



IMAGINE WEST LINN

Adopted by the West Linn City Council, February, 1994

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PROJECT TITLE: IMAGINE WEST LINN

PROJECT DESCRIPTION:

To embark on a journey in search of West Linn's future. A search of community spirit and a sense of place, involving adventure and tests of courage. A quest that will engage the community in a collective and creative approach to determining the form and character of West Linn. This visioning process will create a future for West Linn.

PROJECT OBJECTIVES:

1. To establish a vision for the City.
2. To achieve a commitment to our vision.
3. To develop the leadership and organizational capacity necessary to reach our vision.
4. To develop a strategic plan that will enable us to arrive at our vision.

TABLE OF CONTENTS

INTRODUCTION

TRENDS

PROBABLE FUTURE

PREFERRED FUTURE

GOALS

- Sense of Community and Sustainability
- Sense of Place and Identity
- Growth and Quality of Life
- Community Institutions
- Culture and the Arts

INTRODUCTION

Imagine **West Linn in the year 2040**. What would it be like? What could it be like?

This “vision statement” is an outline of what may happen to West Linn if we do nothing, what *could* happen to West Linn with some planning and foresight, and *how* we might get there. It is the product of a committed group of your fellow citizens who have worked with each other, their neighbors, and City staff since September 1992. Our goal is to plan a future for West Linn that we can be proud to leave as a legacy for our children. The Visioning Committee collected information through community workshops, interviews with citizens young and old, and from reviewing data from the city and state.

Without a vision, the City will continue to change, but with no direction. It is intended that this vision statement will serve as an instrument to maintain our sense of community and set direction for our future. This vision statement is significant because it will be placed before the City Council for adoption, and ultimately be used as a citizen developed guide for drafting City policy, planning, and budgeting. Before it goes to the City Council for adoption, we (the West Linn Visioning Committee) are presenting it to you, the citizens of West Linn, for your approval. We believe that our actions can make a difference. Join with your neighbors in designing and building West Linn’s future.

TRENDS

These trends have been identified as significant forces affecting West Linn that will impact its future.

Growth

- Although the City is projected to run out of vacant buildable (i.e., lands that are not constrained by steep slopes, floodplains, etc.) land by the year 2020, possible regionally required density increases and/or expansion of the UGB could cause West Linn to reach a population of about 40,000 by the year 2040.
- West Linn will continue to grow at about two percent annually. Under the City’s state

acknowledged Comprehensive Plan, a maximum of about 30,000 population could be accommodated within the City’s Urban Growth Boundary (UGB).

- By 2040, the four-county Metro area will increase from 1.5 million to 2.5 million people for an annual growth rate of about one percent.
- The growing population will be comprised of people from diverse backgrounds. This diversity will be expressed through increased demands and needs for a wide variety of services.

Traffic

- The private automobile (not necessarily powered by the internal combustion engine) will continue to be the dominant mode of transportation within the metropolitan area.
- With increasing population and a diversifying employment base, there will be a phenomenal growth in traffic throughout the metropolitan area.
- Twenty-four hour traffic volumes on Highway 43 will increase to 22,500 at the north end, and 25,200 at the south end of the city by 2010. Due to severe capacity limitations, these volumes will represent only about 65 to 75 percent of the level of traffic desiring to use Highway 43. This will force people to find alternate modes and routes resulting in greatly increased use of the City’s arterial and collector road network.
- By 2010, traffic volumes on I-205 are expected to increase by 50 to 60 percent with significant delays at the Highway 43 and 10th Street interchanges. Beyond 2010, traffic volumes on I-205 remain relatively constant due to major facility limitations.

Environment

- There will be an increased effort to further define the value of natural areas and assure their protection.

- Open space for both active and passive recreational use will become a critical component of the ‘sense’ of environment and quality of life.
- All parks within the City will experience greatly increased use resulting in their over-use and requiring limits and user fees.

Government

- More state and federal laws, and court decisions of all types, will continue to erode the home rule powers of local elected officials and limit local discretion in many areas.
- The move towards regional coordination, consolidation, and provision of some services will accelerate.
- Facilities along both the Willamette and Tualatin rivers will experience increasing local and regional use.
- Due to the limitations on local revenues and increasing demand for a more diverse range of services, there will be a shift from government provided services to the private sector and volunteers.

Education

- With an increasingly diverse population, there will be a demand for greater flexibility in educational services which will reach more people at all ages and income levels.
- Schools will provide “life-learning” opportunities, both on-site and through telecommunication, to meet changing occupational and career needs.

Community

- West Linn will continue to be a community dominated by automobile-oriented subdivisions with large single-family homes. Devel-

oping ways to interconnect these subdivisions will become a community-wide effort.

- With a regional trend towards mega-stores and small specialty shops, retail activity within the City will continue to be dominated by convenience sales and services. Convenient access to these sales and services will become a major concern of West Linn residents.

Arts and Culture

- Portland will continue to serve as the regional focus for major arts and cultural activities. Sub-regional programs may require intra-community confederations to sponsor events and programs.
- The library will experience greatly increased use as a diversified arts and cultural information source with on-line user services.
- Overall, participation in arts and cultural activities will increase, but with greater diversity due to a variety of interests.
- Both governmental and corporate financial support of arts and cultural activities will decrease, making it difficult to find stable funding sources for maintaining cultural and arts programs.

PROBABLE FUTURE

Given the current and future trends, we can foresee what our city might become if we sit back and let life take its course.

In the year 2040, West Linn is still characterized as a bedroom community and remains a collection of communities without a city center. Its population has grown to nearly 40,000 with its boundaries extending to the Stafford Road area on the west and along Rosemont Road to Carriage Way on the north. The complete, albeit low-density, build-out of this area (i.e., all vacant land developed) has prompted City officials to consider a proposal to expand the Urban

Growth Boundary (UGE) to include the Pete's Mountain area and the area southwest of the Tualatin River known as the Tualatin loop. Low-density development in this terrain makes the extension of utilities difficult and costly.

West Linn continues to draw new residents searching for a safe haven from the crime of the inner city. These newcomers inevitably add to the congestion of our streets, a problem which has defied a solution. Most citizens still commute to jobs outside the city, and the public transportation system fails to serve West Linn's needs.

Nearly all of the land within the City's UGB has been developed to capacity featuring upscale homes and some condominiums. Many trees within the City have fallen to make room for additional homes. Some development has occurred in the established neighborhoods. The West Linn Paper Mill (the City's only industrial business) was found to be too old and expensive to operate, and was closed.

The overriding issue impacting all aspects of life in West Linn is growth. Mandated housing densities have eroded the natural beauty and rural character praised by long-term West Linn residents and newcomers alike. Growth has outpaced the ability of institutions to meet human service and infrastructure needs. Growth has also reduced green spaces which could have served as gathering places and enhanced the community's sense of place and identity. Continued reliance on the automobile has guaranteed gridlock on the five-lane Highway 43 and six-lane I-205. In total, people have a sense of losing the community feeling they once felt.

Families choose to alleviate the stress of modern life and the increased crime rate by "cocooning" (withdrawing socially) rather than becoming involved in community events. Their changing lifestyles, including financial demands, two-parent incomes, longer work hours, and in-home offices, have all taken away from the social interaction that is the foundation for community spirit.

The highly regarded West Linn schools have continued to be a magnet drawing families to relocate here. As a consequence to limited funding, however, the already supportive parents have had to keep increasing their contribution of time and money for

sports, arts, culture, music, clubs, etc.

Governmental agencies have continued to be pressured by special interest groups who have little concern for the quality of life of future generations in West Linn. Tax limitation measures remain in effect which limit the City's ability to provide anything beyond the most basic services such as police, fire and public works. This is a time when West Linn is burgeoning with empty-nesters and families alike, but limited funds eliminate all hopes for a community center for citizens of all ages.

The 13 neighborhood associations, historically adversarial to public institutions, are now adversarial with each other and compete for the limited public services. Neighborhood associations are threatening to use block voting to get services and concessions without regard for city-wide concerns. Neighborhoods are patrolled by private security services.

West Linn has experienced a continued fragmentation of the arts and culture, both in terms of interest and finances. West Linn and other metro area suburban communities have been called upon more and more to share in the expense of providing major regional arts and cultural opportunities.

PREFERRED FUTURE

The following is a vision of what West Linn could look like in 50 years if we choose to accept a different course and guide the changes.

In 2040, West Linn has evolved into a full-service city of nearly 40,000 population. West Linn is a beautiful, safe, and peaceful place where individuals and families of all types feel a sense of belonging and connectedness with their neighbors and their city government. It is a place where people live in an environment that nurtures and respects both individuality and diversity. West Linn is a community where growth has been thoughtfully managed through citizen-developed guidelines and a policy of consensus. A balance has been established between growth and preservation of the city's history and rural identity.

West Linn is a place people choose as "home" for a variety of reasons: outstanding educational opportunities for all ages; cooperation between community institutions; respect for green spaces and natural beauty as is evident in the City park system, wild

spaces, and river esplanade; a healthy environment; the City's commitment to encourage and celebrate the arts; and opportunities for citizens to participate in and to influence the government at the neighborhood, city, and regional levels. Many have made West Linn their home because the citizens and the government have made a commitment to value community spirit. City government sets policy and takes action based on one question: Will this policy or action foster or hinder a sense of community in West Linn?

The heart and spirit of the community are readily apparent. The network of sidewalks, pathways, public meeting places, and accessible public transportation connect people within and between neighborhoods. Ongoing community events and service projects encourage citizens to contribute to the betterment of each other and the City of West Linn.

Adamant that there should be a definable edge between urban and rural areas, West Linn has rejected any overtures to the extension of services across the Tualatin River toward Pete's Mountain and the Tualatin Loop area. The UGB expansion and required increased densities within the region has been cautious and well planned.

The city center is a well-defined collection of offices, civic facilities, commercial buildings and multifamily housing anchored at the abandoned paper mill site, known as the "Willamette Falls Center." The Center houses City Hall, several large meeting spaces and exhibit halls and a large public plaza, opening out to the activities and beauty of the river. The Center also features river taxis which link Portland and Salem via the Willamette River. Trailheads radiate out from the center and along the river. The new center coincides with the old West Linn downtown that existed before the I-205 construction.

The notion that there should be some singular core commercial area that would provide for all the needs of the City was quickly put aside out of deference to the distances involved and, in particular, the varied topography of West Linn. Consequently, the smaller commercial centers of Willamette, Robinwood, and Bolton have been joined by an additional center in the Tanner Basin area, as well as some small commercial nodes within selected neighborhoods.

The increased commercial development and employ-

ment in the Wilsonville 1-5 corridor has rerouted a large portion of traffic away from Highway 43. To maintain the livability of West Linn, Highway 43 was improved only to three lanes its entire length through the City, complimented by an inter city jitney service which links West Linn with the regional bus and rail lines. The West Linn telecommunication system provides educational as well as many in-home services necessary to maintain the large number of in-home businesses in the City.

West Linn continues to earn the most livable city award, in part due to the purchase and redevelopment of its riverfront. The area of the paper mill reflection ponds has been redeveloped into a riverfront park, plaza, and high-end office center, with easy access to I-205. Waterfront public places abound and a network of bike/trailways provide linkages between the City's neighborhood centers and the Willamette Falls Center.

While some services traditionally offered by the City are now being provided by regional government, West Linn and other metropolitan jurisdictions have adopted the philosophy that services provided by those closest to the citizens (i.e., city government) are the most effective and responsive. Through a series of cooperative agreements with other community institutions, new partnerships have been formed, creating new options for mutual support and the benefit of the community. The City government, school district, businesses, neighborhood associations, churches and other community institutions have joined efforts to help identify the needs and desires of the community, and are working cooperatively to meet them. These institutions accept the responsibility of their inter-dependency and consistently use the "big picture" approach to problem solving.

The City Council continues to be composed of members elected at large. Councilor's duties have been expanded to include acting as representatives to other community and regional service boards. These positions provide enhanced cooperation and networking within the current system of elected boards and commissions. They have also become actively involved in the state legislature, serving as advocates for the citizens of West Linn. In recognition of their expanded roles, our elected officials receive a stipend.

The City government operates under a Code of Public Involvement, whereby government officials, staff, community groups and citizens participate under adopted principals of behavior. The 'win/lose' product of the public hearing process has been replaced by a roundtable negotiation process where 'win/win' solutions are commonplace. Here a give and take can occur between the applicant and opponents, with the government serving as the prime facilitator and protector of the public good.

The City has promoted the formation of seven neighborhood associations, which comprise the City of West Linn. Public meeting rooms have been provided in each of the seven neighborhood community centers and one at the city center complex for citywide forums. Neighborhood-level planning has been promoted to create plans and regulations unique to the respective neighborhoods. In addition, a League of Neighborhood Associations has been formed to address citywide issues. Neighborhood associations meet similar tests for public notice and involvement as has been in place for city government decision-making. Neighborhood associations are no longer just watchdogs of public institutions. They have formed partnerships to identify needs of the community, and to develop and implement plans to meet those needs. Neighborhood associations take an active role in crime prevention through programs like 'Neighborhood Watch.'

Local centers catering to all age groups have been established in each neighborhood as well as at the city center complex to facilitate this new partnership for the common good. Each local center provides services such as education, recreation, childcare, work programs, etc. based on identified needs and resources. Senior citizens serve as mentors and role models for adolescents. Through volunteerism, human service needs are being met, in part, without increased cost and programs that mutually support the participants. These centers foster a spirit of openness and cooperation, and enhance feelings of security within the community.

Both public and private schools draw nationwide respect for quality and affordable education. The school district has redefined the role of schools as lifelong learning institutions. A secondary role is to serve double-duty as neighborhood centers that complement the local community centers established to provide ample areas for recreation, culture, and the arts for all ages.

Strong demand for arts and cultural activities and facilities has resulted in the development of alternative sources of financial support. This has resulted in the formation of a complex network of multi-interest 'partnerships.' Single source financial support has become a thing of the past. Corporations, recognizing the role that culture and the arts play in the quality of life, have taken a greater role in providing financial support for continued growth in arts and cultural activities. The City of West Linn as well as other suburban communities in the Portland regional cultural activities is based on the concept that 'to get a say, we must pay.'

The library continues to play a greatly expanded role in arts and cultural activities by providing a vast array of interactive opportunities. Through a more entrepreneurial approach in providing these services and opportunities (e.g., renting meeting and exhibit halls for private weddings, parties, etc.), the library system has developed a coordinated approach to reliable, ongoing funding.

Home access to arts and culture has become virtually unlimited through a wide array of in-home cable opportunities. These opportunities have been increased to the point where worldwide access is possible. Coverage of local city events has expanded with a greater quality of presentation.

Public art projects and exhibits have become a permanent element of the community's public facilities such as at the schools, parks, and community center. Recognizing the diverse arts and cultural interests of the City, a number of mini-festivals celebrating a wide variety of cultural and arts activities has become a highlight of the community. These mini-festivals culminate in a grand festival during the fall.

GOALS

Goals have been developed in five significant areas to show some possible steps to move West Linn from the Probable Future toward the Preferred Future.

SENSE OF COMMUNITY AND SUSTAINABILITY

To create and sustain a spirit of community where

there is a sense of caring, openness, inclusiveness, goodwill and connecting to each other and the natural environment where both present and future needs are met; where there is an atmosphere of consensus where disagreements can be aired and resolved respectfully; where the focus is not on ourselves, but on giving something to the greater whole of our community, and giving more than we take; and where there is a respect for our natural environment and its need for sustainability.

1. Assure that all decisions are weighed, among other considerations, as to whether or not this action of plan will foster or hinder a sense of community and sustainability in West Linn.
2. Consider developing and implementing a plan to provide easily accessible public gathering places that are designed to build and celebrate a sense of community. These centers should be found in all seven neighborhoods and at the city center. The plan should include walkways and bike paths, a river esplanade, a town square, a community center, a farmer's market space, community gardens, an amphitheater and a multitude of parks connected by greenways.
3. Consider updating the City's trail system master plan (within the Park System Master Plan) to assure all seven neighborhoods, schools, city parks, neighborhood centers and the Willamette Falls Center are all interconnected by safe pedestrian and bicycle pathways.
4. Establish programs for the celebration of community spirit. Consider developing wide sidewalks that are dotted with public benches, bright flowerpots, sculptures and fountains and banners proclaiming upcoming events that exist along tree-lined streets. West Linn should adopt a theme of basalt rock walls, which will be visible at the City's gateways, along our major road and pathways, and at public spaces. Trees, flowers, views, and our waterways should be the focus of our plans and designs. The City should help organize monthly civic and

cultural events for all ages, celebrating the diversity of cultures, talents and personalities in our community. Summer plays and concerts, parades, fun runs, gardening contests, and more all add to the City's festive atmosphere.

5. Consider providing opportunities to participate in service projects that serve fellow citizens and the City of West Linn. Project examples include neighborhood beautification, constructing trails and public plazas, building neighborhood parks and centers, fish and wildlife habitat enhancement, greenway maintenance and enhancement, helping elderly citizens in home maintenance or transportation needs, managing youth community projects, and more.
6. Pursue establishing a local jitney transit system that will maintain a 15-minute interval schedule, providing transportation to destinations within the City and connection to the regional transit systems. Encourage ridership through positive incentives such as free trips in exchange for two driver-issued or business-issued script. Jitney stop should be no farther than 1/4 mile from any resident. Jitneys may also be called by telephone, with the possibility of allowing riders to be picked up and dropped off as desired. Neighborhood associations could be called upon to assist in the education and ridership programs.
7. Encourage and nurture the formation of seven neighborhood associations within the City. The City should pursue grant opportunities for the their formation and support of special neighborhood events.
8. Encourage and nurture the formation of a League of Neighborhood Associations to serve as a body to address issues of citywide concern.

SENSE OF PLACE AND IDENTITY

To shape the physical design of West Linn so that citizens feel a sense of pride and are rooted to the

community; where the human scale, boundaries, patterns, styles and visual reference points define the uniqueness and magic of a special place; where the City's roots are revealed and where the quality and abundance of its public spaces are the focus of the community.

Housing

1. Encourage the design of housing to be more sympathetic to surrounding homes and respond to a reduced need for square footage in homes due to an aging population.
2. Consider establishing regulation calling for minimum allowable densities for the various residential districts.
3. Encourage porches in the front and garages in the rear. An incremental goal would be a requirement that the house be placed closer to the street while maintaining the garage at least ten (10) feet behind the primary building line of the house, or that they should be side loading or detached. This would push the garages into a secondary position and their dominance of the front elevation of the house would be reduced. This design concept also encourages the development of alleyways.
4. Encourage smaller front yards and the social benefits of porches by allowing a 10-15 foot front yard setback for porches, versus the required 20-foot setback.
5. Encourage a mix of commercial and residential uses such as apartments above commercial uses in areas zoned for commercial use.
6. To accommodate affordable housing, the City should consider code requirements to allow 'granny suites' or 'mother-in-law apartments.' "
7. The City should establish design standards to make townhouses and row houses more attractive, compatible and pedestrian friendly.
8. Housing diversity and affordability should be

encouraged by supporting varying lot sizes and house types, from custom to manufactured homes.

9. The City should maintain or improve the current code on removal of trees.

Commercial Development

1. Continued commitment to the Oregon Transportation Planning Rule by allowing higher increased densities along transit corridors.
2. Assure that development of the 10th Street and Highway 43 Interchanges with 1-205 are comprehensive, well-planned and pedestrian friendly.
3. In order to facilitate home occupations and reduce vehicle miles traveled, the City should review its regulations to assure they help facilitate and protect home occupations.
4. Consider establishing a special zone for the City Center, encompassing the mill area and extending to the library, that would establish a particular theme for the area as well as proposing special standards (e.g., increasing the maximum allowable height of structures, and requiring pedestrian oriented buildings adjacent to street, including courtyards or open space, defensible space, attractive design, and use of quality materials).
5. The City should continue to enforce the special historic standards that apply to the Willamette commercial area, and continually improve code language to meet the needs of the district.
6. Study other jurisdictions to determine what particular standards exist for neighborhood commercial uses (e.g., Lair Hill, Corbett, Ladd's Addition, etc.) The City should develop guidelines with particular attention paid to design for the pedestrians, esthetics, compatibility, and parking, as well as mitigation of impacts.

7. The City should review commercial design and development standards along Highway 43, and consider establishing other neighborhood centers to encourage walking and bicycling.
8. Maintain a conservative sign code.
9. Establish landscape standards for arterials and commercial centers.
10. Consider requiring a percent of cost of commercial projects go to exterior art work such as the arts program in Portland.

Historic Areas

1. The City should continue to support programs relating to the Willamette Historic District and Historic Landmarks, and provide appropriate training for staff and the Historic Review Board.
2. The City should investigate funding opportunities for the historical districts and historic landmarks.
3. Pursue the acquisition of a historic centerpiece for the Willamette Historic District to provide a focal point.

Recreation Facilities

1. The City should continue to collect system development charges, as well as other funds, and acquire suitable open space and parklands ahead of development or concomitant with development.
2. Work with other jurisdictions (Lake Oswego and Tualatin) and school districts, to investigate the possibility of building an aquatic center.
3. Continue to pursue the development of a senior/community center at a central location that is near transit.
4. Requiring dedication of trail corridors should

be continued in an aggressive fashion. Developers should be required to construct the trails in those corridors and obtain UO easements from existing property owners. Trails along Willamette and Tualatin Rivers plus Trails in the Master Plan should be a priority.

5. Continue City/School District cooperation in planning playfields, parks and scheduling uses of those facilities.

Public Facilities

1. Assure major public facilities are constructed of permanent materials (e.g., brick or rock).
2. Establish neighborhood centers featuring public plazas meeting rooms and more.
3. Study the space needs for city office facilities considering the value of a single city office complex.
4. The School District should build schools in the center of the population they are intended to serve, and on collectors or arterial streets and, where possible, along transit lines.

Open Space

1. The City should consider expanding the current 25-foot building setback line area around wetlands, drainage ways, heritage trees, and forested areas.
2. The Park System Master Plan should be updated relative to open space acquisition and trail corridors.
3. The City should identify additional means by which open space may be more readily dedicated as part of the development permit process.
4. The City should encourage the development of vacant, past over lots prior to expansion of the UGB as one way to protect open

space outside the UGB.

Transportation and Streets

1. The City should review its street width standards and consider adopting a “skinny streets” program.
2. The City should amend its codes so as to conform to the Oregon Transportation Planning Rule (i.e., design its streets, trails and buildings to reduce the miles traveled by automobile).
3. The City should establish plans to provide for convenience services and public meeting places within easy walking distance of each residence
4. The City should encourage the expansion of transit in the West Linn area and the development of links along the periphery of the City and metropolitan area. The City should support a transit link with the proposed Willamette Valley high-speed rail line station in Oregon City.
5. The City should develop a Transit Master Plan, and require bus turnout areas where new development takes place.
6. Promote grid pattern street development to help interconnect City neighborhoods.

GROWTH AND QUALITY OF LIFE

To manage both the quantity and quality of growth to assure an evolving improvement in the quality of life in West Linn.

1. Recognize that there are multiple dimensions to community growth, which are both positive and negative. While citizens overwhelmingly view physical growth in negative terms, such growth is highly likely. Whatever growth takes place, there should be assurances that growth preserves and enhances West Linn’s identity.
2. Consider acquiring (through purchase or dedication) and land banking natural areas,

future park sites, trail corridors, future public plaza sites, and viewpoints for future public use and preservation from private development.

3. Consider establishing a maximum roadway standard of three lanes (two travel lanes and one center left turn lane) for all roadways within West Linn (excepting I-205), while promoting the use of mass transit to reduce traffic congestion.
4. Assure that the City’s crime rate does not increase with added growth by promoting ‘Neighborhood Watch’ and other safety programs.
5. Support funding solutions for city and county services without depending solely on increased property taxes.
6. Establish neighborhoods around compact commercial/residential centers with pedestrian-friendly design.
7. Assure that the costs for new infrastructure, and the maintenance of existing infrastructure, are borne by the respective user.
8. Consider acquiring local control of Highway 43 and Willamette Falls Drive.
9. Establish high standards of urban design to ensure that the new fits well with the best of the old. New development should complement the scale and quality of the community.

COMMUNITY INSTITUTIONS

To shape our city government, school district, and other West Linn institutions into leaders that foster trust, respect, courage and honor.

1. Adopt inter-agency agreements between city government, school district, neighborhood associations, and other community institutions.
2. Develop a ‘code of conduct’ for all public meetings.

3. Establish a negotiation/mediation process for dispute resolution.
4. Establish the boundaries for seven neighborhood associations. Prepare neighborhood association guidelines that will assist in their formation. Assist in establishing meeting and organizational procedures for neighborhood groups. Initiate staggered neighborhood planning programs. Assist in the funding of neighborhood publications.
5. Form a "West Linn Vision Alliance" composed of representatives from the City Council, School Board, League of Neighborhood Associations, Chamber of Commerce, and churches to oversee and carry out the West Linn vision.
6. Update the West Linn Comprehensive Plan to reflect and support the West Linn vision.
7. Establish a year-around community education program utilizing existing school facilities for all ages.

CULTURE AND THE ARTS

To celebrate the creative, innovative, and inspirational works of nature and mankind while exposing citizens to other cultures and viewpoints.

1. Consider establishing an Arts Council to identify potential funding sources and coordinate fund raising activities for arts and cultural activities.
2. Encourage community education in the arts through community schools with an expanded program of artists and volunteers.
3. Identify corporations that would have an ongoing interest in West Linn arts and cultural activities.
4. Establish an entrepreneurial approach to funding library activities (e.g., renting meeting and exhibit halls for private weddings, parties, etc.).
5. Establish the role of arts in our community and determine how West Linn will participate at the regional level.
6. Establish a West Linn cable studio and staff the facility to cover and promote local productions and events.
7. Build and establish facilities at which cultural and art events and exhibits can be staged (e.g., Willamette Falls Market and a series of small private galleries).