



City of Tigard City Center Development Agency Board - Agenda

TIGARD CITY CENTER DEVELOPMENT AGENCY BOARD *Agenda Revised on February 27, 2013 -- The CCDA Board Meeting will begin after the Tigard City Council conducts an Executive Session Special Meeting. The Executive Session will begin at 6:30 p.m. and is scheduled to take 30 minutes.

MEETING DATE AND TIME: March 5, 2013 - ~~6:30 p.m.~~ *7 p.m.

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

~~6:30 PM~~ **7 PM (Start time of meeting revised on February 27, 2013.)**

1. CITY CENTER DEVELOPMENT AGENCY BOARD MEETING
 - A. Call to Order- City Center Development Agency
 - B. Roll Call
 - C. Call to Board and Staff for Non-Agenda Items
- ~~EXECUTIVE SESSION: The Tigard City Center Development Agency Board will enter into an Executive Session under ORS 192.660 (2) (e) to conduct deliberations with persons designated to negotiate real property transactions. 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.~~ **This agenda revised on February 27, 2013 to indicate that the CCDA Board meeting will convene at 7 p.m. following a Tigard City Council Executive Session Special Meeting.**
2. CONSIDER AWARD OF A TARGETED IMPROVEMENT PROGRAM GRANT **7:05 p.m. estimated time**
3. ANNUAL JOINT MEETING WITH THE CITY CENTER ADVISORY COMMISSION **7:15 p.m. estimated time**
4. RECEIVE REPORT ON DEVELOPER INTERVIEWS **8:00 p.m. estimated time**
5. NON AGENDA ITEMS
6. ADJOURNMENT **9:00 p.m. estimated time**

CCDA Agenda

Meeting Date: 03/05/2013
Length (in minutes): 10 Minutes
Agenda Title: Consider Awarding a Targeted Improvement Program Grant
Submitted By: Sean Farrelly, Community Development

City Center
 Development

Item Type: Resolution **Meeting Type:** Agency

Public Hearing

Newspaper Legal Ad Required?: No

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Consider a resolution awarding a Targeted Improvement Program grant for \$24,800 to Symposium Coffee/ Tigard Area Chamber of Commerce.

STAFF RECOMMENDATION / ACTION REQUEST

Staff recommends the CCDA Board approve the resolution awarding a Targeted Improvement Program grant for \$24,800 to Symposium Coffee for tenant improvements in the Tigard Area Chamber of Commerce building (12345 SW Main Street) as recommended by the Façade Improvement Joint Committee.

KEY FACTS AND INFORMATION SUMMARY

A Request for Proposals for the Targeted Improvement Program was developed by staff and the Façade Improvement Joint Committee (made up of two members each of the Board of the City Center Development Agency and the City Center Advisory Commission). The CCDA approved the program on August 21, 2012. The program offers a 50 percent matching grant (up to \$75,000) to help offset the costs of interior tenant improvements for new restaurants, cafes, bakeries or similar businesses. The deadline for submittal was January 28, 2013.

One proposal was received: Symposium Coffee proposes tenant improvements to the vacant front half of the Tigard Area Chamber of Commerce building (12345 SW Main Street). The business would be a second location for Symposium Coffee, which is based in Sherwood's Old Town. The applicants requested \$24,800 toward a total anticipated project budget of \$90,159.

The proposal was reviewed by staff and the Façade Improvement Joint Committee. The proposal included the following:

- A. Scale drawings of proposed improvements and preliminary cost estimates.
- B. Prospectus for proposed business that includes:
 - i. A business plan summary
 - ii. Business startup requirements.
 - iii. List of financial assets, funding sources and uses, financial pro forma with 10-year operating projections.
- C. Statement of past business experience of owners and/or operators that includes:
 - i. Resumes of business owners and/or operators
 - ii. For the business(es) that the owner and/or operator has owned and/or operated in the past three years:

- a. Profit and loss statements for the past three years
- b. Summary of any litigation in which the business or its owners and/or operators has been named as a defendant in a lawsuit and any adverse action taken against the business, or penalty or fine imposed on the business, by any county health department or the O.L.C.C. on or after January 1, 2010.

D . Copy of Letter of Intent to Lease or Option to Purchase Agreement.

On February 13, the Joint Committee interviewed representatives of Symposium Coffee and Debi Mollahan of the Tigard Chamber. The Committee rated the proposal on three evaluation criteria:

- 1. The proposed business owner/manager’s proven track record of success.
- 2. The potential of the proposed business to significantly enhance Downtown Tigard.
- 3. Proposed project’s financial terms.

The proposal received high marks from the Joint Committee, scoring an average of 98.5/100 points. The committee judged the owners’ experience and business plan to be strong, and recognized the matching grant will leverage almost three times the grant amount in private investment. The business will enhance downtown with high quality food and beverages and proposed hours of operation from 6 AM- 12:00 midnight.

The program guidelines call for the Joint Committee to make a recommendation on a matching grant to the Board of the CCDA for their consideration. A resolution approving the matching grant request is attached. The terms of the grant and conditions will be outlined in a Letter of Commitment, and grant funds will not be disbursed until the completed project is inspected.

A copy of the applicant's full proposal will be provided to CCDA board members in a separate envelope marked confidential.

OTHER ALTERNATIVES

The Board of the CCDA could choose to not make an award.

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

Council 2012 Goal #3b Downtown

Contact owners of key, structurally sound Main Street buildings with vacancies. Begin cooperative effort to secure tenants that will contribute to the vitality of downtown.

City Center Urban Renewal Plan

DATES OF PREVIOUS CONSIDERATION

August 21, 2012: CCDA Approval of Targeted Incentive Program

	Fiscal Impact
Cost:	24,800
Budgeted (yes or no):	yes
Where Budgeted (department/program):	CCDA
Additional Fiscal Notes:	
The FY12-13 CCDA Budget included \$75,000 for this program	

Attachments

CCDA Resolution



**CITY OF TIGARD, OREGON
CITY CENTER DEVELOPMENT AGENCY
RESOLUTION NO. 13-_____**

A RESOLUTION AWARDING A TARGETED IMPROVEMENT PROGRAM GRANT AS RECOMMENDED BY THE FAÇADE IMPROVEMENT JOINT COMMITTEE.

WHEREAS, the City Center Development Agency established the Targeted Improvement Program to attract new businesses to revitalize downtown Tigard; *and*

WHEREAS, the Targeted Improvement Program offers matching grants for tenant improvement for new targeted businesses; *and*

WHEREAS, staff and the Façade Improvement Joint Committee have evaluated Symposium Coffee's proposal requesting a matching grant for eligible tenant improvements in the vacant portion of the Tigard Area Chamber of Commerce building; *and*

WHEREAS, the Committee found the proposal meets the evaluation criteria and recommended the Board of the City Center Development Agency approve the request for a matching grant in the amount of \$24,800 *and*

NOW, THEREFORE, BE IT RESOLVED, by the Tigard City Center Development Agency that:

SECTION 1: A Targeted Improvement Program grant for Twenty-four Thousand, Eight Hundred dollars (\$24,800) is awarded to Symposium Coffee/Tigard Area Chamber of Commerce for tenant improvements. The terms and conditions of the grant will be outlined in a Letter of Commitment.

SECTION 2: This resolution is effective immediately upon passage.

PASSED: This _____ day of _____, 2013.

Chair – City of Tigard
City Center Development Agency

ATTEST:

Recorder – City of Tigard City Center Development Agency

CCDA Agenda**Meeting Date:** 03/05/2013**Length (in minutes):** 45 Minutes**Agenda Title:** Annual Joint City Center Development Agency Board/City Center Advisory Commission Meeting**Submitted By:** Sean Farrelly, Community Development**Item Type:** Joint Meeting-Board or Other Juris. **Meeting Type:** City Center Development Agency**Public Hearing:** No **Publication Date:****Information****ISSUE**

Annual Joint City Center Development Agency Board/City Center Advisory Commission Meeting

STAFF RECOMMENDATION / ACTION REQUEST

Review and discuss with the City Center Advisory Commission their 2012 Annual Report and 2013 Goals.

KEY FACTS AND INFORMATION SUMMARY

The City Center Advisory Commission (CCAC) makes recommendations to the Board of the City Center Development Agency (CCDA) on urban renewal policy, budget, and implementation measures to improve Tigard's Downtown area.

Two documents (Attachments 1 and 2) will inform the joint meeting discussion. Attachment 1 is the CCAC's 2012 Annual Report, describing the key activities of the commission. It was previously provided in the November 29, 2012 Council Newsletter (CCAC by-laws require submitting it to the CCDA by December 1 each year).

The CCAC's goals for 2013 (Attachment 2) are also included for discussion and feedback. These goals were developed at their annual retreat in January.

OTHER ALTERNATIVES

N/A

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

2012 Goal 3: Downtown

DATES OF PREVIOUS COUNCIL CONSIDERATION

February 21, 2012

AttachmentsCCAC 2012 Annual Report2013 CCAC Goals

**2012 Annual Report of the City Center Advisory Commission
to the
City Center Development Agency**

December 1, 2012

In February, 2012, the City Center Advisory Commission (CCAC) presented to the City Center Development Agency (CCDA) its goals for the calendar year 2012. A copy of these goals is attached to this report as Attachment A. The agenda for the CCAC for the balance of 2012 was largely devoted to developing and implementing these goals. This report is organized around that framework. Unless otherwise noted, all dates occurred within calendar year 2012.

Goal No. 1 -- Project Infrastructure

- Main Street/Green Street.
- Public Parking Lot on Burnham Street.
- Open Space / Downtown Park / Plaza Site.
- 99W / Hall Gateway.
- Lower Fanno Creek.
- Tigard Street Trail.

Capital construction projects have taken up somewhat less of the CCAC's attention than during previous years, primarily due to a lull in construction. Most of the commission's efforts here have been spent on two projects.

First, the commission has maintained an active interest in the Main Street/Green Street project, having received numerous staff updates. The commission has also provided numerous comments to staff noting concerns that the project be managed in such a way so as to be the least possible disruption to the economic activity of businesses along Main Street. A related concern is the construction, in advance of work on Main Street, of a public parking lot on Burnham Street. At the time of this report, it is the commission's understanding that this lot will be completed before Main Street work breaks ground.

In addition, the commission continues to provide comment and oversight on the selection of public art for the Main Street gateways. An RFP was issued in late summer, and review of artists began in October.

Second, the commission has actively discussed the need to secure property for the purpose of a downtown park or plaza, and has worked closely with staff and the CCDA to move this project forward. The commission continues to receive updates and provide input on potential property acquisitions, in hopes of finding a permanent location for a public gathering space.

The Hall / 99W Gateway project has been placed on hold pending actions by other jurisdictions.

The Lower Fanno Creek project, the purpose of which is to restore the creek alignments and reconstruct key public trails, remains on hold. The commission has recently indicated a willingness to consider the use of urban renewal funds to, in part, pay for the replacement of bridges in this zone. Greater clarification regarding the costs of this project

and its status with Clean Water Services are needed before moving forward.

The Tigard Street Trail, which would utilize the abandoned railroad right-of-way from Tiedeman to Main Street, remains on hold pending actions on the part of the Portland & Western Railroad.

Goal No. 2 -- Economic Development

a.) Support the efforts of downtown businesses and property owners to better market the area.

b.) Ensure that Main Street/Green Street phases 1 and 2 are constructed with as little economic impact as possible on downtown businesses.

The commission has provided oversight during this year to the efforts of Bridget Bayer, an advisor hired with city funds to support local business development and events. Ms. Bayer has provided excellent work and helped to bolster local business marketing activities. The commission strongly advocates a continuation of funding for these activities in 2013 and beyond.

The commission remains concerned that the construction of the Main Street/Green Street project be undertaken with sensitivity to the needs of Main Street businesses. The commission has received numerous reports from project manager Kim McMillan, as well as information from the selected construction team regarding mitigation efforts at prior job sites, that suggest the city is ready to complete this project with sensitivity to the needs of the businesses directly affected. However, this is a greatly important matter and the commission feels that close monitoring of the situation is called for at all levels, and that this will continue to occupy the commission's attention into next year.

Goal No. 3 -- Development

a. Promote downtown Tigard

b. Review incentives matrix and advocate as necessary for implementation with CCDA.

c. Improve our knowledge of the downtown businesses and customer base using census information, cultural demographics, trends, and other statistics.

The commission also entertained the creation of a new program based upon the Facade Improvement Program, the purpose of which would be to make grants for tenant improvements to the interiors of buildings on Main Street, in order to encourage the infill of desired businesses. This second program, known as the Targeted Improvement Program, was approved by the CCDA and a RFQ process was initiated in September.

The commission also received feedback from the developer community in November, following a developers outreach effort undertaken by city staff. Preparation for this included the acquisition of statistical data on the market of downtown in one and three mile radiuses, gathered by consulting group Leland Consultants.

Goal No. 4 -- Facade Improvement Program

Review program outcomes, and continue to promote, expand, and adjust the program.

The commission, through its participation in the Façade Improvement Committee, has continued to provide oversight to the burgeoning Facade Improvement Program. In 2012 the committee awarded six matching grants. Two grant funded projects were

completed, and three additional grant-funded projects are currently underway. Among projects completed or underway are Tigard Main Street Cleaners at Scoffins and Main, Sherrie's Jewelry Box near Tigard and Main, and Rojas Market near Commercial and Main.

A minor adjustment was made to the program, requesting that grantees provide sales figures in order to begin to build metrics for measuring program performance.

Goal No. 5 -- Land Use & Transportation Planning

- a.) Review Circulation Plan for recommendation before final adoption.
- b.) Advocate to TTAC, CCDA on behalf of priority Connectivity Plan elements.
- c.) Engage in regular communication with TTAC
- d.) Continue to locate and define the "Heart" of downtown.
- e.) Monitor and encourage a solution for the RR crossing at Ash Avenue.
- f.) Begin a long-range plan to cover the 5, 10 and 15 years left in the URD

The commission made significant headway in matters relating to land use and transportation planning.

The circulation plan was presented to the Planning Commission in Fall of the year, as a series of amendments to the Transportation System Plan and the Development Code. These amendments were recommended for approval by the Planning Commission in October, and will be presented to the City Council for approval in December.

The commission continued to advocate for key projects of the circulation plan at the Planning Commission, with staff, and with the Tigard Transportation Advisory Committee (TTAC). In October and November, the commission provided input on elements of the capital improvement plan.

The commission continues to work with TTAC, and at least one commissioner continues to regularly attend TTAC meetings, functioning as a liaison between the two groups. Commissioners have also been active in participating in Metro's Southwest Corridor planning program, helping to shape future land use and high capacity transit plans affecting downtown.

The commission did no work on locating a "Heart" for the downtown. This notion originated in the report of Michelle Reeves in 2011, who advocated locating a geographic place in downtown where most activity seems to center, and to utilize this "heart" as a focal point for future activities and projects. This is somewhat related to the commission's continued efforts to locate a home for a public plaza, mentioned earlier in this report.

The commission heard staff updates and discussed options for a potential Ash Avenue railroad crossing. Budget figures presented to the commission were exceedingly high, however, the commission continued to advocate for the project and directed staff to consult with ODOT Rail Division as well as the Portland and Western Railroad to obtain greater clarity over process, budget, and timelines for this project.

The commission did not begin any long-term planning processes specifically aimed at planning for 5, 10, or 15 years into the urban renewal district's future.

Goal No. 6 -- Communications

The commission continued to maintain and improve its communications with other boards, commissions, governments, and the public. One or more commissioners routinely attend Park and Recreation Advisory Board (PRAB), TTAC, CCDA, Budget Committee,

and other board meetings. In addition, the CCAC and the PRAB established a joint subcommittee to facilitate better communication between the two bodies.

Early in 2012, the chair requested and received a clarification from the CCDA allowing commissioners to have a standing invitation to attend CCDA executive sessions.

Goal No. 7 -- Ongoing Processes.

The commission met in January for its annual retreat, at which its 2012 goals were drafted. This event continues to be an important launch for the commission's year.

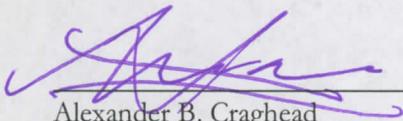
The commission also received training opportunities in 2012 relating to Oregon ethics laws, including matters pertaining to conflicts of interest and executive session protocol. The commission advocated making this training an annual event and mandatory for new commissioners.

The Future

The commission will continue its goal-setting process in early 2013. Projects almost certain to carry over include continued oversight of the Main Street/Green Street project, the Facade Improvement and Tenant Improvement Programs, and the acquisition of a plaza site. In addition, the commission has expressed interest in renewing efforts with the Lower Fanno Creek project.

The City Center Advisory Commission looks forward to further progress in the year to come.

On behalf of the commission,



Alexander B. Craghead
Chair



Phil Thornburg
Vice-Chair

CCAC 2013 Goals

I. Project Infrastructure

- a. Oversee, review and provide input including the following key projects:
 - i. Main Street / Green Street Phases 1 and 2
 - ii. Public parking lot on Burnham Street near Main Street
 - iii. Open space / Downtown park / Plaza site
 - iv. Consider public restroom accommodations near plaza or transit center
- b. Monitor ongoing projects:
 - i. 99W/Hall Gateway - flagpole park
 - ii. Lower Fanno Creek Park improvements and remainder
 - iii. Tigard Street Trail

II. Economic Development

- a. Support the efforts of downtown businesses and property owners to better market the area.
 - i. Receive reports from and monitor the work of the contracted facilitator in downtown.
 - ii. Engage neighborhoods, business owners, property owners, potential tenants and developers within the process.
- b. Ensure that Main Street/Green Street phases 1 and 2 are constructed with as little economic impact as possible on downtown businesses.
 - i. Apply lessons learned from completed Burnham Street process to Main Street /Green Street Phases 1 / 2.
 - ii. Include businesses on and adjacent to Main Street within this process.
- c. Promote downtown Tigard through outreach to developers and businesses.
- d. Encourage land assembly and direct development options.
- e. Review developer incentives matrix and advocate as necessary for implementation with CCDA.
- f. Continue to improve our knowledge of the downtown businesses and customer base using census information, cultural demographics, trends, and other statistics.

III. Façade Improvement and Targeted Incentive Programs

- a. Review program outcomes and define program success
- b. Continue to promote, expand, and adjust the program.
 - i. Consider expanding program onto streets in addition to Main.
 - ii. Pursue endorsements from participants.

IV. Land Use & Transportation Planning

- a. Advocate to TTAC and CCDA on behalf of top three priority Connectivity Plan elements: Ash Avenue rail crossing, Scoffins / Hunziker intersection realignment, and Commercial / Main intersection realignment.
- b. Engage in regular communication with TTAC to ensure SW Corridor planning, and other transportation plans meet the needs and values of downtown and the greater community.
- c. Begin an action plan to cover the 13 remaining years left in the URD

V. Communication

- a. Liaise with CCDA, PRAB, TTAC, Budget Committee, and other boards.
- b. Engage in on-going communication with CCDA, Council, and Staff.
- c. Engage in on-going communication with citizens of Tigard through Cityscape and other means.

CCDA Agenda**Meeting Date:** 03/05/2013**Length (in minutes):** 60 Minutes**Agenda Title:** Report on Developer Interviews**Prepared For:** Sean Farrelly**Submitted By:** Carol Krager, City Management
City Center Development**Item Type:** Update, Discussion, Direct Staff
Joint Meeting-Board or Other Juris.**Meeting Type:** Agency**Public Hearing:** No**Publication Date:****Information****ISSUE**

Presentation on Developer Interviews with Leland Consulting

STAFF RECOMMENDATION / ACTION REQUEST

The Board is requested to receive the presentation and to participate in the subsequent discussion with members of the City Center Advisory Commission who will be in attendance.

KEY FACTS AND INFORMATION SUMMARY

To advance the 2012 Council Goal #3 on revitalizing Downtown, Tigard retained Leland Consulting Group to interview local developers/firms in the region. Leland Consulting had previously prepared the "Development Strategy for Downtown" (a.k.a. the Leland Report) in 2007 and a "Strategy Update/ Five Year Assessment of Urban Renewal" in 2011, which have guided the development of CCDA work planning.

The interviews sought to determine:

- 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 (Saxony-Pacific properties, which the city is in discussions to purchase; the city-owned Ash Avenue Public Works Yard and the city-owned Burnham/Ash house, a.k.a. the Zuber house.)
- 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.

Six developers/firms with a history of successful urban development were interviewed:

- 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 Cadore, Rembold Companies

The interviews were conducted in individual sessions with each developer. The discussions included an open dialogue 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.

The results of the interviews are summarized in the attached Tigard Developer Interviews Report. The developers agreed that the Saxony-Pacific properties and the Public Works Yard have potential, in light of the improvement in the national real estate market. Downtown Tigard has a competitive advantage compared to other nearby communities (Lake Oswego, Beaverton) in that it has an established "double-loaded" (commercial development on both sides of the street) Main Street with affordable land values. The south end of Main Street is seen as the area of greatest opportunity.

Leland Consulting made several recommendations on implementation to the City/CCDA based on the interviews and their expertise. The majority of these steps rely on agency and city staff to complete with Board consideration and approval:

- 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.
- Agency staff to 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.
- City staff to 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.
- City staff and board approval of a developer recruitment strategy that includes goals and objectives to be achieved through development—both on Main Street and the Public Works site. This is envisioned to be part of a city-wide overall economic development strategy as directed by the City Council in October 2012.
- Prepare development scenarios, including financial forecasts, to better inform the City 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
- 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, the Board and staff should be prepared to utilize one or more incentives (from the Policy Tools and Incentives Matrix) to help development overcome financial and market barriers. For each tool, the city should have clear policy 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 most effective incentives would be:

Land Assembly
Streamlined permit process
Property tax abatements
Fee Waivers or subsidies
Subsidized loans

The report appendix also includes an overview of Tigard's demographics that can be used to engage with developers or to recruit new businesses.

OTHER ALTERNATIVES

The Board could direct staff to obtain further information for a future meeting.

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

Council Goal 3: Downtown

DATES OF PREVIOUS COUNCIL CONSIDERATION

September 4, 2012

Attachments

Developer Interviews Report



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

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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 opportunity 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 Opportunity Sites



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.

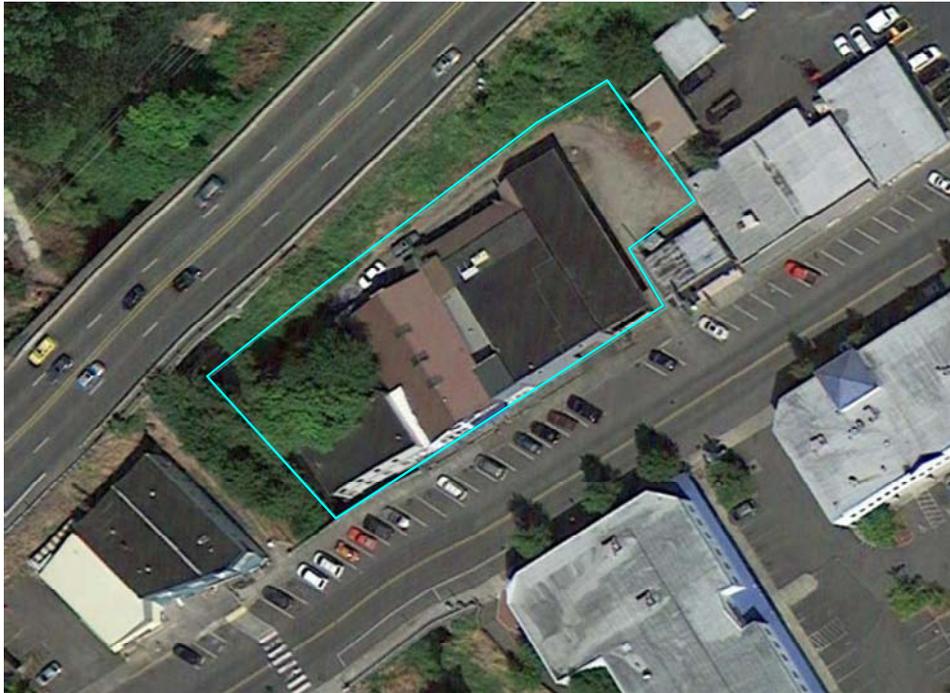
One of the strategies that emerged from discussions and tested with various developers is a focus on the south end of Main Street to include the properties developed by Diamond, redevelopment for mixed-use (retail and housing) on the two, to-be-acquired Saxony Properties, encouragement of a working relationship 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 Opportunity Sites
- C. Policy Tools and Incentives Matrix



CITY OF TIGARD



APPENDIX A: DEMOGRAPHIC OVERVIEW

PREPARED FOR
CITY OF TIGARD



PREPARED BY



2012

Tigard

Market Summary

Varies from 1-mile Market area by:



	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

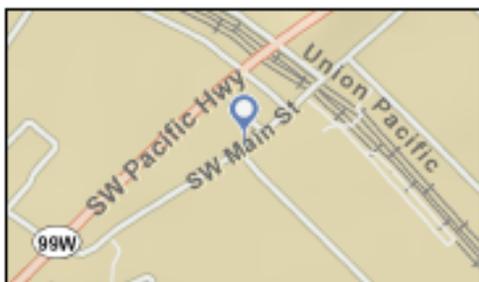
	1 mile	3 miles	Tigard city
2000 Households by Income			
Household Income Base	4,690	47,094	16,499
<\$15,000	9.7%	8.1%	8.8%
\$15,000 - \$24,999	13.8%	10.0%	11.6%
\$25,000 - \$34,999	14.5%	12.8%	11.4%
\$35,000 - \$49,999	17.5%	16.4%	16.3%
\$50,000 - \$74,999	21.5%	21.6%	21.7%
\$75,000 - \$99,999	13.7%	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

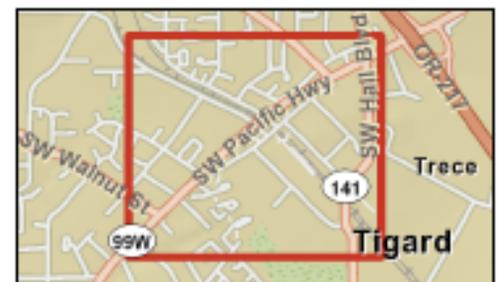
	1 mile	3 miles	Tigard city
2000 Population 3+ by School Enrollment			
Total	11,443	108,430	39,263
Enrolled in Nursery/Preschool	1.2%	1.9%	1.6%
Enrolled in Kindergarten	1.2%	1.5%	1.8%
Enrolled in Grade 1-8	10.7%	11.3%	11.5%
Enrolled in Grade 9-12	5.1%	5.3%	5.1%
Enrolled in College	5.4%	4.9%	4.8%
Enrolled 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.



- 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.

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
OPPORTUNITY SITES

Tigard City Center Development Agency

The City of Tigard's Urban Renewal Agency



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,

A handwritten signature in black ink, appearing to read "Craig E. Dirksen".

Craig E. Dirksen

Mayor/Chair of City Center Development Agency

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.



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.



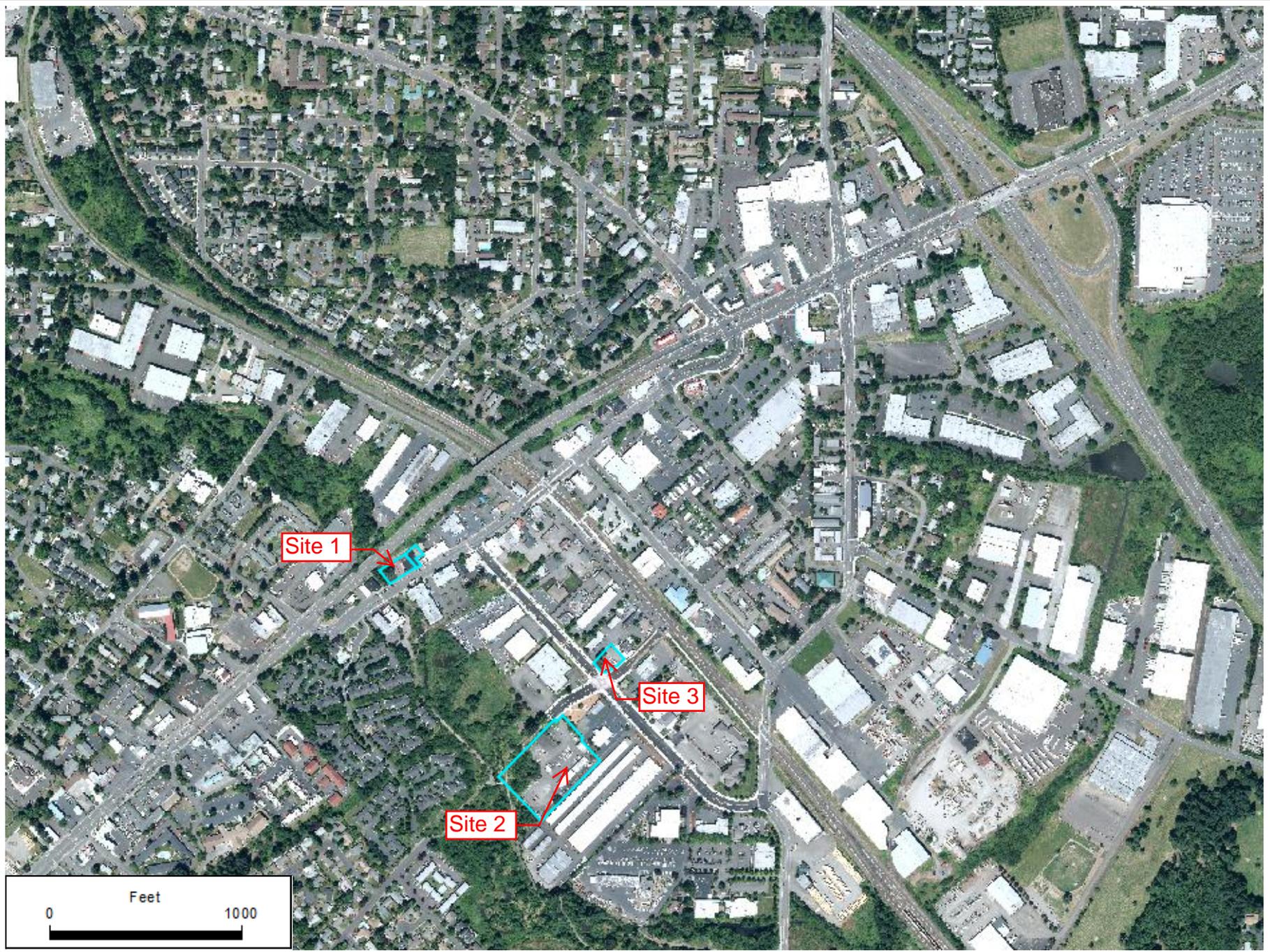
The Knoll Senior Housing
(Completed in 2011)



Burnham Street Improvements
(Completed in 2011)



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



Site 1

Site 3

Site 2



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
<i>Residential Development</i>	
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	<p>Mixed Use – Central Business District (MU-CBD)</p> <p>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.</p>
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	<p>Residential: 1 space per unit No visitor parking required</p> <p>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.</p>
Loading Requirement	<p>1 space for commercial, industrial and institutional buildings with 10,000 – 40,000 sf</p> <p>2 spaces if over 40,000 sf</p>
Minimum Building Height	20 ft.
Maximum Building Height	<p>80 feet/6 stories</p> <p>45 feet/3 stories within 200 ft of Fanno Creek Park boundary</p>
Minimum Building Frontage	50%
Private Residential Open Space ¹	<p>Minimum of 80% of residential units shall have private open space. Minimum dimension of 32 sf</p>
Shared Residential Open Space ¹	<p>10% of development site (50% credit if directly adjacent to an improved public park)</p>
Private Open Space for Single-Family Attached Dwelling Units	<p>Minimum of 100 sf of private open space per unit such as a private porch, yard, deck, etc.</p>
Parking Dimensions	<p>9' X 17.5' spaces/24' drive aisle 24' access drive</p> <p>Parking lot to have 6-10' setback on all sides of the property</p>

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

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

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