

# Downtown Implementation Strategy

JULY 2008





## Acknowledgements

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Gretchen Buehner, *Councilor*  
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Tom Woodruff, *Councilor*

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## Glossary of Terms

**Brand Tigard.** The Tigard Downtown Improvement Plan (TDIP) referred to specific improvements in the Downtown that could create a unique identity or “brand Tigard.” The use of Green Streets (see below) is one way of creating a unique identity in Downtown Tigard.

**Catalyst Project.** Refers to one of eight (8) projects in the Tigard Downtown Improvement Plan thought to attract or stimulate new development.

**Ecological.** Refers to the restoration of landscape using native plants that are adapted to the specific soil and climatic conditions of the area.

**Gateway.** Refers to the design of the intersection of two streets as an entryway to the Downtown. The intersection might include landscaping, walls, or monuments that would be visible by drivers by, and recognized as a “gateway” to Downtown.

**Green Connections.** A blend of natural ecological features as seen in Fanno Creek Park integrated into the Downtown.

**Green Heart.** Term used in developing the Tigard Downtown Improvement Plan meaning the center of the community containing natural and landscaped open space.

**Green Street.** Refers to the use of sustainable methods of handling storm water runoff, such as natural infiltration, native planting beds, pervious paving materials and swales.

**Long-term actions.** Actions occurring beyond a three (3) year timeframe.

**Near-term actions.** Actions occurring within a three (3) year timeframe.

**Open Space.** Area designed for use by pedestrians, public space. It may be built with hard surfaces such as concrete for sidewalks, or landscaped with plantings.

**Overlay Zone.** A zone with specific site, land use or building design requirements. Usually created for a specific area to address environmental or building concerns unique to that area.

**Streetscape Design.** Refers to the design of the street, parking, sidewalk, street furniture, and landscaping for a particular street.

**Sustainable.** Refers to the use of natural methods of addressing environmental concerns such as storm water runoff, habitat restoration, or building.

Includes the use of water infiltration through use of porous surfaces instead of paving or concrete, native plants, and recycled building materials.

**Tigard Downtown Improvement Plan.** The Plan for the Downtown developed by citizens with assistance and guidance from Staff and consultants, accepted by Council September 2005.

**Tax-Increment Financing.** The method of financing authorized under Urban Renewal. Tax revenues generated from the appreciation of property within the Urban Renewal District are used to finance projects within the Plan.

**Tigard Urban Renewal Plan.** A Plan developed in accordance with State Law to qualify for use of tax increment financing to fund projects in the Downtown.

**Urban Creek Corridor.** A series of park-like blocks running north to south in the Downtown connecting the north end to Fanno Creek Park on the south.

**Urban Design.** Refers to layout and function of streets, pedestrian circulation, open space, and land uses (residential, office, mixed use, commercial).

**Willing Seller Environment.** The Urban Renewal Plan does not permit the use of condemnation for land assembly. In order to assemble land for redevelopment, it will occur in a “willing seller” environment, where property owners will be encouraged to participate but will retain their right not to sell their property.



### What is the Downtown Implementation Strategy?

The Downtown Implementation Strategy is a document to guide the City's actions to translate the "vision" for downtown into a "reality." It incorporates the policy objectives of the Tigard Downtown Improvement Plan, adopted by City Council on September 25, 2005, into a strategy and set of "near-term" and "long-term" actions the City should take to implement the Plan. The Strategy includes four (4) key strategies with thirty-five (35) supporting actions, a 3-Year Action Plan, and a 1-Year Work Program.

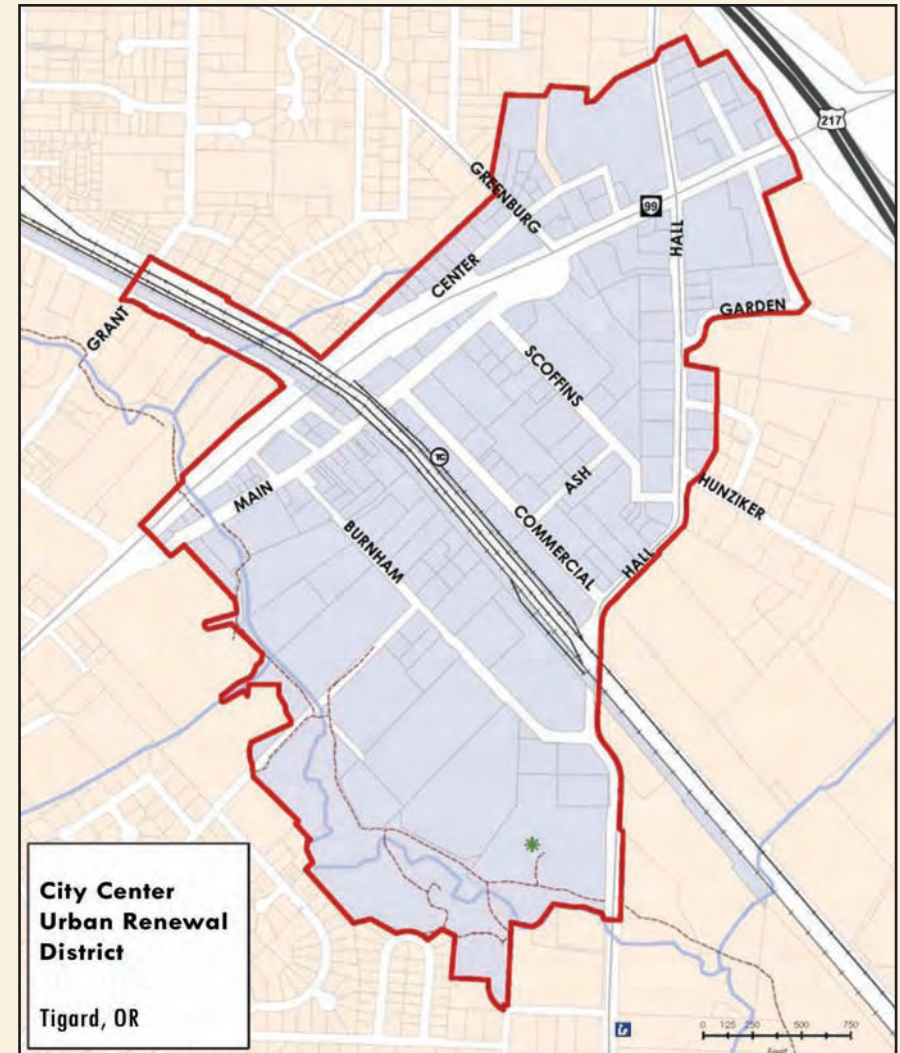
### How was the Downtown Implementation Strategy developed?

The Strategy was developed by analyzing the Tigard Downtown Improvement Plan, the Tigard Urban Renewal Plan, and determining the key policies and projects within those documents that could be used to organize a strategy. There were also many discussions with the City Center Advisory Commission (CCAC), former Downtown Task Force members, and staff before devising the strategies. The Downtown Implementation Strategy also

incorporates many of the recommendations from the Tigard Development Strategy report completed by Leland Consulting Group in October 2007. This strategy was undertaken to provide an unbiased professional opinion of the redevelopment potential of the Downtown Urban Renewal District.

### How is the Downtown Implementation Strategy intended to be used?

The Strategy is intended to provide policy guidance and specific actions necessary to implement the Tigard Downtown Improvement Plan. The 3-Year Action Plan and 1-Year Work Program accompanying the Strategy are intended to provide direction as to priorities and actions to be taken. As projects and actions are completed and more experience obtained, the Strategy should be revisited and revised accordingly. It is recommended that the 3-Year Action Plan and 1-Year Work Program be updated annually so that progress can be monitored, and new Plans/Programs revised to reflect progress or timeframe adjustments. The 3-Year Action Plan should be tied to the City's Capital Budget to reflect priorities and funding requirements for each project.



City Center Urban Renewal District

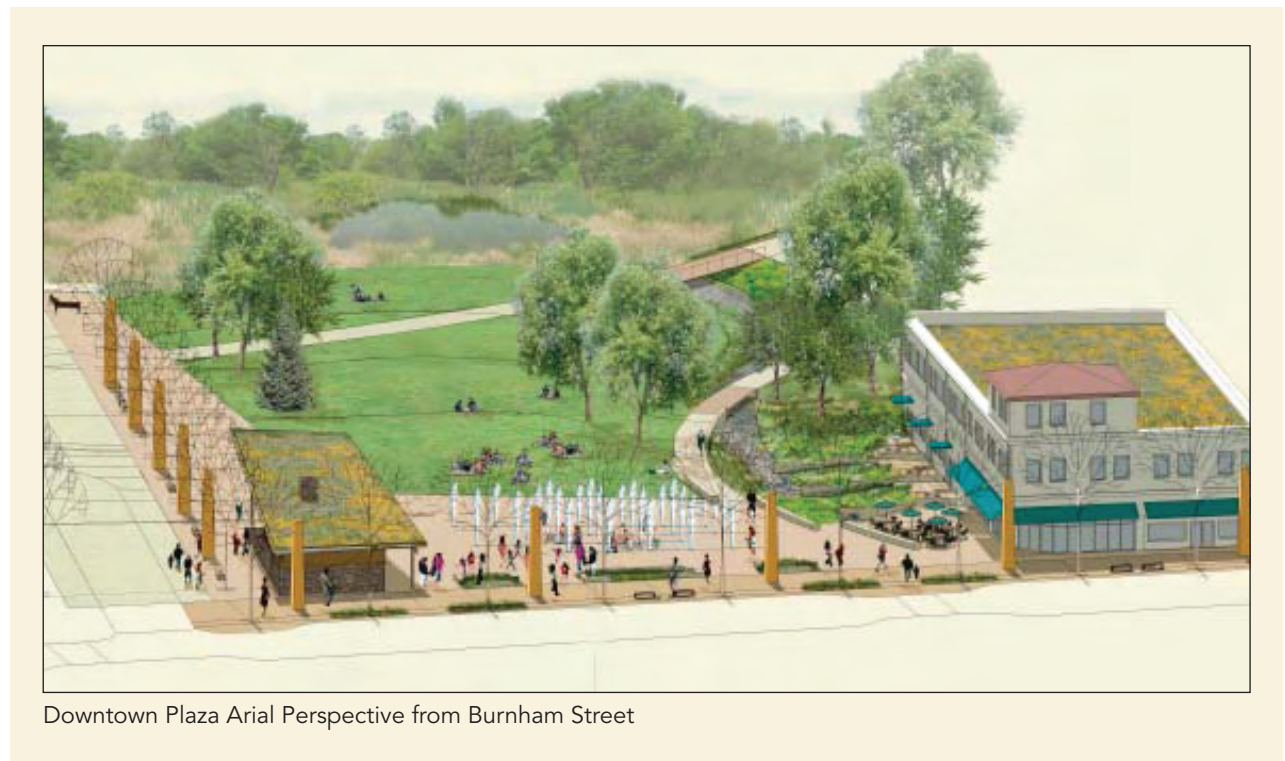
## Executive Summary

The Downtown Implementation Strategy includes four (4) key strategies, thirty-five (35) supporting strategies, a 3-Year Action Plan and a 1-Year Work Program. The 3-Year Action Plan provides a summary of the priorities and actions for Downtown, and the 1-Year Work Program identifies more specific staff actions for the first year of the 3-Year Action Plan. Both will be updated annually to reflect progress and timeframe adjustments.

### The four key strategies are:

- Encourage and Facilitate Redevelopment Projects in Downtown
- Improve Fanno Creek Park and Develop an Open Space System in Downtown
- Develop Comprehensive Street and Circulation Improvements in Downtown.
- Develop Organizational Leadership and Capacity in Downtown

**1. Encourage and Facilitate Redevelopment Projects in Downtown.** Under Urban Renewal Law, taxes generated from the appreciation of property in the Downtown may be used to finance projects within the Urban Renewal Plan. As a strategy, the City will facilitate redevelopment so that the appreciation of property results. To encourage redevelopment, the City will carry out *near-term actions* to: initiate



Downtown Plaza Aerial Perspective from Burnham Street

and manage high priority “Catalyst” projects, identify redevelopment opportunities, maintain a dialogue with developers, assist in land assembly, develop Land Use and Design Guidelines, conduct a housing study, and encourage public involvement. More *long-term actions* to encourage redevelopment include: developing projects that incorporate public open space, and assisting businesses to relocate in order to provide parcels for redevelopment.

**2. Improving Fanno Creek Park and Developing an Open Space System in Downtown** is a tenet of the Downtown Improvement Plan, and takes advantage of Tigard’s unique proximity to a park

as an amenity. The “Green Heart” as an identity for Downtown includes Fanno Creek Park and the Downtown Plaza, which will be programmed as a public gathering space for outdoor events, and serve as a central gathering place for the community. A Master Plan for Fanno Creek Park and Plaza was adopted by the City Center Development Agency (CCDA) in February 2008, and will be incorporated into the City’s 5-year Community Investment Plan, updated annually.

*Key near-term actions* include: restoring and reconstructing lower Fanno Creek Park, developing concepts for the Urban Creek Corridor, and developing the Fanno Creek Trail west of



Downtown. *Long-term actions* include: constructing the Downtown Plaza and completing the Open Space System in Downtown, determining the type of public spaces in the Urban Creek Corridor, and developing the “Rail to Trail” system along Tigard Street into Downtown.

**3. Developing Comprehensive Street and Circulation**

**Improvements in Downtown** is the third strategy and is referenced in the Downtown Improvement Plan as “Streetscape Enhancement,” a “Catalyst” project. Under the Plan, providing well designed Streets that are “well connected” and “promote walking, biking and use of transit will attract development” to the Downtown. *Near-term actions* include: implementing the recommendations of the Comprehensive Streetscape Design Project, improving streets in areas with high potential for redevelopment, refining the circulation system for Downtown, developing a “Gateway” at Hall Blvd./99W, and redesigning and re-constructing Burnham and Main Streets as a Green Streets with pedestrian amenities. *Long-term actions* include: achieving consensus on alternative access to Downtown, obtaining an at-grade rail crossing at Ash Ave., and developing gateways,

a bike route plan, and a parking management plan.

**4. Developing Organizational Leadership & Capacity in Downtown.**

Successful downtowns are the result of strong leadership at both the public and private levels. Development of a strong downtown association as a way to expand the involvement of local businesses and enhance communication between the City and the private sector is prerequisite to successful redevelopment. A strong private non-profit organization can provide needed services such as marketing, organizing events, educating merchants, recruiting tenants and developers, and directing a broad range of outreach activities. Creating a close, collaborative relationship among the City Center Development Agency (CCDA), the City Center Advisory Commission (CCAC), and a downtown association will assist the City in keeping a better “pulse” on issues, trends, and prospective projects in order to facilitate private and public-private transactions. The City will support *near-term actions* by the private sector to establish a broad-based, self-supporting downtown association.



Fanno Creek Park Master Plan

## I. Encourage and Facilitate Redevelopment Projects in Downtown

*“Our vision of Downtown Tigard is an... active urban village at the heart of our community...pedestrian oriented, accessible by many modes of transportation, recognizes natural resources as an asset, and enables people to live, work, play and shop in an environment that is uniquely Tigard.”*

—Tigard Downtown Improvement Plan

### Overview:

Stimulating redevelopment in the Downtown is critical to developing a long-term funding source under Urban Renewal. Under Urban Renewal Law, taxes generated from the appreciation of property in the Downtown may be used to finance approved projects. As a result, new development will result in an increase in tax revenues to support projects within the Plan. Since all new development will generate needed tax revenues, it is important to facilitate redevelopment projects wherever they might occur in Downtown. The City will assist in bringing about redevelopment by evaluating opportunity sites, developing a program for incentivizing new development where possible, and executing projects within the Urban Renewal Plan. Developing the Downtown Plaza in conjunction with an adjoining redevelopment project is a priority and intended to stimulate new investment in the core area. Connecting

the Plaza to Main Street and lower Fanno Creek Park as adopted in the Fanno Creek Park & Plaza Master Plan, further supports redevelopment and development of a unique public gathering place for the community. Close coordination with the financial needs of property owners and developers will be important. Some of the key public projects in the Urban Renewal Plan include: streets, parks, plazas, a public market, bicycle/pedestrian facilities, a performing arts center, or other assistance to facilitate redevelopment.

There are inherent challenges to facilitating redevelopment in Downtown Tigard in particular. Land assembly faces the challenge of the relocation of long-standing businesses, and the difficulty of assembling land for redevelopment without the power of condemnation. One of the goals for the first few years will be to identify redevelopment opportunities and develop a program for land assembly. This will necessitate a clear understanding of the market place, development environment, and the needs of property owners.

The City’s role in facilitating redevelopment projects in Downtown will develop over time, but will initially include prioritizing public improvements, developing a program for land assembly, working with developers to identify opportunities and ways in which the City can participate, developing Land Use and Design Guidelines and managing key projects necessary to implement the Urban Renewal Plan.



Downtown Tigard — circa 1940s



Downtown Tigard — 2006



*Near-Term Actions (1-3 Years)*

**1.1 Manage “Catalyst Projects” in Downtown**

The Tigard Downtown Improvement Plan identified eight (8) “Catalyst” projects that have the ability to alter the development environment in Downtown and attract new development. The Catalyst projects include: Streetscape Enhancement, Green Corridor/Urban Creek, Hall Blvd./99W Downtown Gateway (see sections 3.9, 4.4), Downtown Housing Development, Ash Avenue Downtown Improvement, Fanno Creek Public Area, Performing Arts Center, and the Post Office Relocation. In order to implement these projects, priorities need to be determined and tasks for implementation defined.

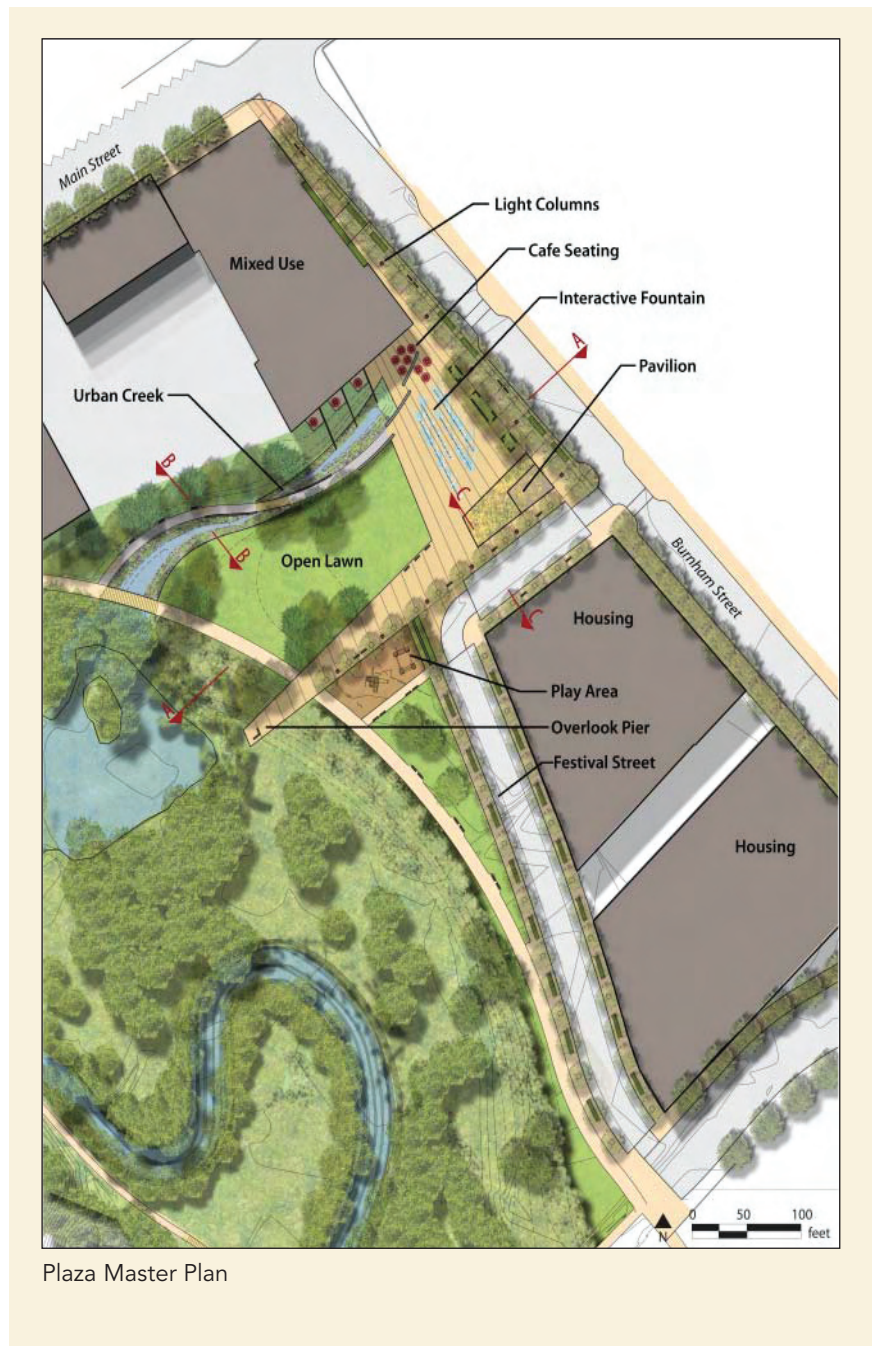
Three of these projects have been identified as high-priority:

- The Hall Blvd./99W Gateway, with its prominent visibility, will provide a visual landmark to draw people to the downtown.
- Priority Streetscape Enhancement projects, including the redesign and construction of Burnham and Main Streets, provide necessary infrastructure to support the Downtown Plaza, and redevelopment in the core area.

- The Development of the Downtown Plaza will be a major priority. The Fanno Creek Park & Plaza Master Plan, adopted in February 2008, provides siting, and conceptual design for the Fanno Public Use Area (Downtown Plaza), and adjoining redevelopment, including housing. Other actions to be taken include such near term actions as planning for the acquisition of the property, developing a funding strategy, facilitating relocation of the existing business, and working with neighboring property owners on redevelopment.

The Leland strategy rated three of the catalyst projects as being of lower priority:

- Urban Creek Corridor — Could be scaled back and implemented in the connections between the commuter rail station and the Plaza, rather than the separate Urban Creek identified in the TDIP.
- The Post Office Relocation — Because of the Post Office’s ability to attract visitors to the downtown, reconsider the use of public funds to relocate it.
- Performing Arts Center — The City should be willing to support the building of the center, but should allow the private sector to take the lead.



Plaza Master Plan

**1.2 Focus on Opportunity Areas for Redevelopment**

There are two key opportunity areas where there is high potential for redevelopment identified in the Leland report:

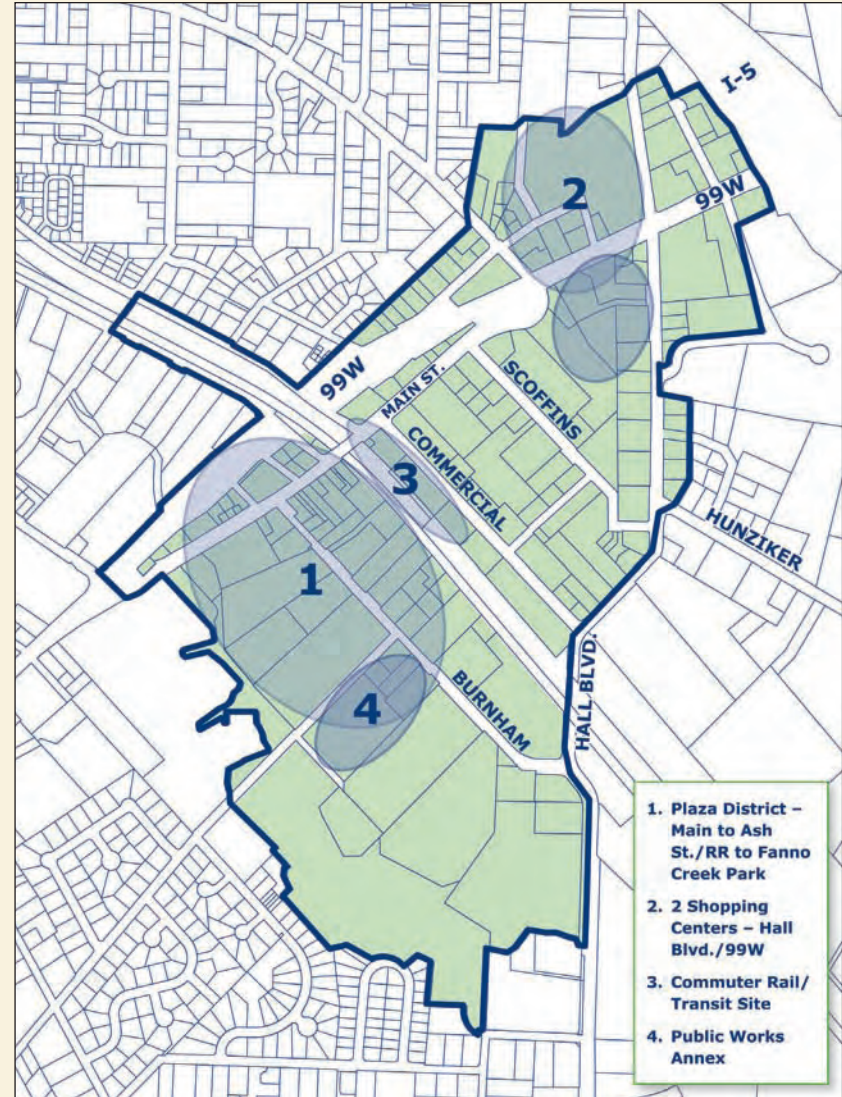
1. The area bordered by Fanno Creek Park, the railroad track, Main Street and Ash Avenue, particularly the properties in proximity to the planned Downtown Plaza.
2. The two shopping centers at the intersection of Hall and Highway 99W (Tigard Plaza and the Rite-Aid/Value Village properties.)

The City will maintain a dialogue with the development community including developers, bankers, and real estate firms to assess opportunities, and identify and structure joint-development projects. Interviews with developers conducted in February 2005 provided input for development of the Implementation Strategy and actions taken by the City Center Development Agency as follows: use of housing as a key catalyst, improvements in access and visibility to the Downtown, incorporation of public space (plazas, parks) with new development projects, assembly of key parcels for development, and provision of adequate parking.

Initially, the City will work with developers and property owners to develop a program to stimulate the eventual redevelopment of these opportunity sites. A Development Opportunity Studies (DOS) program, whereby grant assistance is provided to property owners to demonstrate the potential for successful redevelopment, will be evaluated for use in the Downtown.

**1.3 Develop a Program for Land Assembly**

One of the key tasks necessary for redevelopment to occur is land assembly. In order to be in a position to work cooperatively with developers, the City will work with property owners and developers to assemble land for development. State Law and Tigard’s Urban Renewal Plan forbid condemnation as a method of land assembly for private development. (It can be used for roads, parks or other public improvements.) Working in a “willing seller” only environment will require that the City work closely with property owners to explore projects of mutual interest. Priority projects will include the Plaza District and properties adjoining the plaza, the opportunity areas identified in Section 1.2 above, and City-owned property in the Downtown including the Public Works site.



Downtown Tigard Opportunity Areas



**1.4 Evaluate City-Owned Property for Redevelopment**

The City of Tigard owns approximately 18 acres of land in the Downtown. Some of the City’s property is located in strategic areas where redevelopment can occur. As part of the City of Tigard’s plan for future facilities, it should evaluate its future spatial needs, ability to consolidate uses and property, and perhaps, leverage its own property for redevelopment in Downtown. The potential relocation and consolidation of the Public Works Department facilities could possibly free up the Public Works Annex (3.5 acres) and the Public Works building at Hall and Burnham (4 acres) for future redevelopment and should be evaluated.

**1.5 Refine Land Uses in Downtown**

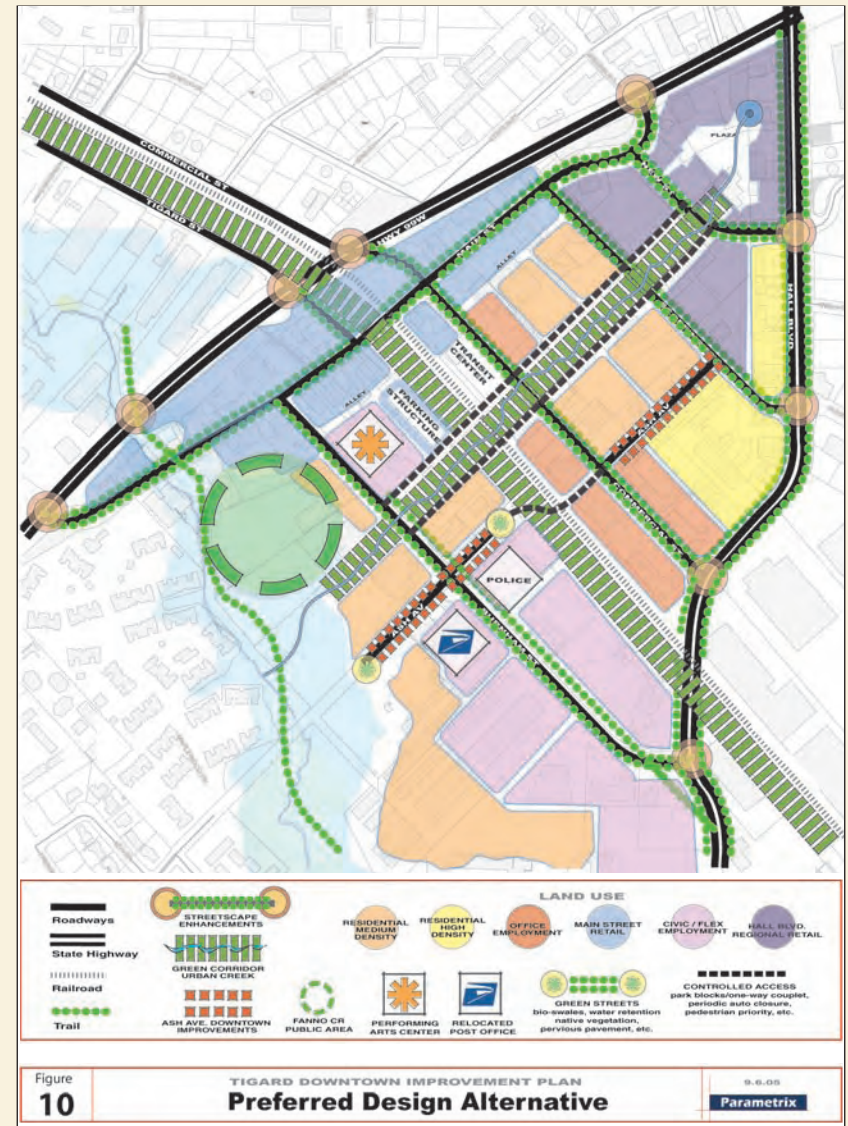
The Downtown Improvement Plan identified land uses for the Downtown. This was done on a concept only level, and will need to be refined. Before a final land use map can be adopted, an evaluation of specific uses and urban design function should be done. Additional and important input from developers and citizens will also be valuable in addressing this issue.

**1.6 Develop Land Use/Design Guidelines for Downtown**

Before the Downtown Improvement Plan can be implemented, the City must ensure that Land Use regulations and Design Guidelines are in place to guide development proposals towards the type and quality envisioned in the Plan. While the City has an existing Land Use ordinance for the Downtown in place, it was not developed for the new Downtown Improvement Plan, and will have to be revised or replaced to meet the intent of the Plan. Design Guidelines are used to review specific site and building proposals to ensure a level of design quality and will be developed for the Downtown Plan. In order to reserve or protect land for public space, such as the “Urban Creek Corridor” or Fanno Creek Park, a land use “overlay” zone will be evaluated to ensure that development proposals or other actions would not conflict with future use of open space. In order to assist redevelopment in Downtown, the expediting of land use and development applications will be evaluated, and implemented where appropriate.

**1.7 Encourage Public Involvement**

As key public projects are developed, it will be important to encourage



Tigard Downtown Improvement Plan



the public to participate in the design process. With broader input from the public, the goal of building a downtown that represents the preferences of our citizens can be accomplished. For all of the key public projects such as parks, open space, plazas, streets, public art or a Performing Arts Center, citizens will be encouraged to participate in the early stages of design through meetings, open houses, presentations to advisory groups or by simply reviewing documents posted on the City’s website. In addition to this, public and private projects require public hearings as part of the land use process where citizens will have another opportunity to react to specific proposals.

### 1.8 Conduct a Housing Study

Housing will be the largest component of Downtown Tigard’s revitalization. As a strategy for revitalization, housing is also preferred because it increases the Downtown population and creates a larger market for retail and commercial services specializing in convenience goods and services. In addition to “catalyzing” new development, housing provides the resident population needed to activate the area and create a sense of community. One of the first steps will be to conduct a housing study to analyze market trends, affordability, and the types of housing and amenities needed for Downtown to be competitive in the marketplace.

Downtown Tigard is ripe for new housing due to its location, its existing and future amenities, and positive market trends. New residential

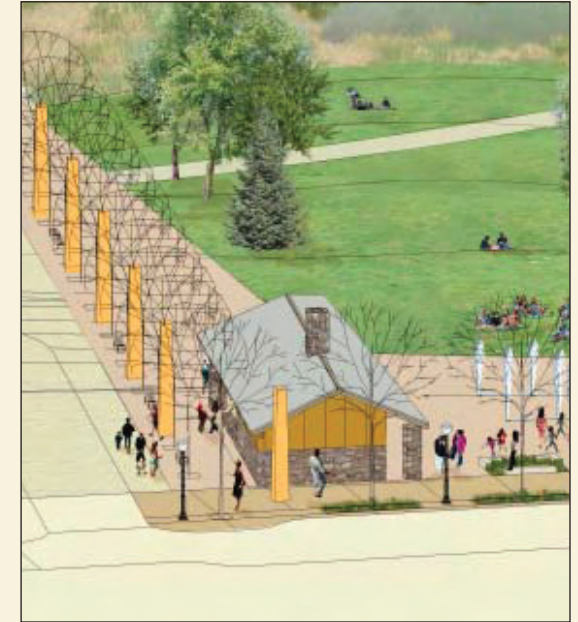
development will be able to take advantage of unique amenities in the Downtown such as Commuter Rail, proximity to new parks and open space, and in time, key civic places such as the Downtown Plaza, a Performing Arts Center, an Outdoor Amphitheatre or Farmer’s Market. The Plan identifies locations for housing, favoring moderate to higher density, mixed-use development, with availability for a wide range of income levels.

### 1.9 Pursue Redevelopment Projects that Incorporate Public Open Space

Having a City park close to the Downtown is a unique feature which ties into the “sustainability theme” and can garner public support for the revitalization effort. Experience from other cities, including Lake Oswego, has shown that pursuing redevelopment projects that have a public space, park or plaza, as a major part of a project, is a good way to develop public support. Interviews with developers conducted in February 2005 also indicate that developers view park or plaza space in commercial districts as an added amenity and good for business.

### 1.10 Facilitate Business Relocation on Key Sites

One of the challenges to land assembly is working with existing businesses on key sites to facilitate their relocation. Many of the businesses have been in the Downtown for a long time, but may have interest in relocating. Others may not be interested in moving. Once opportunity sites have been identified and redevelopment interest



Traditional Pavilion Design Option



Perspective of Plaza and Upland Park

is established, the City will work with business owners on a range of options compatible with their long-term needs.

## II. Develop Fanno Creek Park and the Open Space System in Downtown

*“...preserves what is desirable in the area, and promotes a public ‘green’ and open space character... consistent with the vision for the community and its Downtown.”*

—Tigard Downtown Improvement Plan

### Overview:

**Fanno Creek Park** as the southern edge of Downtown presents a unique situation for Tigard. It provides an opportunity to restore the native habitat and ecology, provides important civic gathering spaces, and brings the “green theme” into the heart of Downtown. The “Green Heart” of Downtown and Fanno Creek Public Area are an integral part of the Tigard Downtown Improvement Plan, and the expansion of Fanno Creek Park is essential to realizing this goal. Other key design elements include an expanded open space system, and the “Urban Creek Corridor,” connecting Fanno Creek Park with the future Regional Commercial District on the north end of Downtown. The adoption of the Fanno Creek Park and Plaza Master Plan (February 2008) is a significant step towards implementing this plan.

**Urban Creek Corridor:** Making a spatial connection from Fanno Creek Park to a future Urban Creek Corridor that would run north to

South in the Downtown is an essential feature of the open space plan. This would, in effect, bring the park into Downtown, creating a unique mix of the urban and natural environment. The Urban Creek Corridor would have an organizing impact on the Downtown, defining a clear pedestrian linkage and providing an amenity that future development can capitalize upon. Future projects bordering the green corridor would be encouraged to orient activities to take advantage of the public space value of this amenity. This project serves the dual role of stimulating development while connecting Downtown areas.



Plaza District Plan



Downtown Existing and Future Open Space



*Near-Term Actions (1-3 Years)*

**2.1 Implement the Fanno Creek Park and Plaza Master Plan**

The completion of the Fanno Creek Park and Plaza Master Plan represents a major achievement in the implementation of the Tigard Downtown Improvement Plan and will transform the degraded landscape into a major amenity for new residents. The City, with its partner Clean Water Services, will undertake several restoration projects, including replanting of native vegetation, restoring natural habitat, and the re-meander of Fanno Creek. The City will pursue development of a phasing plan for lower Fanno Creek Park in conjunction with Clean Water Services so that improvements can be completed per the Master Plan and within City budgetary constraints.

**2.2 Incorporate Sustainable and Ecological Design of Fanno Creek Park and Downtown’s Open Spaces**

One of the “Great Ideas” generated during the formation of the Downtown Plan was establishing “Green Connections”

as a theme. It was thought of as a blending of nature with the built environment with emphasis on linear parks, plazas, trees, native landscaping, and water features. Because Fanno Creek Park contains sensitive wetlands and has a creek running through it, it does not lend itself to active uses, but rather more passive ones and restoration. Developing this “natural green” theme further incorporates the ideas of “sustainability” and ecological restoration. These concepts will be applied to the restoration of Fanno Creek Park and landscape design and planting palettes for Downtown, including all of its open space.

**2.3 Determine the Feasibility of the Urban Creek Corridor in Downtown**

Determining the design concept, form and “footprint” of the Urban Creek Corridor will require a detailed feasibility study to determine preliminary design, constructability and cost. Initially, the focus will be on the area between Burnham St. and the Commuter Rail, the section closest to the new Plaza.



Fanno Creek Park Master Plan



*Near-Term Actions (1-3 Years) continued*

Once it is determined that an Urban Creek Corridor is feasible, it will be important to protect the potential footprint of this amenity and ensure compatibility with Downtown Land Use and Design Guidelines. One option would be an “overlay” zone to ensure the review and coordination of development proposals that might have the ability to limit or preclude options for its location.

**2.4 Expand the Fanno Creek Trail West of Downtown**

The Fanno Creek Trail west of Main Street provides an important link to Woodard Park, the Fowler School campus, and surrounding neighborhoods. It is a critical link in developing the full regional trail network through Tigard, and would provide a continuous connection through Fanno Creek Park to its southern destination, Tualatin Community Park.

**2.5 Develop Downtown Plaza as a Central Gathering Place**

The development of a central gathering place adjacent to Fanno Creek Park is a key urban design element of the Downtown Improvement Plan. The location for the Downtown Plaza, as adopted by the City Center Development Agency (CCDA) in August 28, 2007, is the Stevens Marine site. The site is bordered by Fanno Creek Park, Main and Burnham Streets, and will be accessible from both the park and streets. Supporting a range of passive and active open space uses, Downtown Plaza and surrounding area will include: space for outdoor events, an

adjacent “Great Lawn” and shelter for smaller performances or gatherings, and a “Festival Street,” where the Tigard Farmer’s Market can be accommodated. The development of the Downtown Plaza will be co-developed with adjoining redevelopment to leverage the value and impact of this public investment.

**2.6 Develop an Expanded Open Space System through Downtown**

Developing an expanded open space system through Downtown is also a key design element of the Downtown Improvement Plan. Developing an integrated trail system through Fanno Creek Park into Downtown, with connections to the regional Fanno Creek Trail system and the “Rail to Trail” corridor from Hall Blvd. to Tiedeman, would provide a regional

context to the trail system. Connections to the Fanno Creek Regional Trail could occur at Main Street at one end and Hall Blvd./East Fanno Creek Park at the other end, and potentially at the “Rail to Trail” corridor at Ash Ave., the Urban Creek Corridor, and at Main and Burnham Streets.

**2.7 Develop a “Rail to Trail” corridor along Tigard Street into Downtown**

The railroad right-of-way on the north side of Tigard Street from Main Street to Tiedeman will be abandoned in conjunction with the Commuter Rail Project, providing a 55-foot ROW for a potential trail corridor. The trail corridor would provide an additional pedestrian/bicycle path into Downtown, and a looped connection with the regional Fanno Creek Trail.



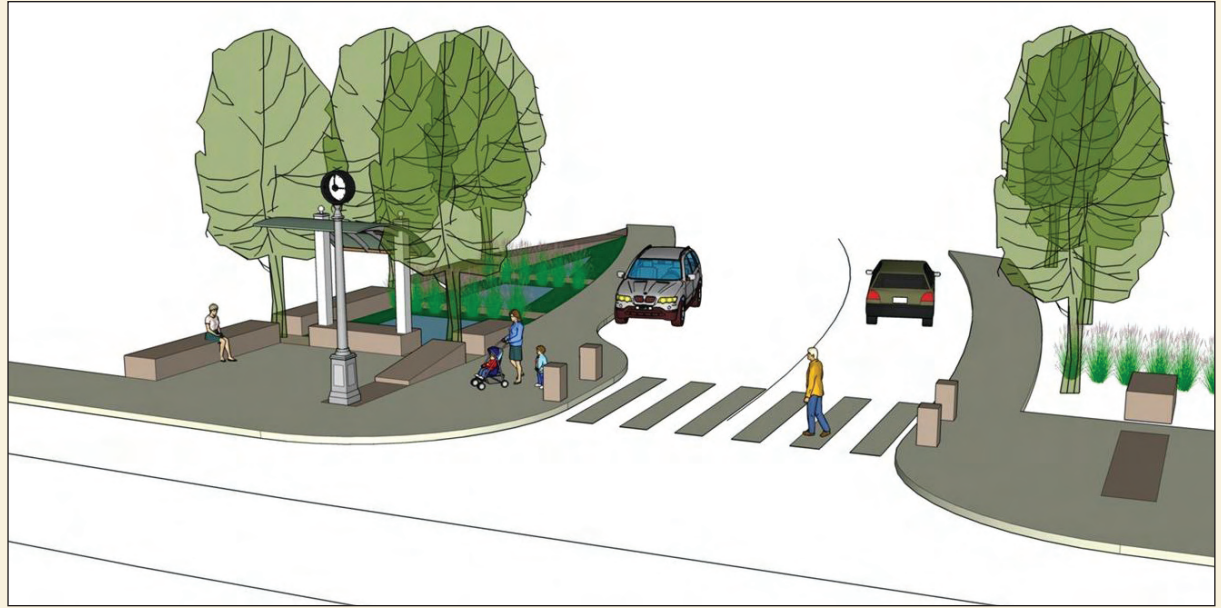
Perspective of Plaza and Upland Park

*Long-Term Actions (> 3 years)*

**2.8 Determine the Design Themes and Progression of Public Spaces for the Urban Creek Corridor**

Connecting the two anchor “Catalyst” projects in Downtown, Fanno Creek Park and future development at Hall Boulevard/99W, the “Urban Creek Corridor” was conceived as an open space with landscaping, water features, and public plazas. It has the potential to become a series of different public spaces with park space, native plant gardens, public art, or other amenities.

Since one of the key themes for Downtown is “sustainability,” the Urban Creek corridor could be designed to reflect this message with native landscaping and ecological design, and natural methods of conveying and infiltrating storm water. The corridor could become a model demonstrating the ecological process. The Urban Creek Corridor would be integrated with new and existing development, providing an alternative “front door” to redeveloped properties along its length.



West Commercial Street Gateway



Commercial Street Gateway Concept



### III. Develop Comprehensive Street and Circulation Improvements in Downtown

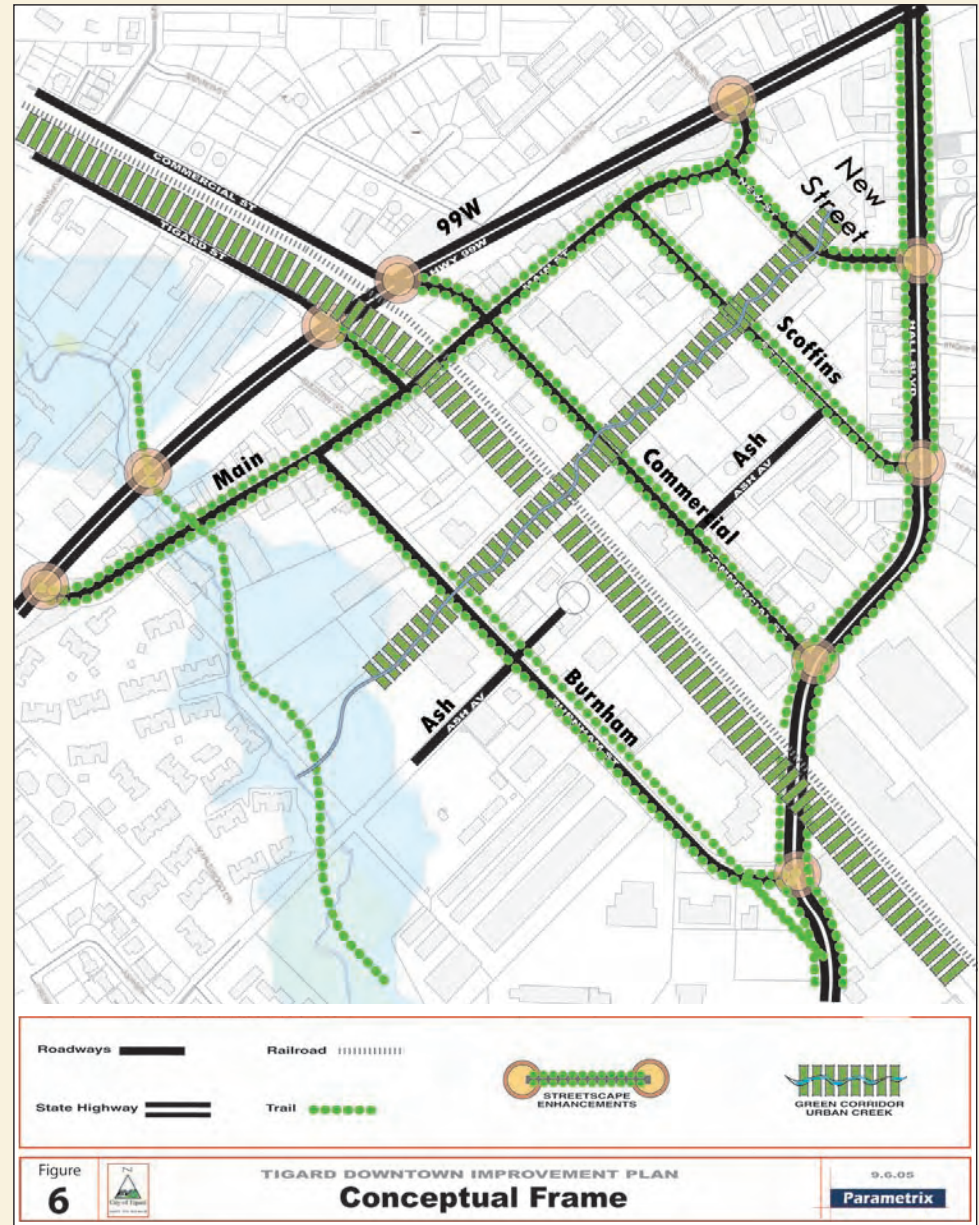
“A vibrant and compact core, accessible by all modes of transportation”

—Tigard Downtown Improvement Plan

**Overview:**

Public Streets form the first impression people have of a city and are part of the “public realm.” Important initial “streetscape” concepts developed from the Downtown Improvement Plan include the area’s historic “Main Street”/mixed-use village character and scale, the use of “street” as a central place with a pedestrian emphasis, and the notion of ecologically sustainable “green streets.”

The City has undertaken a comprehensive design of Downtown streets in order to develop different types of streets for different functions. For example, Main Street will be developed as a traditional “Main Street” with entry gateways, wide sidewalks, varied parking arrangements, street furniture and landscaping. While Main Street will be designed to move traffic more slowly to accommodate the pedestrian, other streets will be designed to provide for traffic capacity, though not lose sight of pedestrian safety. Burnham Street is a key entryway into the Downtown, and will be designed to both serve future capacity needs and function for the pedestrian. As Burnham Street approaches Main Street, its design becomes more pedestrian oriented, anticipating the entryway to the Fanno Public Use Area. Circulation and street standards will be evaluated to bring the Downtown street system up to a level to serve the future needs of the Downtown.



Concept Framework for Downtown Improvement Plan



*Near-Term Actions (1-3 years)*

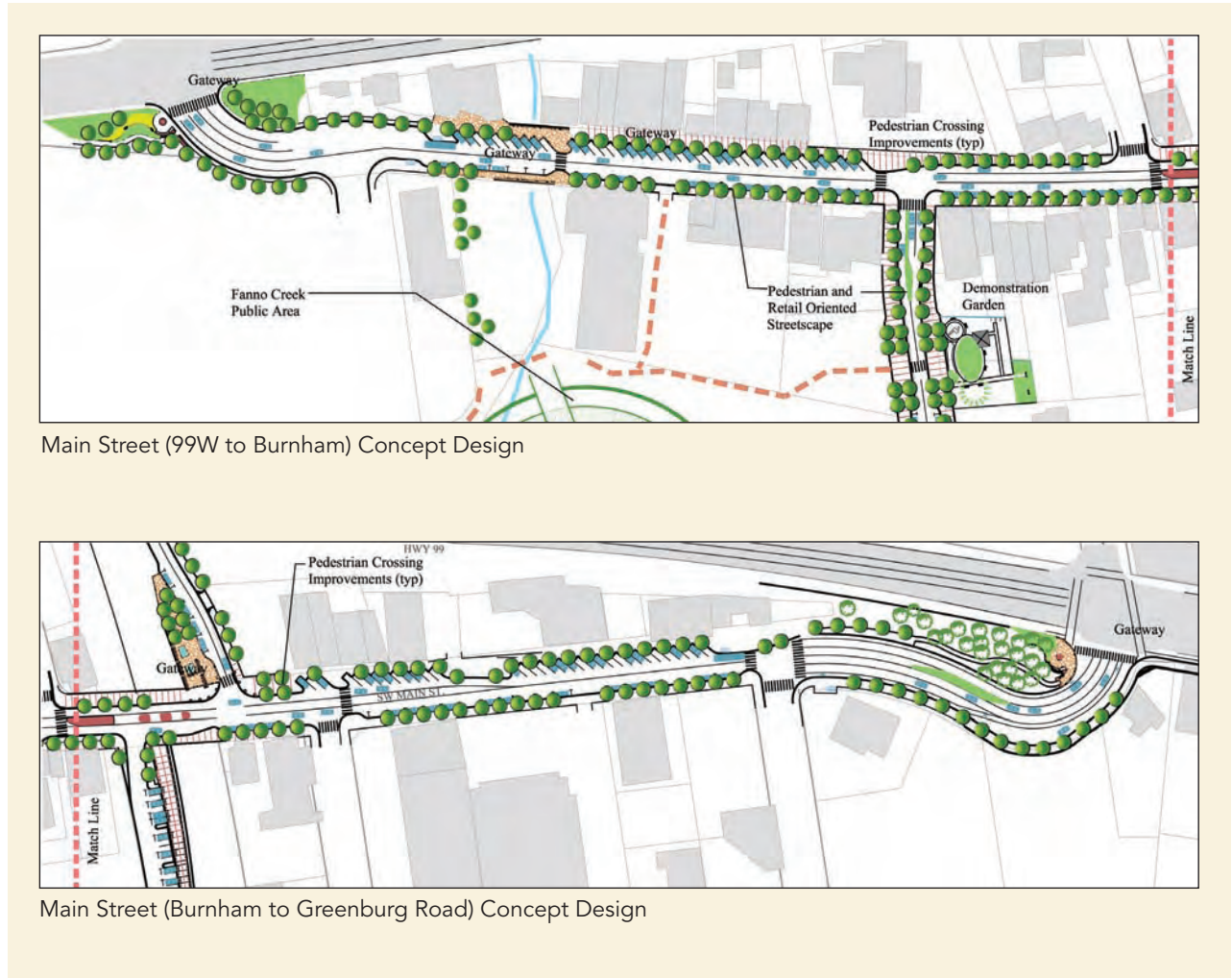
**3.1 Implement Comprehensive Streetscape Design in Downtown**

Comprehensive Streetscape design has been developed for key downtown streets. These conceptual designs will be used to prepare preliminary engineering drawings for Burnham Street, Commercial Street at Main Street, and Main Street. The design process included the Streetscape Design Working Group, City Staff and a consultant, and represented a coordinated effort to bring together initial ideas from the Downtown Improvement Plan with professional expertise. Key ideas which may be transferred to other streets in the Downtown include an understanding of street hierarchy, use and function, pedestrian oriented design, and “green street” design.

**3.2 Develop a Gateway to Downtown at Hall Blvd./99W Intersection**

The Downtown Improvement Plan calls for a Gateway at this intersection in order to make a strong “entry statement.” Hall Boulevard provides a natural gateway into Downtown Tigard, given its intersection with Highway 99W. This key gateway with its prominent visibility from Hwy 99W will facilitate adjacent regional-scale redevelopment and include a public plaza. The purpose will be to draw people into Downtown and catalyze new development.

Washington County is currently managing the redesign and construction of the intersection at



Main Street (99W to Burnham) Concept Design

Main Street (Burnham to Greenburg Road) Concept Design

Hall Blvd. and Highway 99W. The County has agreed to allow the City to provide design input to consider more pedestrian oriented treatments, landscaping, and the inclusion of a “gateway” to Downtown.

*“The Downtown’s transportation system should be multi-modal, connecting people, places and activities safely and conveniently.”*

—Tigard Downtown Improvement Plan

### 3.3 Incorporate “Green Street” Design Where Possible

“Green Streets” are a way to expand the “sustainability” theme as part of the Downtown Plan. The Downtown Improvement Plan calls for integrating Fanno Creek Park and open space into the Downtown. Developing “Green Streets” is an extension of “Green Connections” by applying sustainability to streets. Specific treatments identified include natural infiltration and cleaning of storm water run-off from impervious areas (streets, sidewalks) through the use of native planting beds, pervious paving materials, swales, and other devices. Developing visible sustainable design elements in the Downtown builds upon the open space system and makes a public statement of the community’s value for nature. For every street reconstructed in the Downtown, inclusion of sustainable design should be evaluated as part of preliminary engineering design. In addition to the Green Street features planned for the Burnham Street reconstruction, the City will also retrofit Main Street as a Green Street, financed in part with a \$2.5 million grant awarded by Metro in 2007.

### 3.4 Improve Streets in Areas with High Redevelopment Potential

The development of attractive streets that serve a specific design function will contribute to the perception of Downtown and the potential for redevelopment. The redesign and construction of downtown streets in areas with high redevelopment potential will encourage investment and provide assurance of the City’s financial commitment to Downtown.

### 3.5 Assist Main St. Transition/Install Temporary “Brand Tigard” Improvements on Main Street

Main Street will go through a transition both physically and economically as it becomes a more attractive, pedestrian oriented, commercial district. Streetscape design is a key element that will help transform Main Street. The overall design for Main Street places an emphasis on the pedestrian with wide sidewalks, street trees, streetlights, varied parking, with connections to the Commuter Rail Station and Fanno Creek Park. The Downtown Improvement Plan recognized the need to create

a “Brand Tigard” identity by implementing both temporary and permanent projects in the Downtown unique to Tigard.

Improving the perception of Main Street can be partly accomplished by showing small but visible physical improvements along the street. This presents a design challenge to develop a “Brand Tigard” identity that can be recognized as a theme unique to the community. Examples of how a Brand Tigard identity could be expressed include:

1. The “Green Street” design on Main Street.
2. More prominent landscaping such as street trees.
3. Intersection improvements that include public space or “gateways.”
4. Commuter Rail “Gateway” improvements at Main Street and/or Hall Blvd.
5. A Fanno Creek Park Gateway at the bridge on Main Street.
6. Public Art.
7. Building façade improvements such as awnings, painting, or exterior modifications.



Green Street Treatment Design



Events such as a Farmer’s Market, sidewalk sales, parades can also become part of an evolving Main Street and Downtown, and represent small changes towards creating the public gathering place that the Tigard Downtown Improvement Plan envisions.

### 3.6 Refine the Circulation Plan for Downtown

Vehicular circulation addresses access to and from the Downtown, movement throughout the central business district, block size, parking, and plans for future capacity needs. Street circulation lays the foundation for vibrant, active streets that accommodate anticipated uses, are friendly and walkable for pedestrians, and allow traffic to move appropriately within each district. Movement within pedestrian oriented areas should be more deliberate and slow, and faster in areas where pedestrian use is less.

The Tigard Downtown Improvement Plan identifies a conceptual street pattern for Downtown. This circulation plan needs to be refined and reality tested based on future uses and transportation engineering analysis. As part of the Streetscape Design process, an evaluation of vehicular capacity for Downtown streets was done to identify the parameters for street standards. Block size in Downtown Tigard is relatively large.

The span between Main Street and Ash Avenue is over 800 feet without an intersecting street. To provide for adequate vehicular circulation, allow for parking, and encourage pedestrian use,

it will be necessary to evaluate block size and street standards to meet the guiding principles for Downtown transportation. These projects are intended to help focus attention on Downtown and generate and maintain momentum.

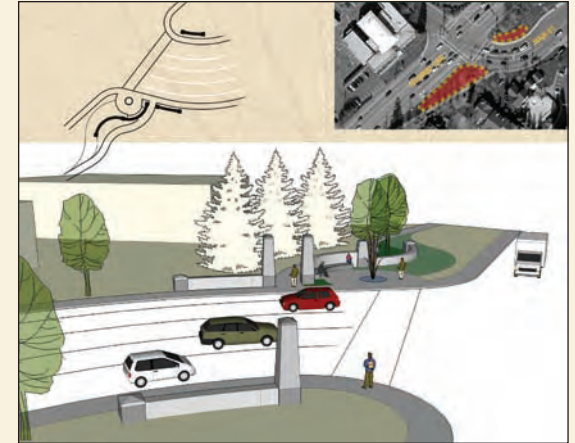
### 3.7 Achieve Consensus on Alternative Downtown Access Improvements

The street system in Downtown Tigard has both assets and challenges. Access from 99W on the west side is limited by traffic congestion on 99W at peak times. It is a recommendation of the Downtown Improvement Plan that the City conduct an examination of potential alternatives for improving access to Downtown.

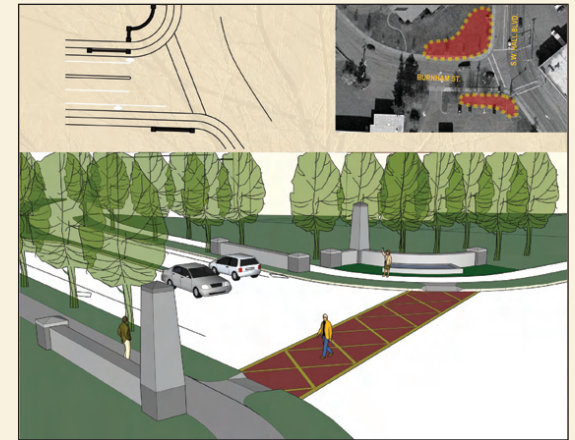
The Ash Avenue/Downtown Access study will address short and long-term transportation actions that will improve access to and from the Downtown. The City’s planned improvements to the area of 99W/Main St./Greenburg Rd./Center St. intersection should reduce congestion at a key access point. Other opportunities for improving access that will be evaluated include the realignment of Scoffins Street on the east side of Downtown and identifying other ways of bringing traffic to the Downtown from the west side of 99W, between Greenburg Road and Commercial/ Tigard Streets.

### 3.8 Develop a Pedestrian/Bicycle Route Plan

The City should review and modify current City pedestrian and bicycle planning efforts to ensure that these support simple and feasible access to, from and within Downtown Tigard.



S. Main St./Hwy. 99W — Gateway



Burnham St./Hall Blvd. — Gateway



### 3.9 Develop Gateways at Key Intersections

Gateways are key intersections that serve to define entry into the Downtown, and begin to create a “brand” identity. The creation of a “branded gateway” at the southeast corner of Hall Blvd. / 99W has been sited in the Downtown Improvement Plan as the key entryway to Downtown. This corner will provide a key opportunity for “branding” by providing monumentation, or landmarks such as a sustainable design water feature to impart a recognizable identity for the Downtown (see sections 1.1, 4.4). The gateways are part of streetscape design, and will be incorporated into street reconstruction as that takes place over time. There are several gateway locations that present this opportunity: Burnham Street at Hall Blvd., North and South Main Street at 99W, Tigard Street at Main Street, Commercial Street at Main Street, Scoffins Street at Hall Blvd., and Hall Blvd. at 99W.

#### *Long-Term Actions (> 3 years)*

### 3.10 Obtain a Railroad Crossing at Ash Avenue

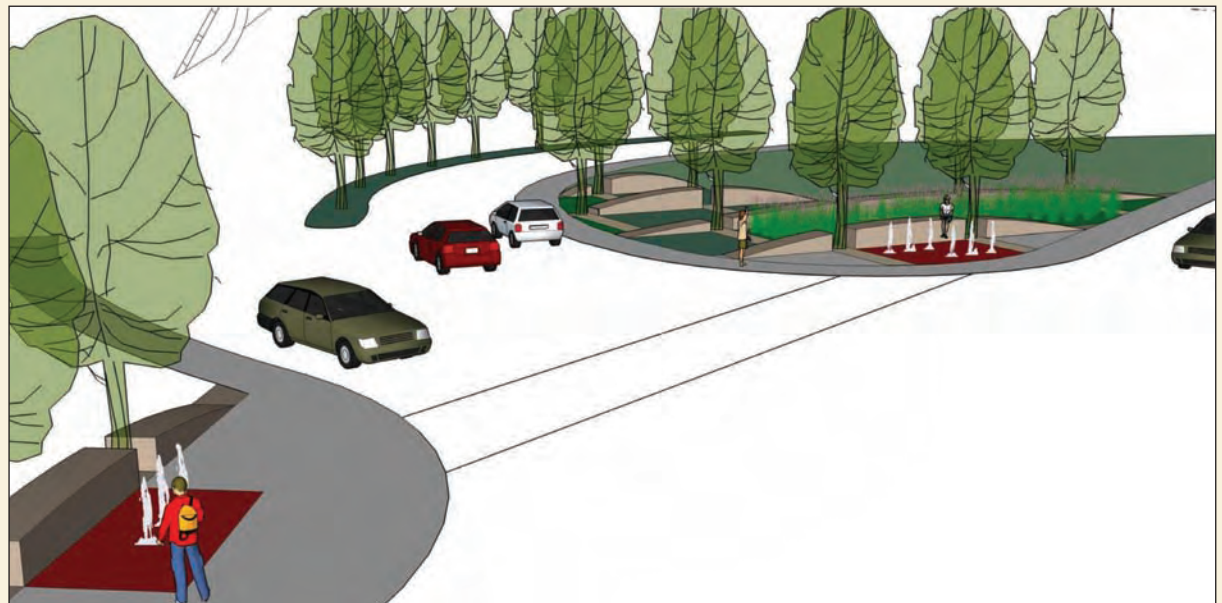
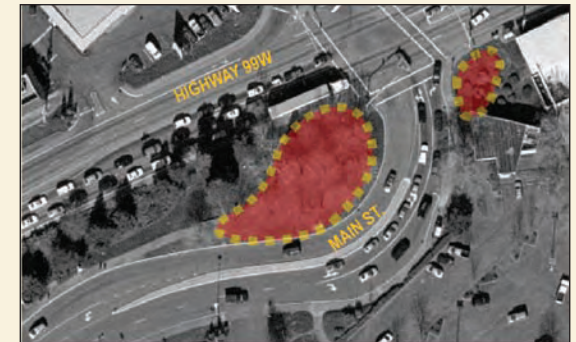
The Portland & Western Railroad bisects Downtown Tigard with only one crossing on Main Street, resulting in a lack of internal circulation. This pattern limits access between the north and south parts of the central business district, and requires drivers to use either Hall Blvd. or Main Street at either ends of the District. The resulting perception is a downtown that is not a single urban place but two separate areas unconnected.

Consultants for the Tigard Downtown Improvement Plan recommended that a new at-grade crossing of the railroad tracks be developed along the Ash Avenue alignment. City of Tigard staff should continue to work with Portland & Western Railroad and the ODOT Rail Division to identify options for achieving this crossing.

### 3.11 Develop a Parking Management Plan

Parking will be monitored to determine the need for a parking management plan. The goal is to develop and implement a parking management plan that ensures adequate short-term and long-term parking supply for residents, employees and patrons of Downtown and would include the expansion of shared parking, reducing parking

ratios for certain land uses and structured parking. This plan is not necessary until Downtown begins to grow and parking utilization increases, but the study should be conducted prior to constructing any structured parking and will be undertaken with the cooperation of Downtown business and property owners.



Gateway at Main Street and Greenburg Road Concept

## IV. Develop Organizational Leadership and Capacity in Downtown

*“For any plan to be successful, there must be broad-based citizen and stakeholder input.”*

— Tigard Downtown Improvement Plan

### Overview:

Effective implementation of the Tigard Downtown Improvement Plan vision will require cooperation and coordination among public and private organizations and individuals currently engaged in Downtown redevelopment planning efforts, including City Council/ CCDA, CCAC, and Downtown business/ property owners associations. Bringing these stakeholder groups of varied interests and perspectives together will be an integral part of implementing the TDIP.

### *Near Term Actions (1-3 years)*

#### **4.1 Establish a Strong Downtown Organization**

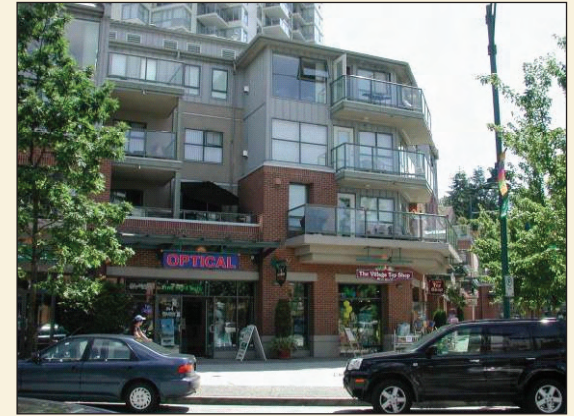
Successful downtowns have strong private nonprofit organizations in place to promote and assist local business. The formation of a downtown association should be championed by Downtown business or property owners and run by a day-to-day professional manager.

The primary goal of a downtown association is

to ensure that a healthy business environment is maintained and developed. As redevelopment and change occurs in the Downtown, a strong downtown association will be important to the area’s businesses in providing a forum for discussion and communication with the City, and the City Center Development Agency (CCDA). Needed services may include marketing, organizing events, providing advocacy on Downtown issues, educating merchants, recruiting tenants, and directing a broad range of planning and outreach activities. While the formation of the Downtown organization should be led by the private sector, the City can support this effort by working cooperatively with them.

#### **4.2 Strengthen Coordination between the CCDA and Other Downtown Organizations**

Downtown Tigard contains many competing interests and points of view. To ensure the implementation of the plan, a collaborative relationship between the City, citizens, business and property owners is crucial. The CCDA should meet regularly with Downtown interests to discuss issues of mutual interest, including planning and infrastructure projects. Similarly, the City, the CCDA and City Center Advisory Commission (CCAC) should strive to work closely together.



High-density Residential – Port Moody, Canada



### **4.3 Increase Property Owner and Developer Outreach**

Through increased direct communication with property owners and developers, the City can keep a better “pulse” on issues, trends and prospective projects and can better facilitate private and public-private transactions. Similarly, outreach should include the brokerage community, who may bring buyers or new tenants to Downtown Tigard. The City should establish ongoing forums for connecting with target groups that will play a key role in downtown revitalization, including housing developers, commercial real estate professionals, retail developers, and others.

Two-way open communications with Downtown property and business owners is a major priority. The City will communicate its actions via monthly meetings at the Chamber of Commerce, listservs, and newsletters. Property owners can also participate in decision-making at periodic open houses and other forums and standing City meetings.

### **4.4 Develop a Branding Campaign for Downtown Tigard**

The creation of a branding campaign would market the Downtown to the development community, potential tenants and patrons. The “Brand Tigard” campaign should be a joint undertaking between the City and the private sector. It should seek to distinguish Downtown Tigard from other downtowns in the region, possibly by highlighting the several planned

“green” features. Currently, the Downtown Gateways are physical locations where branding opportunities exist (see sections 1.1, 3.9). The primary gateway as identified in the Downtown Plan is the Hall Blvd. / 99W intersection, at which a thematic design and identity will be incorporated into intersection improvements. Other examples of specific outreach/marketing strategies might include a web site, brochures, news features, public service announcements, and a strong and ongoing relationship with the media.

### **4.5 Appoint a Downtown Liaison within the City’s Current Planning Division**

A Downtown Liaison would serve as a “go-to” person for private sector developers, and property and business owners. Development in an urban location such as Downtown is already more complex and expensive, so the City should strive to make it the easiest place to invest. A Downtown Liaison appointed within the Community Development Department would serve as a single point of contact in the entitlement process for anyone doing development Downtown and help developers get through the permitting and review process in a timely and efficient manner.

### **4.6 Create a “Success Audit” for Downtown**

A “success audit” is a marketing, educational, and organizational tool that helps communities track and promote successful projects. Such a tool could be used to communicate Downtown Tigard’s redevelopment activities both internally (within the Downtown community

and to policy makers) and externally (to attract employers, investment, developers, and others to Downtown).

The success audit can be presented on fact sheets, brochures, and/or a web site and could be a key part of a comprehensive tool kit that the City provides to investors considering development in Downtown Tigard. It can also be used to establish ongoing communications with the media in the form of positive noteworthy news stories.

## Tigard Downtown Work Program – 1 Year

<i>Project / Task</i>	FY 08 – 09											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
<b>Facilitation of Downtown Redevelopment Projects</b>												
<b>Downtown Plaza Development</b>												
Facilitate relocation of Stevens Marine (Plaza site)	■	■	■	■	■	■	■	■	■	■	■	■
Develop option agreement for acquisition / disposition of the Steven Marine site	■					■					■	
Finalize Funding Strategy for Plaza				■								
<b>Housing Development</b>												
Evaluate Housing Needs							■	■	■	■	■	
Assemble land for housing downtown												
Conduct feasibility study for housing / mixed-use development on parcels adjacent to Plaza	■	■	■	■	■	■						
Develop Disposition / Development Agreements with Key Property Owners (Adjacent to Plaza)							■	■	■			
<b>Public Works Site</b>												
Prepare master plan / site development study							■	■	■			
Appraise property / Determine Value									■			
Conduct Environment Assessment(s)							■	■	■			
<b>Commuter Rail Block</b>												
Transit Center Redevelopment												
Coordinate Public Testimony for MTIP Grant Proposal	■	■	■									
Monitor MTIP Grant				■	■	■	■	■	■			
<b>Retail Development</b>												
Facilitate redevelopment of the two shopping centers (Hall Blvd/ 99W)			■	■	■	■						
Evaluate Constraints and Opportunities for Redevelopment			■	■	■	■						
Develop strategies for acquisition / reconveyance of properties			■	■	■	■						
<b>Refine Urban Design Plan for Downtown</b>												
Develop conceptual framework for circulation, open space, pedestrian access, and land use	■	■	■	■	■	■						
Incorporate preferred urban design elements into Downtown Circulation Plan							■	■	■	■	■	■



## Tigard Downtown Work Program – 1 Year

<i>Project / Task</i>	FY 08 – 09											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
<b>Facilitation of Downtown Redevelopment Projects, <i>cont'd</i></b>												
<b>Land Use — Regulations / Design Guidelines</b>												
Design Guidelines												
Establish design standards for Downtown Tigard	■	■	■	■	■	■	■	■	■	■	■	■
Land Use Regulations												
Develop new land use regulations for Downtown / Amend Zoning	■	■	■	■	■	■	■	■	■	■	■	■
<b>Institute an Expedited Permitting Process</b>	■											
<b>Improvement of Fanno Creek Park/Open Space System</b>												
<b>Fanno Creek Park</b>												
<b>Strategic Actions</b>												
Incorporate Fanno Creek Park into Parks System Master Plan	■	■										
Finalize Funding Strategy for Fanno Creek Park	■											
Develop Phasing Plan for Fanno Creek Park	■											
<b>Design</b>												
Prepare Construction Plans for Fanno Creek Park			■	■	■	■	■	■				
<b>Construction</b>												
Construct “Re-meander” and Associated Improvements (CWS)		■	■									
<b>Land Acquisition</b>												
Land Acquisition for Park Expansion (floodplain properties)	■					■						
Develop Prospective Purchaser’s Agreement (PPA)						■	■	■				
Land Acquisition (Public Areas)												
Establish time frame / options for relocation / property conveyance	■			■			■				■	
Develop Option Agreement (Stevens Marine Floodplain Property)	■	■	■	■	■	■	■	■	■	■	■	■

## Tigard Downtown Work Program – 1 Year

Project / Task	FY 08 – 09											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
<b>Improvement of Fanno Creek Park/Open Space System, cont'd</b>												
<b>Rail to Trail (Hall to Tiedeman St.)</b>												
Contract with consultant to assist with RR Property Disposition	■											
Coordinate with consultant to establish strategy / benchmarks	■				■				■			
<b>Urban Creek / Green Corridor</b>												
Develop Phase I Urban Creek Concept (Burnham St. to Commuter Rail)	■	■										
Develop concepts for expansion of Urban Creek Corridor north of Commuter Rail	■				■				■			
<b>Development of Comprehensive Street/Circulation System</b>												
<b>Downtown Circulation Plan</b>												
Determine / Evaluate Circulation Plan Options (TSP Update process)	■	■	■	■	■	■	■					
Coordinate Review / Select Circulation Plan Option								■		■		
Achieve Consensus on Alternative Downtown Access Improvements (TSP Update Process)			■			■						
Incorporate Alternative Access Plans into TSP												
Update Pedestrian /Bike Plan with Circulation Plan			■			■						
<b>Street Improvements</b>												
<b>Burnham Street</b>												
Construction Bid / Contract	■	■										
Construction (utilities / undergrounding)			■	■	■	■	■	■	■	■	■	■
<b>Main Street Improvements</b>												
Develop preliminary design for Main St. (MTIP grant year 1)				■	■	■	■	■	■			
Review / Approve preliminary plans							■		■			
Identify Main Street “Brand Tigard” Improvements												
Install Street Trees				■	■	■						
Evaluate / Install Other Ideas / Improvements	■			■			■			■		



## Tigard Downtown Work Program – 1 Year

Project / Task	FY 08 – 09											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
<b>Development of Comprehensive Street/Circulation System, cont'd</b>												
<b>Ash Avenue Improvements</b>												
Ash Ave. (Burnham St. to Commuter Rail Parking Lot)												
Provide grading / underground for construction	■	■										
Construction			■									
<b>RR At-Grade Crossing (vehicular and pedestrian)</b>												
Initiate discussion with RR as to criteria/requirements	■	■	■	■	■	■						
Establish timeframes and agreement with RR						■						
<b>Hall Blvd. / 99W Downtown Gateway</b>												
Gateway Conceptual Design	■		■		■							
Intersection Design Input / Washington County	■		■		■							
Coordinate Review of Preliminary Design					■		■					
ROW Acquisition	■					■			■			
<b>Commuter Rail – Entryway Design</b>												
Identify Opportunities for Entryway Improvements at RR and Hall Blvd and West of Main St.	■	■	■									
Construct Entryway Improvements	■	■	■									
<b>Organizational Leadership &amp; Capacity in Downtown</b>												
Strengthen coordination between the CCDA and other downtown organizations	■	■	■	■	■	■	■	■	■	■	■	■
Appoint a Downtown Liaison within the City for private sector developers, and property/business owners		■										
Increase property owner and developer outreach												
Expand communications with property owners, developers, brokers	■	■	■	■	■	■						
Establish on-going forums with housing developers, and real estate sector					■				■			
Create an ongoing “success audit” for Downtown Tigard	■	■										

## Tigard Downtown Action Plan – 3 Year

<i>Project / Action</i>	Year 1 (Near-Term)	Year 2 (Near-Term)	Year 3 (Near-Term)	Future (Long-Term)
	FY 08 – 09	FY 09 – 10	FY 10 – 11	
<b>Facilitation of Redevelopment Projects</b>				
<b>Downtown Development Opportunity Sites – Program</b>				
Identify Opportunity sites for redevelopment	■	■	■	
Plaza District Properties - Redevelopment Feasibility	■			
Development Program for Land Assembly / Marketing	■			
Density Bonuses for Housing			■	
Relocation City Public Works Yards			■	
Redevelop City Public Works Facility - Hall Blvd / Burnham St.				■
Facilitate redevelopment of the two shopping centers	■	■	■	
Hire Retail Consultant to attract new retail development				■
Develop a branding campaign for Downtown	■	■	■	
<b>Main Street</b>				
Storefront Façade Improvement Program				■
Redesign / Construct North Half ( RR to Greenberg Rd.)				■
Main Street commercial redevelopment loan or grant program			■	
Main Street storefront improvement program			■	
Development Opportunities Study for Main Street and Burnham Street to Ash St.			■	
<b>Land Use — Regulations / Design Guidelines</b>				
Land Use / Building Types Refinement	■			
Design Guidelines	■			
Land Use Regulations	■			
<b>Transit Center</b>				
Planning	■	■		
Commuter Rail Block / Joint Development				■



## Tigard Downtown Action Plan – 3 Year

<i>Project / Action</i>	Year 1 (Near-Term)	Year 2 (Near-Term)	Year 3 (Near-Term)	Future (Long-Term)
	FY 08 – 09	FY 09 – 10	FY 10 – 11	
<b>Facilitation of Redevelopment Projects, <i>cont'd</i></b>				
<b>Downtown Housing Development</b>				
Housing Study	■			
Housing Program Estimate	■			
Implementation			■	■
Development Opportunities Study (DOS) Program			■	
<b>Performing Arts Center</b>				
Performing Arts Use / Preliminary Siting			■	
Performing Arts Use / Feasibility Study				■
Land Disposition / Acquisition				■
<b>Fanno Creek Park / Public Area</b>				
Plaza / Private Development Feasibility Study	■			
Land Acquisition (floodplain properties)	■	■		
Land Acquisition (Public Area)			■	
Fanno Creek Realignment & Restoration	■	■		
Park Restoration		■	■	■
Public Area Improvements				■
<b>Urban Creek / Green Corridor</b>				
Alignment Options		■		
Feasibility Study		■		
Preliminary Design				■
Land Disposition				■
Final Design & Engineering				■
Construction				■
<b>Ash Ave. Street / Open Space Design</b>				
				■

## Tigard Downtown Action Plan – 3 Year

<i>Project / Action</i>	Year 1 (Near-Term)	Year 2 (Near-Term)	Year 3 (Near-Term)	Future (Long-Term)
	FY 08 – 09	FY 09 – 10	FY 10 – 11	
<b>Facilitation of Redevelopment Projects, <i>cont'd</i></b>				
<b>Rail to Trail (Hall to Tiedeman St.)</b>				
Planning / Design	■	■	■	
Construction				
Hall Blvd - Commuter Rail Segment	■			
Main St. to Tiedeman Segment				■
<b>Development of Comprehensive Street &amp; Circulation System</b>				
<b>Downtown Circulation Plan</b>				
Revise Circulation Plan	■			
<b>Streetscape Enhancement Program</b>				
Burnham St. Construction	■	■		
Commercial Street (Main to Lincoln – Construction)				■
Commercial St. ( Hall to Main St.)				■
Scoffins St.				■
<b>Streetscape Enhancement Program</b>				
Main Street				
Main St. Comprehensive Improvements				
Design	■	■		
Construction			■	■
<b>Ash Avenue Improvements</b>				
Ash Ave. (Burnham St. to Rail)				
Engineering / ROW	■			
Construction	■			
Ash Ave. North – Design/Construction				■



## Tigard Downtown Action Plan – 3 Year

<i>Project / Action</i>	Year 1 (Near-Term)	Year 2 (Near-Term)	Year 3 (Near-Term)	Future (Long-Term)
	FY 08 – 09	FY 09 – 10	FY 10 – 11	
<b>Development of Comprehensive Street &amp; Circulation System, <i>cont'd</i></b>				
<b>Ash Avenue Improvements, <i>con't</i></b>				
Ash Avenue (Fanno Creek to Burnham St.)				■
RR At-Grade Crossing				
Initiate Vehicular Crossing Negotiations	■			
Pedestrian Crossing				■
Vehicle Crossing				■
Open Space Design	■			
Burnham St. to Fanno Overlook				■
Ped/Bicycle Bridge				■
Terminus to RR Tracts				■
<b>Hall Blvd. / 99W Downtown Gateway</b>				
Gateway Conceptual Design	■			
Intersection Design Input / Washington County	■			
ROW Acquisition	■			
Intersection Construction		■		
Final Design (Gateway)	■			
Gateway Construction		■		
<b>Downtown Alternative Access Studies / Projects</b>				
Downtown Alternative Access Study - TSP	■			
Scoffins/Hall Blvd./Hunziker Realignment				■
<b>Pedestrian / Bike Plans</b>				
Update Plan	■			

## Tigard Downtown Action Plan – 3 Year

<i>Project / Action</i>	Year 1 (Near-Term)	Year 2 (Near-Term)	Year 3 (Near-Term)	Future (Long-Term)
	FY 08 – 09	FY 09 – 10	FY 10 – 11	
<b>Development of Comprehensive Street &amp; Circulation System, <i>cont'd</i></b>				
<b>Parking Management Plan</b>				
Monitor Parking in Downtown	■	■	■	■
Shared Parking Program	■			
Employee Parking Areas Off Main St.				■
Determine Catalyst Project Impact				■
Prepare Parking Study / Plan				■
<b>Development of Organizational Leadership &amp; Capacity in Downtown</b>				
Downtown Association – Support	■	■	■	
CCDA / Other Downtown Organizations – Coordination	■	■	■	
Property Owner and Developer Outreach	■	■	■	
Marketing – Success Audit	■			





