for Community Involvement, might possibly keep watch over the Vision Statement and Action Plan. However, in the long-run, it would be ideal if a group of volunteers met annually to review the Vision and Action Plan and submit a report to the City Council about progress. This group would also evaluate Action Plan items and invite appropriate community members and leaders to work on the actions.

VISION VOLUNTEERS

Charles Arvidson	Karen Krueger
Richard Barnett	Bill LeClaire
John Bolzle	Lynn Magner
Cathi Bonato	Marie Mather
Bob Browning*	Don McMurchie
Kim Carty	Phil Meagher
Carol Drew	Camille Miller*
Herb Drew	David Morelli*
Barbara Duda	Mary Jo Morelli*
Eston Field	Elizabeth Muncher
Lisa Garfield	Jack Musser
Oscar Moreno Gilson	Sharron Ocegueda
Lucinda Hites-Clabaugh	Tim O'Malley
Lois Hornberger	Jennifer Parrow
Aldie Howard*	David Rasmussen
Terry Howell	Steve Smith
David Huttula	Jon Stagnitti
Brad Jones	Jim Taylor
Don Jones	Kristen Thomas
Steve Jones	John White
Michele Jones	Ryan Williams
Barbara Junkkarinen	Daniel Wilson-Fey
Rick Kaufman	Carla Yeo
Eva Krebs	

* Participated in 1991 Vision Statement project

WRITING TEAM

Bob Browning*	David Morelli
Don Jones	Tim O'Malley
Barbara Junkkarinen	Jon Stagnitti
John White	

PARTICIPATING CITY OFFICIALS & STAFF

Richard Kidd, Mayor	Michael Sykes, City Manager
Victoria Lowe, Councilor	Jon Holan, Community Development Director
Peter Truax, Councilor	Kerstin Cathcart, Senior Planner
Elena Uhing, Councilor	Adam Trimble, Planning Intern

Forest Grove Vision Statement

This statement is written and designed to reflect the best of what exists now, and what we aspire to become, as a community.

Forest Grove is a friendly, twenty-first century, small, full service city. It was settled in 1841 by pioneers who valued respect for education, faith, enterprise, service to humanity, and the bountiful resources of the Tualatin Plain. Those values persist to inspire a common vision for a high quality of life in a thriving and progressive community that reaches from its historical commercial core around Pacific University to a horizon of forests, farms, vineyards, and the Coast Range. As an engaged and diverse people, we assure sustainability in our economy and our environment, thus supporting a community that nurtures our youth, educates all residents, and attracts and welcomes visitors. Forest Grove is itself a *destination* that thrives by *design* and is our *home*.

Forest Grove is a *Destination* that offers visitors and residents:

- **A rich heritage** preserved by honoring the city's natural, cultural, and historic treasures while also embracing the future.
- **A centrally located gateway** to forests, waterways, beaches, and mountains; this wealth of resources is cherished and preserved to foster sport, recreation, reflection, and leisure.
- **Arts & culture** that abound throughout the year; we celebrate our cultures and participate in a wide variety of visual and performing arts and festivals.
- **A community** recognized for its commitment to conserve, preserve, protect and restore our natural assets.

Forest Grove is a community by *Design* through:

- **Participation** of an engaged public and accessible, responsive government.
- **Planning** that considers and accommodates both the desires and needs of all community members to ensure their quality of life and prosperity.
- **Sustainable transportation** modes, systems, and networks that provide opportunities for all to conveniently and safely move about within and outside of the community.
- **Economic development** that encourages innovative, diverse and ecologically sound enterprises that provide ample opportunities for employment, and ensures the vitality of the community.
- **Fiscally sound funding** of quality public safety and municipal services including locally owned public utility and watershed.

Forest Grove is *Home* to:

- **Individuals** who are respected and valued for their experience, abilities, and differences, and where all residents are included in the life of the community through excellent education, recreation, and social programs.
- **Young people** who are nurtured and encouraged to achieve their full potential.
- **Families** of every size and description who have community resources needed for lifelong learning and development.
- **Older residents** whose ongoing leadership, wisdom and investment in the community build the foundation for our future.
- **Distinctive neighborhoods** replete with a variety of accessible housing options, schools, parks, places of worship and social gathering, and farmlands and open spaces.
- **A community** in harmony, bound by commonly shared respect for its residents, natural resources, economic vitality, and its active role in a global society.

HISTORIC PRESERVATION

> VISION <

Forest Grove is a *Destination* that offers visitors and residents:

- A rich heritage preserved by honoring the city's natural, cultural, and historic treasures while also embracing the future.

a. OBJECTIVES

Objective 1:	Preserve, protect and enhance Forest Grove's historic assets including, but not limited to buildings, trees, landmarks, areas, and sites of historic or cultural significance to the Forest Grove area.
Objective 2:	Achieve an activity-filled, vital downtown that attracts residents and non-residents while maintaining the historic authenticity of buildings and landscape.
Objective 3:	Support educational and recreational activities utilizing the City's historic and cultural assets.

▶ ASSETS & GAPS:

Assets:

1. Established Historic Landmarks Board and Friends of Forest Grove work to develop and improve community's historic assets. Their public information materials are well-done.
2. Attractive historic downtown at the heart of the community.
3. Historic neighborhoods and surroundings including trees, parks, etc.
4. Incorporated in 1872 - Third oldest city in Metro area (1st Oregon City, 2nd Portland); Oldest City in Washington County.

Gaps:

1. Minimal promotion of Forest Grove's historic treasures.
2. Lack of knowledge of local history and why and how to preserve it
3. New residents are unaware of local history.

▶ ACTIONS

Short Term – 2007-2009

1. Designate the Downtown Historic District.
2. Make information about historic resources and historic preservation readily available using the City's website.
3. Urge other boards, commissions and groups in town to look for a "historic link" in what they do – ex. Forestry Commission could designate and promote historic trees
4. Explore the steps and partners needed to create a cultural heritage park adjacent to Fern Hill Wetlands that connects to City's bike/walk loop
5. Update and expand historic inventories of Clark Historic and Original Town Plat.
6. Create a program of monthly recognition of historic properties.

Long Term – Beyond 2009

1. Promote historic preservation and renovation in the Downtown.
2. Create a Town Center historic district.
3. Secure grants for historic preservation.
4. Establish Clark Historic District guidelines.
5. Consider new ways to incorporate Forest Grove's history into community events.

ATTRACTIONS / TOURISM / RECREATION

> VISION <

Forest Grove is a *Destination* that offers visitors and residents:

- A centrally located gateway to forests, waterways, beaches, and mountains; this wealth of resources is cherished and preserved to foster sport, recreation, reflection, and leisure.

b. OBJECTIVES

Objective 1:	Capitalize on Forest Grove's key location to other attractions.
Objective 2:	Establish new attractions and recreational options in Forest Grove, especially those that serve both residents and visitors.
Objective 3:	Provide facilities & programs that are attractive, well-maintained & easily accessible in relation to the population as well as geography.

► ASSETS & GAPS:

Assets:

1. City still has "small town" appeal and much unexplored potential to attract visitors.
2. Chamber of Commerce recently funded a Tourism Assessment of the City.' This report is expected April 2007 and will provide action plan ideas.
3. Hagg Lake, Fern Hill Wetlands, wineries and many other attractions are close to Forest Grove.
4. Existing Parks & Recreation Master Plan

Gaps:

1. Forest Grove is frequently passed up by visitors on their way to other nearby attractions.
2. Many residents are focused on 'out-of-town' entertainment and recreation.

► ACTIONS

Short Term – 2007-2009

1. Explore the steps and partners needed to create a cultural heritage park adjacent to Fern Hill Wetlands that connects to City's bike/walk loop
2. Develop an off-leash dog park.
3. Support the development of a Fern Hill Wetlands interpretive center.
4. Name the proposed walk-bike trail that will circle the city as first step in wide-scale promotion of trail.
5. When Chamber's Tourism Assessment report comes out, adopt some of the recommendations in this Action Plan.
6. Continue to increase partnership between City, Chamber and Washington County Tourism Council to strengthen Forest Grove as a tourism destination.

7. Update the Parks & Recreation Master Plan using the Vision & Action Plan.
8. Change the Park System Development Charge methodology so that it increases the contributions from new development toward park improvement and expansion.
9. Establish a Trail Advisory Committee that will work to ensure that Forest Grove parks are connected, and that local trails link up both west toward the Banks-Vernonia Trail and east toward Portland Metro area trails.
10. Find ways to promote Forest Grove's attractions and recreation options to its residents.
11. Create and use the Youth Commission to evaluate and promote youth-oriented recreation ideas and opportunities

Long Term – Beyond 2009

1. Revise City's website to have information specifically for residents, for visitors, and for businesses and development.
2. Consider the creation of new events with the Chamber and other organizations such as wine and arts event, bike race, concerts in the park, film festival, etc.
3. Evaluate the idea of a covered, community-gathering space that would be used for varied events.
4. Promote and develop additional recreational facilities including a community center.
5. Evaluate the creation of a Parks & Recreation District that would provide activities, facilities and classes to entire region.
6. Establish a community center that would provide a place and age-specific programming depending on the community's needs.
7. Develop an outdoor community gathering place downtown that provides a multi-use area for various community functions.

ARTS & CULTURE

> VISION <

Forest Grove is a *Destination* that offers visitors and residents:

- **Arts & culture** that abound throughout the year; we celebrate our cultures and participate in a wide variety of visual and performing arts and festivals.

c. OBJECTIVES

Objective 1:	Promote existing arts-related festivals and events and create new events that promote the arts in the City year-round.
Objective 2:	Maximize art as an attraction for residents and visitors.
Objective 3:	Create opportunities to explore and celebrate the cultural backgrounds of Forest Grove residents.

▶ ASSETS & GAPS:

Assets:

1. Valley Art Association, established in 1966, provides gallery, classes and hosts annual events such as the Chalk Art Festival. (www.valleyarts.org)
2. Theatre in the Grove, (www.theatreinthegroove.org) produces plays and musicals and now offers classes.
3. Pacific University has arts programs & degrees, the Performing Arts Series and the Kathrin Cawein Gallery of Art (www.pacificu.edu).
4. Public Arts Commission has started up and is working on their plans.
5. Barbershop Quartet contest is a very unique event with deep roots in Forest Grove.
6. Large population of children, young people and seniors who may be interested in art classes and cultural functions.

Gaps:

1. Many residents are unaware of and do not take advantage of arts & cultural opportunities in town.
2. Art and art classes are dispersed around the city so there, even though a lot is happening around town, is no one focal point for artistic endeavor.
3. It is sometimes unclear when and how to get involved with local arts programs and events, how much it will cost, and who is invited. (For example – can anyone participate in the Chalk Art Festival?)

▶ ACTIONS

Short Term – 2007-2009

1. Designate a central responsible person or group who will consistently coordinate publicity for arts & cultural events in Forest Grove.
2. Highlight Valley Arts Association and Theatre in the Grove in a utility bill stuffer and connect their web links to City website.

3. Evaluate and promote additional arts events in Forest Grove through the efforts of the Public Arts Commission.
4. Develop brochure and web page on City website that highlights the presence of arts in Forest Grove and that details how to be involved.
5. Support new arts and cultural events such as a film festival, wine & art festival, etc.

Long Term – Beyond 2009

1. Consider expanding Sister City program into an annual cultural awareness festival where the varied backgrounds of Forest Grove residents are celebrated.
2. Find ways to encourage and support the development of art galleries downtown.
3. Emphasize the arts programs in the local schools – investigate ways to publicize students' art and to utilize their talents citywide.
4. Evaluate the need for a central ticketing location where people could get tickets for all artistic events in the City – high school plays, Theatre in the Grove, Barbershop Quartet Contest, etc.
5. Create a covered meeting space in downtown Forest Grove for public gatherings and events.
6. Build a gathering place or community center large enough for cultural events and intimate enough for local events.

SUSTAINABILITY

> VISION <

Forest Grove is a *Destination* that offers visitors and residents:

- A **community** recognized for its commitment to conserve, preserve, protect and restore our natural assets.

d. OBJECTIVES

Objective 1:	Maintain and improve the quality of air, water, soil, etc. to ensure livability by using leading technology and land use methods.
Objective 2:	Promote Forest Grove as “The Greenest City in Oregon” through landscaping and ecologically-sound industry, businesses, utilities, transportation and development.
Objective 3:	To be recognized by an organization such as The Green Guide as a “Green City”

► ASSETS & GAPS:

Assets:

1. City size is manageable for ‘going green.’ The City is walkable; has good access to agriculture and has its own power company.
2. There are many natural assets in Forest Grove that are currently preserved and can be improved.
3. Oregon has long been a leader in ecological sustainability. There are good examples in Portland of ‘green practices’ by a city.
4. There are leaders in this community who are very active in and learned about environmental issues. These people could help steer the City toward a greener future.

Gaps:

1. A sustainable or green city is a new concept to many people. Need to educate people and get buy-in on vision.
2. Going green as a city may require changes in the way the City works, does business, and offers services (a paradigm shift).
3. Going green as a city requires a financial commitment; while there is a long-term pay-off, community must be willing to support higher up-front costs.

► ACTIONS

Short Term – 2007-2009

1. Research what makes a city a “green city” – look for examples of small towns similar in size to Forest Grove
2. Invite speakers to come to talk about making the city more green at a community meeting – what needs to be done on public and personal levels

3. Find out through this meeting and/or survey if there is dedicated interest in becoming a 'greener city' among residents. If there is interest in becoming a 'greener city', form an ad hoc group that will research and promote green activities in Forest Grove.
4. Find out how the Forest Grove Light & Power Company can offer greener electricity and other more sustainable power options. Work on an incentive program to encourage customers to use green options.

Long Term – Beyond 2009

1. Do an energy audit of city buildings and facilities and improve their environmental footprints.
2. Convert entire city fleet to hybrid or bio-diesel vehicles.
3. Invite a bio-diesel provider to locate in Forest Grove.
4. Encourage community gardening – capitalize on the example of eco-house and organic gardening on B Street.
5. Change city development codes so that they aim toward a more energy and water efficient landscape, including 'sustainable infrastructure.'
 - <http://seattle.gov/environment/building.htm>: website containing results and presentations from 2004 Sustainability Conference between Seattle, Portland and Vancouver, BC
 - <http://www.djc.com/news/co/11149502.html>: article about Seattle's 'Green Streets' program
6. Investigate the creation of a city-wide buying co-operative for hybrid and/or electric vehicles, solar panels, wind generators and other green technologies.
7. Encourage green-oriented business and industry to locate in Forest Grove.
8. Link the preservation of trees to their environmental qualities such as trees' cooling effect on the City.
9. Add to tree preservation requirements for new developments and investigate how to increase review authority of the City's Community Forestry Commission of new developments in order save older trees from destruction.

PARTICIPATION & PLANNING

> VISION <

Forest Grove is a community by *Design* through:

- **Participation** of an engaged citizenry and accessible, responsive government.
- **Planning** that considers and accommodates both the desires and needs of all community members to ensure their quality of life and prosperity.

e. OBJECTIVES

Objective 1:	Expand the level of communication between the City and residents.
Objective 2:	Continually provide and improve opportunities for residents to become involved in the City's future development.
Objective 3:	Increase the number of citizens participating in and giving input to City decisions and planning projects.

► ASSETS & GAPS:

Assets:

1. Residents really care about Forest Grove and have valuable opinions and perspectives.
2. Utility billing allows chance to provide written information to all Forest Grove households.
3. Active Committee for Community Involvement.

Gaps:

1. Time constraints faced by most people who are interested in volunteering or participating in local government
2. Residents and city staff need to consistently share feedback.

► ACTIONS

Short Term – 2007-2009

1. All City Boards and Commissions review their mission statements and goals prior to publishing them on the City's website to encourage volunteer participation.
2. Fill all the vacancies on existing boards and commissions through more aggressive promotion of opportunities (use City's website).
3. Distribute City Council and City Departmental goals and objectives annually.
4. Create a baseline of data regarding public involvement by collecting the number of attendees at every city-sponsored event and meeting, including regular meetings such as Council meetings by reporting the information to a central person who will track it annually.
5. Revitalize the annual citizen volunteer recognition event.
6. Investigate, and if feasible, commence in the creation of a regular city newsletter with information about planning and street projects, special events, schedules for recycling and leaf removal (see Hillsboro's newsletter for an example).

7. Expand the area to which notices are mailed for development proposals beyond the current distance.
8. Establish new committees or commissions for the following: youth, trail advisory and “green city”/sustainability.
9. Ensure there is a robust public involvement program for the upcoming Comprehensive Plan update.

Long Term – Beyond 2009

1. Explore emerging digital technology for public participation, especially in terms of computer-based interaction with graphic illustrations of choices.

TRANSPORTATION

> VISION <

Forest Grove is a community by *Design* through:

- **Sustainable transportation** modes, systems, and networks that provide opportunities for all to conveniently and safely move about within and outside of the community.

f. OBJECTIVES

Objective 1:	Provide a balanced transportation system, incorporating all modes of transportation, including motor vehicles, bicycles, pedestrians, transit and any other modes.
Objective 2:	Develop transportation facilities which are accessible to all community members and provide <i>direct travel</i> routes
Objective 3:	Increase commuting options for residents of Forest Grove.
Objective 4:	Improve bicycle and pedestrian routes and safety within the City.

▶ ASSETS & GAPS:

Assets:

1. Mobility within Forest Grove is generally good. Streets, bike lanes and sidewalks provide transportation alternatives.
2. TriMet runs Bus Route 57 to Forest Grove on a 'frequent service' schedule.
3. City policy requires through-streets in new developments as much as possible.

Gaps:

1. Decreasing outside funding from state and federal government.
2. Transportation decisions are made by ODOT, Metro and funded federally and through the state.
3. TriMet's commuter train service ends in Hillsboro, about 8 miles short of Forest Grove.
4. TriMet bus only travels on Pacific and 19th Avenues limiting access to the bus.

▶ ACTIONS

Short Term – 2007-2009

1. Locate park-n-ride lots (consider shared use with church parking lots) at edge of city to encourage car-pooling.
2. Continue to promote the extension of TriMet's light rail service to Forest Grove.

Long Term – Beyond 2009

1. Evaluate specific routes and encourage expanded bus service in Forest Grove.
2. Consider a private in-city bus/van service that connects higher density housing areas to employment areas and provides a route to attractions, both in and near the City.
3. Examine options for the "couplet" – 19th and Pacific Avenues and consider if they need to go both directions and/or extend 19th to Highway 47 Bypass.

4. Expand designated bike lanes to other parts of the city.
5. Improve pedestrian safety in crossing major intersections – consider more crossings like the pedestrian feature at the Safeway.
6. Create special ad hoc groups to work on the transportation needs of seniors, non-drivers of all ages and special needs populations.
7. Continue to promote the extension of TriMet's light rail service to Forest Grove.

ECONOMIC DEVELOPMENT

> VISION <

Forest Grove is a community by *Design* through:

- **Economic development** that encourages innovative, diverse and ecologically sound enterprises that provide ample opportunities for employment, and ensures the vitality of the community.

g. OBJECTIVES

Objective 1:	Expand Forest Grove's existing economy and create expanded job opportunities, tax base and business wealth.
Objective 2:	Attract investment and development of the Quince/Highway 47 node on Pacific & 19 th Avenues.
Objective 3:	Revitalize downtown leading to stronger sales, increased activity and reduced vacancies.

▶ ASSETS & GAPS:

Assets:

1. Lower land, water, electricity prices than elsewhere in Metro area.
2. Positive business climate.
3. Room to grow – available land, commercial buildings, and housing.
4. Downtown infrastructure – defined town center with historic buildings.
5. High Quality of Life – little crime or congestion, high civic involvement and opportunities, area recreation opportunities.
6. Rapidly growing population in area, increasingly workforce quality and quantity, discretionary income.

Gaps:

1. Lack of economic development marketing that tells highlights Forest Grove's opportunities.
2. Perception that Forest Grove is "too far away" from Portland, I-5 core.
3. Lacking business amenities, such as twice-a-day UPS pick-up, copy shop, etc.
4. Limited shopping/entertainment/dining amenities in town that serve to attract certain companies.

▶ ACTIONS

Short Term – 2007-2009

1. Create an economic development committee that would develop a strategic economic development plan and develop marketing materials for the City.
2. Enact a business license fee to support safety and business community.
3. Build an Economic Development website.
4. Develop industrial/commercial marketing materials.

5. Support establishment of a bookstore and high-end restaurant in downtown.
6. Create profiles of largest available industrial and commercial sites to better promote development and occupancy.
7. Support and strengthen First Wednesday, Main Course and Holiday Light Parade events that showcase and increase activity in downtown.
8. Create and maintain business retention and expansion program to support health and growth of existing Forest Grove businesses.
9. Establish urban renewal district to encourage commercial investment in downtown.
10. Work to support commercial redevelopment of large sites at Quince/Pacific Avenues.

Long Term – Beyond 2009

1. Create “Festival Street” on 21st Avenue between College and Main Streets on 21st Avenue in downtown to support events and activities.
2. Develop programs to support Forest Grove traded sector clusters such as food and beverage processing, metals, high tech, wood and wood products, eldercare, and nurseries.
3. Develop an “economic gardening” program to support small business and entrepreneurial development and growth.

PUBLIC SAFETY & MUNICIPAL SERVICES

> VISION <

Forest Grove is a community by *Design* through:

- **Fiscally sound funding** of quality public safety and municipal services including locally owned public utility and watershed.

h. OBJECTIVES

Objective 1:	Continued delivery of city services, including electricity, water, sewer service, police, fire, emergency medical response, library, administrative services, etc. at a desirable level of service that matches the needs of city residents, and is provided in a cost-effective manner.
Objective 2:	<u>Light & Power:</u> Maintain an adequate & reliable power supply that provides for the anticipated growth for at least the next 20 years by promoting the use of alternative energy sources including, but not limited to, solar, wood, coal, synthetic fuels, etc. and other alternative energy sources where economically feasible.
Objective 3:	<u>Police:</u> Provide a satisfactory and professional level of service to the community with the resources that are provided (measured through annual citizen survey).
Objective 4:	<u>Fire:</u> Provide & maintain a desirable level of fire protection and emergency medical services to all segments of the community.

► ASSETS & GAPS:

Assets:

1. Regular city surveys indicate general satisfaction with city services.
2. City owns its Light & Power Company and watershed.
3. Budget Committee actively considers annual budget.

Gaps:

1. Growing imbalance of funds versus need for services.
2. Increased development placing higher levels on demand on city services.

► ACTIONS

Short Term – 2007-2009

1. Maintain balanced budget and continue to seek reliable funding for public safety.
2. Examine Clean Water Services sewer fee distribution and consider potential changes.
3. Research other cities, such as Corvallis, who are reducing storm run-off flows using innovative techniques. Consider implementing such techniques in Forest Grove.
4. Investigate a burn ban replaced by weekly yard debris pick-up – possibly survey City residents.
5. Consider having two designated yard debris burn days per year held in a specific location in conjunction with a community event, i.e. a homecoming bonfire.

6. Routinely inform residents about budget process; how funds are distributed; sources of revenue, etc. to increase wide-spread understanding of municipal funding.

Long Term – Beyond 2009

1. Apply for grants to help fund special projects.
2. Seek creative ways to maintain service while minimizing costs.

PEOPLE & COMMUNITY BUILDING

> VISION <

Forest Grove is *Home* to:

- **Individuals** who are respected and valued for their age, abilities, and differences, and where all citizens are included in the life of the community through excellent education, recreation, and social programs.
- **Young people** who are nurtured and encouraged to achieve their full potential.
- **Families** of every size and description who have community resources needed for lifelong learning and development.
- **Older citizens** whose ongoing investment, wisdom and leadership in the community build the foundation for our future.
- **Distinctive neighborhoods** replete with a variety of accessible housing options, schools, parks, places of worship and social gathering, and farmlands and open spaces.
- **A community** in harmony, bound by commonly shared respect for its citizens, natural resources, economic vitality, and its active role in a global society.

i. OBJECTIVES

Objective 1:	Develop strong community partnerships and increase community involvement in the education of students to keep them in school and learning.
Objective 2:	Provide positive opportunities for residents to interact regularly in neighborhoods.
Objective 3:	Promote cultural diversity, language learning, and appreciation of other cultures.
Objective 4:	Consider the specific needs of different parts of Forest Grove population in city decision-making.

▶ ASSETS & GAPS:

Assets:

1. Forest Grove School District is uniquely organized into ‘grade school’ (grades K-4) in individual grade school buildings, ‘upper elementary’ (grades 5 & 6) consolidates all students at Tom McCall followed by Neil Armstrong Junior High and Forest Grove High School. The district continually works to improve its service.
2. Forest Grove residents are diverse in many ways.
3. Forest Grove neighborhoods have a distinctive mixture of housing styles, individuals and families making it possible to visualize specific neighborhoods – ex. Old Town, David Hill, Downtown, etc.
4. There are a large number of retired people living in Forest Grove.
5. Pacific University provides opportunities for life-long learning.
6. The City’s public library has expanded and is increasing its role as a community focal point.

Gaps:

1. Most people are very busy with little free-time.
2. There is no community center that provides a focal point for community activities and organization.
3. Most ethnic festivals/celebrations happen in larger, nearby communities.

► ACTIONS***Short Term – 2007-2009***

1. Evaluate having neighborhood associations that potentially use neighborhood watch boundaries. Consider roles, responsibilities, and functions as well as neighborhood boundaries.
2. Promote block parties where city streets can be closed off for summer parties for whole neighborhoods.
3. Provide opportunities to promote the FGSD's "40 Developmental Assets" for youth through the "YOUTH MATTERS" project.
4. Establish a Youth Advisory Committee.
5. Develop opinion surveys for distinct parts of the City's population. Consider computer-based surveying.
6. Establish a city protocol for translating public information materials into Spanish.
7. Participate with service providers and churches in responding to homelessness in Forest Grove.
8. Recognize leading citizens and volunteers with special award for service.
9. Maintain the senior center's mission by exploring creative and useful options.

Long Term – Beyond 2009

1. Establish a community center that would provide a place and age-specific programming depending on the community's needs.
2. Develop an outdoor community gathering place downtown that provides a multi-use area for various community functions.
3. Consider a community-wide celebration that highlights the different cultural groups that exist in Forest Grove.

