



City of Tigard

## Tigard Workshop Meeting - Agenda

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**TIGARD CITY COUNCIL & CITY CENTER  
DEVELOPMENT AGENCY**

**MEETING DATE AND TIME:**

November 15, 2011 - 6:30 p.m.

**MEETING LOCATION:**

City of Tigard - Town Hall - 13125 SW Hall Blvd.,  
Tigard, OR 97223

**PUBLIC NOTICE:**

Times noted are estimated.

Assistive Listening Devices are available for persons with impaired hearing and should be scheduled for Council meetings by noon on the Monday prior to the Council meeting. Please call 503-639-4171, ext. 2410 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

Upon request, the City will also endeavor to arrange for the following services:

- Qualified sign language interpreters for persons with speech or hearing impairments; and
- Qualified bilingual interpreters.

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<http://www.tvctv.org/government-programming/government-meetings/tigard>

**Workshop meetings are cablecast on Tualatin Valley Community TV as follows:  
Replay Schedule for Tigard City Council Workshop Meetings - Channel 30**

- Every Sunday at 11 a.m.
- Every Monday at 6 a.m.
- Every Tuesday\* at 2 pm (*\*Workshop meetings are not aired live. Tuesday broadcasts are a replay of the most recent workshop meeting.*)
- Every Thursday at 12 p.m.
- Every Friday at 3 a.m.

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SEE ATTACHED AGENDA



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**MEETING DATE AND TIME:**

November 15, 2011 - 6:30 p.m.

**MEETING LOCATION:**

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Tigard, OR 97223

6:30 PM

1. WORKSHOP MEETING
  - A. Call to Order- City Council & City Center Development Agency
  - B. Roll Call
  - C. Pledge of Allegiance
  - D. Council Communications & Liaison Reports
  - E. Call to Council and Staff for Non-Agenda Items

Convene City Center Development Agency
  
2. JOINT CITY CENTER DEVELOPMENT AGENCY (CCDA) AND CITY CENTER ADVISORY COMMISSION (CCAC) MEETING TO DISCUSS THE CCAC'S RECOMMENDATIONS ON DOWNTOWN ORGANIZATION FORMATION **6:35 p.m. estimated time**

Adjourn City Center Development Agency and reconvene City Council
  
3. RECEIVE PAVEMENT MANAGEMENT REPORT AND UPDATES ON 2011 PAVING AND RIGHT-OF-WAY MAINTENANCE **7:15 estimated time**
  
4. RECEIVE UPDATE FROM METRO STAFF ON THE SOUTHWEST CORRIDOR PLAN **7:45 p.m. estimated time**
  
5. COUNCIL LIAISON REPORTS
  
6. NON AGENDA ITEMS

7. EXECUTIVE SESSION **8:20 p.m. estimated time**

The Tigard City Council will go into Executive Session to discuss real property negotiations under ORS 192.660(2) (e). All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(4), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.

8. ADJOURNMENT **9:20 p.m. estimated time**

**AIS-644**

**Item #: 2.**

**Workshop Meeting**

**Date:** 11/15/2011

**Length (in minutes):** 40 Minutes

**Agenda Title:** City Center Development Agency (CCDA) to Discuss the Central City Advisory Committee's (CCAC) Recommendations on Downtown Organization Formation

**Submitted By:** Sean Farrelly  
Community Development

**Item Type:** Update, Discussion, Direct Staff  
Joint Meeting-Board or Other Juris.

**Meeting Type:** City Center  
Development  
Agency

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**ISSUE**

Joint CCDA/CCAC meeting to discuss CCAC's recommendations on formation of a downtown organization.

**STAFF RECOMMENDATION / ACTION REQUEST**

Staff recommends the City Center Development Agency review and approve the City Center Advisory Commission's recommendation to retain a professional to assist in forming a self-sustaining downtown organization. If the CCDA agrees with the recommendation, staff will prepare a scope of work and issue a request for quotes to find a suitable individual or firm.

**KEY FACTS AND INFORMATION SUMMARY**

Consultant Michele Reeves in her July 2011 report to CCDA/CCAC listed the formation of a downtown association as her primary recommendation. Leland Consulting, in their recent five-year review of urban renewal also recommended support of a downtown organization as a priority. Leland had also recommended the formation of a downtown organization as a priority in the 2007 Downtown Development Strategy. Neither consultant provided details but there are many examples of successful downtown and business district associations throughout the state.

A downtown association or organization is considered distinct from a business association in that it is broader in scope, having representation from business owners, property owners, local government, residents and interested citizens. The main focus of such an organization would be to build stakeholder relationships, plan events and coordinate marketing efforts. These activities are seen as important to help downtown Tigard attract customers, businesses and investment.

Accomplishing these goals requires engaging a qualified professional individual or firm, to facilitate the formation and empowerment of a downtown organization. Currently a core group of downtown Tigard businesses has been doing some coordinated marketing and organized "Third Friday" events to promote the district. As is the case in many districts, there are time and resource constraints for the owners of small businesses, many of whom are sole proprietors.

The CCAC discussed the Michelle Reeves' recommendation at several meetings and on October 12, 2011, recommended that funds be provided to retain a professional to help form and activate an organization. Initially, they would 1) work with currently involved businesses and build support among other stakeholders; 2) help identify the area to be represented by the organization and 3) define its duties and responsibilities. The contract scope would also include assistance in forming a board of directors; incorporating as a non-profit; and preparing by-laws, etc. A key piece would be to propose a budget and identify short- and long-term funding sources.

Urban renewal funds could assist in facilitating the formation of the organization, however long term funding would have to be obtained from other sources. Potential, longer term funding sources include some continued city support; membership dues; grant funding; private donations; sponsorships; and business or economic improvement district assessments. Economic Improvement Districts (EID) which are permitted by the Tigard Municipal Code, allow

business and property owners within a defined district to levy special assessments on themselves. Funds collected are used to pay for management services, events, promotion, maintenance, business recruitment, and parking within the district.

#### **OTHER ALTERNATIVES**

The CCDA could elect not to pursue the formation of a downtown organization at this time.

#### **COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS**

Goal 2. Implement Downtown and Town Center Redevelopment Opportunities.

#### **DATES OF PREVIOUS COUNCIL CONSIDERATION**

July 19, 2011, joint CCDA/CCAC meeting/Michele Reeves presentation.

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#### **Fiscal Impact**

##### **Fiscal Information:**

The CCDA Budget for Fiscal Year 2011-12 included \$50,000 for Downtown marketing implementation. This proposal to assist in the establishment of a Downtown Organization is an allowable use of Urban Renewal funds. Requests for further short and long term assistance by the city or agency would need to be evaluated for consistency with urban renewal as well as go through future budget processes.

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**AIS-616**

**Item #: 3.**

**Workshop Meeting**

**Date:** 11/15/2011

**Length (in minutes):** 30 Minutes

**Agenda Title:** Briefing on the 2011 Pavement Condition Report, Right-of-Way Maintenance Program, and Street Maintenance Fee True-Up

**Prepared For:** Mike McCarthy

**Submitted By:**

Greer Gaston  
Public Works

**Item Type:** Update, Discussion, Direct Staff

**Meeting Type:**

Council  
Workshop Mtg.

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**ISSUE**

The council will be briefed on the:

- 2011 Pavement Condition Report.
- Right-of-way maintenance program.
- Street maintenance fee true-up.

**STAFF RECOMMENDATION / ACTION REQUEST**

This is an informational item; no action is requested.

**KEY FACTS AND INFORMATION SUMMARY**

**2011 Pavement Condition Report**

The report is attached. This past summer, the city constructed pavement overlays on 2.5 miles of streets and applied slurry seal to 12 miles of streets. A favorable construction climate, efficient use of funds, and assistance from city street crews allowed more work to be completed than initially projected. Pavement work will continue in the summer of 2013; projects will include pavement overlays, slurry seals, and other preventive maintenance treatments.

Tigard Municipal Code Chapter 15.20.050 requires the finance director to review street maintenance fee revenues annually as part of the budget process. The review determines if revenues meet funding levels set forth in the updated five-year street maintenance fee plan. The finance director is required to report these findings to the council and may make recommendations on fee adjustments. The finance director's findings are included in the report.

**Right-of-Way Maintenance Program**

A memo, updating the council on the implementation of the right-of-way maintenance program, is attached.

**Street Maintenance Fee True-Up**

Staff has also attached a memo on efforts to true-up non-residential street maintenance fees.

**OTHER ALTERNATIVES**

Not applicable.

**COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS**

2011 Tigard City Council Long Range Objectives:

"Basic city services provided to citizens are cost effective and are delivered without interruption."

"External and internal city assets are well managed and utilized."

**DATES OF PREVIOUS COUNCIL CONSIDERATION**

Council received the 2010 Pavement Condition Report on June 28, 2011.

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**Fiscal Impact**

**Cost:** \$1,115,400 & \$75,000

**Budgeted (yes or no):** Yes

**Where Budgeted (department/program):** Capital Improvement Plan & Street Division Fund

**Additional Fiscal Notes:**

Both the Pavement Management Program and the right-of-way maintenance program are funded through street maintenance fee revenues.

The 2011-16 Capital Improvement Plan (CIP) includes \$1,115,400 in fiscal year 2011-2012 and \$1,390,400 in fiscal year 2012-2013 for the Pavement Management Program.

The fiscal year 2011-2012 right-of-way maintenance program budget is \$75,000; this number is expected to increase to \$100,000 in fiscal year 2012-2013. The right-of-way maintenance program is budgeted in the Street Division fund of the Public Works Department.

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**Attachments**

2011 Pavement Condition Report

Right-of-Way Maintenance Program Memo

Street Maintenance Fee True-Up Memo

# **2011 Pavement Condition Report**



The Tigard Public Works Department is responsible for the maintenance of 150 miles of paved streets. The maintenance strategy for each street varies depending on the use and character of that street.

## **Accomplishments for 2011**

Pavement projects completed in 2011 are summarized in the following table.

<b>Project</b>	<b>Pavement Overlays</b>	<b>Slurry Seals</b>
Length Completed	2.5 miles	12 miles
Funding Source	Street maintenance fee	Street maintenance fee
Cost	\$699,000	\$302,000
Cost Per Mile	\$280,000	\$25,000
Street Type	Collector, commercial, residential	Residential

A map, (Attachment A), of the 2011 pavement projects is included in this report.

2011 was a good year for Tigard’s roadways. The average Pavement Condition Index (PCI) of city streets increased from 68.7 at the end of 2010 to 69.0 at the end of 2011. This was better than our projected PCI of 68.1. Three factors were significant in this improvement:

- 1) Successful completion of a large slurry seal project in western and northern central Tigard.
- 2) A competitive bidding climate, likely due to the poor economy, resulted in favorable pricing for the city’s paving projects.
- 3) City street crews completed many “dig out” repairs. The repairs improved the condition of several streets, bringing them up to a level that made a slurry seal application feasible. This enabled us to slurry seal some streets that, prior to the repairs, would not have qualified for a slurry seal application.

## **Previous Council Action and the Street Maintenance Fee**

Pavement maintenance is primarily funded through the city’s street maintenance fee. The street maintenance fee is a monthly user fee dedicated to the maintenance of existing roadways in Tigard. The fee was recommended by a citizen task force and established by Ordinance No. 03-10 in November 2003.

Since the fee was originally adopted, construction costs increased significantly, largely due to increases in the cost of asphalt, which is a petroleum product. The council re-visited the street maintenance fee in 2009 and determined the fee was not generating enough revenue to realistically address the city’s \$8.5 million road maintenance needs. In January 2010, the council adopted:

- **Ordinance No. 10-01** which amended the Tigard Municipal Code (TMC). The ordinance directs that beginning July 1, 2010 the street maintenance fee will be increased in three phases, with subsequent phase-ins taking effect April 1, 2011 and January 1, 2012. The ordinance also directs that the fee be adjusted for inflation.
- **Resolution No. 10-01** which established a long-term average PCI goal of 70 to 75 and also established an interim goal to “hold the line” by maintaining an average PCI of at least 67.

A long-term average PCI of 75 would allow the city to get the most out of street maintenance revenues by strategically paving streets before the underlying road structure is compromised. When an overall PCI gets below 75, street maintenance life cycle costs begin to increase, because streets are in poorer condition and need some level of reconstruction before they can be paved. Slurry seal applications are only feasible on streets with pavement in relatively good condition. When Resolution 10-01 passed, the council recognized that funding would not be adequate to get to a PCI of 75. The council sought to prevent a decline in the PCI below 67. Beyond this point, streets require more extensive reconstruction prior to paving; this results in substantially higher street maintenance costs.

- **Resolution No. 10-02** which adjusted the street maintenance fee in the city’s Master Fees and Charges Schedule.

Current street maintenance fees, as they appear in the city’s 2010-2011 Master Fees and Charges Schedule, are as follows:

Effective Dates	Before 7/1/10	7/1/10 – 4/1/11	4/1/11 – 1/1/12	After 1/1/12
Residential (Per House or Unit)	\$2.18	\$3.01	\$4.13	\$5.45**
Commercial and Industrial (Per Required Parking Space)	\$0.78	\$0.92	\$1.06	\$1.23**

\*\* Note: The January 1, 2012, fee amounts have been adjusted for inflation based on the methodology adopted in Ordinance 10-01. These adjustments were included in the 2011-2012 Master Fees and Charges Schedule.

**The Pavement Condition Index (PCI)**

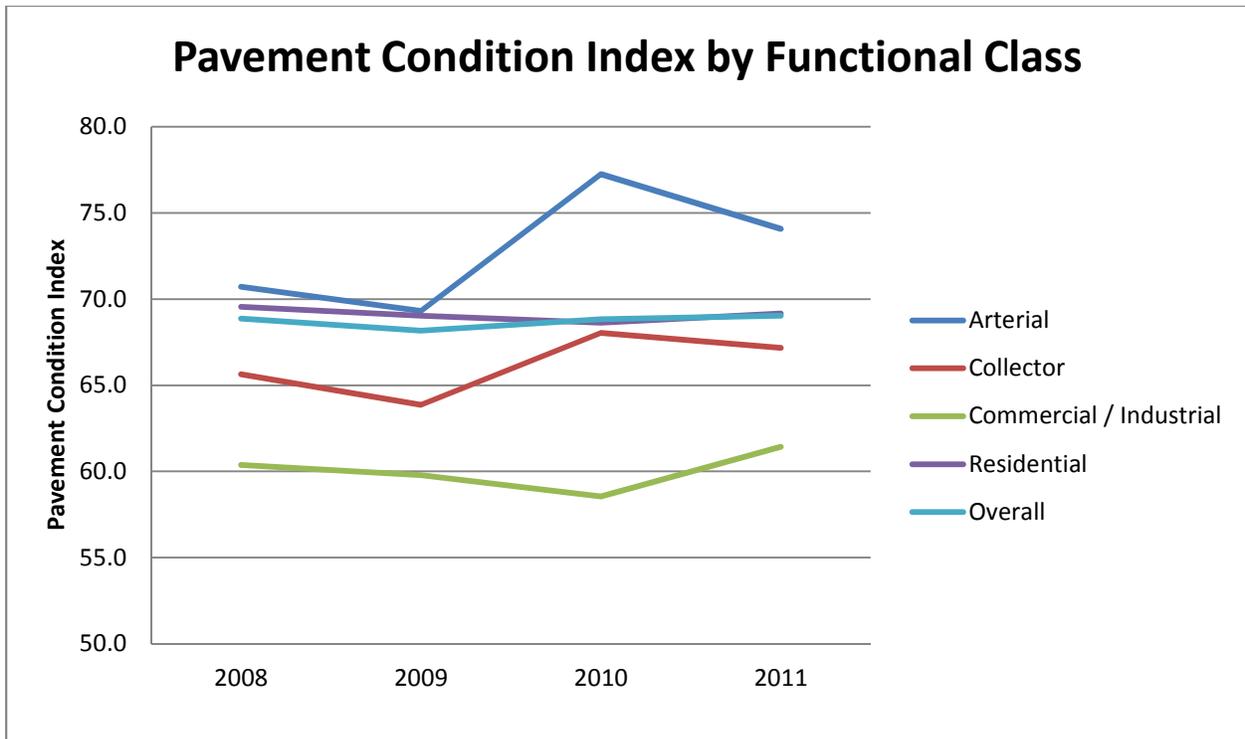
Pavement condition is measured by a Pavement Condition Index (PCI), with zero being the poorest condition and 100 being the best condition. PCI factors include pavement condition, pavement distress, structural strength, and smoothness of ride.

**Paving Priorities**

Attachment B is a map showing the paving projects that have been completed in the past three years. In order to maintain the overall street network in the best possible overall condition, we have focused our paving work on two main priorities:

- 1) Pavement overlays on arterials, collectors, commercial and neighborhood routes. Approximately \$700,000 has been spent this fiscal year constructing pavement overlays on 2.5 miles of important through routes.
- 2) Preventive maintenance on residential streets. Approximately \$300,000 has been spent this fiscal year applying slurry seal to 12 miles of residential streets. These slurry seals provide the most area of improved pavement per dollar, but are only effective if the pavement is in relatively good condition.

These priorities are reflected in the following graph.

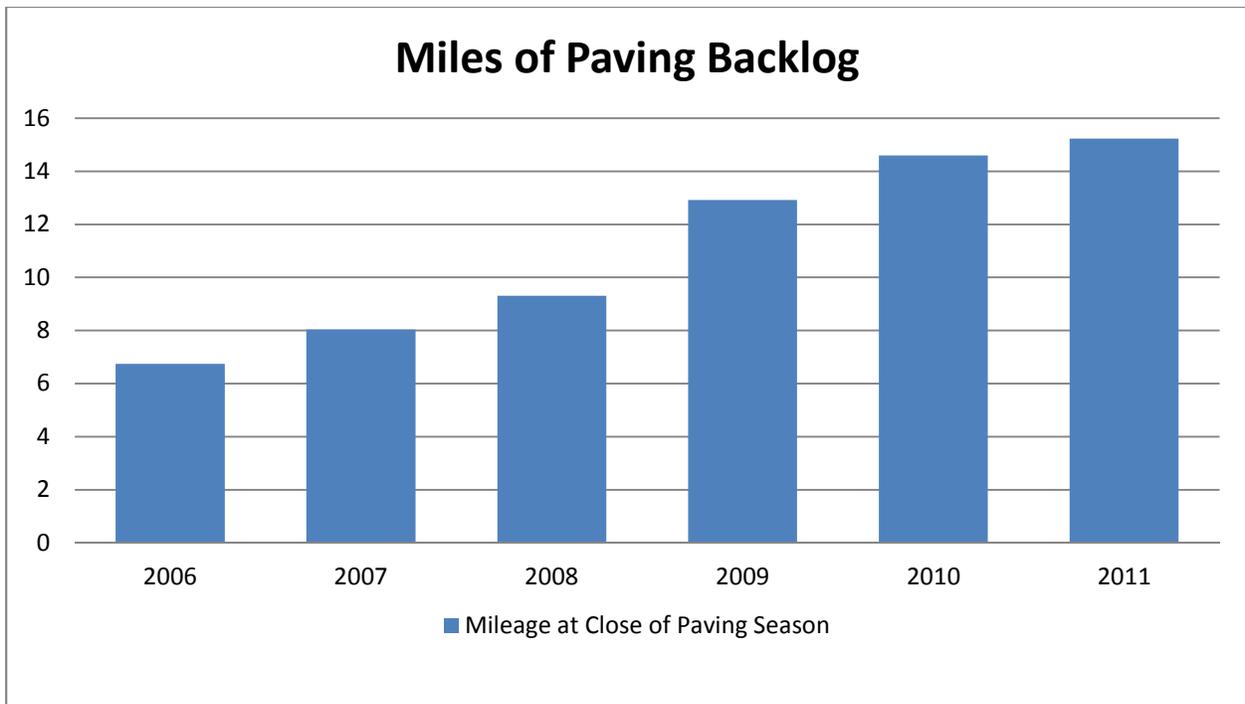


Pavement deteriorates rapidly on arterials and collectors because many thousands of vehicles use the roadway every day. This results in significant costs just to keep up with day-to-day deterioration.

The use of slurry seal applications and other preventive maintenance on residential streets has allowed us to maintain streets that are in good condition and keep a relatively high average pavement condition. To continue this momentum, residential streets in good condition will receive slurry seal applications every eight years.

### **Paving Backlog**

The city's current reconstruction and pavement overlay strategy focuses on keeping arterials, collectors, and other key connection routes in good condition. However, there are many low-traffic-volume, local streets where the pavement condition has deteriorated beyond the level at which a slurry seal application can be effective. These streets make up the city's paving backlog. The following table shows the paving backlog, measured in miles, over a six-year period.



Currently, there are approximately 15 miles of paving backlogs. This is approximately 10 percent of our total street mileage. The cost to pave these streets would be approximately \$8 million. It is anticipated this backlog will level off as the street maintenance fee is fully phased-in.

**Finance Director’s Findings**

The finance director has reviewed this report and future pavement maintenance funding requirements as identified in the Pavement Management Program (PMP). Data has not changed significantly from what the council considered after the 2010 paving season.

Actual revenue collections for fiscal year 2011 were analyzed and they were sufficient to meet the annual funding level set from the street maintenance plan and the fiscal year 2011-2012 Adopted Budget. Completion of the street maintenance fee phase-in, along with an inflationary adjustment(s), is expected to generate sufficient revenue to fund the PMP in the coming years. The 2011-2016 Capital Improvement Plan PMP approved budget is as follows:

Fiscal Year	2012	2013	2014	2015	2016
PMP	\$1,115,400	1,390,400	1,690,400	1,690,400	1,690,400

Additionally, the split between customer types was analyzed to determine if costs were equitably split when compared to revenues collected. The allocation of the costs of the five-year plan is set in TMC 15.20.050 and is summarized as follows:

Road Type	Percentage of Residential Allocation	Percentage of Non-Residential Allocation
Arterial	62%	38%
Local Commercial/Industrial	0%	100%
Collector	50%	50%
Neighborhood/Local	100%	0%

It is important to realize the fee is based on a five-year plan and that there will be variance from one year to the next where one customer group may subsidize another in any given year; the important thing is that the program costs reflect the revenues collected by customer type over the five-year period. If they do not, the TMC instructs the Finance Director to make recommendations based on this review. The following table summarizes my findings:

Customer Class	Total PMP Expense Related to Street Maintenance Fee	Percentage of Total Expense per the TMC	Percentage of Revenue Collection	Share of Expenses Based on Revenue Collected	Variance
Residential	\$705,000	70%	62%	\$623,221	\$81,779
Non-Residential	\$296,000	30%	38%	\$377,779	(\$81,779)
Total	\$1,001,000			\$1,001,000	

Tigard incurred \$1,001,000 in FY 2011 in the PMP expenses related to the street maintenance fee. Based on the types of roads, (arterial, collector, etc.), that received pavement maintenance through the PMP, \$705,000 (70 percent) of the PMP expenses should have been born by residential customers and \$296,000 (30 percent) of the PMP expenses should have been born by non-residential customers.

The actual revenues collected in FY 2011 have a slightly different split. Sixty-two percent of the revenues came from the residential sector and 38 percent of the revenues came from the non-residential sector. Based on the size of the PMP and the way revenues were collected, a more equitable split would have been for \$623,221 to come from the residential sector and for \$377,779 to come from the non-residential sector. During the last year, the non-residential sector subsidized the residential sector by \$81,779, or eight percent of the total PMP. An eight percent variance, in one year of a five-year plan, is relatively small and does not merit a recommendation to adjust the street maintenance fee at this time.

### **Outlook for 2012**

It is anticipated that approximately \$1.4 million in street maintenance fee revenue collected in fiscal year 2011-2012 will be available for paving projects in the summer of 2012. Approximately \$450,000 is planned to fund 14 miles of slurry seal applications. Approximately \$850,000 is planned to fund pavement overlays on about three miles of streets. The remaining funds, about \$100,000, will be used for crack sealing, pavement analysis, engineering, inspection, and program administration.

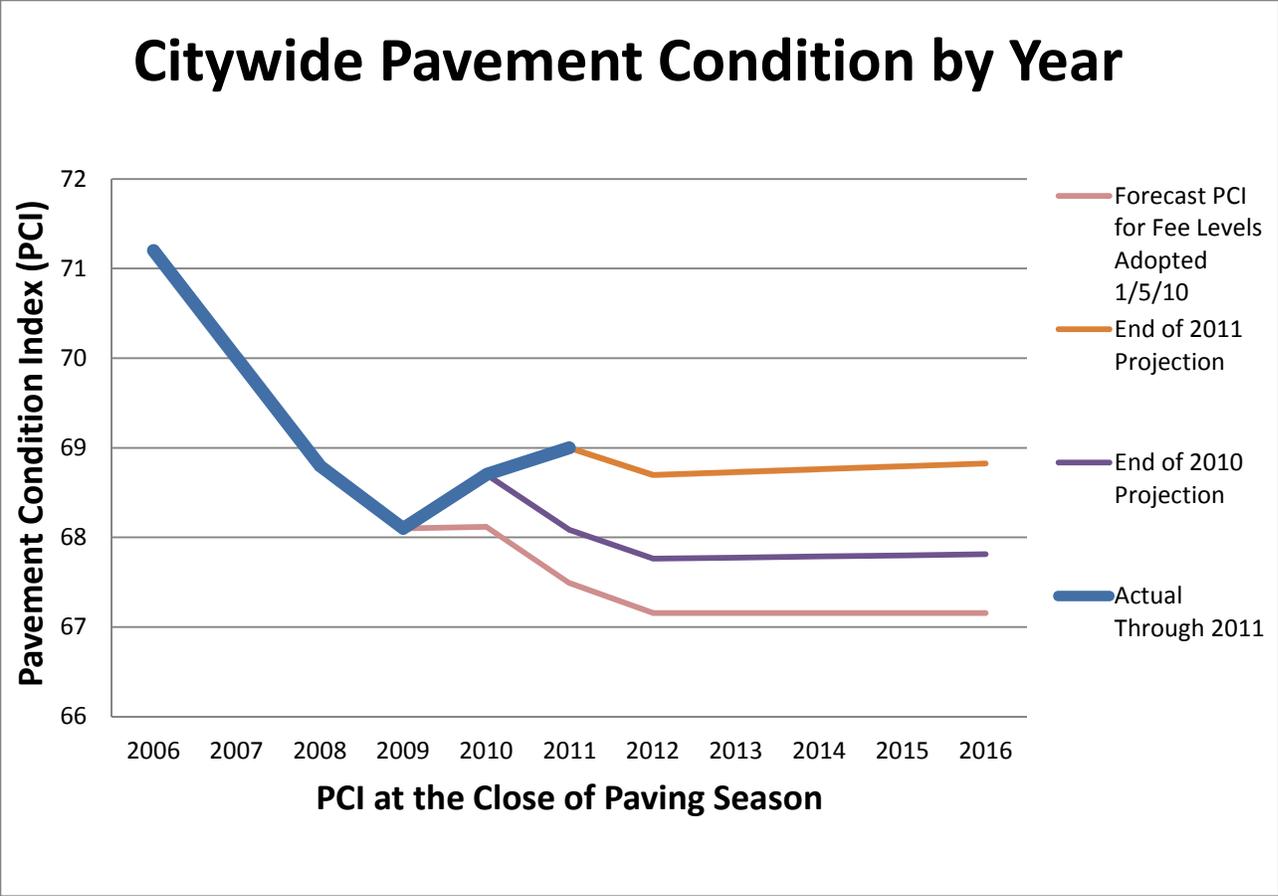
2012 is expected to be a more typical paving year as compared to the last couple of years. As the economy picks up, prices for asphalt, aggregate, fuel, and other key items are likely to increase. As more construction work becomes available, contractors will be less hungry for work and are likely to include more profit in their bids. This would translate to higher prices for paving work.

A map, (Attachment C), of the proposed 2012 pavement projects is included in this report. This map represents staff's projections as to what paving projects can be achieved with available funding in the summer of 2012. Changes in asphalt prices and the construction bidding climate may have a significant impact on the amount of work the city will be able to fund. Streets may need to be deleted from the pavement overlay list in order to keep the project within budget. On the other hand, streets could be added to the pavement overlay list if bids are lower than expected.

If the projected level of work can be completed, it is anticipated that the overall pavement condition index of Tigard's street system, currently at a PCI of 69.0, will decline to a PCI of 68.7. This is because anticipated 2012 funding will not keep up with a year of normal street deterioration. The paving backlog is also expected to increase slightly from 15 miles to 16 miles.

### **Outlook Beyond 2012**

Once the city collects revenue under the fully phased-in street maintenance fees for an entire year, funding should prevent further increases in the paving backlog and should allow the city to maintain an average PCI of 67, as directed in Resolution No. 10-01. This is contingent upon asphalt prices remaining within the range of the fee's inflationary adjustment. The following chart depicts the actual and projected citywide PCI through 2016.



The better than expected paving progress made in 2010 and 2011 have resulted in a current average pavement condition index of 69.0, which is better than the 67.5 forecast at the end of 2009. This better pavement condition slightly reduces the cost necessary to “hold the line.” This raises our forecast from “hold the line” to a slight pavement condition index improvement from 68.7 to 68.9 in the years 2012 through 2016, provided pricing and other factors remain consistent with projections.

**Pavement Maintenance Background**

**Residential Streets with Low Traffic Volumes**

Residential streets with low traffic volumes tend to deteriorate due to weathering. As years of rain, sun, and freeze-thaw cycles wear the pavement from the top down, the sticky asphalt binder that holds the pavement together deteriorates. In a **slurry seal** application, a liquid mixture of asphalt emulsion and sand is applied to the roadway. The mixture hardens as it cools and counters the effects of weathering by restoring the asphalt binder near the pavement’s surface.

Slurry seal applications cost about one-tenth as much as pavement overlays and are the most cost-effective way to extend the life of residential streets. The application is applied when a street is still in relatively good condition in order to maintain that condition for several more years. Slurry seal applications don’t make streets look like new, but they do prevent further deterioration. Some streets have deteriorated to a condition that is too poor to slurry seal; these streets require pavement overlays and will be addressed as funding allows.

The city's slurry seal strategy is to work on an eight-year cycle by Neighborhood Network area, slurry sealing all of the low-traffic-volume streets that are in relatively good condition. Slurry seal projects require extensive public notification because sections of the street are closed for several hours at a time. Consolidating slurry seal streets by Neighborhood Network area improves the efficiency of both the notification process and the slurry seal application.

In order to keep up with pavement deterioration on low volume residential streets, it is necessary to slurry seal about 11 miles of roadway each year.

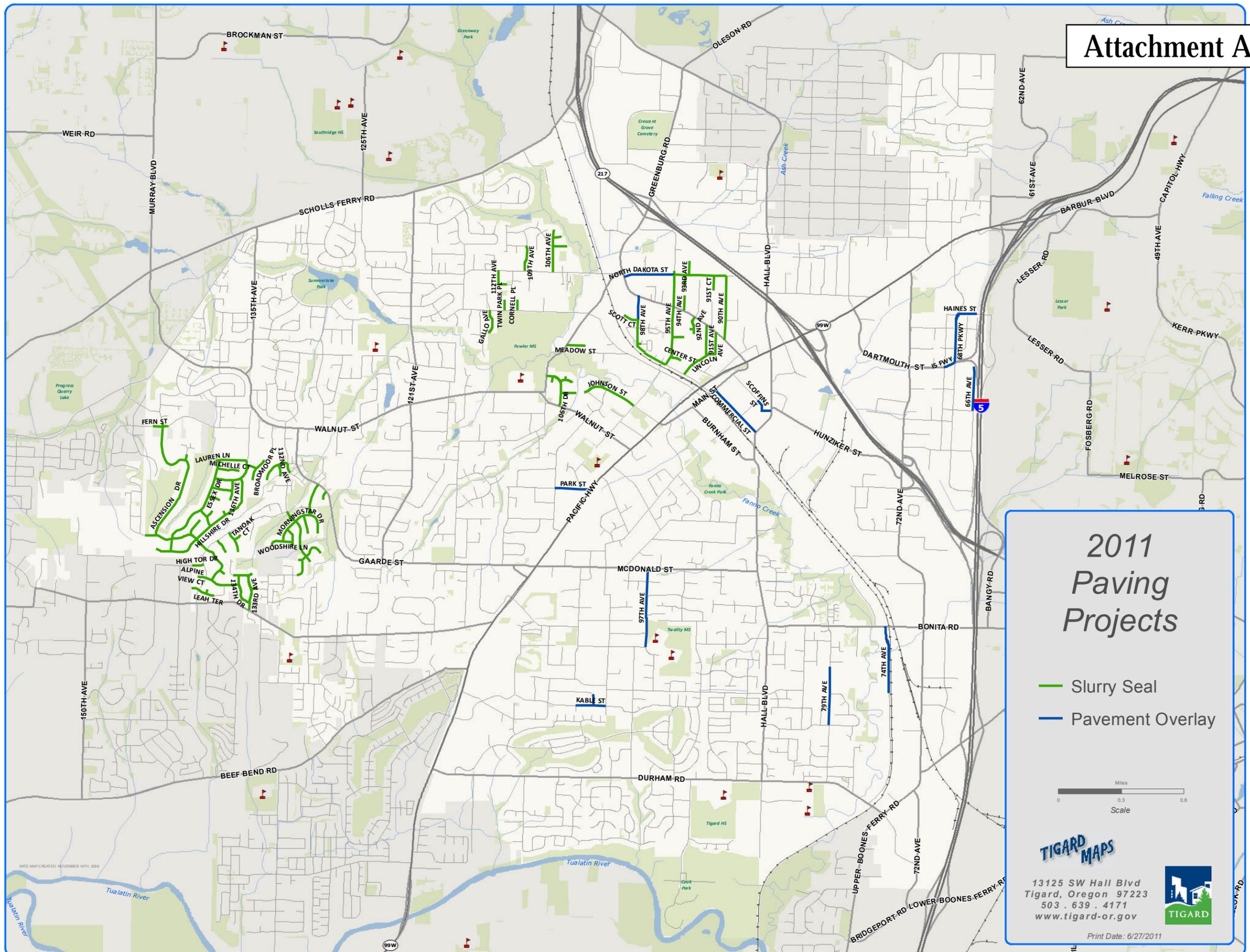
### **Streets with High Traffic Volumes and Streets Used by Heavy Vehicles**

Streets with high traffic volumes and streets used by heavy vehicles are also affected by weather, but tend to deteriorate more due to the volume and weight of vehicles using the street. Deterioration on these streets most commonly takes the form of cracking from the repeated loading of thousands of vehicles, especially heavy vehicles, each day. A **pavement overlay** consists of spreading a new layer (typically 2 inches thick) of asphaltic concrete pavement on top of the existing street pavement. This covers minor cracking and provides additional structure which extends the life of the roadway.

Overlays are typically constructed when a street is in fair or good condition. Once a street deteriorates to poor condition, cracking has developed to a level where it compromises the structure of the pavement and its ability to withstand future loading. At this point reconstruction is necessary to remove and replace the cracked pavement and establish an adequate base. Such reconstruction often costs five times more than a pavement overlay.

The city's current pavement overlay strategy focuses on keeping arterials, collectors, and other key connection routes in good condition. When funding rises to a level adequate to protect our investment and keep these through streets in fair or better condition, the city will then be able to address some of the low-traffic-volume, local streets with poor pavement condition that need more extensive repair work.

In order to keep up with pavement deterioration on streets with high traffic volumes, significant heavy vehicle use, or poor pavement condition, it is necessary to overlay about 3.5 miles of roadway each year.



## 2011 Paving Projects

-  Slurry Seal
-  Pavement Overlay



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Print Date: 6/27/2011

DATE MAP CREATED: NOVEMBER 14TH, 2008

2009 - 2011

## Paving Projects

- 2011 Projects**
  - Slurry Seal
  - Pavement Overlay
- 2010 Projects**
  - Slurry Seal
  - Pavement Overlay
  - Federal Stimulus Pavement Overlay
- 2009 Projects**
  - Slurry Seal
  - Pavement Overlay

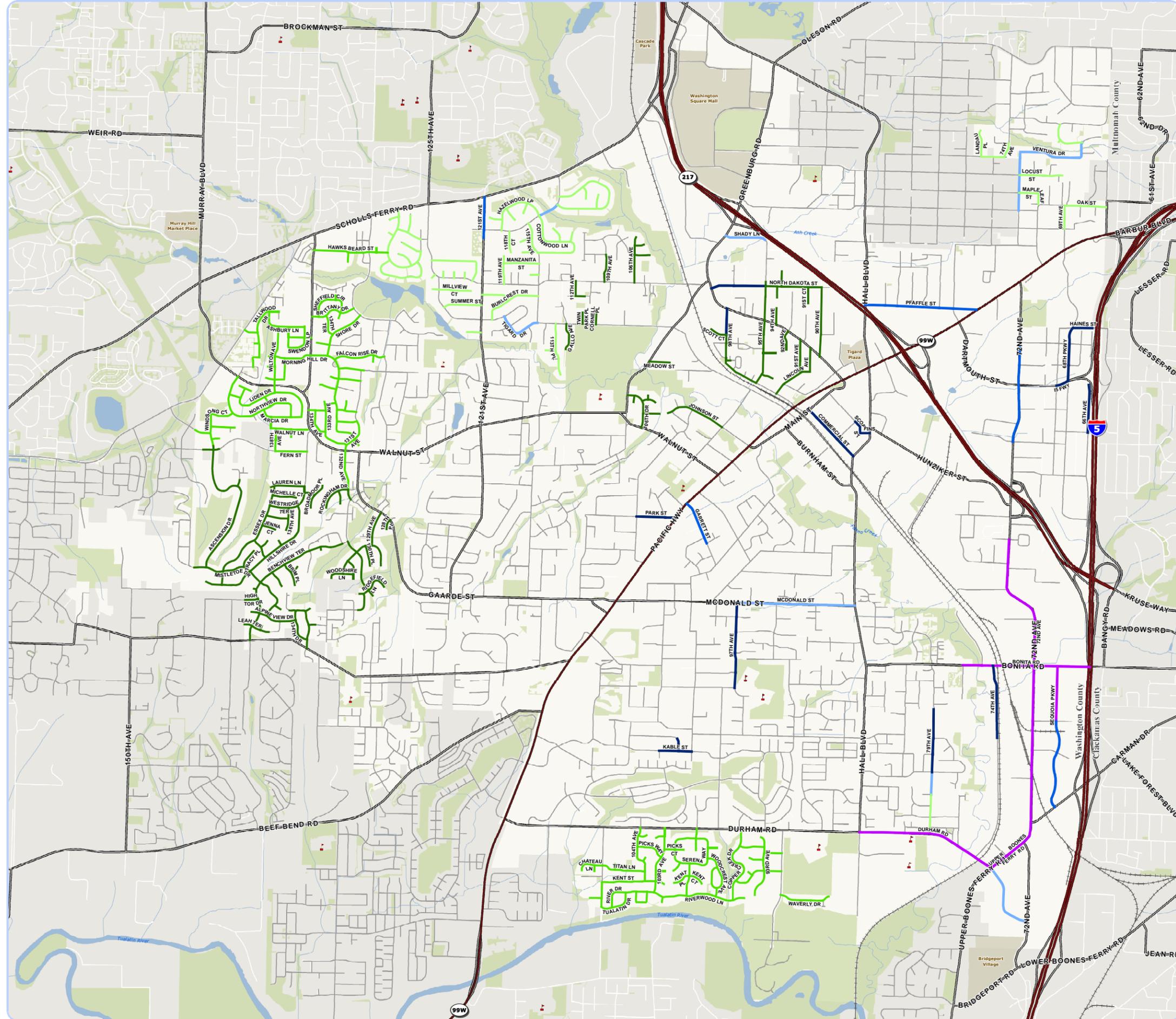


DATA SOURCES:  
City of Tigard  
Metro  
Washington County



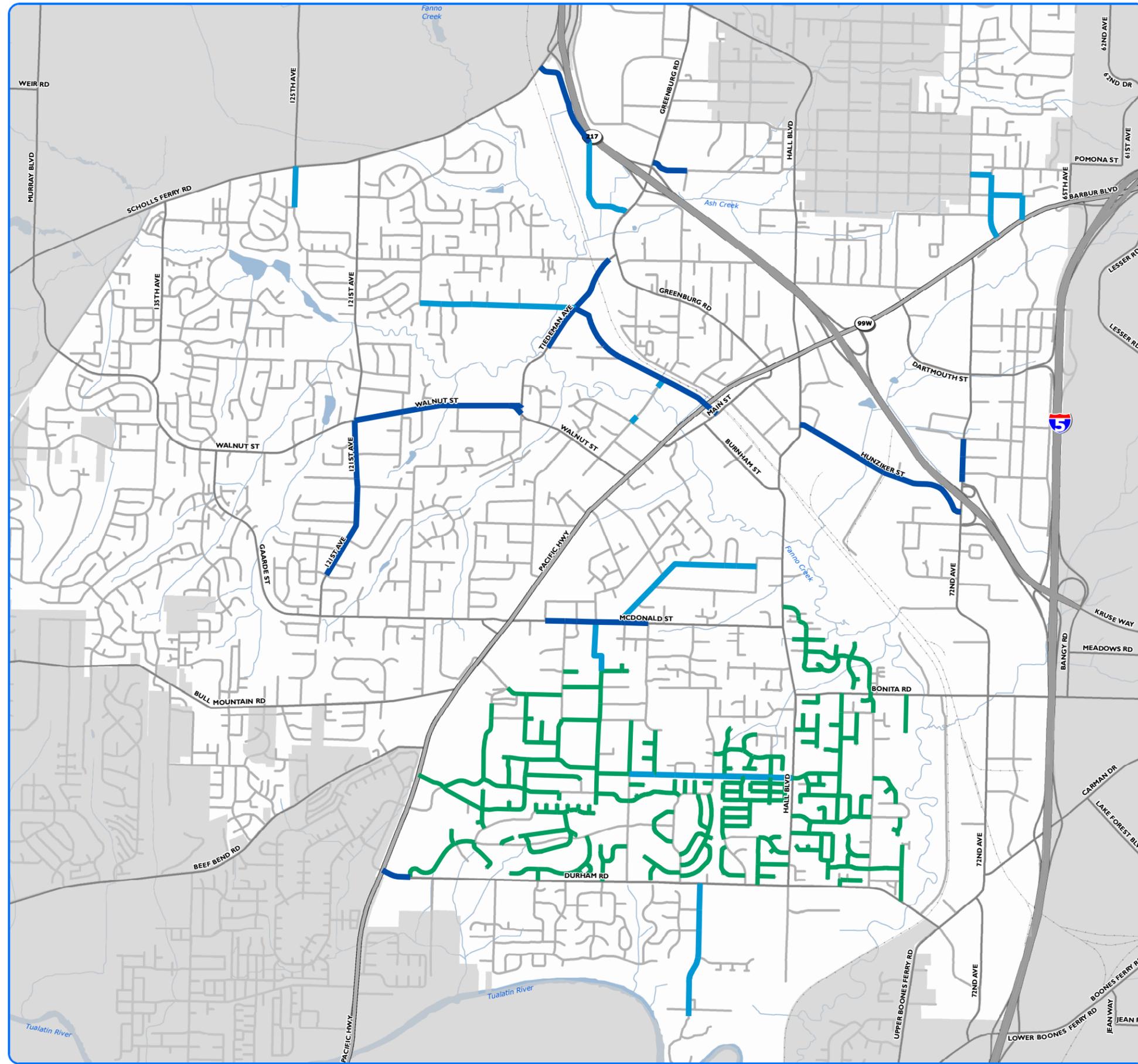
DISCLAIMER:  
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Tigard, Oregon 97223  
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# 2012 Paving Projects

- Pavement Overlay
- Additional Overlay If Funding Allows
- Slurry Seal



**DATA SOURCES:**  
 City of Tigard  
 Metro  
 Washington County

**DISCLAIMER:**  
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DATE MAP UPDATED: MAY 20TH, 2010



# City of Tigard Memorandum

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**To:** The Honorable Mayor and City Councilors

**From:** Assistant Public Works Director Brian Rager  
Street Division Supervisor Vance Walker

**Re:** Right-of-Way Maintenance Program Update

**Date:** November 1, 2011

## **Background**

On January 5, 2010, council adopted Ordinance No. 10-01 which increased the existing street maintenance fee (SMF) and added a provision to fund right-of-way (ROW) maintenance on the city's arterial and collector streets. The ordinance specifically covered such things as, "...maintenance and enhancement of planting strips, medians and areas between sidewalks and property lines on these streets to prevent the uncontrolled growth of weeds and other undesirable vegetation in these areas. It does not include repair or replacement of existing sidewalks." The initial focus of the program is to address streets bordered by double-frontage lots. (These are typically lots that have frontage on two streets; the backyard abuts a collector or arterial street.). It is these situations where the ROW tends to be neglected.

Ordinance No. 10-01 also directed that the SMF increases be phased-in over a three-year period. When fully phased-in, it will generate about \$100,000 per year for ROW maintenance. Revenues for ROW maintenance in fiscal year 2011-2012 are expected to be about \$75,000.

## **Progress**

Over the last few months, staff has been working to develop the ROW maintenance program and identify the work that will be accomplished in fiscal year 2011-2012. One of the first major tasks to be completed was an inventory of streets. Again, we focused most of our effort on the streets with double-frontage lots. Specifically we looked for segments of ROW that are in poor condition and need some level of improvement to bring them up to a look that better matches the segments that are in good condition. The following is an initial list of streets, prioritized by ROW condition. Streets with the poorest ROW conditions are at the top of the list.

Priority	Street	General Description
1	Durham Road	Between 79 <sup>th</sup> Avenue and 108 <sup>th</sup> Avenue
2	Gaarde Street	Between 121 <sup>st</sup> Avenue and Walnut Street
3	Greenburg Road	Median island north of Washington Square Road
4	Walnut Street	Between Pacific Highway and 135 <sup>th</sup> Avenue
5	135 <sup>th</sup> Avenue	Between Scholls Ferry Road to Walnut
6	121 <sup>st</sup> Avenue	Between Springwood Lane and Gaarde Street
7	Bonita Road	Between Hall and railroad ROW
8	72 <sup>nd</sup> Avenue	Between Pacific Highway and Varns Street
9	Dartmouth Street	Between 68 <sup>th</sup> Parkway and Pacific Highway
10	Tiedeman Avenue	Between Fowler Middle School and the railroad ROW
11	Hunziker Street	Between 72 <sup>nd</sup> Avenue and Wall Street
12	68 <sup>th</sup> Parkway	South of Pacific Highway
13	Cascade Avenue	Between Greenburg Road and Scholls Ferry Road
14	Burnham Street	Center medians, planters and tree wells
14	Main Street	Medians and planters between Scoffins and Pacific Highway
15	Haines Street	Between 68 <sup>th</sup> Parkway and I-5

As was previously mentioned, our approach will be to improve the poor segments to a level that better matches the good segments along the street. Below are two examples of street segments that would be considered in “poor” condition. The first example shows a segment devoid of shrubs, trees or groundcover. The second example is a segment full of weeds and overgrown grass.





With some improvement work, these segments could be brought up to a good condition as shown in the following two photos:





Standard specifications were developed for the various types of improvement. The specific type of improvement for any particular segment will depend upon the existing condition of each segment and the overall condition of the street in question. Attachment A shows the 11 improvement types that may be used. Eventually, staff will assign an improvement type to each segment of ROW.

### **Next Steps**

Currently staff is preparing a request for proposals (RFP) for a landscaping contractor who will perform the ROW maintenance work. Staff anticipates the RFP for the landscape contractor will be published within a month, and the goal is to have a contractor under contract sometime this winter.

Based upon public input and the high-traffic conditions of the roadway, staff selected Durham Road as the first street that will be addressed in fiscal year 2011-2012. Staff will make improvements to segments along Durham Road and will then begin working down the priority list as far as the funding will allow.

The objective of the program will be to make improvements to as many segments as possible, while maintaining the segments that have already been improved. Our long-term goal is to improve all the ROW segments listed and then to maintain those segments at the improved level. It will likely take several years to reach this goal.

## RIGHT OF WAY LANDSCAPE IMPROVEMENT TYPES

TYPE	DESCRIPTION	DIAGRAM
1	<b>Weed eradication and site preparation for specified bark mulch</b>	
2	<b>Weed eradication and site preparation for specified bark mulch and plant shrubs/ground cover.</b>	
3	<b>Weed eradication and site preparations for specified bark mulch and plant trees.</b>	

TYPE	DESCRIPTION	DIAGRAM
4	Weed eradication and site preparations for specified bark mulch and plant shrubs/ground cover and trees.	
5	Weed eradication and site preparations for specified bark mulch and plant shrubs/ground cover and trees and automatic irrigation.	
6	Site soil preparation and installation of specified turf and automatic irrigation.	

TYPE	DESCRIPTION	DIAGRAM
7	<p><b>Site soil preparation and installation of specified turf, shrubs/ground cover and automatic irrigation.</b></p>	
8	<p><b>Site soil preparation and installation of specified turf, trees and automatic irrigation.</b></p>	
9	<p><b>Site soil preparation and installation of specified turf, shrubs/ground cover and automatic irrigation.</b></p>	

<b>TYPE</b>	<b>DESCRIPTION</b>
<b>10</b>	<b>Eradication of invasive plants (blackberry/brush).</b>
<b>11</b>	<b>Eradication of invasive plants (blackberry/brush) and re-vegetation as required.</b>



## City of Tigard Memorandum

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**To:** The Honorable Mayor and City Councilors  
**From:** Senior Project Engineer Mike McCarthy, P.E.  
**Re:** Ongoing Street Maintenance Fee True-Up  
**Date:** November 1, 2011

When council passed revisions to the street maintenance fee in a few years ago, staff was asked to do a true-up of the nonresidential properties in Tigard to ensure that each was assessed the correct street maintenance fee. Upon reviewing the results of this true-up in 2010, and recognizing that business uses change over time, the council directed staff to develop an ongoing true-up process to review nonresidential properties for any changes in their use and adjust their street maintenance fee accordingly. Our plan is to review these properties over a two-year cycle, reviewing one-eighth of the properties each quarter. We have completed the first of eight reviews.

We reviewed a total of 94 street maintenance fee accounts. Of these accounts, nine had a change in use that resulted in a change in the fee. Changes were typically due to a new business, an expanding business, a physical building change, and/or a business moving out. Five accounts had changes of use that justified a decrease in their fee; these decreases totaled 89 parking space equivalents. Four accounts had changes of use that justified an increase in their fee; these increases totaled 134 parking space equivalents.

Letters were sent to the responsible person for each account on which a street maintenance fee adjustment was identified. The letters informed them of the identified use(s) on their site, the resulting street maintenance fee attributable to each use and how to notify us of any questions or disagreements they had with their fee calculations. The results of this review were implemented on September 1, 2011 unless site-specific adjustments were requested for that property.

The net result is an increase of 45 parking space equivalents which, at current rates, resulted in a total street maintenance fee revenue increase of \$47.70 per month, or \$572 per year.

The remaining 85 accounts were not affected by the true-up.

**AIS-711**

**Item #: 4.**

**Workshop Meeting**

**Date:** 11/15/2011

**Length (in minutes):** 30 Minutes

**Agenda Title:** Update on the Southwest Corridor Plan by Metro Staff

**Prepared For:** Judith Gray

**Submitted By:**

Marissa Daniels  
Community  
Development

**Item Type:** Update, Discussion, Direct Staff

**Meeting Type:**

Council  
Workshop Mtg.

**ISSUE**

Metro staff will present an update on the Southwest Corridor Plan.

**STAFF RECOMMENDATION / ACTION REQUEST**

Receive Metro staff's presentation and ask questions if desired.

**KEY FACTS AND INFORMATION SUMMARY**

The Southwest Corridor Plan integrates multiple efforts such as 1) local land use plans that guide actions and investments to support livable communities; 2) corridor refinement planning to examine the function, mode and general location of future transportation improvements and 3) a transit alternatives analysis to define the best mode and alignment of high capacity transit (HCT) to serve the corridor. The plan is a partnership between Metro, Multnomah County, Washington County, the Oregon Department of Transportation (ODOT), TriMet and the cities of Portland, Sherwood, Tigard, Tualatin, Beaverton, Durham, King City and Lake Oswego.

The corridor, in the vicinity of Barbur Boulevard/Highway 99W, was designated in 2009 as the next regional priority for high capacity transit (HCT) expansion by the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council. One of the reasons it was identified as a near-term priority under Metro's Regional High Capacity Transit System Plan is that it has the greatest ridership projections compared to the region's other potential HCT corridors. A future alternatives analysis study will determine what mode of high capacity transit – light rail, commuter rail, rapid streetcar or bus rapid transit – would best meet the future travel needs in the corridor.

Tigard's HCT Land Use Plan is one of four local plans being developed by Southwest Corridor cities. The others are Portland, Tualatin and Sherwood. These Plans are part of the larger SW Corridor planning effort and are intended to guide development of transit supportive land uses. Tigard is first of the cities to do this work.

In all participating jurisdictions, there have been assumptions that local planning and the SW Corridor Plan will lead to development of light rail. However, the type of HCT that would best fit the corridor's needs has not been determined. Planning activities to date have been at a very broad scale. The emphasis has been on identifying transit supportive land uses in addition to actions that could increase livability and mobility in the corridor. Many land use and transportation options have been developed. Early next year, these options will be narrowed based on how well they meet local needs and regional goals such as mobility, economic development; environmental quality, housing opportunity etc. Light rail may be identified as the best HCT alternative, but other high capacity transit solutions, such as bus rapid transit, commuter rail or rapid streetcar, and even improved local bus, will also be considered.

Metro staff's presentation on the Southwest Corridor project, will 1) cover upcoming milestones and decision making processes; 2) discuss ways the Tigard HCT Land Use Plan will be used to inform the outcomes of Southwest Corridor process and 3) allow time for questions from council.

**OTHER ALTERNATIVES**

N/A

**COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS**

1. Implement Comprehensive Plan
  - c. Participate in the Southwest Corridor Study.

**DATES OF PREVIOUS COUNCIL CONSIDERATION**

This will be the council's first update from Metro about the Southwest Corridor Plan.

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**Attachments**

Metro Southwest Corridor Fact Sheet

PowerPoint Presentation



## SOUTHWEST CORRIDOR PLAN

### PROJECT PARTNERS

Cities of King City, Portland, Sherwood, Tigard and Tualatin

Multnomah and Washington counties

Oregon Department of Transportation

TriMet

Metro

# Supporting great communities in the Southwest corridor

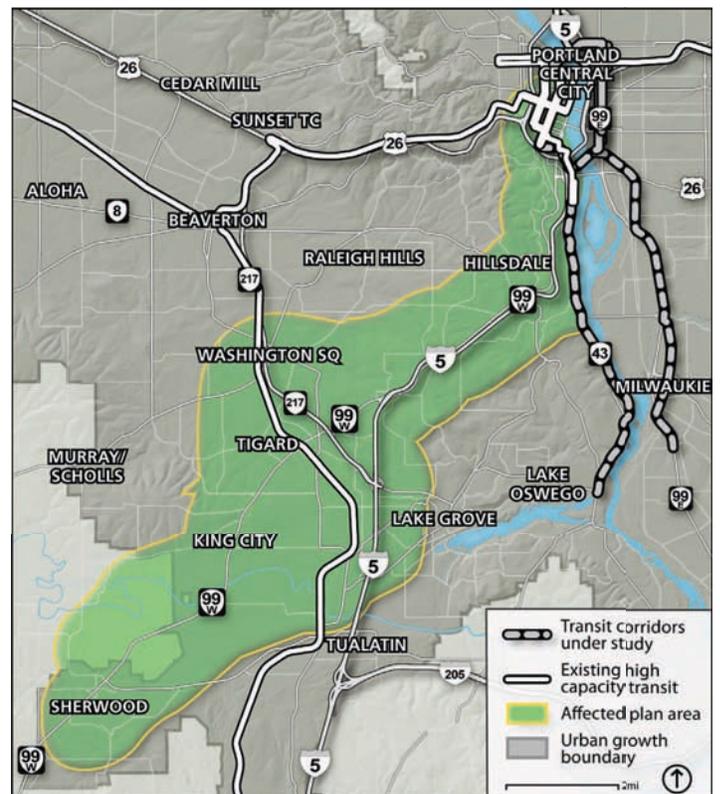
Metro and its regional partners are initiating a comprehensive land use and transportation planning study to identify and prioritize public investments in the corridor between downtown Portland and Sherwood. The Southwest Corridor Plan builds on 25 years of the region's experience in light rail and high capacity transit planning (bus or rail), that have shown that major public investments in transit bring the highest value and return on investment when done in coordination with local visions of growth and comprehensive road, bike and pedestrian improvements.

In the 2035 Regional Transportation Plan update, the Southwest corridor was prioritized as the next corridor the region would fully examine for a high capacity transit solution to existing and projected future congestion problems, limited access and transit demand. To initiate this major effort, regional partners have come together to align local, regional and state policies and investments to support the creation of great places along the corridor. The Southwest Corridor Plan looks to create a coordinated investment strategy to stimulate community and economic development and improve movement of people and goods in and through

the corridor while increasing access to parks, supporting active lifestyles and improving the quality of the region's air, water and habitat. As part of the process, the plan will include a transit alternatives analysis which will include one or more high capacity transit options.

The coordinated strategy allows Metro and its partners to measure the success of potential public investments and policy changes against some key elements of a successful region, things like economic prosperity, vibrant communities, safety, equity and clean air and water. Coordinating planning

Southwest Corridor Plan area





**EMPLOYMENT IN THE CORRIDOR**

2010: 163,000  
2035: 251,000

**EMPLOYMENT CENTERS**

Oregon Health & Science University – 13,600 employees  
Washington Square – 1,100 employees, with 14,400 in the regional center area



**EDUCATIONAL INSTITUTIONS**

Portland Community College, Sylvania – more than 26,000 students per year  
Portland State University – the state’s largest university with nearly 30,000 students per year (and more than 3,500 full-time employees)

efforts will result in increased efficiencies in decision-making while leveraging public funds to create the best result.

The plan calls for local and regional partners to analyze land use, economic development, employment and housing access, parks, habitat, pedestrian and bike facilities, local bus and high capacity transit potential, freight movement and auto capacity. Transportation and land use decisions that support jobs and housing and integrate parks, habitat and trails are fundamental to the process.

In order to determine the solutions that best meet future travel demand and support local land use goals, Metro and its partners will take a two-phased approach. Throughout the process, project partners will share information with the public, announce project milestones and offer opportunities to provide input.

**Phase I** includes planning broadly for land uses for employment, housing, parks and natural areas as well as the entire transportation network of autos, transit, freight, bikes and pedestrians. Transit alternatives, including high capacity transit such as light rail or bus rapid transit, will be considered during this phase.

Local and regional plans that make up this Phase I include:

- City of Portland Barbur Concept Plan
- City of Tigard High Capacity Transit Land Use Plan

- City of Tualatin High Capacity Transit Land Use Plan
- Metro/ODOT Southwest Transportation Plan
- Southwest Corridor Transit Alternatives Analysis.

Phase I will conclude with decisions on which investments and policy changes to move forward into project development (like sidewalks, bike lanes and safety improvements or a strategy to link workforce housing investments to future transit investments) and which need further study (like a major transit investment, which may progress to a Draft Environmental Impact Statement).

**Phase II** implements strategies identified in Phase I and further studies transit improvements in the corridor that would be completed in concert with other kinds of transportation, land use and policy changes. Following this phase, project partners will implement community investments and policy changes.

**Transit alternatives**

There is still a lot of work ahead to determine the type of transit – whether improved bus, light rail, bus rapid transit, commuter rail or rapid streetcar – would best meet the needs of this corridor. Only after the project partners identify alternatives, study benefits and trade-offs, and gather input from residents in the corridor will decision-makers determine the final project or projects. These decisions would happen in 2015 to 2017, laying the foundation for project development and construction between 2017 and 2023.

**Southwest Corridor Plan schedule**

Phase I	Phase II	Ongoing
Agreements, policy changes, strategic investments and partnerships	Actions to achieve goals, including investments, Draft Environmental Impact Statement(s) and major policy changes	Further project development and implementation
2011	2012	2013
		2014
		2015

## Southwest corridor challenges

The plan will examine ways that coordinated land use and transportation solutions can most efficiently address some of the major challenges of the corridor.

### Limited accessibility to major destinations

The 15-mile long Southwest corridor connects an estimated 163,000 jobs and includes some of the largest commercial, employment, educational and residential centers in the region, yet access to these key destinations is constrained by lack of capacity on the existing roadway system. Additionally, the corridor lacks a balance of housing choices needed to serve the variety of needs – from students living alone to growing families to retirees – so that employees can live near work, students can live near school, and families and neighbors can stay in areas they enjoy.

**Lack of transportation options** The corridor lacks 140 miles of sidewalks.\* Difficult topography and lack of bicycle and pedestrian facilities impede access to transit and the options of biking or walking to meet everyday needs and hamper opportunities for the physical activity needed for a healthy lifestyle for kids and adults. Because of the limited pedestrian, bike and transit options, movement within and between communities in the corridor essentially requires an automobile.



**Traffic congestion** Congestion impedes workforce travel and the flow of goods needed for sustained economic competitiveness and prosperity. With over 25 miles of congested roadway, the corridor is one of the most congested in the region. The current travel time from

the central city to Sherwood during the two-hour evening peak is 42 minutes by auto and 52 minutes on transit. By 2035, the same trip is forecast to take 53 minutes by auto and 69 minutes on transit.\*



### Limited options for roadway expansion

The roadway system primarily supports north/south access with three major highways connecting the Willamette Valley to the state's largest housing and employment center in Portland. The hilly topography and suburban-style development have led to a roadway system that is winding and discontinuous, limiting opportunities to expand roadways or meet travel needs simply through adding local bus service to the current system.

### Air pollution and oil consumption

Residents and businesses in the region are responsible for an estimated 31 million metric tons of greenhouse gas emissions annually, 25 percent of which come from transportation sources. The region could reduce CO<sub>2</sub> emissions from automobile trips by 7,500 metric tons and avoid 16.7 million vehicle miles travelled annually, just within Portland, by increasing transit usage in the Southwest corridor.\*\*

### Environmental considerations

Transportation is a major contributor to a variety of environmental problems, including noise, air pollution, water quality and habitat destruction. Exhaust from cars and trucks pollutes the air, and stormwater runoff from roads pollutes streams and rivers. The corridor contains some of the most difficult stormwater runoff issues in the region.



### POPULATION IN THE CORRIDOR

2010: 140,000

2035: 206,000

### POPULATION IN 2040 GROWTH CONCEPT CENTERS (2010)

Portland Central City: 90,100

Hillsdale Town Center: 2,900

West Portland Town Center: 5,300

Tigard Town Center: 3,900

Washington Square Regional Center: 16,800

Tualatin Town Center: 5,400

Sherwood Town Center: 800



## About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together, we're making a great place, now and for generations to come.

Stay in touch with news, stories and things to do.

[www.oregonmetro.gov/connect](http://www.oregonmetro.gov/connect)

### Metro Council President

Tom Hughes

### Metro Councilors

Shirley Craddick, District 1  
Carlotta Collette, District 2  
Carl Hosticka, District 3  
Kathryn Harrington, District 4  
Rex Burkholder, District 5  
Barbara Roberts, District 6

### Auditor

Suzanne Flynn



Help shape the future of the region by joining Opt In, Metro's online opinion panel. [www.oregonmetro.gov/optin](http://www.oregonmetro.gov/optin)

# 2035

REGIONAL TRANSPORTATION PLAN

10108 0111

Printed on recycled-content paper.

## The Southwest Corridor Plan – a regional priority

The Southwest Corridor Plan continues a decades-long tradition of planning for future growth in a way that makes the most of public resources while preserving farmlands and access to nature.

**Protecting farms and forestland** In the 1970s, farmers of the Willamette Valley fought for the implementation of Senate Bill 100, which mandated the protection of agricultural lands, forestlands and natural areas. Senate Bill 100 is considered the foundation for Oregon state land use planning. Metro implements that vision through a focus on efficient land use within the urban growth boundary and planning for transit, innovative roadway projects, and bicycle and pedestrian facilities.

**Choosing high capacity transit over new freeways and highways** In 1974, elected leaders in the Portland metropolitan area rejected an urban freeway project after public outcry over its expected cost and the destruction of neighborhoods required for its construction. The region set aside plans for 54 new highway projects in favor of modest roadway projects and a network of transitways.

Since that time, the region has relied on transit planning and a less obtrusive roadway system to provide options for residents to get to jobs, homes and recreation. Because of the choices the region has made in the past, it is better equipped to deal with some of the challenges it faces now and those it will face in the future.

**Creating accessible communities** The 2040 Growth Concept, the region's 50-year land use plan adopted in 1995, identifies centers for walkable urban development. This focused growth protects existing neighborhoods and natural areas within the urban growth boundary as well as farms and forestlands outside of the boundary.

The plan calls for high capacity transit service to support the identified centers, facilitating travel between housing and employment.

**Planning for multimodal transportation needs** The 2035 Regional Transportation Plan, updated in 2010, works to implement the 2040 Growth Concept by setting policies and priorities that emphasize the mutual advantages in land use decision-making and transportation investment. These policies direct future projects to be developed as multimodal transportation – road, bike, pedestrian, transit and freight – and land use planning efforts with multi-agency collaboration and public participation.

This collaborative attention to the big picture unites local and regional projects into one integrated and efficient effort. This effort will make the most of what we have by using previous public investments as building blocks to enhance neighborhoods and mobility.

**Prioritizing regional investments** Following completion of the High Capacity Transit System Plan, a part of the 2035 Regional Transportation Plan update, the Southwest corridor was selected as the highest regional priority for further study for high capacity transit. The potential investment in the Southwest corridor best meets the livability and community needs, supports the economy, provides environmental benefits and has the highest potential for implementation based on local support, costs and efficiencies of operation.

In addition to prioritizing the Southwest corridor for potential high capacity transit investment, the Metro Council also has selected the corridor as one of its two highest priorities for investment strategies that integrate transportation, land use and other plans and policies to enhance movement in and through the corridor and stimulate community and economic development.

[www.swcorridorplan.org](http://www.swcorridorplan.org)

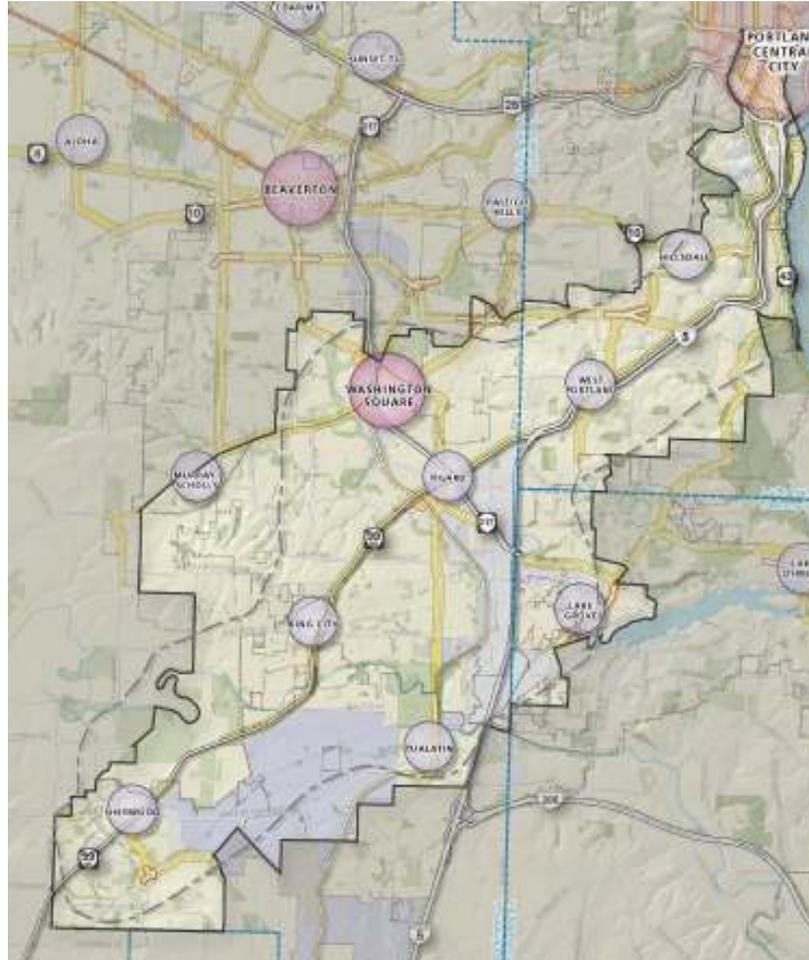
# Southwest Corridor Plan

Integrated approach to corridor  
planning

Tigard City Council

November 14, 2011

# Start with the places...





# Sherwood Town Center





# Tualatin Commons







# Lake Grove



# Downtown Tigard



# Tigard Triangle





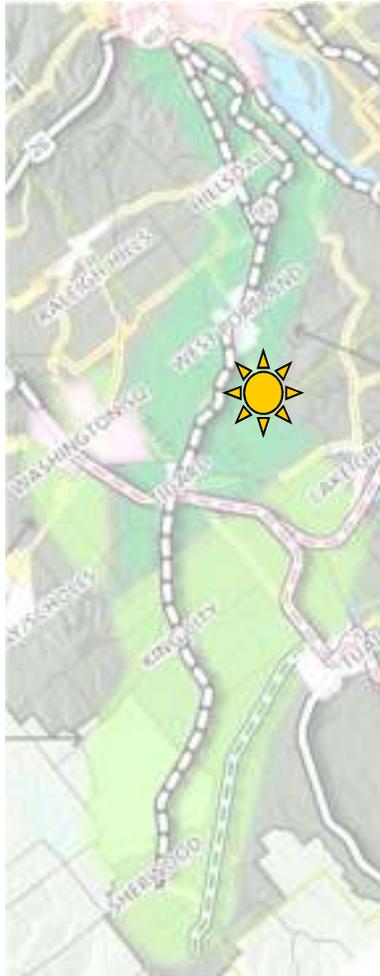
# Nimbus



# Bridgeport Village



# Portland Community College



# West Portland/Crossroads



# Multnomah Village







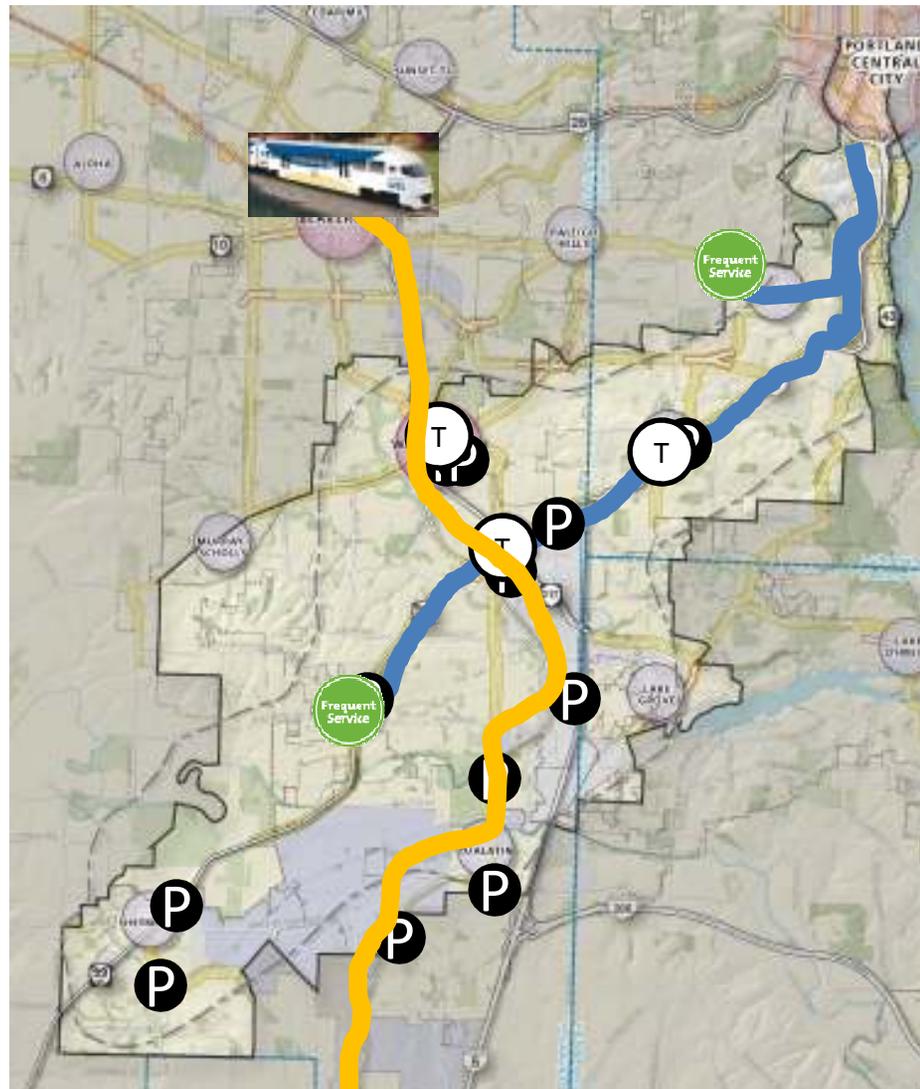
# South Waterfront

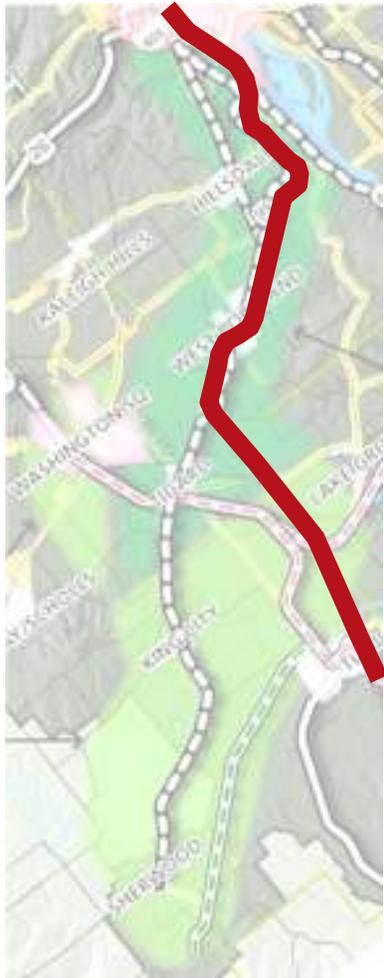




# Major Transit Facilities

- WES
- 15 bus lines
- 2,000 parking spaces
- 3 Transit Centers
- 27,000 daily riders





# Hwy 217 and Hwy 43





# Priority corridor



[www.oregonmetro.gov](http://www.oregonmetro.gov)

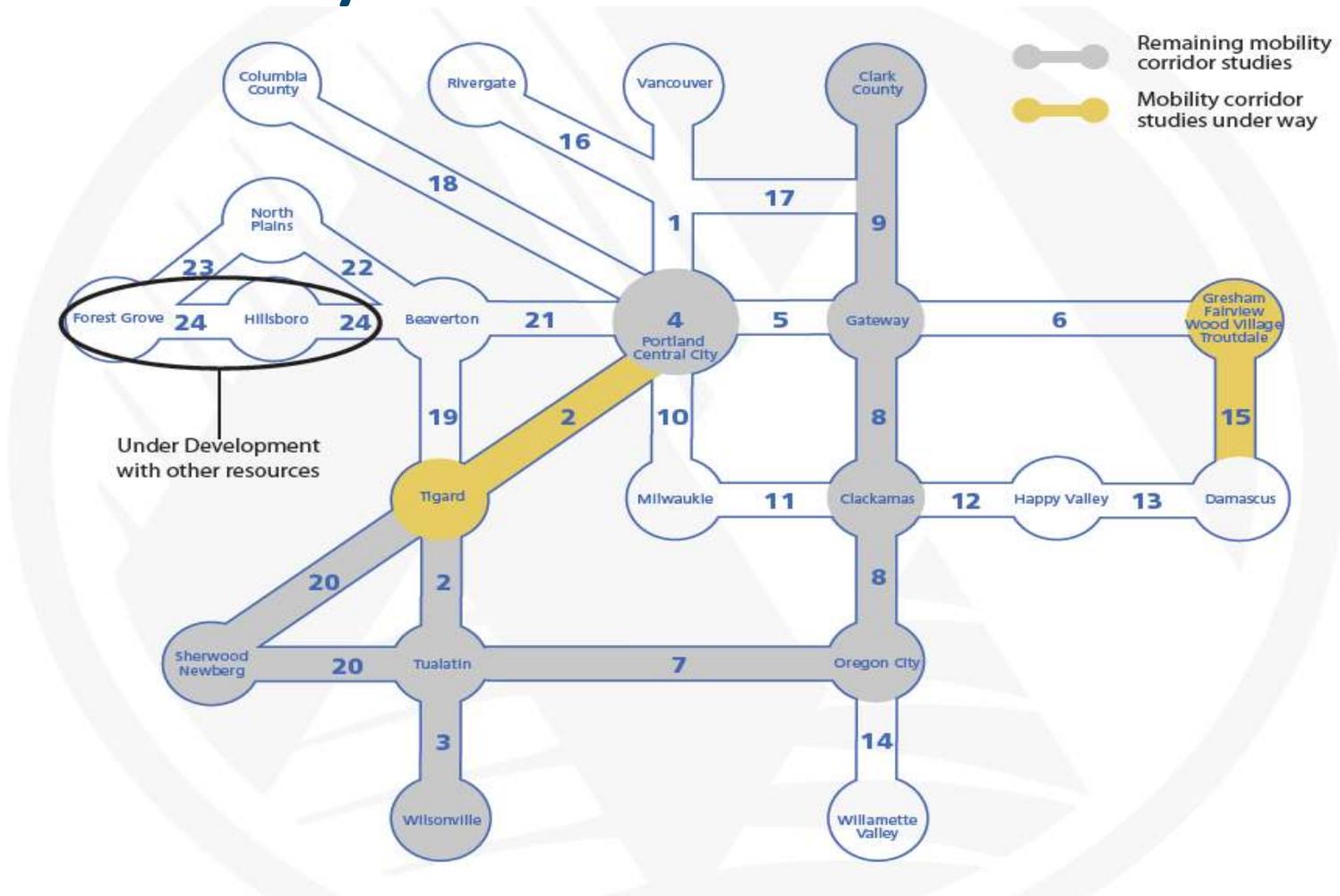
# 2035

REGIONAL TRANSPORTATION PLAN

December 13, 2007  
Approved by the Federal Highway Administration

Metro | *Joint Policy Advisory Committee on Transportation*

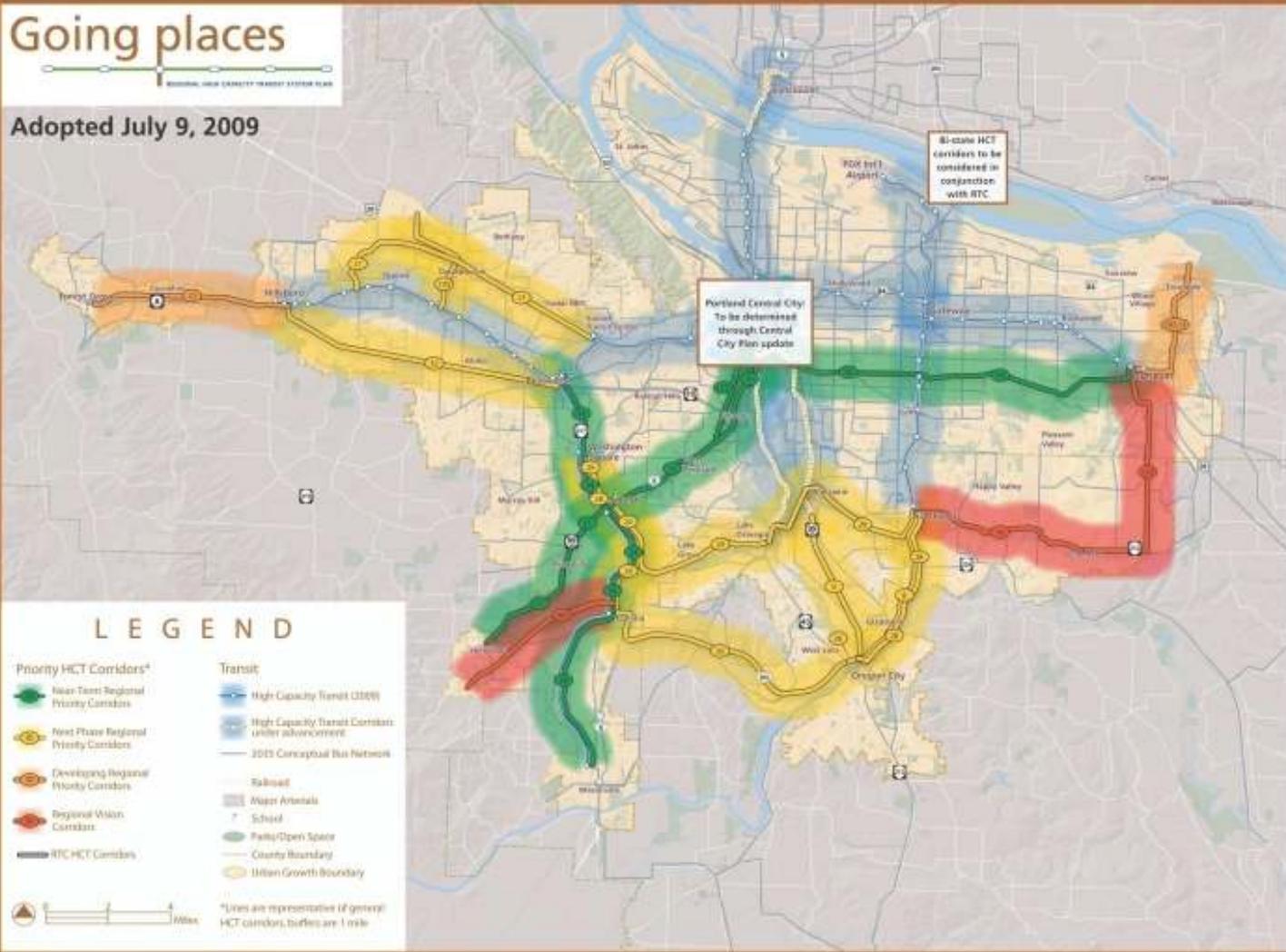
# Mobility corridors



# Going places

REGIONAL HIGH CAPACITY TRANSIT STUDY PLAN

Adopted July 9, 2009

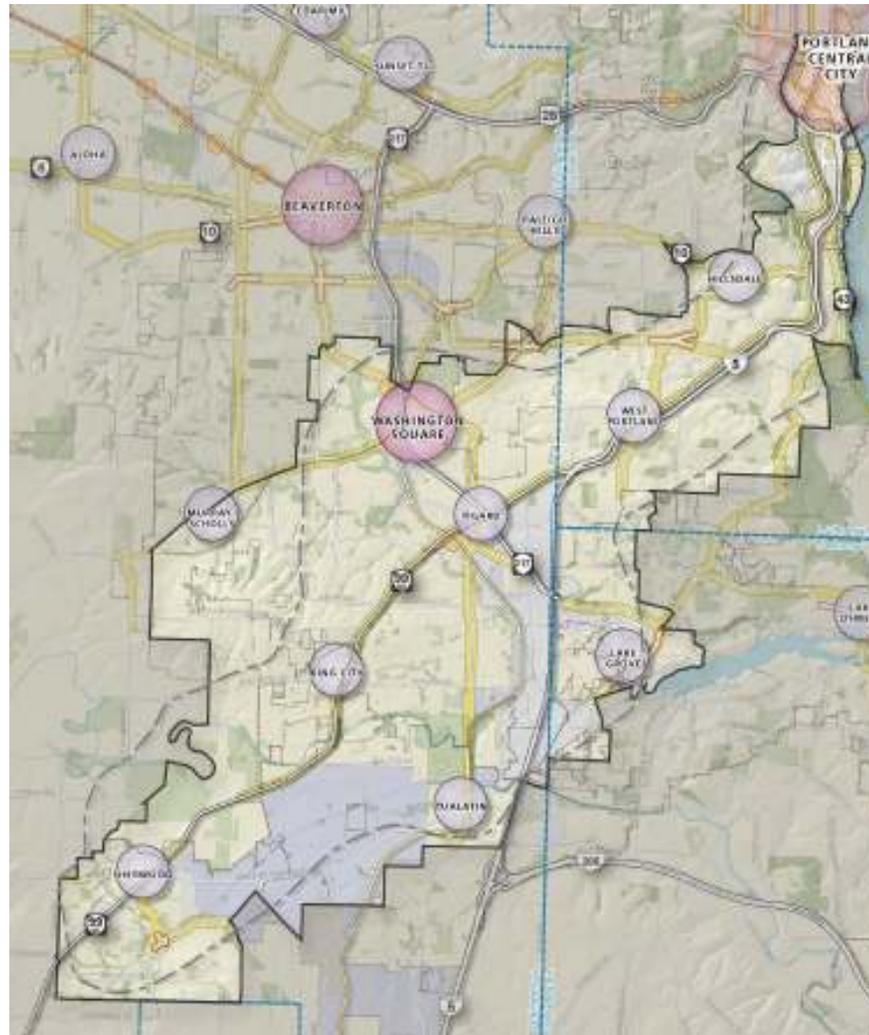


# Corridor Profile

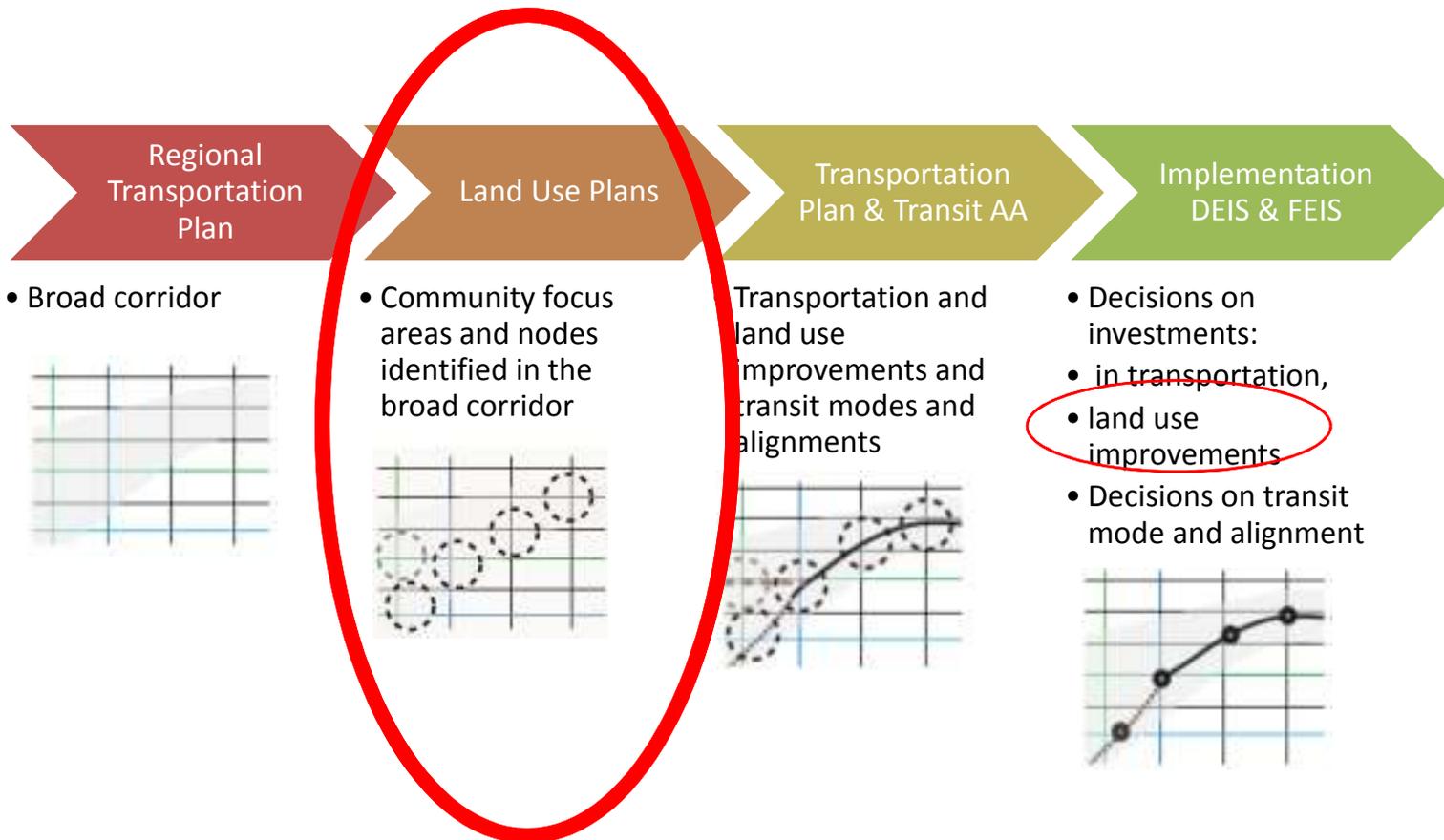
Population  
2010 140k  
2035 206k

Employees  
2010 163k  
2035 251k

Projected  
travel time  
increase  
30%



# Integrated approach



# 25 Years from Now

Daily celebration of place

Vibrant, safe communities where  
people live, work and play



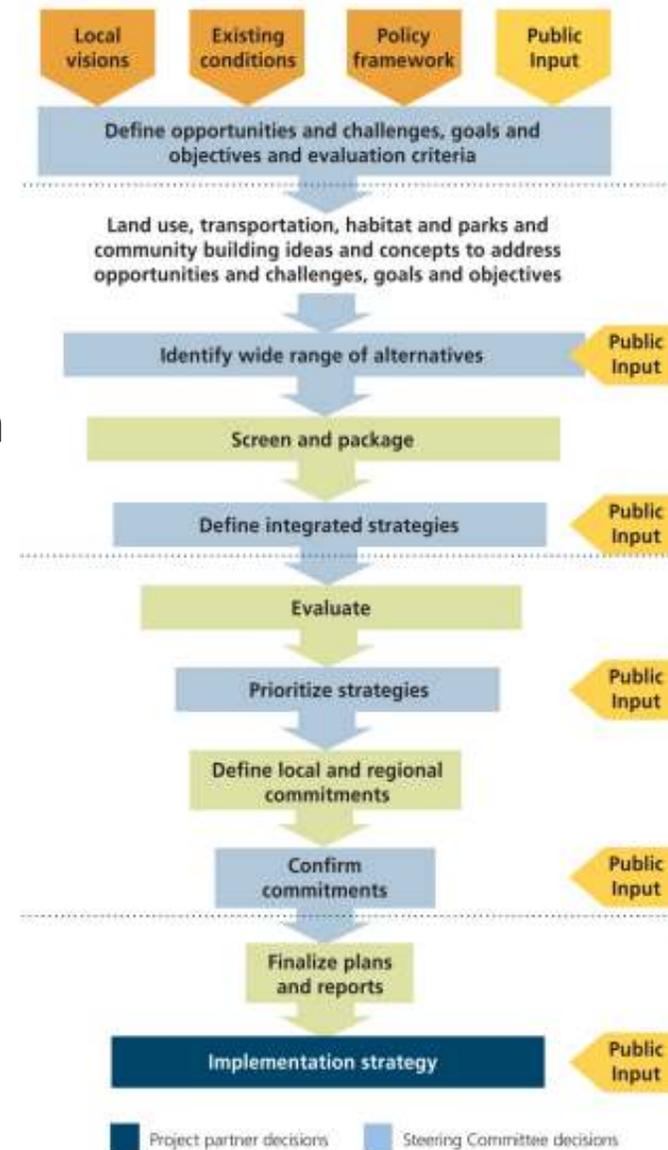
# Major timeline

## Southwest Corridor Plan schedule



# Major tasks

- Identify opportunities and challenges, goals & objectives, purpose & need
- Develop outcomes-based evaluation and screening criteria
- Develop wide range of alternatives
- Screen and package alternatives
- Evaluate integrated strategies
- Prioritize preferred set of integrated strategies
- Develop draft implementation strategy, project partner commitments



# Collaborative effort

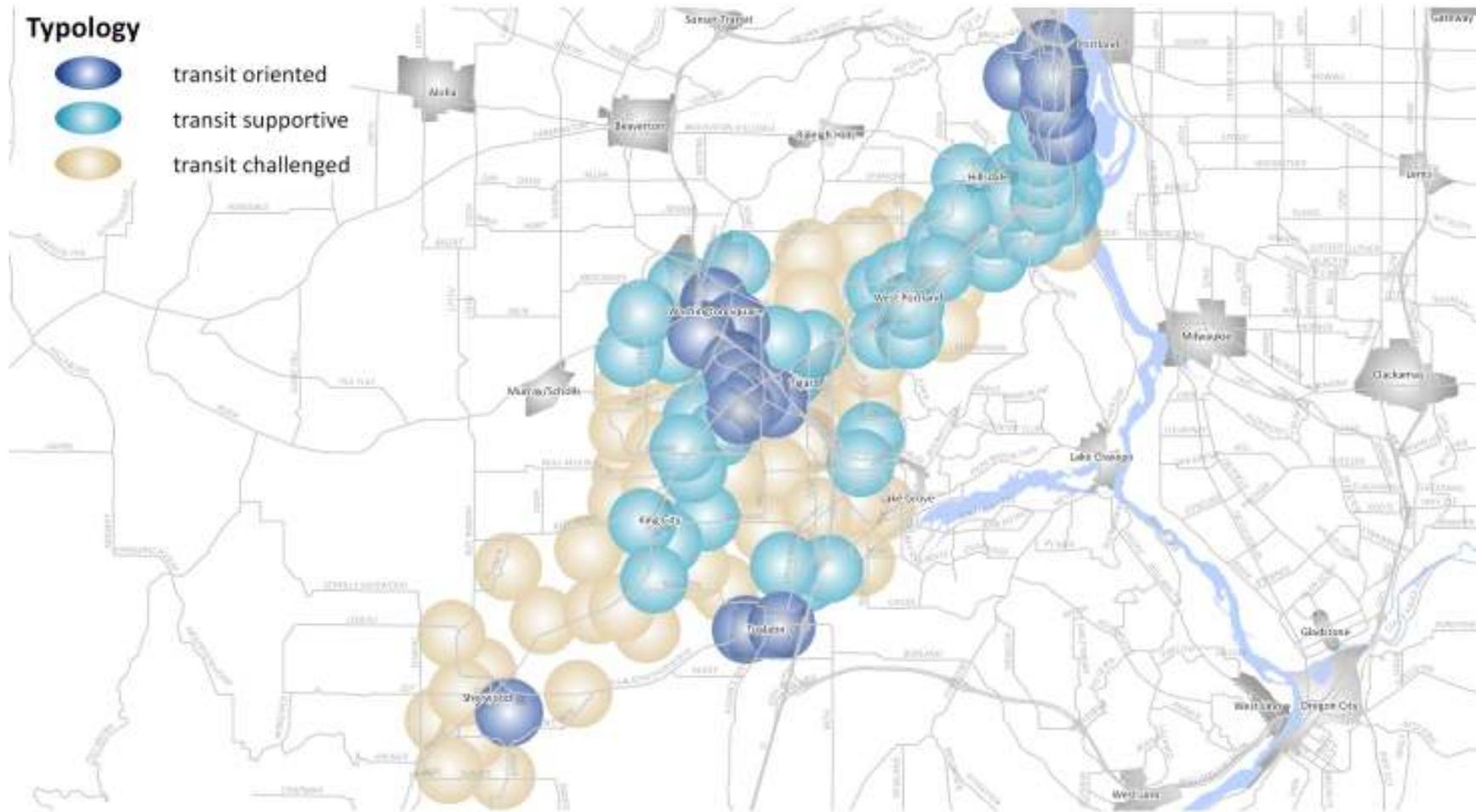


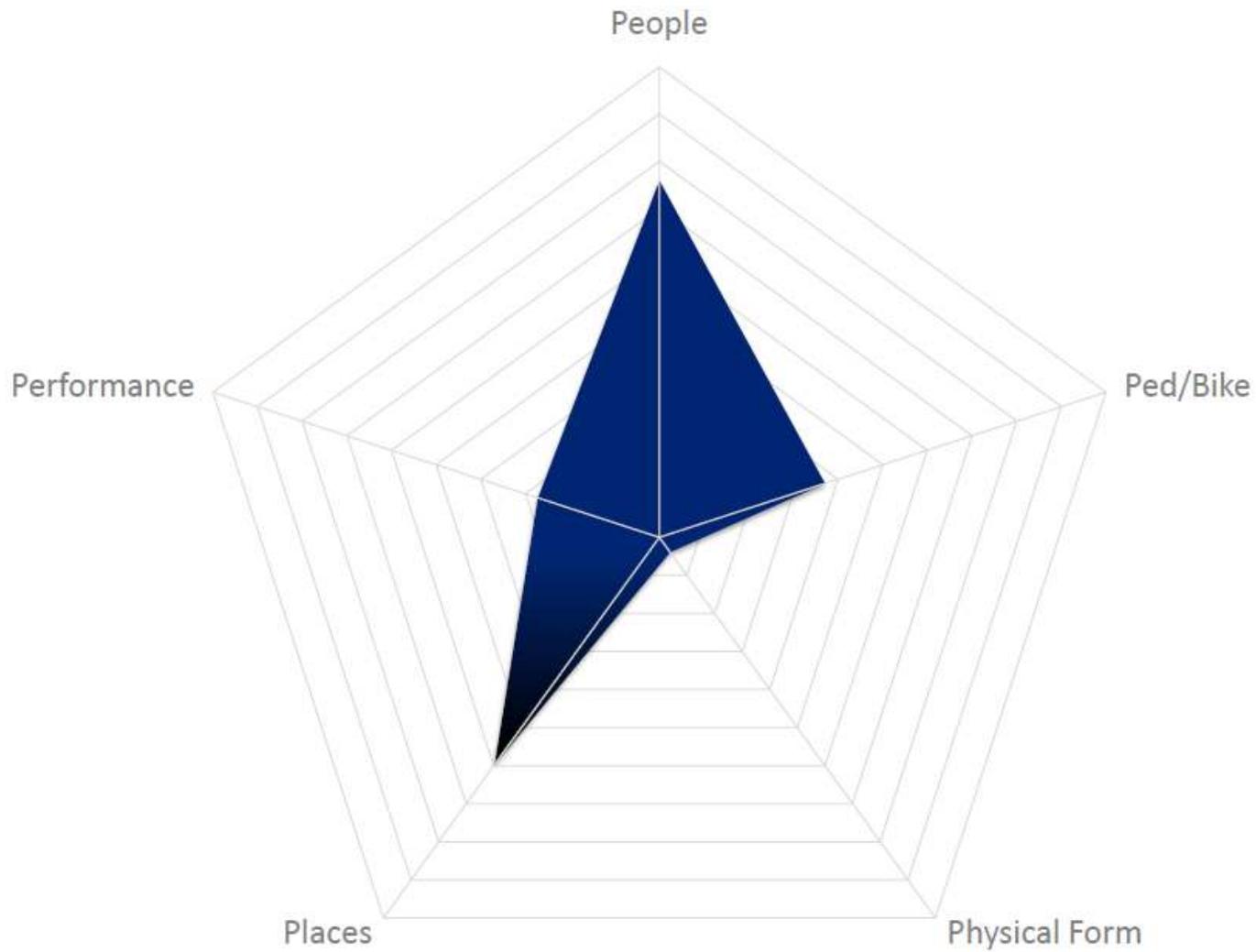
# Tigard – already identified nodes



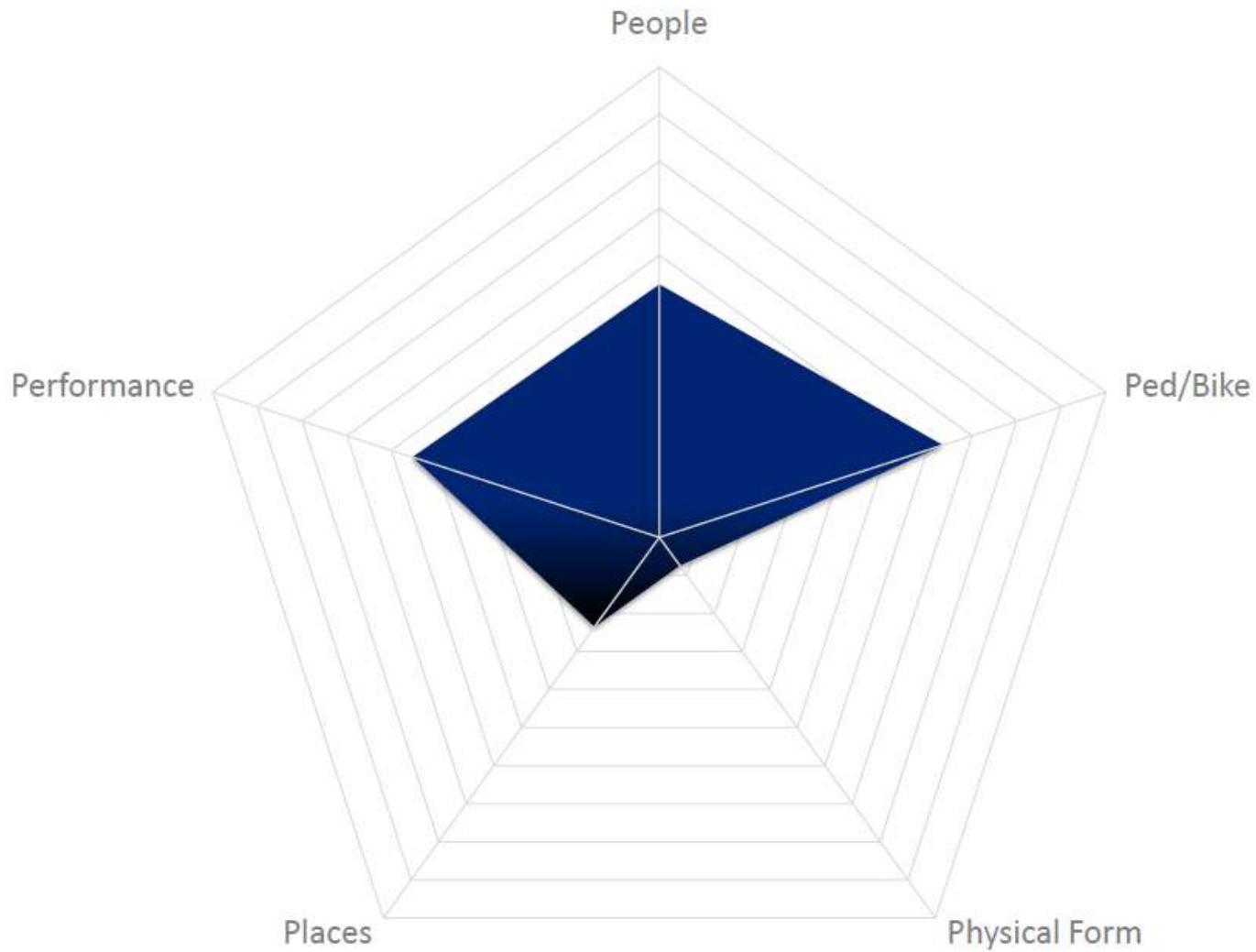
**Typology**

-  transit oriented
-  transit supportive
-  transit challenged





Washington Sq (Mall)



# Downtown Tigard



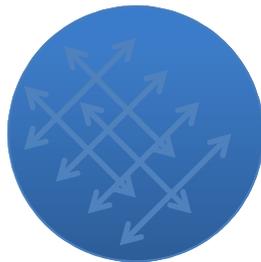
# Bridgeport Village

# Opportunities & constraints

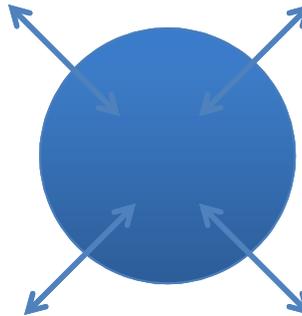
- *winter 2011*

## Needs analysis

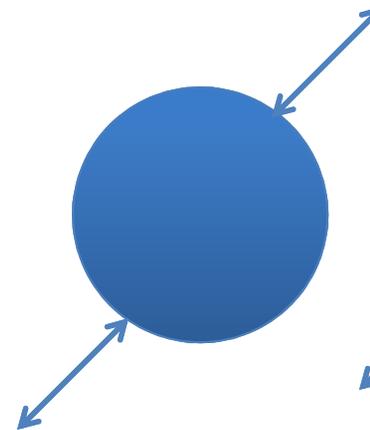
Within key  
land use  
nodes



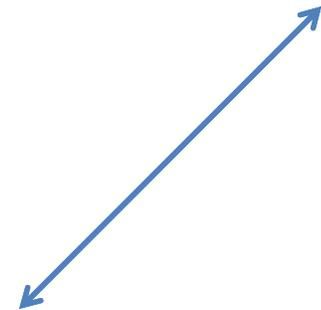
Access to  
key land  
use nodes

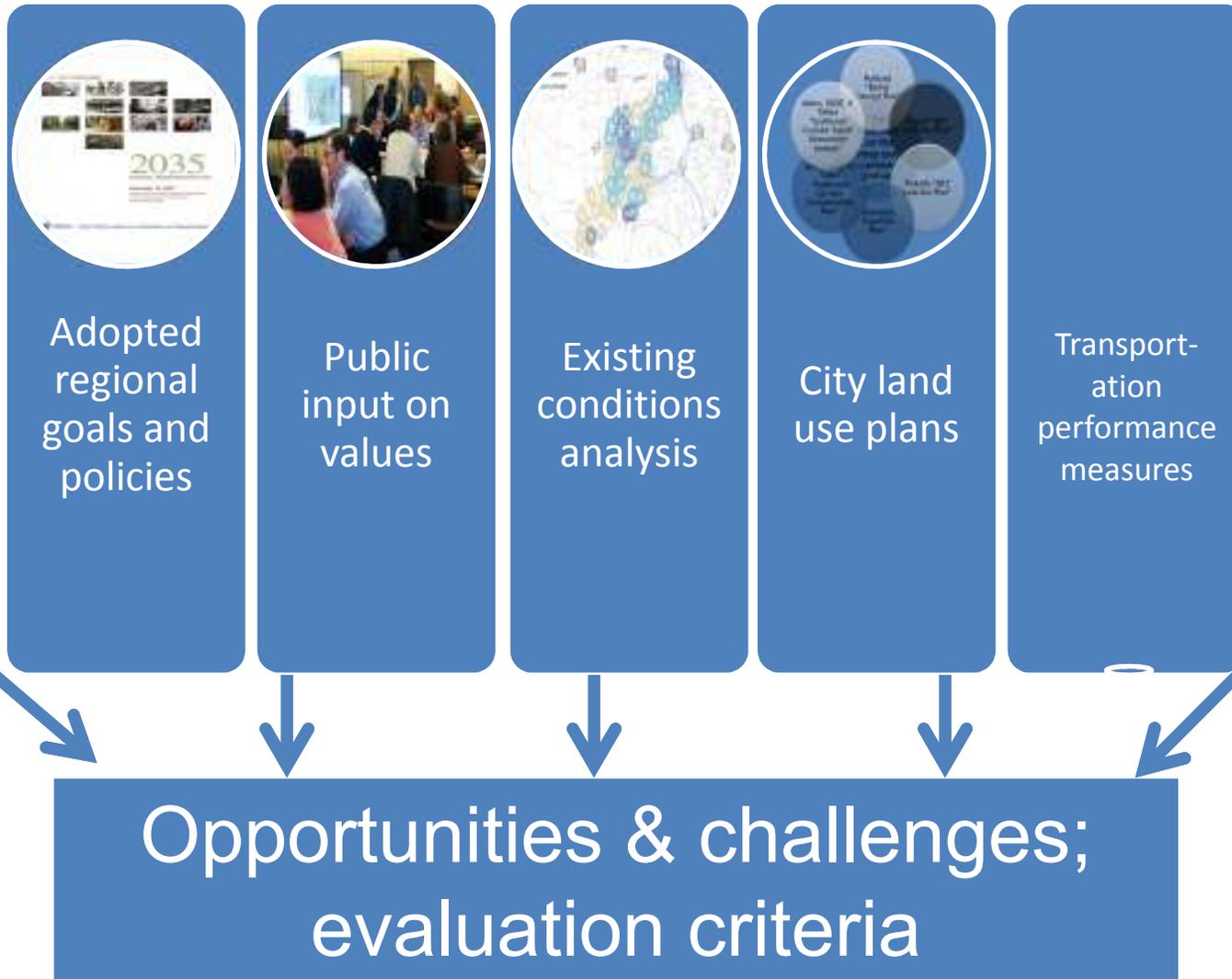


Between  
key land  
use nodes



Corridor  
wide/  
through the  
corridor





## Wide range of alternatives – all transportation modes

- I-5/99W improvements
- Roadway improvements within, access to, between nodes
- Bike/pedestrian improvements
- Transit improvements



## Wide range of alternatives – transit AA

- Transportation System Management and Operation
- Light Rail Transit
- Rapid Streetcar
- Bus Rapid Transit
- High Occupancy Vehicle Lanes / High Occupancy Toll Lanes



## Wide range of alternatives – land use/community building

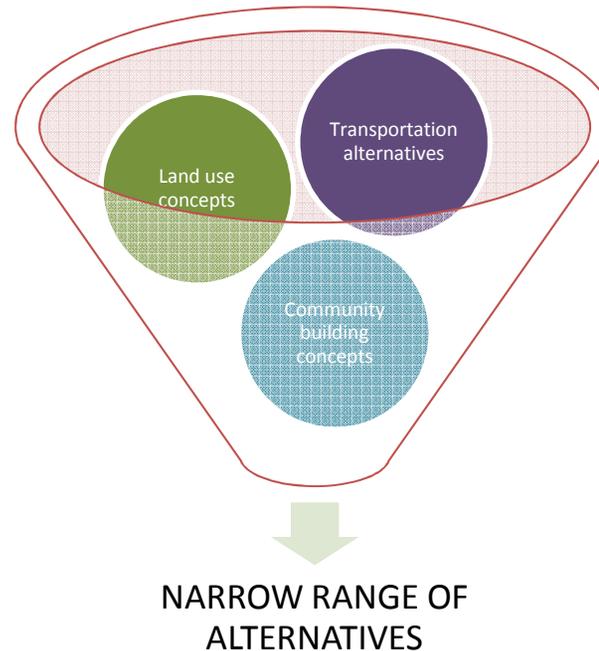
- City work: alternative land use strategies for nodes
- Trails, parks, habitat strategies
- Affordable and workforce housing strategies
- Economic development strategies
- Public health and equity strategies



# Wide range of alternatives – *spring 2012*

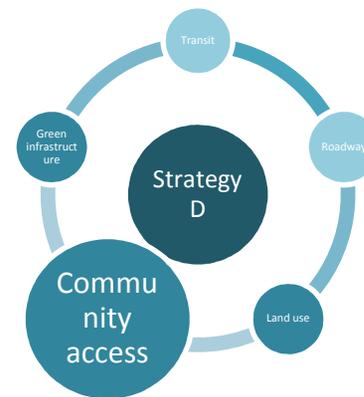
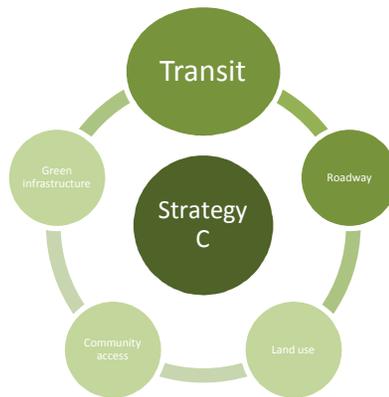
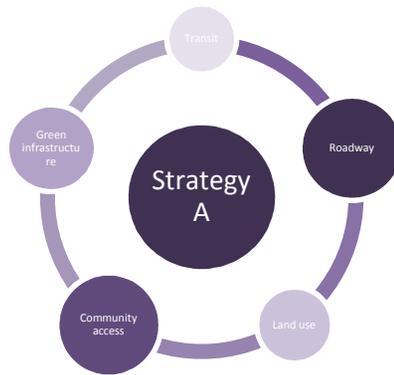
Develop a wide  
range of alternatives

Screen alternatives  
that are not feasible



# Integrated strategies – *summer* 2012

Various strategies to best meet the goals and objectives for the corridor

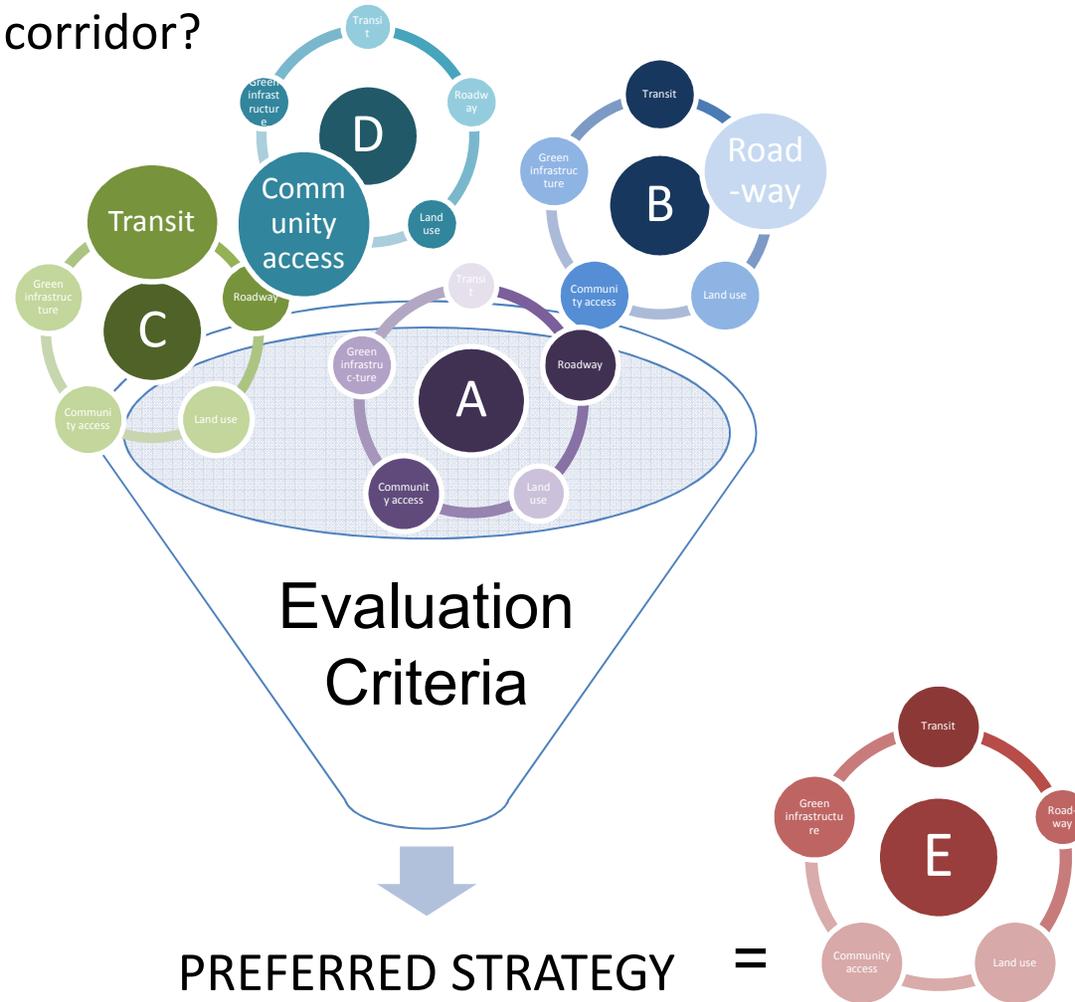


## Integrated strategies – cities' input (June 2012)

- Cities' input on how to package land use strategies with other components of an integrated strategy is critical

# Evaluation – *late summer 2012*

Which integrated strategy best supports the outcomes desired for the corridor?

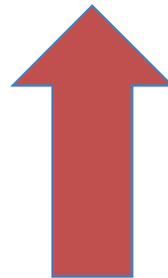


## Identify commitments – *fall/winter 2012*

- Develop an integrated implementation strategy
  - Includes policy changes and next steps for further work
  - Identifies “if-then” decisions and actions
- Prioritize the improvements and policy changes
  - short-term, mid-term, long term

# Major timeline

## Southwest Corridor Plan schedule





# Charter & protocols



GREAT PLACES

# Corridor

## SOUTHWEST CORRIDOR PLAN

### Decision-making structure

#### with summary of plans and agreements adopted by local governments, Metro and the Oregon Transportation Commission

The Southwest Corridor Plan will develop a coordinated set of component plans and an implementation strategy that identifies and prioritizes needed projects to support local aspirations consistent with regional and state goals and stimulate community and economic development, leveraging private investments and making efficient use of available resources. It will include changes to local, regional and state policies to support the strategy.

