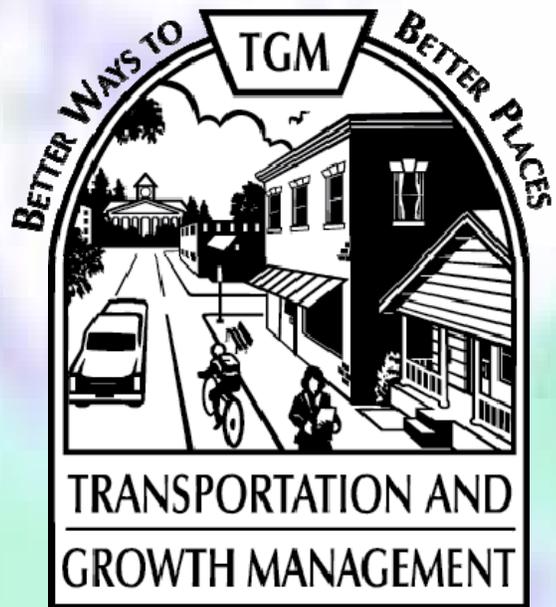
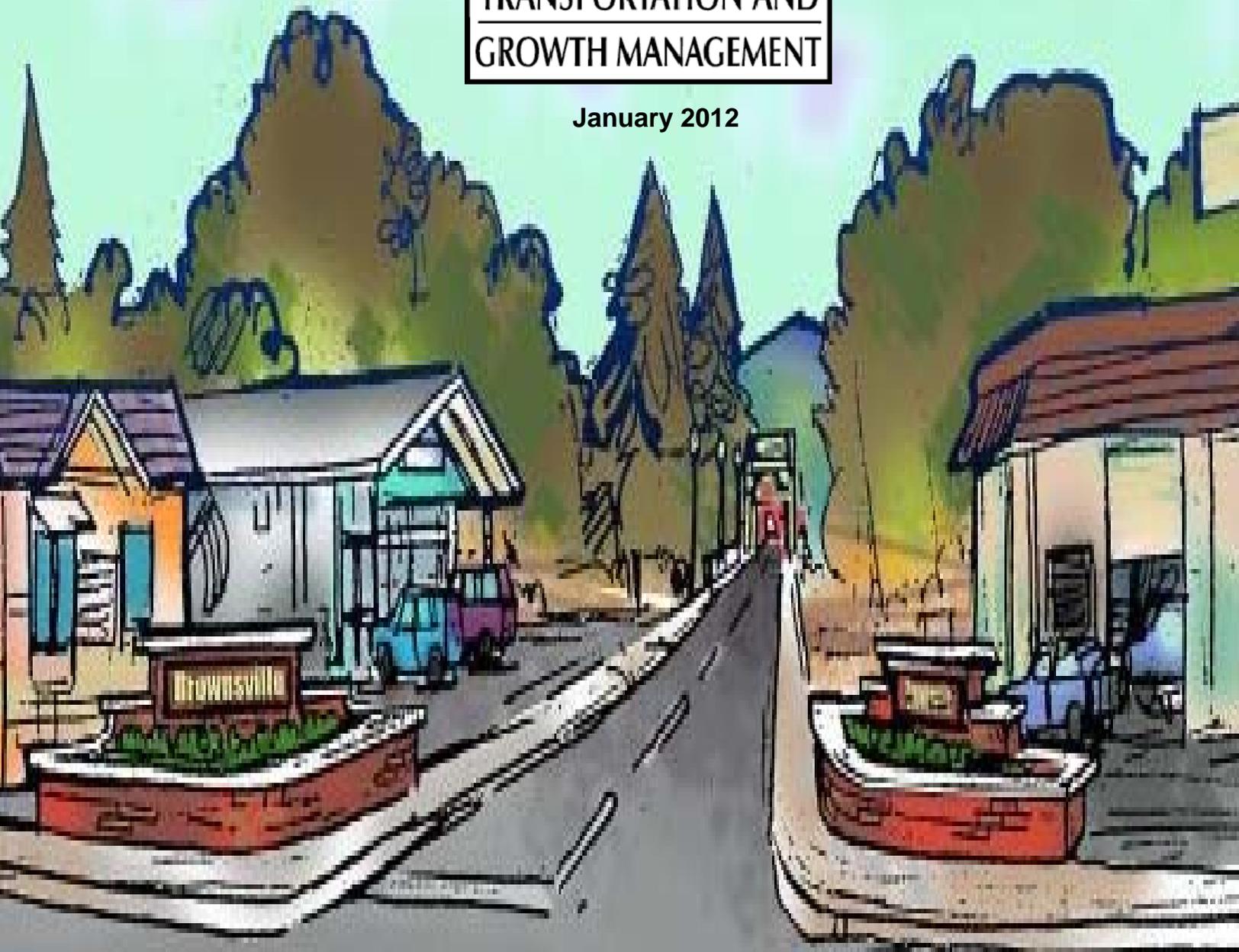


**TGM TANGIBLES:
TRANSPORTATION AND GROWTH MANAGEMENT PROGRAM RESULTS**



January 2012



INTRODUCTION

The Transportation and Growth Management Program (TGM) is a joint program of the Department of Transportation (ODOT) and the Department of Land Use Conservation and Development (DLCD). Beginning in 1993, TGM has assisted Oregon Communities with integrating transportation and land use planning by providing grants and community assistance services. TGM is designed and structured to assist communities in achieving specific outcomes:

- A transportation system or development pattern that results in a balanced, multi-modal transportation system that increases and enhances opportunities for walking, bicycling, or using public transportation.
- Increased opportunities for those who have difficulty obtaining transportation because of age, income or disability, including for students to safely walk or bicycle to school.
- Alternatives to—or delay of the need for—major transportation improvements. A well connected and efficient transportation system, including for areas that have been added to or are being considered for inclusion in an urban growth boundary.
- Well-planned key industrial sites (including certified sites) and employment centers that contribute to economic revitalization by being ready for development with no unresolved transportation or land use issues.
- Preservation or enhancement of the "through movement" function of a state highway.
- Alternatives to—or delay of the need for—expansion of an urban growth boundary through increased efficiency in the use of land.
- Transportation system or land use pattern that reduces transportation-related emissions that contribute to climate change.

These outcomes may not be recognizable immediately, but they do occur. They are the effects of concerted planning and continued efforts by TGM, local governments and the public that make their community's plans and vision a reality over time. TGM's direct involvement through its programs often ends prior to the implementation of recommendations or plans. This publication is an effort to return to completed TGM projects to crystallize the sometimes imperceptible link between the planning process and the impressive long-term results that are evident in Oregon Communities today. Additionally, this collection illustrates the significant effects that the TGM program has had over time, showcases local governments' determined efforts to implement TGM plans, and encourage their continued success.

The TGM Team consists of Local Governments, TGM staff (from ODOT and DLCD) and a cadre of highly skilled consulting firms who specialize in local government transportation and land use planning. The tangible results from the work of the TGM Team can be most clearly delineated into money leveraged, on the ground development and new plans adopted. This report is structured to provide examples of how TGM work has helped communities find cash for planned projects, the residential, commercial and other developments that have materialized, and the additional local plans adopted directly in line with TGM project results.

At the time of this writing, TGM has completed 1,024 projects with:

- 185 cities
- 30 counties
- 17 Metropolitan Planning Organizations, School Districts, Transit Districts, and Councils of Government of Oregon.

The awards have consisted of:

- 656 Grants
- 112 Quick Response services
- 111 Code Assistance services
- 145 Education and Outreach events

The TGM program utilizes the expertise of state and local government staff, contributions of local community residents and the knowledge, skills and experiences of its consulting firms in each project. This report presents case studies from a collection of over one thousand completed projects, and features a mere handful of the many communities in Oregon that have implemented the concepts and plans resulting from TGM grants and services with great success. The featured cities in this report were chosen in part because of their clear communication with TGM administration and the availability of accurate information. This is not an exhaustive list of the notable achievements that communities have accomplished with TGM services. Many additional noteworthy projects for which we have information will be featured in subsequent publications.

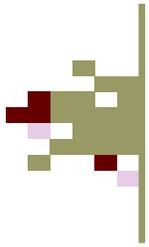
This review has determined that a number of projects have led to other less visible yet positive results. In some cases a TGM plan was never adopted, yet the visioning process, civic involvement and research led to further community efforts to ultimately develop the existing plan. In other cases the TGM plan continued to direct the community for many years, until amendments were necessary and the plan was revised to reflect the community's new vision for its future. In many cases TGM recommendations were incorporated into the community's comprehensive plan and TGM services provided the framework for the land use and transportation vision.

Yet, implementing plans is often challenging for local governments. For example:

- **Funding/Economic constraints:** Cash and resources to construct improvements may not have materialized. TGM expects plans to be adopted upon completion of the grant. Although the majority of plans are adopted with reasonable fiscal considerations, it is not required to demonstrate financial certainty for implementation of projects prior to adoption.
- **Altered planning context:** The economic, social, political or physical structure of the community changes in an unanticipated way that inhibits implementation of local plans.
- **Unexpected Opposition:** Although rare, sudden appearance of a group opposing a project or action appears in a few communities where TGM has completed and adopted plans. In these cases, even though the project was vetted through a public participation process and implementation for the first phase of the project had been scheduled or completed, opposition subsequently arose.
- **Rescinded cooperation:** Funding for a particular project, donation of land or other need for successful implementation may be dependent on cooperation with another party. For reasons that are often unpreventable, anticipated funding or a donation may be withdrawn, requiring alternatives to be considered.

While it may be difficult to discern the exact amount of funding that the TGM plan or project has helped to leverage for communities, funding that has been linked to the results of TGM projects includes money, resources and development from public and private sources. For example, redevelopment of the design of an area according to a plan frequently encourages new, private development and businesses to be drawn to the project area. In these cases it can only be assumed that the plan helped to draw interest and private funding to the area. Although program services may sometimes not be directly linked to the exact funding a community receives, TGM-funded plans often allow a community to pursue financial resources for which they would otherwise not be eligible without an adopted plan in place. Research on these projects concludes that TGM work has helped to leverage substantially more funds for each project community than was awarded through the TGM project. Funding sources and amounts are listed in this report when accurate information is available. The program anticipates producing TGM Tangibles volume 2, illustrating the results of an additional 20 projects.

The case study examples that follow illustrate TGM's tangible results and constitute the body of this report.



Highlighted Projects

T G M T A N G I B L E S

1995 TGM Grant:

Milwaukie Regional Center Master Plan

1997/1999 Quick Response:

Astoria Safeway/Clatsop Community College Downtown Implementation plan

1999 Quick Response:

Salem 12th St Safety Promenade

1999 TGM Grants:

Boardman Main Street Downtown Development Plan

Eugene Chase Gardens Nodal Development Plan

Milwaukie McLoughlin Boulevard Retrofit Issues Analysis and Scoping

Springfield Station specific Area Plan

1999 Quick Response:

Salem Lincoln Street Row-houses

2001 Quick Response:

The Dalles Flour Mill Redevelopment and Streetscape

2003 TGM Grants:

Monmouth-Independence Ash Creek Multi-Purpose Trail Master Plan

Sweet Home Transportation System Plan Refinement and Update

2005 TGM Grants:

Brownsville Downtown Gateway Master Plan

Eugene Walnut Station Mixed Use Center Development Plan

Independence Transportation System Plan Update

La Grande Pedestrian-Bicycle Improvement Plan

Milwaukie Transportation System Plan Update

2007 TGM Grants:

Aumsville Transportation System Plan Update

Aurora Transportation System Plan Update

Echo Commercial District Renovation Development and Enhancement Plan

Regional Center Master Plan

1995 TGM Grant

City of
MILWAUKIE



TGM has worked successfully with the City of Milwaukie since the initial grant awarded to the city in 1993. To date, Milwaukie has received eight TGM grants and two TGM code assistance services. The city has excelled at using TGM grants and services to leverage substantial financial resources and help secure funding for the implementation of plans.

TGM Results—Regional Center Master Plan

Downtown Milwaukie—Today

Development of North Main Village was approved under design review and public area requirements in 2007.



“TGM grants have leveraged substantial financial resources by funding the framework that allows the city to pursue projects and priorities identified by the community.”



Development of the Main and Monroe building was approved under design review. 2007.

This TGM grant funded an economic development assessment report, which informed the policies of the 1997 Regional Center Master Plan (RCMP). The RCMP implemented the 1995 Milwaukie Vision Statement by “planning for an expanded city center to provide for compact, mixed use development options that will protect and enhance livability”. The plan established policy support for several concepts:

- ⇒ Light rail alignment and light rail station in Downtown Milwaukie.
- ⇒ Mixed use development in the city center.
- ⇒ Design standards for new development.
- ⇒ Restoration of Johnson Creek.
- ⇒ Enhancement of Kellogg Lake.
- ⇒ Promotion of walkable and bikable neighborhoods.

Since 2000, all new development in downtown has been subjected to construction under public area requirements. Beginning in 2003, all new development has been subject to the downtown design review. As a result, the streetscape of downtown Milwaukie has improved in the last several years.

Pictured here are specific areas that illustrate several results of the revisions.

Planners for the City of Milwaukie comment on TGM involvement in the community.

Astoria Safeway & Clatsop Community College Downtown Campus Implementation

1997 & 1999 TGM Quick Response

City of
ASTORIA



A downtown anchor since its construction in 1957, the Astoria Safeway site was a topic of city planning discussions when the store decided to relocate in 1999. Clatsop Community College was meanwhile considering adding a downtown site to their campus. TGM quick response services were requested to offer options for use of the downtown site and potential locations for both Safeway and the college addition. One of the original downtown site alternatives from the TGM studies for use as public open space has remained the preferred option. Today, the city plans to construct a permanent public park on the site that should be completed within the next two years.

Project Site Developments



The original Safeway store was constructed in 1957. Located in the heart of downtown, TGM and the city worked to ensure that the property would not become a vacant parcel in downtown Astoria.

"It was a result of the TGM studies that allowed us to go to that next stage."

The site was used as public space for community events and temporary installments, such as the Sunday Market, pictured here.



The conceptual plan for the American Legion/Safeway Block City Park and Public Plaza was designed according to the original TGM recommendation for use as public open space. The city is pursuing funding and expects to begin construction in 2012-2013.

Results for Astoria

This project required the assistance of multiple agencies and funding sources. The initial TGM quick response service offered potential relocations for the Safeway store. The city used the findings to obtain a **\$33,000 Community Response Grant** funded by the Governor's Community Solutions Team.

The grant was awarded to continue study of the site and potential relocations for both the Safeway and Clatsop Community College. TGM was called in again to produce further studies, which ultimately developed into the plan for the American Legion/Safeway Block site today.

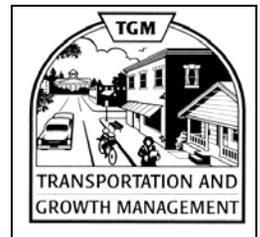
"Downtown plazas are focus points of your community. They help with transportation flow and the development of the area."

Planner for the City of Astoria, Rosemary Johnson, comments on TGM involvement in the city.

Salem 12th Street Safety Promenade

1999 TGM Quick Response

City of
SALEM



The City of Salem has received 27 TGM grants and 8 TGM community assistance projects since 1993. Of these, TGM grants were often requested to help with the initiation of innovative planning concepts to the city. As a result, many of the plans have served as essential documentation and base studies for further city planning efforts, helped to bring new ideas that continue to be incorporated into current plans, and have served as adopted plans whose features and concepts are continually implemented through successful city efforts. TGM quick response services have resulted in developments that helped to bring mixed-use, compact and appropriate housing to the city and have sustained positive impacts for the community.

12th Street Promenade—Today



Bicyclists, neighborhood residents, workers on foot and pedestrian passerbys can be seen throughout the day strolling along the shared walkway.

The final phase of the walkway was completed in 2005.



The Salem Breakfast on Bikes group used the promenade at 12th and Chemeketa Streets as a meeting place for their monthly morning event.

TGM Results

An old frontage road on the eastern side of the Union Pacific Railroad (UPRR) tracks was a dangerous area with a high number of fatalities for the frequent pedestrian crossings along 12th Street on the UPRR right-of-way. This quick response project assisted with the design to convert the area to a 1,000 linear foot long shared-use pedestrian path that is both safe and pleasant to use. The promenade kept pedestrian and bicyclist operation a priority for a walkway that was designed to be a distinct and memorable street. The low fence provides an attractive buffer from the passing trains and encourages pedestrians to use the designated crossings to move across 12th Street.

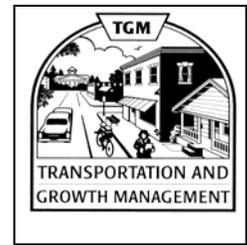
The promenade begins at the AMTRAK Salem Passenger Rail station, continuing northward to end at the north bank of Mill Creek.

The project was funded through a **\$705,810 Transportation Enhancement Grant**, along with a Railroad Safety Grant, through the ODOT Rail Division, and with city funds.

Main Street Downtown Development Plan

1999 TGM Grant

City of
BOARDMAN



In the 1960s, Boardman was relocated north of I-84, between the interstate and the Columbia River. This left the city with inadequate space for buildable lots and unable to establish a viable downtown core. With the help of this TGM grant, the city successfully moved and established their new downtown south of I-84. New development and transportation improvements resulting from the plan have increased the walkability for many services in downtown Boardman.

Downtown Boardman—Today



“Land use and transportation planning are now addressed in land use decisions.”

In 2004 the city constructed a new city hall to serve as a downtown anchor.

“The four TGM projects have literally reformatted the planning process within the city.”



A new bank adjoins the remodeled real estate and credit union building, auto part store, new grocery store and state office building, all of which have helped to create a focused downtown.



A new 15,000 sq. ft. medical facility is currently under construction, located 2 blocks from Boardman City Hall. A 40 unit, multi-family transitional farm worker apartment complex will begin its nearby construction in October of 2012.

TGM Results in Boardman

The 1999 TGM Code Assistance Program created a new development code for the city, based on TGM's Model Code for Cities of Oregon. This assistance was provided in conjunction with a TGM grant for **Boardman's Main Street Downtown Development Plan**. The two services provided for continued development in the new downtown in compliance with the Development Code.

“These projects significantly improved safety in all transportation modes.”

In 2005, Boardman was awarded a TGM grant for their Interchange Area Management Plan (IAMP), which was followed in 2007 by another TGM code assistance project that created IAMP code amendments. These allowed for several transportation improvements on S. Main Street, including:

- ⇒ Center turn lanes.
- ⇒ Bike lanes.
- ⇒ Sidewalks.
- ⇒ Pedestrian crossing and a pedestrian island.

The city used the TGM plans to access \$94,000 in Special Cities Allotment funding through ODOT for these improvements.

Boardman Community Development Director, Barry Beyeler comments on TGM involvement in the city.

Chase Gardens Nodal Development Plan

1999 TGM Grant

City of
EUGENE



TGM has worked on various projects with the City of Eugene since 1993: eleven TGM grants, three TGM code assistance projects, one TGM quick response service and 3 TGM outreach events. Grants have included the Pedestrian and Bicycle Master Plan, Local Street System Plan and the current 2011 TGM grant for South Willamette Street Transformation. Several TGM program services were awarded to support further planning efforts for a larger project, such as the Walnut Station project featured in this report.

Chase Gardens—Today



The collector street, previously a hazard, was designed to accommodate transit and incorporate traffic calming devices.



“Had this project not been funded, there is a strong possibility that there would have been no development at all.”



The transit-oriented design of the area has allowed bike/ped connections between properties instead of unnecessary streets.

Medical offices complement the construction of the relocated Chase Gardens Medical Center and buildings containing hundreds of apartments.



Results of the Nodal Plan

The TGM Chase Gardens grant funded a plan that resulted in a specific area plan amendment. The plan also led to:

- ⇒ Adoption of a specialized form-based land use code that was the inspiration for other transit-oriented development areas in the city, such as Walnut Station.
- ⇒ Better protection of natural resources.
- ⇒ Modifications and construction of a street design that facilitates pedestrian, bicycle and transit movements within the transit oriented development of Chase Gardens.

The financial gains the city received through this project have resulted from the redistribution of land uses within the study area to better meet the market needs of prospective developers. This was made possible by relocating commercial property from the interior of the planning area to the property along an arterial roadway, which facilitated commercial development.

The retention of grand historic houses was possible through revisions that gave the buildings the option for office and retail use.

The existing developments are better situated and coordinated with their streets and surroundings than they would have been without the TGM grant.

Eugene Senior Transportation Planner, Kurt Yeiter, comments on TGM involvement in the city.

McLoughlin Boulevard Retrofit: Issues Analysis and Scoping

1999 TGM Grant

City of
MILWAUKIE



TGM has worked successfully with the City of Milwaukie since the initial grant awarded to the city in 1993. To date, Milwaukie has received eight TGM grants and two TGM Code Assistance services. The city has excelled at using TGM grants and services to leverage substantial financial resources and help secure funding for the implementation of plans.

McLoughlin Boulevard—Today



McLoughlin Boulevard, pictured before improvements were completed in 2006.

“Without an adopted plan and community-supported policy in place, it is difficult to acquire funding for project construction.”



Improvements to McLoughlin Boulevard have meant a safer route for all modes of transportation and an aesthetically pleasing design that the community desired.

TGM Results in Milwaukie

The scoping process for this 1999 TGM grant produced a community-approved design for the McLoughlin Boulevard Streetscape. Transportation improvements to the city street were completed in 2006 and include:

- ⇒ Sidewalks.
- ⇒ Marked crosswalks.
- ⇒ Landscaping.
- ⇒ Signaled pedestrian crossings.

“TGM grants have funded the framework that allows the city to pursue projects and priorities identified by the community.”

Planners for the City of Milwaukie comment on TGM involvement in the community.

Lincoln Street Rowhouses

1999 TGM Quick Response

City of
SALEM



The City of Salem has received 27 TGM grants and 8 TGM community assistance projects since 1993. Of these, TGM grants were often requested to help with the initiation of innovative planning concepts to the city. Many of the plans have served as essential base studies for further planning efforts, brought new ideas that were incorporated into current plans and have served as adopted plans whose features and concepts are implemented through successful city efforts. TGM quick response services have resulted in developments that helped to bring mixed-use, compact and appropriate housing to the city, and have sustained positive impacts for the community.

Lincoln Street—Today



“They did a good job building houses that are complementary to the homes in the neighborhood.”

Rowhouse Results

The property at Lincoln Street was a vacant structure that once housed Carl's Grocery. A developer approached the city with a proposal to build a rowhouse development on the site. TGM services were requested to provide for a redevelopment design that succeed in:

- ⇒ Identifying and addressing site design opportunities and constraints.
- ⇒ Presenting building design options that complemented and enhanced the existing homes in the neighborhood.
- ⇒ Addressing potential parking conflicts.
- ⇒ Preparing a proposal that resulted in an efficient, appropriate design and that was approval-ready for city review.

Using the TGM final product, three houses were built on the property in 2004 and were soon sold as single family homes. Today the three houses remain occupied and the rowhouse concept is used in various areas throughout the city.

A neighbor comments on the infill development.

Springfield Station Specific Area Plan

1999 TGM Grant

City of
SPRINGFIELD



TGM has worked with the City of Springfield on eleven TGM grants and services awarded to the city since 1993. The project featured here was a grant requested by the city to develop the first phase of the EmX system, evaluate the existing land use pattern in the downtown area and recommend changes to maximize the potential for the new Springfield Station.

Springfield Station—Today



The Springfield Station opened in 2003. In 2004, downtown Springfield was formally designated a nodal development area.



Phases I and II of the EmX system are complete with downtown Springfield functioning as a hub for both routes. The city is currently working with Lane Transit District to establish two additional bus rapid transit routes to serve the Thurston neighborhood in Springfield and link to the Lane Community College campus, pictured here.

Results of the Area Plan

The **Springfield Station Area Plan** laid the foundation for the formal adoption of downtown as a nodal development area. The Plan also recommended potential strategies for the revitalization of downtown Springfield.

Construction on the transit station began in 2003, shortly after completion of the Plan. The resulting designation of downtown Springfield as a nodal development area led to the implementation of amendments to the Downtown Refinement Plan and adoption of Metro Plan designations and zoning.

Development in the area continues to be guided by policies and standards consistent with transit and pedestrian oriented design.

Flour Mill Redevelopment and Streetscape

2001 TGM Quick Response

City of
THE DALLES

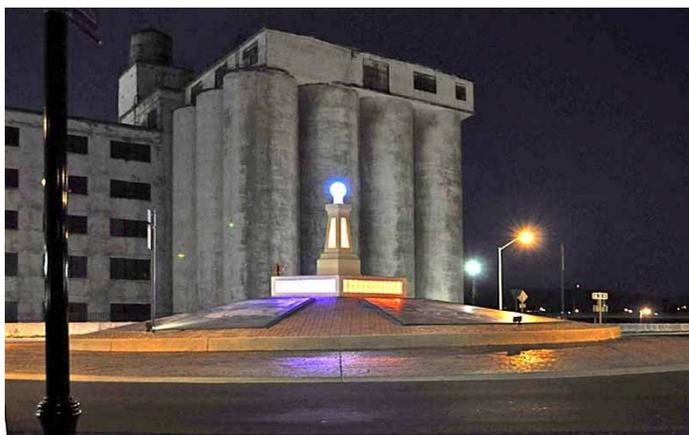


TGM has worked successfully with the City of The Dalles on two projects: a TGM grant that helped to plan for the city's downtown streetscape design and parking, and the quick response project featured here, to study a redevelopment site in the city. The Dalles has excelled at using both the TGM grant and service to leverage substantial financial resources and help secure funding for the implementation of plans.

Project Area Developments—Today



The roundabout, completed in 2010, has allowed for redevelopment potential to be realized in the surrounding area. The successful renovation of the historic flour mill is featured here.



Jeff Stewart, a local artist, painted five murals to decorate the improved entry to the city. The murals feature historic elements unique to The Dalles: the sternwheeler era, mules during a wheat harvest, fishing at Celilo Falls, people arriving in covered wagons, and cherry orchards in bloom. 2010.

Quick Response in The Dalles

"The roundabout not only solved a major traffic problem but provided needed access to the flour mill property so it could be redeveloped."

A result of the TGM quick response project, the roundabout resolved several issues facing the city, including:

- ⇒ A major traffic problem: Traffic entering The Dalles from Exit 85 had previously found the area confusing and congested.
- ⇒ Lack of access to the flour mill property. With gained access, the property has been redeveloped to the current Sunshine Mill Winery and innovative Copa Di Vino bottling business, which both contribute to revitalizing the local economy.

The city used the TGM study to finance the roundabout project, with funds received from Urban Renewal, ARRA and ODOT grants in the amount of approximately \$4 million. Developments in the project area continue to add to the economy of the city, with the Sunshine Mill facility employing 63 people and anticipated to bring \$20-30 million even before its completion.

Community Development Director, Dan Durrow, comments on TGM involvement in The Dalles.

Monmouth-Independence Ash Creek Multi-purpose Trail Master Plan

City of INDEPENDENCE

2003 TGM Grant



The City of Independence has continued implementation of planning efforts initiated with TGM. The city has received five TGM Grants and one Quick Response project since 1997.

Ash Creek Trail—Today



In Independence, 2,400 feet of the trail was built in 2007. This portion of the trail can be enjoyed from 16th Street to Gunclub Road.

Volunteers from the local grassroots organization, two cities and one community built an interpretive shelter on the trail at 16th Street. 2008.



A local Talmadge Middle School art teacher and artist created a mosaic that enhances the aesthetic quality of the shelter and provides a visual history of the Monmouth-Independence community. 2008.

Results of TGM Planning for the Trail

This TGM grant illustrates the success of cooperative efforts. TGM worked with the cities of both Independence and Monmouth to create the Master Plan. With the \$51,000 TGM awarded to Independence, the city successfully leveraged the plan to secure funding for trail construction. TGM funding has resulted in the following additional funds for the trail and other enhancements:

- ⇒ \$90,000 from the Recreational Trails Funds through Oregon Parks & Recreation.
- ⇒ \$10,000 from Cycle Oregon.
- ⇒ A local grassroots organization raised \$20,000 to build an interpretive kiosk on the trail near Talmadge Middle School.
- ⇒ A local artist volunteered his services to build a mosaic at the interpretive shelter.

The first section of the trail is complete and provides:

- ⇒ A needed pedestrian link between Independence and Monmouth.
- ⇒ Better access to parks, shops and neighborhoods, as well as recreational opportunities.
- ⇒ Safer routes to class for students from five public schools and Western Oregon University.

Transportation System Plan Refinement and Update

2003 TGM Grant

City of
SWEET HOME



To date, the City of Sweet Home has received three TGM Grants. In 1995, TGM assisted with the city's first Transportation System Plan, which was updated in 2003 with the TGM grant for the TSP Refinement and Update. The city's Bikeway & Pedestrian Plan resulted from a TGM grant in 1993. The three plans have worked synergistically: the original TSP served until the 2003 update and the Bike/Ped Plan was incorporated into the same plan. The most recent TSP was adopted in 2005 and elements of the plan continue to be implemented throughout the city.

Transportation System Improvements—Today



4,600 linear feet of sidewalk was installed on Long Street from 22nd Avenue to 35th Avenue.



2,700 linear feet of sidewalk was installed on Holley Road from 1st Avenue to the western city limit.



Results for Sweet Home

The TSP and revised subdivision code have been used to secure and construct new sidewalks in two locations.

The city has implemented various transportation system improvements, including:

- ⇒ 6 new ADA ramps on Holley Road.
- ⇒ 14 new ADA ramps on Long Street.
- ⇒ 26 rebuilt ADA ramps on various streets.
- ⇒ 4 alley aprons & sidewalk segments were constructed.
- ⇒ Both the Street Condition Index and Capital Improvement Plan continue to be used to prioritize street projects in the city.

Funding for the projects pictured here were received from two Bicycle and Pedestrian Grants from ODOT for \$640,000.

Downtown Gateway Master Plan

2005 TGM Grant

City of
BROWNSVILLE



The City of Brownsville requested a TGM grant to design a plan to improve the city's gateway to downtown at the intersection of Highway 228 and Main Street. The two alternatives from the plan included the addition of sidewalks and shoulder/bicycle lanes, use of medians, improved crossings and a new gateway and landscape design that will draw people downtown as well as make the intersection a safer place for people on all modes of transportation.

Brownsville Gateway Area—Today



“Several businesses have relocated along OR 228, which should help the overall economic condition of the city.”



Results of TGM Planning

The city is currently in the final construction phase of this project, with light poles and street trees to be installed in early 2012. The improvements follow the Master Plan and include: Replacing the water line on Washburn Street, new crosswalks, storm sewers, curbs and gutters.

The city received funding from various sources for the plan's implementation:

- ⇒ \$930,000 through the Statewide Transportation Improvement Program (2010).
- ⇒ \$41,000 from the City of Brownsville.
- ⇒ \$56,000 from Linn County.
- ⇒ \$9,000 in additional state and federal funds.



Pictured above, the new gateway design and improvements have already attracted business to the area: a new quilt shop and local non-profit Sharing Hands, as well as a dentist office that will open later this year.

City Administrator, Scott McDowell comments on the Master Plan.

Walnut Station Mixed Use Center Development Plan

2005 TGM Grant

City of
EUGENE



TGM has worked on various projects with the City of Eugene since 1993: eleven Grants, three Code Assistance projects, one Quick Response service and three Outreach events. This 2005 TGM grant was inspired by the 1999 grant for Chase Gardens Nodal Development Plan, and supplemented by TGM quick response service for Walnut Station in 2005 and TGM code assistance for Walnut Station in 2007.

Results of Planning for Walnut Station

Walnut Station—Today



On the north side of Franklin, this four-story hotel was constructed during the Walnut Station planning process.

Local EmX Bus Rapid Transit ridership exceeded projections in the beginning months of operation in the new mixed-use project area.



A multi-story, mixed use retail and student apartment building was constructed immediately west of Courtyard Apartments.



The city created this photo-simulation to show how a coordinating master plan could help future improvements to be phased-in as development occurs.

TGM assistance through its programs for the Walnut Station project has resulted in:

- ⇒ Adoption of the Mixed Use Center Development Plan.
- ⇒ Significant private investment in the area (some of which are pictured here).
- ⇒ Multiple, multi-story, mixed use retail and apartment buildings.

The success of the Walnut Station area inspired the University of Oregon to develop their own master planning scenarios for development of university properties along the south side of the Franklin Boulevard building.

Local EmX Bus Rapid Transit investments have set the stage for easy access to redevelopment projects. Ridership has exceeded expectations around the new, vibrant destination.

“TGM grants allow for better distribution of materials, surveys, presentations, website development, review and analysis of public input, and exploration of options.”

Eugene Senior Transportation Planner, Kurt Yeiter, comments on TGM involvement in the city.

Transportation System Plan Update

2005 TGM Grant

City of INDEPENDENCE



In 2005, Independence requested a TGM grant to update their existing TSP, which was first adopted in 1998. The community had experienced a 19% population growth rate since the original transportation system plan was developed. The city sought TGM services to plan for better circulation and more efficient through-movement function on Hwy 51 and within the city, as well as to accommodate the existing and projected population growth while maintaining local character.

Independence Transportation System—Today



Sidewalks installed on the west side of Gunclub Road connect the farmworker housing complex, Colonia Amistad, to the neighboring shopping center (left and below). 2005



2,000 linear feet of sidewalk was replaced near the downtown historic area of Independence. 2010.

Results of the TSP Update

The City of Independence used the adopted TSP Update to secure the financing of many elements of the TGM Plan. Independence received \$260,000 as a grant from ODOT's **Bicycle & Pedestrian Program** in 2009. The funds provided for the transportation installments pictured here.

“Sidewalks were a much-discussed issue during Independence’s 2020 Vision Process.”

City Economic Development Director, Shawn Irvine, comments on TGM involvement in the community.

Pedestrian-Bicycle Improvement Plan

2005 TGM Grant

City of
LA GRANDE



The City of La Grande has received five TGM grants, two TGM outreach and education awards, and one TGM quick response project since 1993. Although the earliest TGM grants did not result in the formal adoption of plans, many elements continue to be used and modified in current planning efforts. Results from the 1993 and 1997 TGM grants for a Transportation System Plan are visible today. The 2005 Pedestrian-Bicycle Improvement Plan continues to be successfully leveraged by the city to secure funding for implementation. The achievements of city efforts are evident in La Grande today.

Results of the Plan in La Grande

Pedestrian-Bicycle Improvements—Today



"[Without the TGM grant] the Greenway project would likely not have occurred. Momentum was maintained and increased with the plan."

Bicycle racks were installed in front of City Hall, 4th Street/Adams Avenue, and various locations downtown, with 2-3 racks per block. The racks are custom-made.

Bicycle racks were placed on city transit buses (ongoing).



At Riverside Park (above, left), the city is moving forward with the Greenway Trail project. Bridge and trail construction will be completed in 2012.



Gekeler Lane was reconstructed from 16th Street to Hwy 30.

Transportation improvements have resulted from plans for all modes of transportation in the city. Major street projects were the reconstructions of portions of both Gekeler Lane and "C" Avenue, as well as a new 4th Street overlay and another on Spruce Street from Monroe to I-84.

The Greenway Trail that runs East from Riverside Park to Island City/Hwy 82 is scheduled to complete construction of the bridge and 1/2 mile of the trail in 2012. A parking lot and trailhead will be constructed on the adjoining city property. The city plans to acquire more land or easements for further trail construction in the future.

La Grande used the Ped-Bike Plan to leverage both public and private funds, among these:

- ⇒ The Grande Ronde Sign Company and the City Public Works Department donated materials and labor to install the first and second round of bike racks in downtown. The La Grande Main Street Association donated their time to confirm the appropriate placement of bike racks.
- ⇒ Funds from the Urban Renewal District, along with private funds from local contractors helped purchase the material to build the pedestrian bridge.
- ⇒ Public funds helped the city to acquire land for the Greenway Trail project.

City Planner, Michael Boquist comments on the Pedestrian-Bicycle Plan.

Transportation System Plan Update

City of
MILWAUKIE



2005 TGM Grant

TGM funded Milwaukie's first Transportation System Plan, which was adopted by the city in 1997. This TGM grant in 2005 updated the TSP. Milwaukie has had great success in the implementation of most high-priority projects from the earliest and more recent TSP. The plan has been instrumental in assisting the city with securing funding for the projects, some of which are pictured here.

Milwaukie Transportation System—Today



The Logus Road project includes bioswales and sidewalks. 2009.

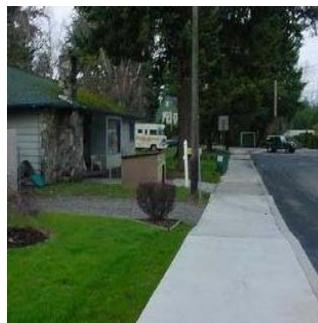
The **Walk Safety Milwaukie Program** has funded bicycle and pedestrian improvements that were identified in the Plan by Neighborhood District

"The update ensured that transportation improvements were required in a manner that was fair, consistent, and constitutional."

Jackson Street Transit Hub reconstructed the downtown bus facility and includes wider sidewalks, streetscape improvements and new bus shelters. 2011.



In 2002, sidewalks were installed on 42nd Ave. The last phase of the project was completed in 2006.



"Many projects identified as 'high-priority' have been completed or are in the process of being funded."

TGM Results in Milwaukie

Milwaukie has completed many high-priority projects listed in the TSP Update and is in the process of obtaining funding for many others. Projects both completed and expected to be funded soon include:

- ⇒ Pedestrian improvements at railroad crossings on SE 37th and Oak Street. 2007
- ⇒ The Bicycle Wayfinding Signage Plan: A series of bikeway signs to establish bicycle routes and help cyclists avoid troublesome areas. 2009
- ⇒ Revised transportation regulations were adopted in 2001, which implemented policies related to street design, street safety and multi-modal transportation facilities.
- ⇒ UP Railroad crossings Quiet Zone Project. Improvements at the Harrison Street crossing include sidewalks, median barriers and turn restrictions, as well as providing for future bike lanes. 2011-2012
- ⇒ The dam removal at Kellogg Creek to restore the creek to its natural state is an ongoing project.
- ⇒ Sidewalks from Ochoco to McLoughlin along 17th Avenue are expected to be funded soon.
- ⇒ Improved downtown parking enforcement.
- ⇒ Bike lane maintenance initiatives are ongoing.
- ⇒ Monroe Street Bikeway plans are underway.

Planners from the City of Milwaukie comment on results of the 2007 TSP Update.

Transportation System Plan

2007 TGM Grant

City of
AUMSVILLE



The city requested a TGM grant to prepare and adopt the first Aumsville Transportation System Plan. In addition to fulfilling the state's Transportation Planning Rule requirements, the city sought to develop a process for managing and improving its transportation system in a way that supports community livability and encourages local economic development.

Transportation & Land Use Improvements—Today

The new Aumsville City Hall and Police complex was built on Main Street in 2009. The League of Oregon Cities awarded the city a Certificate of Recognition for Excellence for this project.



Improvements from the IAMP were completed in 2009.

The 2010 SRTS funding will be used to implement a pedestrian connection listed in the TSP as a short-term improvement: curb and sidewalk installation at Del Mar Drive from 9th Street to 11th Street. This connection, along with the additional planned curb & sidewalk installation at 11th, and the Aumsville elementary parking lot/bus lane, will improve safety for children and minimize congestion in the neighborhood vicinity.

Results for Aumsville

The TSP was developed in conjunction with the Aumsville OR 22/Shaw Highway IAMP. Both plans provided essential information that allowed for the creation of a Transportation System Development Charge.

TGM awarded the city this \$109,200 grant for the creation of the Aumsville Transportation System Plan and IAMP. With the plans in place, the city was able to successfully leverage over \$500,000 in additional funds for the implementation of elements of the plans. To date, funding received and completed projects from the plans include:

- ⇒ A **\$464,332 Safe Routes to School grant** was awarded to the city with the Cascade School District for implementation of a TSP short-term improvement for a pedestrian connection between Del Mar Drive and 11th Street. 1,850 linear feet of sidewalk improvements will be constructed.
- ⇒ In 2010, Cascade School District donated land to the city for installation of the 9th Street to 11th Street sidewalk. The land is valued at \$49,114.

“Without a TSP, the city did not have a means to resolve important transportation and land use issues... a process to finance improvements or even consider safe routes to schools.”

Maryann Hills, Aumsville City Administrator, comments on results of the TSP.

Transportation System Plan Update

2007 TGM Grant

City of
AURORA



The City of Aurora has received two TGM grants and one TGM community assistance service. The 1999 grant created the city's original Transportation Master Plan. The 2007 grant featured here was awarded to update the original TSP. The update has allowed the city to make transportation improvements and requirements for installations that has led to a safer community. This grant was a catalyst for the city's request for the 2010 TGM Education & Outreach award.

Aurora Transportation System—Today

“The TSP update has allowed the city to require sidewalk and tree planting requirements that allow development to be more in line with their community vision.”



The \$2,710 installation of the crosswalk and signage across Hwy 99E at Ottaway Road was funded through the City Street Fund. The TSP Update justified the installation at the intersection, which was a safety concern for the community. Pictured above is the intersection before the 2010 installation.

“The funding and adoption of an updated TSP has assisted the city in securing additional grant opportunities and has provided revised street, sidewalk and tree planting standards for new development.”

The Aurora Public Works Department will soon install a second crosswalk on Ottaway Road, on the west side of Hwy 99E, in order to connect the Hwy crosswalk to the sidewalk leading to the post office.

Results for Aurora

The updated and adopted TSP allowed the city to make certain requirements and transportation enhancements that were previously unstudied and prevented the needed improvements from being justified for funding. The improvements and new requirements have resulted in positive results for the city and include:

- ⇒ Required sidewalks in relation to infill developments.
- ⇒ Requirements for street tree plantings.
- ⇒ Installation of a painted crosswalk and signage along Hwy 99E at an intersection with previous safety concerns. (2010)

The TSP update was also instrumental in the city's acquisition of a new Special Transportation Area designation along Hwy 99E.

Private funds continue to be leveraged by the city from this plan, as Aurora is now able to require sidewalks in portions of the city previously not identified for the installation of sidewalks.

Renata Wakeley, MWVCOG Planner for Aurora, comments on TGM involvement in the community.

Commercial District Renovation, Development & Enhancement Plan

2007 TGM Grant

City of ECHO



The City of Echo requested this TGM grant as a result of the 2003 TGM Education & Outreach Roadshow. The city wanted to explore concepts that might improve the vitality of the city's downtown commercial zone. There were notable vacant and underdeveloped properties downtown. Since the Plan's adoption, downtown Echo has witnessed a revival, with new businesses that are developed in a way that is both practical and unique to the community. The revival has been guided by TGM principles and actualized by the city and members of the community.

Echo Commercial District—Revived



Code revisions and recommendations in the Plan identified design requirements to enhance building façade while preserving their historical character. The Echo Hotel (below) is one example. To the left, the hotel is displayed as it stands today with its improved façade. 2011.



The Plan identified businesses opportunities for Echo that would offer unique and localized specialty services. The Sno Road Winery renovated the historic Teel School House to open its tasting room downtown in 2007.



Downtown floral displays contribute to the beautification of Main Street. 2011.

Results for Echo

The city has made great progress in implementing the Plan and the downtown business community has had a large part in the revival of Echo's commercial district. Some new businesses include:

- ⇒ **Sock Monkey**, a gallery for local artisans to show their work. 2011
- ⇒ **Echo Bike & Board**, a repair and purchase spot for bicycles and skateboards. The skate park along Main Street was identified in the TGM plan and completed construction in 2011, with the supporting business arriving soon after, providing a resource for kids in town
- ⇒ **Sno Road Winery** offers Echo's first tasting room. Owners Lloyd and Lois Piercy have been instrumental in various downtown developments. They have already completed renovation of three historic buildings on Main Street and intend to continue improving the district with further renovations, as consistent with the TGM plan. 2007 and ongoing

Many businesses now offer extended hours. The community felt discouraged by limited downtown store hours.

The city has done an exceptional job of leveraging the plan to secure funding for projects. Completed and financed installations include:

- ⇒ Floral displays, street lights and rock gardens along Main Street, installed as part of the plan's beautification of Main Street-transportation corridor concept. (2007)
- ⇒ New city entry signs and signage at the corner of Main and Thielsen Streets will include artwork and the image of the town's namesake, Echo Koontz Miller (2012).

Echo Commercial District Renovation, Development & Enhancement Plan (continued)

Results of TGM Planning: Public Art in Echo—Today



A sign was installed in Fort Henrietta Park to help direct public access to the Umatilla River. Ocean Arts' Todd Lynd carved the post with public art featuring herons. 2011.



Metal sculptures now decorate the

A grant from Umatilla County allowed the city to purchase and restore a vintage wagon, placed on Main Street in 2007.



I-84 overpass between Echo and Stanfield. Several sources funded Chris Huffman's contribution to art in Echo. 2008.



Still home to a long-standing beauty shop and apartment, the newly renovated Mercantile Building now includes an antique store, art gallery and bike/skateboard shop. A mural decorates the building. 2008.

Additional, completed and financed installations from the Plan:

- ⇒ Installation of new playground equipment, a picnic shelter and restroom. 2012
- ⇒ Public art features that were identified by the community in the TGM planning process. Ongoing.
- ⇒ The city continues to seek funding for further improvements, including the installation of vintage-style street lights, bike racks, street trees, sidewalk and curb extensions, and moving power lines underground. Some of the engineering work is already in progress. Ongoing

Multiple funding sources have financed these projects. Some of these sources include:

- ⇒ \$600,000 as a Transportation Enhancement Grant.
- ⇒ \$50,000 from the Echo Community Benefit Fund.
- ⇒ \$25,000 as an ODOT Small City Allotment Grant.
- ⇒ \$1,000 Umatilla County Grant.
- ⇒ Meyer Memorial Trust.
- ⇒ Wildhorse Foundation.
- ⇒ Umatilla County Bike/Pedestrian Path Fund.
- ⇒ State Park Grant.
- ⇒ Echo Benefit Fund Grant.
- ⇒ \$5,250 from the Cities of Hermiston and Stanfield, the Oregon Art Council, and a fundraiser by the Echo Elementary School provided for art sculptures. (2008)

CONCLUSION

Well-planned communities do not develop overnight; they are a result of many years of concerted planning efforts and action by cooperative agencies, businesses, individuals and governments to secure funding and ensure adherence to their community vision. TGM congratulates the featured cities in this report who have built on TGM grants and services to achieve tangible results for their communities.

For more information on TGM projects that have shown tangible results, or for further details of projects featured here, please refer to the TGM program management contact for project updates, listed on our website: <http://www.oregon.gov/LCD/TGM/>.

Thank you to all the individuals and communities who provided the information and feedback necessary to create this publication. Please continue to update TGM on results of our joint planning efforts and continue your determined efforts to achieve your community vision.