CITY OF TIGARD / CITY CENTER DEVELOPMENT AGENCY

TIGARD DEVELOPER INTERVIEWS REPORT

FOR SELECT DOWNTOWN TIGARD AND CITY-OWNED SITES

PREPARED FOR

CITY OF TIGARD / CITY CENTER DEVELOPMENT AGENCY

PREPARED BY

LELAND CONSULTING GROUP

People Places Prosperity

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Introduction and Project Purpose

The Community Development Department of the City of Tigard ("City"), at the request of the Mayor and City Council (acting as the board of the City Center Development Agency—Tigard's urban renewal agency), initiated a developer interview process in order to provide the Board with a current understanding of how the development community views Tigard, its downtown, and several sites either owned by the City or potentially acquired by the City. The intent of the interviews was to gather vital information in support of adopted City Center Urban Renewal Plan goals:

- Goal 1: Revitalization of the Downtown should recognize the value of natural resources as amenities and as contributing to the special sense of place.
- Goal 2: Capitalize on Commuter Rail and Fanno Creek as catalysts for future investment and development.
- Goal 3: Downtown's transportation system should be multi-modal, connecting people, places and activities safely and conveniently.
- Goal 4: Downtown's streetscape and public spaces should be pedestrian-friendly and not visually dominated by the automobile.
- Goal 5: Promote high quality development of retail, office and residential uses that support and are supported by public streetscape, transportation, recreation and open space investments.

This report presents a summary of the pattern of opinion expressed in the interviews, key conclusions to be drawn from the developer responses, and a discussion of next steps.

The Developer Interview Process

To assist the City and urban renewal division, Leland Consulting Group, Urban Strategists and Development Advisors, was retained to conduct confidential developer interviews. This firm has a long standing working relationship with the City of Tigard on its downtown development and redevelopment efforts. The firm has also worked extensively with private developers in the region. Dave Leland, Managing Director of the firm, conducted the confidential developer interviews (Sean Farrelly, City Redevelopment Project Manager was present for four of the interviews). The term "confidential" in this context means that no particular remark is attributed to any individual. The process was intended to obtain as much candor and direct feedback as possible, with the promise for such directness assured by a commitment that individual comments would be consolidated into "patterns of observation." The patterns sought were opinions of:

- Levels of interest in working with and in the City of Tigard.
- Particular interest and/or concerns about the City-owned or to be acquired sites.
- The state of the economy with regard to developers making investment and development decisions.
- Ideas and concerns that could be helpful to the City as it makes decisions going forward.
- Related information.

All of the developers interviewed have a history of successful urban development and therefore are considered by the industry and by their peers as knowledgeable parties. The participants interviewed, either in person or by phone, included:

- Vern Rifer, Vernon L. Rifer Real Estate Development
- Tony Marnella, Marnella Homes
- Tom Cody, Jonathan Ledesma, and Anyeley Hallova, Project^
- Bob Johnson, Marathon Management
- Tom Kemper, KemperCo, LLC
- Kira Rembold Cador, Rembold Companies

The interviews were conducted in individual sessions with each specific developer. The discussions included an open dialogue, a back-and-forth about the properties, their observations, opinions, and recommendations. Some of the interviews included site tours with the developer and in some cases the developer chose to view the properties alone. Some had been to the properties before the interviews began and some chose to visit them after the interviews, having the benefit of information provided during the discussion.

Leland Consulting Group has conducted similar interviews for more than 40 cities using a technique developed by the Urban Land Institute. It is not unusual during the course of such candid interviews to hear complaints or concerns from developers about working with a particular city. Leadership in the City of Tigard should be pleased to know that there were no such negative comments from any of those interviewed. Even if they had not worked in Tigard before, there was no expression of negative opinion or hearsay from others. The working relationship between the City, its elected officials, the staff, and the development community came across in these candid conversations as positive—a state of relationship that would be envied by many cities that do not enjoy as healthy a level of public-private cooperation. Goodwill between Tigard and the development and investment community is very important. While markets are coming back from the recession, developers have a lot of choices. A good working relationship, particularly in a public-private partnership, is a key asset for the City.

Developer Responses

As an organizing principle for the City Council/CCDA Board to understand the findings from this process, the patterns and lessons learned are categorized into a series of subjects. These subjects are in no particular order of priority or importance. However, most of the information does have some bearing on the overall pattern of responses. In effect, the answers are not simple—all or most of these subjects at some point intersect and have a bearing on decision making about what to do, where to do it, when, with what developer, at what cost, etc.

Site-Specific Feedback

In addition to gathering opinions about the overall downtown, which are discussed in more detail later, the interview process had a specific goal of finding out each developer's opinion on the three subject properties, described on the following pages. Each of the three properties were discussed in detail regarding their development potential, appropriate type of development, level of interest and potential City incentives that could increase project viability. The three sites are shown within the downtown context in Figure 1 below. A summary of each site is included in the following discussion. More detailed information regarding each property is included in the appendix of this report.

Figure 1. Map of Downtown Tigard and Three City-Owned Properties

Source: GoogleEarth, Leland Consulting Group

Site 1: Saxony Properties

The Saxony Properties are located on the southern end of Main Street, between Main Street and Highway 99W, directly adjacent to Fanno Creek. The property contains approximately 19,000 square feet. The initial concept for this property tested with the developers includes a future 2,000 to 5,000 square foot public space or plaza along Fanno Creek with the remainder of the property offered as a mixed-use development, with ground floor commercial and upper floor(s) office or residential components. For the Saxony Properties to achieve redevelopment, the existing structures have to be removed. There was some discussion of acquiring an additional building to the north (Perma-Treat, currently on the market) to further the intent of this acquisition and redevelopment opportunity.

These Main Street properties currently being negotiated for acquisition and resale by the City are a very different kind of project than the Public Works site (site #2). Interest in this location was reasonably strong. In particular, the fact that George Diamond, a developer with many holdings around the region, has purchased the brewpub property across the street from the acquisition (Saxony) site and is in the middle of a major remodel of the adjacent building, suggests that the south end of Main Street (in particular) has opportunity for a more expansive success.

One of the strategies that emerged from discussions and tested with various developers is a focus on the south end of Main Street to include the properties developed by Diamond, redevelopment for mixed-use (retail and housing) on the two, to-be-acquired Saxony Properties, encouragement of a working relationship with the Dolan family (on the now vacant A-Boy building), and several other opportunity sites that would dramatically strengthen Main Street from its south entry up to Burnham Street. Diamond's purchase and redevelopment encourages investment by others.

Developers who expressed potential interest in the Saxony Properties site want more information. The City should prepare specific property details, as well as a series of photographs that help to explain the site. Follow up with the developers that expressed interest is very much encouraged. There were a number of questions about the relationship of the southern-most building and the concrete and steel footings that are in the creek and "public deck" concept. Leland Consulting Group is encouraging the City not to build the public deck as a stand-alone project but, rather, to make such an investment and amenity an integral part of a complete mixed-use solution.

The dialogue with several of the developers regarding the Saxony Properties strengthened the perception that the south end of Main Street has a higher probability for short-term success than does the north end. Given that there is only so much money that can be applied to Main Street at any given time, Leland Consulting Group recommends that it be predominately focused on the south end where activity is underway and reinvestment is occurring. The Saxony Properties can play a very significant role in this process, and if the interviews are accurate, there should be parties interested in responding to such a City-sponsored request.

Communication with the Dolan family about possible revitalization, redevelopment, and related solutions that can both benefit the Dolan family and Main Street is strongly encouraged. In effect, with the proper discussions, public-private partnering, and mutual and beneficial cooperation, it is conceivable that the entire south end of Main Street could be revitalized in a relatively simultaneous action. This strategy is further enhanced by the upcoming "Green Street" implementation that will take place along Main Street itself and, thereby, bring considerable revitalization, image, and personality to the public realm that connects each of these properties. This observation aligns with the City Council's 2012 Goals in which this area (Main Street at Fanno Creek) is identified as the area with the greatest redevelopment potential and, therefore, a place to concentrate resources.

Figure 2. Saxony Properties, Site #1

Source: GoogleEarth, Leland Consulting Group

Site 2: Public Works Yard

The largest of the three sites is currently occupied by the Tigard Public Works Department with a total of 3.26 acres, of which only 2.64 acres is actually developable. The site lies directly adjacent to Fanno Creek (park is to the south) with easy access to the trail system serving Fanno Creek and beyond. Also adjacent to the site is a newly constructed dog park. The site concept tested with the developers is for a residential development of up to 100 multifamily units.

This site received a good deal of discussion. All of the developers agree that it is a future housing site and that proximity to Fanno Creek Park is an attractor. The dog park was perceived as an amenity. Several developers spoke of serving smaller households in new housing projects in which pets are typically the norm. Having the dog park immediately next door is seen as an advantage because many of these developers have had to figure out how to deal with dogs in prior projects.

The question raised by several, if not most, of the developers was, although it is a housing site, should it be rental or should it be some form of ownership or some combination of housing. There was initial interest by developers interested in apartments, another interested in a for sale product, and still another for some form of mixed ownership and rental housing.

Since this was an initial inquiry with developers, it would be overstating interest to say that anyone is ready to move on this right now. There is the matter of Tigard Public Works still occupying the property as well as questions such as, does it need to be cleaned up environmentally, and how much of existing buildings and infrastructure have to be removed? The City, as recommended by Leland Consulting Group, should not remove buildings and infrastructure until such time that it has a binding agreement with a developer who has contractually agreed to build a product that is approved by the City. In effect, tearing everything out and cleaning up the site and waiting for a developer could be a long wait. It is much better for the public and private sectors to simultaneously commit to achieving the same objective.

Many of the developers are seeking good infill sites. The Public Works site is technically an infill site. However, with 2.5 acres of net developable area, it is considerably larger than the typical infill site. It will therefore require a developer with strong experience, credit capacity, and realistic debt and equity financing. Some of the developers interviewed are certainly worth following up with regarding the Public Works site.

There was a variety of discussion about the size of units that might go on to the Public Works site. Leland Consulting Group provided the developers with a general assessment of demographics for the City, and for a one, three, and five-mile radius around the properties (attached as an appendix). Still, more detailed market study and development programming will be necessary by any interested developer in specifically defining the appropriate housing product to go onto the property. That expenditure is not likely to occur until such time as a developer has expressed very serious interest in moving forward and is willing to risk some upfront investment to further examine the opportunity.

Figure 3. Public Works Yard, Site #2

Source: GoogleEarth, Leland Consulting Group

Site 3: Burnham and Ash

The smallest of the three properties is a single-family house located on a 12,600-square-foot lot on the corner of Burnham and Ash. The concept tested with developers for this site included a residential or mixed-use development. This property received virtually no interest from the interviewed developers as a near-term project. The City did have a serious proposal from a developer for a 37-unit apartment building on this and the adjacent property in 2011, but the financial gap was too great. Given the size of projects the interviewed developers typically pursue, there was lack of interest due to the scale (too small) of the potential project. However, that does not rule out redevelopment of this site. It suggests that as a small project, outreach to an infill developer that specializes in small sites is recommended. It would probably garner more interest from the development community if adjoining properties could be acquired. This particular site may take a while to redevelop.

Figure 4. Burnham and Ash, Site #3

Source: GoogleEarth, Leland Consulting Group

Other Feedback

Urban Renewal Area

Tigard's urban renewal area covers approximately 194 acres and is, by comparison to all of the City of Tigard, about 2.6 percent of the City's total land area. Investment in the urban renewal area today represents 1.9 percent of the City's total tax base. The 2011-2012 total assessed value of the URA was $95.3 million. In 2011-2012, the total assessed value of City was $5.127 billion. Due to the recession, virtually all downtowns have experienced very little development since 2008 because of highly constrained capital markets, lack of investment confidence, and consumer caution.

Entering 2013 is at a time when the housing market is experiencing better access to capital, a growing market, and remarkably low interest rates. Given vacant and underutilized land, there is future potential for significant additional investment in the urban renewal area. The fact that it is an urban renewal district will play a significant role going forward to encouraging private sector investment to help realize the City's objectives in strengthening its downtown and adjacent areas.

As is the nature of cities and particularly their more urban areas, a variety of land uses are included in the urban renewal area including the downtown and main street. However, the urban renewal area, in terms of uses and activities, accommodates a great many "urban personalities" including industry, civic uses, retail, office, a variety of housing, cultural facilities, entertainment, dining, and other uses. Therefore, what can and should work in one part of the urban renewal area may have little bearing in terms of what works in other parts. People that live in close proximity to downtown will become a positive contributor to shopping, dining, cultural activities, and other activities that can strengthen Tigard's investment in its Main Street.

While one of the main purposes of the interview process was to inform prospective developers about Tigard and sites owned or in the process of being acquired by the City, other objectives were pursued as well. It was an opportunity to introduce or reintroduce developers to Tigard, to what is happening in the central area, to understand and appreciate the City Council/CCDA Board's willingness to become

involved in public-private partnerships, and to convey the City of Tigard's strong interest in the growth and investment in Main Street and nearby properties. It was pointed out to the developers that the urban renewal area is comparatively smaller than one might find in other cities, which allows for a concentration of reinvestment capital, creating a financial condition for long-term successful public-private ventures. The other side of that coin is that a smaller district also has smaller potential bonding capacity (maximum of $22 million over 20 years).

As one of the developers pointed out, "there are lots of properties and opportunities in the metropolitan area. Given the still emerging economy and real estate markets, being in an urban renewal district certainly enhances the opportunity through a public-private partnership."

Apartments

It was noted by multiple developers that the apartment market is very strong at this time. That can be explained in part by the fact that very few apartments were constructed in this region over the past 10 or more years because the condominium market had been so strong (in lieu of building apartments). Tigard did see some apartment investment during that 10-year history—185 apartments and 197 condominiums. With vacancy rates now in the three percent range, many developers are building apartments throughout the region. A normal vacancy rate for apartments is in the five to six percent range, which allows for turnover and realistic movement in the market. Because the real estate industry has been slow in most other sectors, lenders and developers have switched to apartments as one of the few viable sectors. If an apartment project is to be developed in the City's urban renewal area, it should be in the planning stage fairly soon in order to catch the current wave of an underserved market. At some point, overbuilding is possible, if not likely, because real estate development is not a well-integrated industry, thus "booms and busts" are a typical characteristic of its cycles. However, overbuilding is not an immediate threat. The best protection in an overbuilt market is having a high-quality, well-designed, well-managed, and well-priced project.

Concerns about Highway 99W

There were two instances of concern expressed about noise from Highway 99W in the downtown. This can and should be resolved with soundproofing for multistory buildings, although this adds to the development cost. There are successful examples around the country where soundproofing has removed that problem and, in doing so, made upper floor housing very habitable even in close proximity to high traffic volumes or even heavy freight railroads. The cost of additional soundproofing can be mitigated by superior design. Successful small unit housing is one of architecture's most challenging assignments. In a public-private partnership with the selected developer, the City should contractually insist that the project architects are highly experienced with demonstrated success in urban housing. The focus for each building should be to look into the downtown and Main Street and not to Highway 99W.

Conclusions

Tigard Has Potential

All of the developers in one way or another expressed a belief that Tigard has potential for development. Without overstating, this is positive and reassuring. In some cases, interviewed developers said the sites were too small for the kinds of projects they typically developed—not an objection to place, but rather, a matter of scale. Several of the developers expressed interest in either the Main Street properties or the Public Works Yard. Since successful developers focus on one or two types of investments, these two properties are not likely to be pursued by a common developer. In effect, a successful apartment developer is not likely to simultaneously pursue a mixed-use infill project. As described in the following paragraphs, both the Main Street and the Public Works properties can be pursued simultaneously, just not by the same developer.

In October of 2007, Leland Consulting Group prepared a "Development Strategy for Downtown Tigard." That study, completed before the devastating international recession, spoke optimistically because virtually no one anticipated the depth of damage that would come from the recession. Nonetheless, the study pointed out "that in order to attract private investment, the City will need to address existing economic and physical constraints, including existing land uses that are incompatible with the Tigard Downtown Vision, fractured ownership and poor parcel configuration, access constraints, substandard development, and the presence of a relatively large supply of underutilized properties with a low ratio of improvement value to land value."

In that same study, five areas where the City of Tigard should focus its development priorities were cited:

- Organization
- Policy
- Housing
- Retail
- Access, Transportation, and Parking

The 2007 report goes on to elaborate on these recommendations. Based on serving as strategists and development advisors to more than 90 downtowns, Leland Consulting Group has learned that cities and their downtowns must go through a "Getting Ready Phase" before real development can occur—regulations, staffing, policy support, an urban renewal district (established in May of 2006) and related tools and organization need to be put in place. Further, and highly important, elected leadership will need to provide strong support to public-private efforts. Tigard has been doing all of these things. But then, the recession hit, developers lost access to capital, lenders became, for all purposes, unwilling to lend, and the markets for urban products—housing, retail, and office—went stagnant.

In November of 2011, Leland Consulting Group prepared the "Tigard Downtown Strategy Update / Five Year Assessment of Urban Renewal." That report reinforces the comments above about the recession and its impacts. Still, Tigard made achievements during this difficult period (examples):

- Reconstruction of Burnham Street
- TriMet opened the Westside Express Service linking Tigard with Beaverton and Wilsonville
- Community Partner for Affordable Housing opened the 48-unit Knoll (senior housing)
- Three property owners utilized urban renewal matching grants for building façade renovations

And while some progress was made, the recession truly put the brakes on investment. What happened in Tigard was mirrored all over America and was particularly noticeable in the housing industry. In 2012, and particularly the second half of the year, there has been a promising jump in both single family and multifamily home construction. This year (2013) promises to be even better as exceedingly low interest rates stimulate home purchases. National homebuilders are active again. Investors that have sat on the sidelines for years are getting back in the game. It is in that context of hope for real estate that the developer interviews were conducted. And as a result, there is expressed interest in both the Public Works site and the Saxony Properties in downtown Tigard.

Tigard's Competitive Advantage: "Main Street"

It became evident during the interview process that Tigard's Main Street provides a perceived competitive advantage compared to other nearby communities. The three closest central areas to Portland are Lake Oswego, Tigard, and Beaverton.

Lake Oswego has what is essentially a two-block Main Street from Millennium Park on the south next to the lake moving north along First Street to B Avenue. Property values in that area are high and redevelopment is being discussed, but has not as yet happened beyond the significant and successful Lake View Village. Land values in many cases exceed $100 per square foot as compared to downtown Tigard, which ranges around $20 per square foot—a distinct advantage.

To the west, Beaverton's original downtown, the historic district, seems to be slowly disappearing and much of Beaverton's downtown is still without a heart. Historically dominated by auto retailers, new and used, the large central area is without a true urban center. Retail is successful, but it is scattered in multiple locations rather than concentrated.

As part of this perspective, it became apparent during the interview process that Tigard is home to the only established double-loaded Main Street of these three close-in cities that still has affordable land values, and that can potentially attract significant redevelopment if it is effectively approached. The Main Street, granted, needs work, but there is investment occurring and that, in and of itself, is encouraging.

The City's potential acquisition of the Saxony Properties is a strategically wise decision. It carries enough front footage on Main Street that, when redeveloped with pedestrian-serving retail and service uses on the ground floor and either housing or offices above, it can benefit the properties across the street and vice versa.

What is important, however, is that the south end of Main Street should be approached assertively and as a unified project rather than a series of independent one-at-a-time transactions. By bringing all of the key property owners into the discussion, and by using urban renewal funds strategically to get maximum leverage from those dollars thereby putting additional private investment on the tax rolls, the result will be an overall plan and finished Main Street that is very successful for all parties concerned—the investors and developers, the tenants, the City, and the citizens of Tigard and its visitors who will frequent new shops and restaurants that will be a part of Tigard's Main Street experience.

A recommended next step is to discuss these findings and recommendations with the City Center Development Agency Board and City Center Advisory Commission. With clear support from City Council/CCDA Board, staff can move to strategies for the Public Works site and the south end of Main Street. More physical plans are not a priority. Tigard has physical plans for the downtown—implementation should begin now with negotiations and deal-making as follows:

- Complete the Main Street acquisitions. Public ownership of these sites will put the City in the driver's seat in terms of defining the desired type of development.
- Meet with key property owners along Main Street to explore their interest in development, joint ventures, sale, or other initiatives that would leverage the upcoming Green Street project as well as the newly acquired sites.
- Determine if, how, and when Public Works can be moved from the current site so as to accelerate the disposition and redevelopment of that site.

- Prepare a developer recruitment strategy that includes goals and objectives to be achieved through development—both on Main Street and the Public Works site. As the property owner, the City will have the opportunity and obligation to set clear expectations for the type, character, scale, and timing of development that will occur on these sites. Defining these terms up-front will help inform potential developers of the City's expectations and will result in responses that better meet the financial and land use expectations for Main Street.

- Prepare development scenarios, including financial forecasts, to better inform Council about prospective returns on public capital as well as increased tax base, leverage (public to private investment) and other indicators. This work will help ensure that the City's expectations for redevelopment are realistic and can reasonably be achieved by private developers.

- Design the developer RFQ (request for qualifications) package and define and outline the DDA (development and disposition agreement) that will guide the public-private partnerships. Public-private partnerships can be complex—laying the roadmap to completion up-front can help avoid delays.

- Consider modifying codes to provide a more streamlined application, land use, and design review sequence and timing as a strategic advantage to the City for attracting private capital into the community. Reduced timing, clear procedural rules, and greater assurance of approval (while fully protecting the public interest) will be a major attractor and advantage over entitlement processes in other (competing) cities.

- On a case-by-case basis, be prepared to utilize one or more incentives to help development overcome financial and market barriers. For each tool, the City should have clear guidelines regarding the conditions under which each tool would be made available (e.g., project financial need, provision of community benefits, target location, etc.). The tools that are most likely to be of benefit to potential developers include:

    - Land assembly: Downtown is characterized by small parcels under different ownerships. Assembling land into parcels that are large enough for new development to be viable can be a long and expensive process—and one that keeps developers away. By assembling and aggregating properties through willing-seller acquisitions, the City can gain control of useful sites and can then sell the property to a developer for the desired type of project.

    - Streamline permit process: Providing assurances to developers that a project can be entitled within an accelerated timeline will have direct economic benefit to developers ("time is money") and can provide Tigard with a competitive advantage in the marketplace over other jurisdictions where the entitlement process is longer and more uncertain.

    - Property tax abatements: Property tax abatements can provide direct bottom-line benefits to developers by reducing or eliminating property taxes for a period of time (usually 10 years), which, in turn, has a direct and immediate impact on a developer's return on investment (ROI), particularly for rental properties where the developer will continue to own and operate the property after completion. While abating property taxes has the effect of eliminating tax increment generation on the property, it can be an effective tool for projects that meet certain public policy goals, which can range from measures of affordability to simply bringing development to a desired part of downtown.

    - Fee subsidies or waivers: Reducing or eliminating certain development impact fees has a direct impact on a project's bottom line. The waiving of such fees can be acceptable in a downtown environment since the infrastructure and services that would support the new development are typically already in place (e.g., roads, parks, etc.).

    - Subsidized loans: As discussed earlier, the current financial marketplace is very constrained for new development. As such, the City's ability to provide financing to developers (either at market, low interest, or zero interest) can help developer's fill critical financing gaps that can make the difference between a project that gets built and one that does not. If reduced or zero interest loans are considered, specific criteria will be needed to define the eligibility requirements. As the loan gets repaid over time, it can become a revolving funding program where revenues can be used to fund future projects.

Appendix

The appendix includes the following brief informational reports, generated by Leland Consulting Group and the City of Tigard respectively, which were given to the developers during the interview process. Some graphics and information from the following reports was used in this summary to illustrate key ideas and conclusions that surfaced during the interview process.

A. Demographic Overview

B. Information and Prospectus on City-Owned Sites

C. Policy Tools and Incentives Matrix

CITY OF TIGARD

APPENDIX A:
DEMOGRAPHIC OVERVIEW

PREPARED FOR

CITY OF TIGARD

PREPARED BY

LELAND CONSULTING GROUP

2012

Tigard
Market Summary

Varies from 1-mile Market area by:

>10%
>20%
>30%
>40%
>50%

	1 mile	3 miles	Tigard city
Population Summary			
2000 Total Population	11,995	112,695	41,223
2000 Group Quarters	92	633	221
2010 Total Population	13,108	126,546	45,830
2015 Total Population	13,611	132,932	48,105
2010-2015 Annual Rate	0.76%	0.99%	0.97%
Household Summary			
2000 Households	4,694	47,125	16,507
2000 Average Household Size	2.54	2.38	2.48
2010 Households	5,069	52,172	18,081
2010 Average Household Size	2.57	2.41	2.52
2015 Households	5,258	54,701	18,940
2015 Average Household Size	2.57	2.42	2.53
2010-2015 Annual Rate	0.74%	0.95%	0.93%
2000 Families	2,962	29,278	10,739
2000 Average Family Size	3.09	2.97	3.03
2010 Families	3,119	31,692	11,518
2010 Average Family Size	3.14	3.04	3.09
2015 Families	3,194	32,818	11,934
2015 Average Family Size	3.15	3.06	3.11
2010-2015 Annual Rate	0.48%	0.70%	0.71%
Housing Unit Summary			
2000 Housing Units	4,973	49,819	17,369
Owner Occupied Housing Units	45.8%	57.1%	55.4%
Renter Occupied Housing Units	48.8%	37.5%	39.6%
Vacant Housing Units	5.4%	5.3%	5.0%
2010 Housing Units	5,452	55,910	19,255
Owner Occupied Housing Units	45.4%	56.1%	55.8%
Renter Occupied Housing Units	47.6%	37.2%	38.1%
Vacant Housing Units	7.0%	6.7%	6.1%
2015 Housing Units	5,711	59,166	20,353
Owner Occupied Housing Units	45.0%	55.3%	55.1%
Renter Occupied Housing Units	47.1%	37.1%	37.9%
Vacant Housing Units	7.9%	7.5%	6.9%
Median Household Income			
2000	$44,054	$52,346	$51,632
2010	$58,860	$65,174	$64,830
2015	$66,139	$75,437	$74,436
Median Home Value			
2000	$170,732	$188,413	$187,107
2010	$287,566	$325,788	$320,749
2015	$356,163	$396,979	$392,666
Per Capita Income			
2000	$21,509	$27,884	$25,110
2010	$26,696	$33,753	$30,800
2015	$30,217	$37,961	$34,715
Median Age			
2000	32.9	36.0	34.5
2010	34.7	37.9	36.6
2015	34.7	38.0	36.8

	1 mile	3 miles	Tigard city
2000 Households by Income			
Household Income Base	4,690	47,094	16,499
<$15,000	9.7%	8.1%	8.8%
$15,000 - $24,999	13.8%	10.0%	11.6%
$25,000 - $34,999	14.5%	12.8%	11.4%
$35,000 - $49,999	17.5%	16.4%	16.3%
$50,000 - $74,999	21.5%	21.6%	21.7%
$75,000 - $99,999	13.7%	13.5%	14.5%
$100,000 - $149,999	7.5%	11.1%	10.6%
$150,000 - $199,999	0.9%	3.6%	3.3%
$200,000+	0.9%	2.8%	1.8%
Average Household Income	$53,877	$66,236	$62,439
2010 Households by Income			
Household Income Base	5,069	52,173	18,080
<$15,000	6.6%	5.7%	5.8%
$15,000 - $24,999	8.7%	6.7%	7.6%
$25,000 - $34,999	9.0%	7.4%	7.4%
$35,000 - $49,999	17.2%	15.9%	14.9%
$50,000 - $74,999	25.1%	22.5%	23.2%
$75,000 - $99,999	13.4%	14.8%	15.0%
$100,000 - $149,999	16.0%	17.8%	18.8%
$150,000 - $199,999	2.7%	4.7%	4.1%
$200,000+	1.4%	4.4%	3.3%
Average Household Income	$67,886	$81,748	$77,880
2015 Households by Income			
Household Income Base	5,258	54,703	18,942
<$15,000	4.9%	4.1%	4.2%
$15,000 - $24,999	6.7%	5.0%	5.7%
$25,000 - $34,999	6.7%	5.2%	5.3%
$35,000 - $49,999	11.9%	10.5%	9.7%
$50,000 - $74,999	28.4%	24.9%	25.5%
$75,000 - $99,999	13.7%	14.7%	14.8%
$100,000 - $149,999	22.3%	24.1%	25.4%
$150,000 - $199,999	3.7%	6.3%	5.3%
$200,000+	1.7%	5.2%	4.0%
Average Household Income	$76,958	$92,163	$87,970
2000 Owner Occupied Housing Units by Value			
Total	2,244	28,431	9,654
<$50,000	2.7%	2.2%	1.1%
$50,000 - $99,999	4.1%	4.2%	2.4%
$100,000 - $149,999	23.5%	16.5%	16.5%
$150,000 - $199,999	44.3%	35.0%	41.1%
$200,000 - $299,999	20.4%	27.9%	26.8%
$300,000 - $499,999	4.5%	12.5%	10.8%
$500,000 - $999,999	0.4%	1.5%	1.1%
$1,000,000 +	0.1%	0.1%	0.2%
Average Home Value	$182,021	$212,792	$210,355
2000 Specified Renter Occupied Housing Units by Contract Rent			
Total	2,428	18,642	6,857
With Cash Rent	98.9%	98.5%	99.2%
No Cash Rent	1.1%	1.5%	0.8%
Median Rent	$593	$656	$613
Average Rent	$618	$720	$668
2000 Population by Age			
Total	11,995	112,696	41,223
0 - 4	7.3%	6.6%	7.7%
5 - 9	6.8%	6.9%	7.2%
10 - 14	6.5%	6.7%	6.7%
15 - 24	14.7%	12.4%	12.9%
25 - 34	18.3%	15.7%	16.3%
35 - 44	17.3%	17.2%	17.7%
45 - 54	14.2%	15.4%	14.2%
55 - 64	7.3%	7.9%	7.2%
65 - 74	4.0%	5.1%	4.5%
75 - 84	2.6%	4.4%	4.2%
85 +	0.9%	1.8%	1.4%
18 +	75.4%	75.9%	74.5%

	1 mile	3 miles	Tigard city
2010 Population by Age			
Total	13,107	126,548	45,831
0 - 4	7.2%	6.5%	7.3%
5 - 9	6.2%	6.3%	6.7%
10 - 14	6.0%	6.2%	6.4%
15 - 24	14.1%	12.0%	12.1%
25 - 34	17.1%	15.0%	15.1%
35 - 44	14.8%	14.5%	14.9%
45 - 54	14.7%	15.3%	14.8%
55 - 64	11.0%	12.1%	11.4%
65 - 74	5.2%	6.4%	5.9%
75 - 84	2.7%	3.9%	3.8%
85 +	1.1%	2.1%	1.7%
18 +	77.1%	77.4%	75.9%
2015 Population by Age			
Total	13,611	132,932	48,104
0 - 4	7.2%	6.5%	7.2%
5 - 9	6.3%	6.3%	6.7%
10 - 14	6.1%	6.2%	6.5%
15 - 24	13.8%	11.6%	12.0%
25 - 34	17.2%	15.0%	14.8%
35 - 44	14.3%	14.4%	14.5%
45 - 54	13.6%	14.0%	13.6%
55 - 64	11.2%	12.1%	11.6%
65 - 74	6.6%	8.1%	7.6%
75 - 84	2.9%	3.9%	3.8%
85 +	1.0%	1.9%	1.5%
18 +	77.1%	77.5%	75.9%
2000 Population by Sex			
Males	50.7%	48.5%	49.0%
Females	49.3%	51.5%	51.0%
2010 Population by Sex			
Males	50.4%	48.5%	49.1%
Females	49.6%	51.5%	50.9%
2015 Population by Sex			
Males	50.2%	48.6%	49.1%
Females	49.8%	51.4%	50.9%
2000 Population by Race/Ethnicity			
Total	11,996	112,694	41,223
White Alone	84.0%	86.7%	85.4%
Black Alone	1.3%	1.2%	1.1%
American Indian Alone	0.8%	0.5%	0.6%
Asian or Pacific Islander Alone	5.0%	5.8%	6.1%
Some Other Race Alone	5.8%	2.6%	3.8%
Two or More Races	3.1%	3.2%	3.0%
Hispanic Origin	14.5%	6.2%	8.9%
Diversity Index	46.9	33.3	38.7
2010 Population by Race/Ethnicity			
Total	13,107	126,546	45,829
White Alone	77.9%	81.6%	80.0%
Black Alone	2.1%	2.0%	1.9%
American Indian Alone	0.8%	0.6%	0.7%
Asian or Pacific Islander Alone	6.2%	7.7%	7.7%
Some Other Race Alone	9.2%	4.1%	6.0%
Two or More Races	3.8%	3.9%	3.7%
Hispanic Origin	22.2%	10.0%	13.8%
Diversity Index	60.1	44.9	50.9
2015 Population by Race/Ethnicity			
Total	13,611	132,932	48,104
White Alone	75.6%	79.4%	77.5%
Black Alone	2.4%	2.3%	2.2%
American Indian Alone	0.9%	0.6%	0.7%
Asian or Pacific Islander Alone	6.7%	8.7%	8.7%
Some Other Race Alone	10.3%	4.7%	6.8%
Two or More Races	4.1%	4.3%	4.0%
Hispanic Origin	25.6%	11.9%	16.1%
Diversity Index	64.3	49.5	55.6

	1 mile	3 miles	Tigard city
2000 Population 3+ by School Enrollment			
Total	11,443	108,430	39,263
Enrolled in Nursery/Preschool	1.2%	1.9%	1.6%
Enrolled in Kindergarten	1.2%	1.5%	1.8%
Enrolled in Grade 1-8	10.7%	11.3%	11.5%
Enrolled in Grade 9-12	5.1%	5.3%	5.1%
Enrolled in College	5.4%	4.9%	4.8%
Enrolled in Grad/Prof School	1.3%	1.5%	1.3%
Not Enrolled in School	75.1%	73.7%	73.8%
2010 Population 25+ by Educational Attainment			
Total	8,732	87,464	30,955
Less Than 9th Grade	6.1%	2.3%	3.4%
9th to 12th Grade, No Diploma	5.6%	3.5%	4.2%
High School Graduate	21.9%	16.2%	18.0%
Some College, No Degree	25.6%	24.1%	25.6%
Associate Degree	9.3%	8.3%	9.0%
Bachelor's Degree	20.5%	30.2%	27.4%
Graduate/Professional Degree	10.9%	15.4%	12.5%
2010 Population 15+ by Marital Status			
Total	10,577	102,613	36,478
Never Married	34.5%	29.6%	29.1%
Married	48.5%	52.5%	53.8%
Widowed	2.9%	5.3%	4.7%
Divorced	14.1%	12.5%	12.4%
2000 Population 16+ by Employment Status			
Total	9,411	88,781	31,809
In Labor Force	74.8%	71.1%	72.2%
Civilian Employed	70.5%	68.2%	68.8%
Civilian Unemployed	4.3%	2.9%	3.4%
In Armed Forces	0.0%	0.0%	0.0%
Not In Labor Force	25.2%	28.9%	27.8%
2010 Civilian Population 16+ in Labor Force			
Civilian Employed	88.0%	89.9%	89.5%
Civilian Unemployed	12.0%	10.1%	10.5%
2015 Civilian Population 16+ in Labor Force			
Civilian Employed	90.4%	92.0%	91.7%
Civilian Unemployed	9.6%	8.0%	8.3%
2000 Females 16+ by Employment Status and Age of Children			
Total	4,665	46,439	16,507
Own Children < 6 Only	10.3%	8.2%	9.8%
Employed/in Armed Forces	6.2%	4.8%	5.6%
Unemployed	0.3%	0.2%	0.3%
Not in Labor Force	3.8%	3.2%	3.9%
Own Children <6 and 6-17 Only	5.6%	5.9%	6.8%
Employed/in Armed Forces	3.1%	3.1%	3.8%
Unemployed	0.6%	0.1%	0.3%
Not in Labor Force	1.9%	2.6%	2.7%
Own Children 6-17 Only	16.5%	17.3%	16.0%
Employed/in Armed Forces	12.6%	13.1%	12.3%
Unemployed	0.4%	0.3%	0.4%
Not in Labor Force	3.5%	3.8%	3.4%
No Own Children < 18	67.7%	68.7%	67.4%
Employed/in Armed Forces	41.8%	39.8%	40.1%
Unemployed	2.5%	1.8%	1.9%
Not in Labor Force	23.3%	27.1%	25.4%
2010 Employed Population 16+ by Industry			
Total	6,317	59,917	21,377
Agriculture/Mining	0.5%	0.5%	0.7%
Construction	5.8%	4.6%	5.1%
Manufacturing	8.9%	9.1%	10.1%
Wholesale Trade	4.7%	4.6%	4.8%
Retail Trade	12.3%	11.7%	12.1%
Transportation/Utilities	4.5%	3.6%	3.7%
Information	3.3%	3.2%	3.1%
Finance/Insurance/Real Estate	8.4%	10.6%	10.7%
Services	49.4%	49.3%	46.8%
Public Administration	2.0%	2.8%	2.9%

	1 mile	3 miles	Tigard city
2010 Employed Population 16+ by Occupation			
Total	6,315	59,914	21,379
White Collar	62.9%	76.5%	71.1%
Management/Business/Financial	13.7%	20.6%	18.3%
Professional	19.6%	27.6%	23.2%
Sales	13.5%	14.5%	14.7%
Administrative Support	16.2%	13.9%	14.7%
Services	19.4%	11.5%	14.4%
Blue Collar	17.7%	12.0%	14.5%
Farming/Forestry/Fishing	0.2%	0.2%	0.2%
Construction/Extraction	3.7%	3.1%	3.3%
Installation/Maintenance/Repair	3.5%	2.3%	2.9%
Production	5.1%	3.0%	4.1%
Transportation/Material Moving	5.3%	3.4%	4.0%
2010 Consumer Spending			
Apparel & Services: Total $	$8,580,915	$104,130,956	$34,368,125
Average Spent	$1,692.78	$1,995.91	$1,900.79
Spending Potential Index	71	83	79
Computers & Accessories: Total $	$1,145,656	$13,806,241	$4,572,285
Average Spent	$226.01	$264.63	$252.88
Spending Potential Index	103	120	115
Education: Total $	$6,258,165	$76,880,078	$25,440,826
Average Spent	$1,234.57	$1,473.58	$1,407.05
Spending Potential Index	101	121	115
Entertainment/Recreation: Total $	$16,051,523	$200,436,317	$66,179,498
Average Spent	$3,166.53	$3,841.83	$3,660.17
Spending Potential Index	98	119	114
Food at Home: Total $	$22,134,085	$268,231,160	$88,682,859
Average Spent	$4,366.46	$5,141.27	$4,904.75
Spending Potential Index	98	115	110
Food Away from Home: Total $	$16,416,968	$198,981,268	$65,693,581
Average Spent	$3,238.63	$3,813.94	$3,633.29
Spending Potential Index	101	118	113
Health Care: Total $	$16,896,781	$216,979,298	$71,554,382
Average Spent	$3,333.28	$4,158.91	$3,957.44
Spending Potential Index	89	112	106
HH Furnishings & Equipment: Total $	$8,945,681	$111,729,095	$36,909,700
Average Spent	$1,764.74	$2,141.55	$2,041.35
Spending Potential Index	86	104	99
Investments: Total $	$7,628,866	$101,206,652	$33,365,069
Average Spent	$1,504.97	$1,939.86	$1,845.31
Spending Potential Index	87	112	106
Retail Goods: Total $	$116,520,952	$1,440,703,479	$475,792,189
Average Spent	$22,986.44	$27,614.41	$26,314.48
Spending Potential Index	92	111	106
Shelter: Total $	$81,176,266	$999,812,725	$330,372,178
Average Spent	$16,013.89	$19,163.72	$18,271.79
Spending Potential Index	101	121	116
TV/Video/Audio:Total $	$6,192,255	$75,306,856	$24,841,932
Average Spent	$1,221.57	$1,443.43	$1,373.93
Spending Potential Index	98	116	111
Travel: Total $	$9,302,518	$119,176,793	$39,379,778
Average Spent	$1,835.14	$2,284.30	$2,177.97
Spending Potential Index	97	121	115
Vehicle Maintenance & Repairs: Total $	$4,682,013	$57,566,645	$19,015,239
Average Spent	$923.64	$1,103.40	$1,051.67
Spending Potential Index	98	117	112

Note: Spending Potential Index compares spending potential of households within the market area to the national average. The degree to which the market area differs from the national average, represented by 100, is reflected by the difference above or below 100.

Traffic Count Map - Close Up

12485 SW Main St, Portland, OR, 97223
Ring: 1, 3 Miles

Latitude: 45.43007
Longitude: -122.77212

Average Daily Traffic Volume
- Up to 6,000 vehicles per day
- 6,001 - 15,000
- 15,001 - 30,000
- 30,001 - 50,000
- 50,001 - 100,000
- More than 100,000 per day

Source: ©2012 Market Planning Solutions, Inc.

October 29, 2012

Top Three Tapestry Segments

"Esri's Tapestry Segmentation divides US residential areas into 65 distinctive segments based on socioeconomic and demographic characteristics."

1 mile Radius	City of Tigard	3 mile Radius
Aspiring Young Families 31%	In Style 26%	In Style 24%
In Style 28%	Sophisticated Squires 11%	Enterprising Professionals 12%
Inner City Tenants 17%	Boomburbs 11%	Urban Chic 9%

Top three Tapestry Segments within 1 mile Radius (Burnham & Main)

Aspiring Young Families

- 31% *(vs 2.3%)*
- Ethnically diverse
- 51% rent their homes
- 47% own their homes
- Median age of 31
- Mix of Household Types
  - Approximately two-thirds of HHs are families (married couples with or without children and single parents)
  - 27% are single person HHs
  - 9% are shared HHs

In Style

- 28% *(vs 2.3%)*
- Prosperous professional couples
- Live in suburbs but prefer the city
- Two-thirds are households without children
- Median age of 41
- 42% hold bachelor's degree or higher
- 14% prefer townhouses to traditional single-family homes

Inner City Tenants

- 25% *(vs 1.4%)*
- Multicultural
- Younger than average
- Very few own their homes
- Likely to work in the service industry
- 17% do not own a vehicle
- Mix of households types
  - 34 percent are singles
  - 28 percent are married-couple families
  - 21 percent are single parents

APPENDIX B:

INFORMATION AND PROSPECTUS ON CITY-OWNED SITES

Tigard City Center Development Agency

The City of Tigard's Urban Renewal Agency

CCDA

October 23, 2012

Greetings:

The City of Tigard and its urban renewal agency, the City Center Development Agency, have put a high priority on redeveloping Downtown Tigard into "a mixed use, urban village accessible by all modes of transportation." As Tigard enters the seventh year of its urban renewal district program, the goal is to build on the city's public infrastructure projects and attract private investment. The city is currently working on securing property for redevelopment/public space purposes.

The confidential interviews you have agreed to participate in will be conducted by Leland Consulting Group. These interviews will provide valuable background information and help influence the agency's decision-making on urban renewal policies, including potential public-private partnerships.

Thank you for participating in this project. We know your time is valuable.

Regards,

Craig E. Dirksen
Mayor/Chair of City Center Development Agency

13125 SW Hall Boulevard | Tigard, Oregon 97223 | 503-718-2420

Downtown Tigard

Future Vision

The vision for Downtown Tigard is to develop a "vibrant and active urban village at the heart of the community," taking advantage of the existing commuter rail and bus service, and the potential of high capacity transit in the Pacific Highway/99W corridor. By 2058, a built-out Downtown Tigard is projected to have 2,400 additional dwelling units and an additional 800,000 square feet of office and commercial space.

Increased housing development is seen as the key to the success of Downtown. New residents would help revitalize the small scale commercial Main Street district. To attract residential development, several catalyst projects are planned in the short- to mid-terms:

- Main Street Green Street including streetscape enhancements and public art.
- A public plaza.
- Improvements to Fanno Creek Park.
  (and an extension of its green character throughout the district)
- An improved pedestrian/vehicle circulation system.

Visit *www.tigard-or.gov/downtown_tigard* for more information or contact Sean Farrelly, Redevelopment Project Manager, at 503-718-2420 or sean@tigard-or.gov.

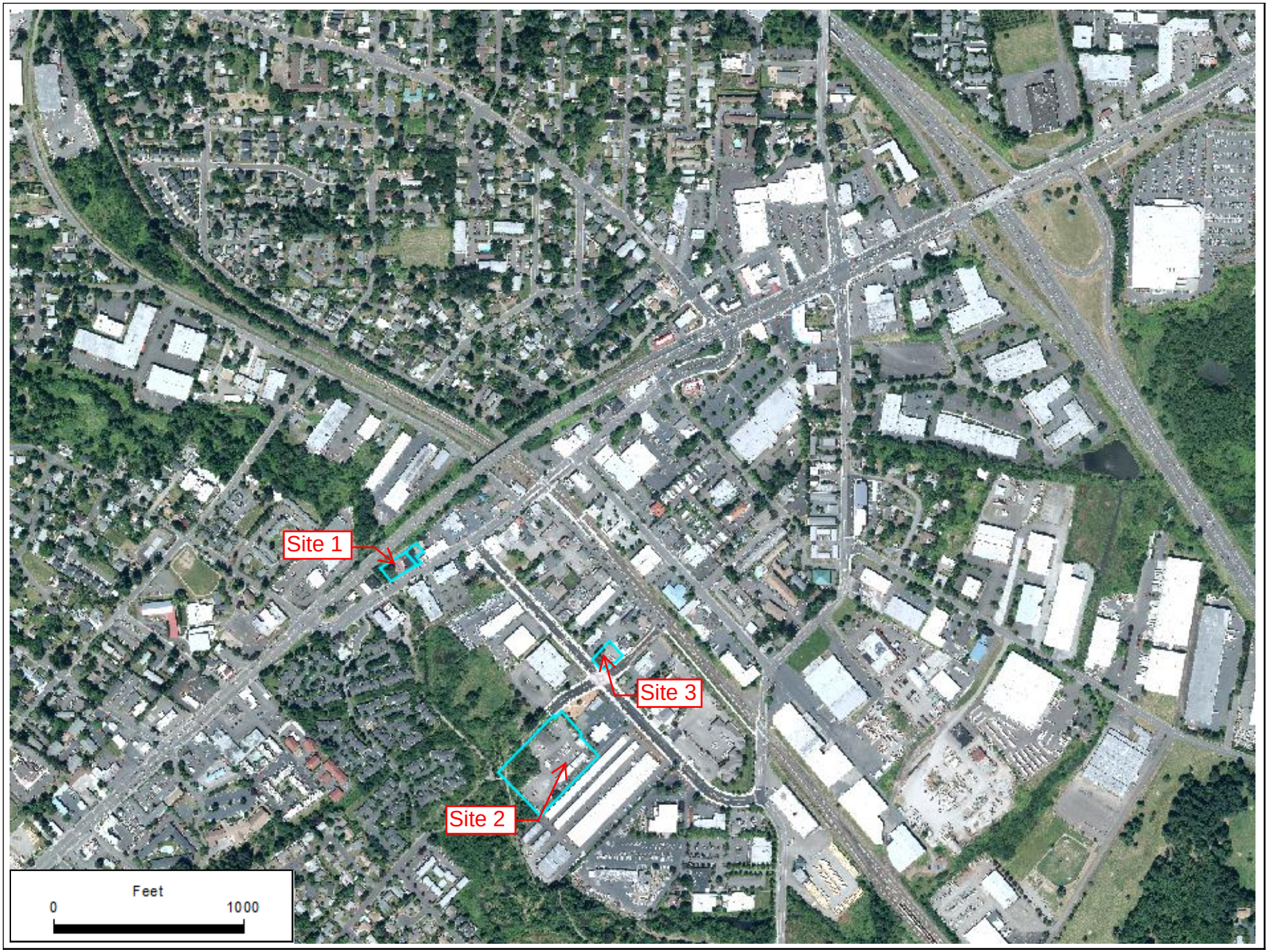
City *of* Tigard
13125 SW Hall Blvd.
Tigard, OR 97223

Downtown Tigard

Urban Renewal District Facts

- **Formed:** 2006
- **Size:** 193 acres
- **Number of Businesses:** 300 (approx.)
- **Employees:** 1,300 (approx.)
- **Residents:** 500 (approx.)
- **2005–06 Total Assessed Value:** $69.2 million
- **2011–12 Total Assessed Value:** $95.3 million
- **2011–12 Tax Increment:** $325,173
- **Major Urban Renewal Projects FY 2010–11:** Property acquisition, Façade Improvement Program, Targeted Improvement Program, Development Opportunity Studies, Main Street Green Street, public art.

City *of* Tigard
13125 SW Hall Blvd.
Tigard, OR 97223


Site 1
Site 2
Site 3
Feet
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Site 1- Saxony Properties

Size	19,166 sq. ft. (0.44 acres)
Land Value (Washington Co. Assessor estimate)	$373,000
Concept	2-5,000 sq. ft. public space fronting Fanno Creek with remaining property offered for private mixed use development (ground floor commercial/ upper office or residential)
Status	PSA signed. Due diligence in progress. Aiming for 2014 redevelopment

Zoning Summary for Site 1

Zoning	Mixed Use – Central Business District (MU-CBD)
Minimum Residential Density	15 units per acre
Maximum Site Coverage	100%
Minimum Landscaping	0% (except parking lots)
Minimum Front Setback	0
Maximum Front Setback	10 ft
Minimum Rear Setback	0 ft.
Minimum Parking	Residential: 1 space per unit No minimum requirement for non-residential development under 20,000 sf
Residential Development	
Maximum Building Height	45 feet/3 stories
Maximum Residential Density	50 units per acre
Private Residential Open Space	Average of 28 sf per unit (minimum dimension of 32 ft.)
Shared Residential Open Space	10% of development site
Environmental Overlay Zones	The portion of the site designated for a public piazza is located in a Clean Water Services (CWS) Vegetated Corridor. The entire site is in the FEMA 100 year flood zone and most of the site is in a Goal 5 Significant Habitat Area (Light and Moderate Impact area).

Site 2: City of Tigard Public Works Yard

Size	3.26 acres (2.64 developable)
Land Value (Washington Co. Assessor estimate)	$1.7 million
Concept	Residential development – townhouses and/or 3-story flats (100 units?) fronting existing public park
Status	City owned. City investigating options to relocate public works activities to make site available for redevelopment.

Site 3: City-owned Burnham/Ash Street property

Size	12,632 sq. ft. (0.29 acres)
Land Value (Washington Co. Assessor estimate)	$226,000
Concept	Residential or mixed use development
Status	City owned and potentially available for redevelopment

Zoning Summary for Sites 2 and 3

Zoning Designation	**Mixed Use – Central Business District (MU-CBD)** **Fanno-Burnham St. Subarea:** provides an opportunity for medium scale residential or mixed use development. Compatible mixed uses (live-work, convenience retail, office and civic uses) are encouraged on the frontage of Burnham Street. The area in proximity to Fanno Creek Park will be an opportunity to create a high quality residential environment with views and access to the natural amenity of Fanno Creek Park. Building heights will step down to three stories so as not to overwhelm or cast shadows on the park.
Minimum Residential Density	15 units per acre (applies to residential-only developments (not mixed-use))
Maximum Residential Density	50 units per acre
Maximum Site Coverage	80%
Minimum Landscaping	20%
Minimum Front Setback	0
Maximum Front Setback	20 ft
Minimum Setback on side facing street on corner	0 ft.
Minimum Rear Setback	5 ft.
Minimum Parking	Residential: 1 space per unit No visitor parking required Non-Residential Uses: 75% of total computed from Table 18.765.2 (office 2.0/1,000 sf; retail sales 2.8/1,000; fast food 7.4/1,000; other eating and drinking establishments 11.5/1,000; daycare 1.5/classroom) Fractional space requirements not counted as a whole space.
Loading Requirement	1 space for commercial, industrial and institutional buildings with 10,000 – 40,000 sf 2 spaces if over 40,000 sf
Minimum Building Height	20 ft.
Maximum Building Height	80 feet/6 stories 45 feet/3 stories within 200 ft of Fanno Creek Park boundary
Minimum Building Frontage	50%
Private Residential Open Space[1]	Minimum of 80% of residential units shall have private open space. Minimum dimension of 32 sf
Shared Residential Open Space[1]	10% of development site (50% credit if directly adjacent to an improved public park)
Private Open Space for Single-Family Attached Dwelling Units	Minimum of 100 sf of private open space per unit such as a private porch, yard, deck, etc.
Parking Dimensions	9' X 17.5' spaces/24' drive aisle 24' access drive Parking lot to have 6-10' setback on all sides of the property

APPENDIX C:

POLICY TOOLS AND INCENTIVES MATRIX

Attachment B

Policy Tools and Incentives to Attract Mixed Use and Compact Residential Development to Downtown (Revised 11/30/10)

Policy	**Comments**	**Effect on Attracting Development**	**Cost**	**Past Use in Tigard?**
1. Development Code Revisions	Increase in allowed density, height. Decrease in required parking.	Weak to moderate. Won't create a market by itself	Small- requires change to code	Yes (Downtown Code)
2. Streamlined permit process	Streamline permitting and decision making	Moderate: "Time is money" to developer, however won't create a market by itself	Small- requires change to internal process. However, budget cutbacks can reduce effectiveness.	Yes
3. Fee Subsidies	Reduce permit fees and System Development Charges (SDC's)	Moderate to strong. Direct effect on the cost of development	Moderate to high: loss in government revenue	Yes, for low income housing
4. Land Assembly	Acquisition from willing sellers of contiguous parcels to create larger developable tracts. Can be sold for market or below market rates.	Strong: increases marketability of Downtown property for redevelopment.	Moderate	Not by City
5. Property Tax Abatements	Tax reduction or abatement for residential and/or mixed use development that meets community goals	Moderate to strong. Increases net operating income or achievable rents/prices.	Moderate: Increment is forgone, however there is long term gain in value.	Yes, for non-profit development
6. Public/Private Partnership	Street improvements, parking, parks, plazas are built, benefitting private development	Weak to moderate. Won't create a market by itself	Moderate to high	Yes
7. Direct Urban Renewal Subsidy				
A Subsidized Land	Publically owned land is "written down", (sold at below market) rate for developments that meet community goals	Strong: Direct intervention to fill feasibility gaps or to ensure that project includes publically desired features.	High. Direct participation in financing development	No

B. Urban Renewal Subsidized Loans	Low interest loans are provided from urban renewal funds for developments that meet community goals.	Strong: Direct intervention to fill feasibility gaps or to ensure that project includes publically desired features "Second position debt" can leverage additional loan amounts from private lenders.	.High. Direct participation in financing development Loans are assumed to be repaid, but are typically low interest and may not reflect the risk of a project.	No

Adapted from Tigard Transit Center Development Opportunity Study, Figure 4.2, (Johnson Reid)