INTRODUCTION
The Transportation and Growth Management Program (TGM) is a joint program of the Oregon 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.

In writing this report, TGM relied on 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 is the second of two reports that 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 projects in this report were chosen because they are great examples of the TGM program’s success in assisting communities to leverage funds to get projects built. TGM’s goals and objectives were refined in 2012. TGM is designed and structured to:

Provide transportation choices to support communities with the balanced and interconnected transportation networks necessary for mobility and economic growth by providing:

- A balanced, interconnected and safe transportation system that provides a variety of transportation options and supports land uses
- Appropriately sited, designed and managed local, regional and state transportation facilities and services that support the movement of goods and services
- Mobility choices for those with limited options.
- Safe and convenient walking, biking and public transportation opportunities to support and active lifestyle.

Vibrant Communities composed of vibrant neighborhoods and lively centers linked by convenient transportation. Livable towns and cities with a mix of housing types, work places, shops, schools and parks for people of all ages and income by creating:

- Well-located activity centers, including schools and other government services, which are accessible to pedestrians, bicyclists and transit users
- A healthful, safe and pleasing physical environment supportive of the social and cultural needs of all community residents.

Support economic vitality by planning for land uses and the movement of people and goods by establishing:

- Thriving existing neighborhoods and centers and well-planned new growth that accommodate existing and future residents and businesses.
Well located and accessible industrial and employment centers.

**Save public and private costs** with compact land uses and efficient transportation patterns by planning for:
- Urban growth accommodated within existing communities, thus minimizing, delaying or providing an alternative to an urban growth boundary expansion.
- Future transportation needs accommodated within the existing or improved system thus minimizing, delaying, or providing an alternative to constructing additional major infrastructure projects.

**Promote environmental stewardship** through land use and transportation planning, by promoting:
- Transportation systems and land use patterns that protect valuable natural resources, promote energy efficiency and reduce emissions of air pollution and greenhouse gases.

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 once again return to completed TGM projects to show the link between the planning process and the impressive long-term results that are a reality in Oregon communities today. Additionally, this collection continues to illuminate the effects that TGM planning has in communities around the state.

The TGM Team consists of Local Governments, TGM staff (ODOT and DLCD) and numerous 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.

**Highlighted Projects**
TGM Tangibles Volume II

1995 and 2001 TGM Grants:
- City of Elgin Bicycle Pedestrian Plan
- City of Elgin Highway 204 Enhancement and Downtown Master Plan

1997 TGM Grant:
- Murray Scholls Town Center Master Plan
- City of Tigard Downtown Improvement Plan

2001 TGM Grant:
- Portland St Johns Town Center Lombard Main Street

2003 TGM Grant:
- Lake Grove Town Center Plan

2005 TGM Grant:
- Newberg ADA/Pedestrian Bike Route Improvement Plan
- Ashland TSP –Oregon 99 Road Diet
- Marion County Safe Routes to School Engineering Project

2007 TGM Grant:
- Toledo Waterfront Connectivity Plan

2009 TGM Grant:
- City of Woodburn Highway 99E Corridor Plan

2010 TGM Grant:
- Bend MPO Public Transit Plan and Transit Corridor Land Use

2011 TGM Quick Response Project:
- First Avenue Gateway Redevelopment
The City of Elgin developed largely without sidewalks or biking facilities due to the rural nature of the community and limited financial resources. Two TGM grants helped the community with planning to meet the needs of walkers and bicyclists.

The TGM-funded 1996 Bicycle and Pedestrian Plan assisted the community to identify opportunities to improve conditions, including recommendations for replacing sidewalks along State Highway 204 (Division Street), an arterial adjacent to Stella Mayfield Elementary School.

The TGM-funded 2003 Highway 204 Enhancement and Downtown Master Plan refined recommendations of the 1996 plan and included recommendation of concepts for the complete reconstruction of Highway 204, curb extensions to reduce pedestrian crossing distances, sidewalk buffers to preserve the lovely tree-lined corridor, and access improvements to the businesses that front Highway 204.

In addition, the 2003 plan identified a new truck route to reduce conflicts and enhance Highway 204 as a gateway street to downtown. Trucks making sweeping turning movements over the sidewalk in the downtown area were intimidating to pedestrians and the intersection of Highways 204 and 82 was so constrained that trucks were forced to pull out across the oncoming traffic lane to avoid hitting the building on the southwest Corners.

TGM Results:
As a result of TGM-funded planning, the city received construction funding through the state’s Statewide Transportation Improvement Program. ODOT designed and constructed the improvements and the city supplied matching funds. The project design for Highway 204 incorporated the recommendations that resolved access issues, and through innovative partnering installed the truck route. The inclusion of the truck route required pavement and sidewalk upgrades on local streets as well as Highway 82 intersection improvement to be constructed, which were funded through a cooperative effort between ODOT and the City.

The project enhanced the quality of the historic downtown while improving safety. It has resulted in a much more inviting corridor to support those walking and biking, including children going to school, and improved truck turning movements downtown.

History of TGM in the Community:
The community has been proactive in seeking planning assistance from TGM.
TGM funded the planning needed to create a 2040 Town Center in a 315 acre area at the edge of the Beaverton City limits just inside the Metro UGB between Murray Blvd, Scholls Ferry Road, and Barrows Road. The objectives for the project area included high density mixed use pedestrian-oriented development that is integrated with natural resources (i.e. Summer Creek and the reclaimed Progress Quarry), promotion of employment opportunities, and promotion of active transportation. The adopted plan includes goals, policies and action items, land use designations, and a transportation plan.

TGM Results:
The entire Town Center area has been developed since the plan was completed with a shopping center and a variety of high density residential uses. A critical transportation corridor, the extension of Murray Boulevard across Summer Creek and associated wetlands, has been completed.
Two previous Tigard downtown urban renewal efforts had been defeated by voters in the 1980’s. With the announcement in 2002 of the Commuter Rail project (with a stop off Main Street), local residents and business owners began meeting about improving the downtown, eventually forming a Downtown Task Force. In 2003 the city requested TGM grant funding to determine what land use and transportation changes would be needed in the downtown to capitalize on commuter rail and create a revitalized center of the community. The grant enabled the hiring of consultants with expertise in urban design, land use, transportation, real estate economics, and public involvement to work with the community.

Extensive public outreach resulted in widespread awareness of the Tigard Downtown Improvement Plan and voter approval of urban renewal to implement the plan in 2006. Tigard was awarded the Good Governance Award by the League of Oregon Cities for its citizen planning effort.

**TGM Results:**

**Development**
- $107,000 in matching façade improvement grants awarded, leveraging an additional $640,000 in private investment in property improvements

**Buildings**
- The Knoll at Tigard Affordable Senior Housing - $10.8 million project

**Transportation facilities**
- Burnham Street Streetscape Improvements
- Ash Avenue Extension to Park and Ride Lot
- 99W/Hall Blvd. Intersection Improvements
- 99W/Greenburg Road/Main Street Intersection Improvements
- Tigard Skate Park

**Cash into the community:**
- $2.5 million Metropolitan Transportation Improvement Program (MTIP) grant for Main Street Green Street Phase 1 (to start construction in summer 2013)
- $1.6 million MTIP grant for Main Street Green Street Phase 2
- $425,000 Community Development Block Grant for The Knoll public improvements
- $15,000 Regional Transportation Option Grant for downtown way-finding and walking map
St Johns was designated a “town center” and Lombard a “main street” in Metro’s 2040 Growth Concept. The City of Portland sought TGM funding to refine and implement the 2040 designations for this area and was awarded a grant in 2001.

The purpose of the work was to identify multi-modal transportation improvements and to refine the land use designations in the area to accommodate expected growth, and also to identify needed multi-modal transportation improvements to serve the land uses. Another key aspect of the effort was to consider ways to improve the economic vitality and viability of the area, and to generally improve the context for development and local businesses.

**TGM Development Results**
Several new developments have been built. Importantly, the design quality of new development in St Johns has been enhanced through design tools developed and adopted as part of this project:

- Adaptive reuse of additions to buildings on N. Lombard at Tyler (Grocery Outlet, Dollar Tree, ACE Hardware);
- Multiple residential developments in R1 and EXd zones in the Friends of Cathedral Park neighborhood between St Johns and the Willamette River;
- New industrial/office building on N. Crawford St;
- Retail space and self storage facility on N Lombard main street area and throughout the plan area;
- Several storefront and building rehabilitations throughout the St Johns area;
- New high quality mixed use development planned and approved for a prominent location on St Johns bridgehead;
- New hotel planned as adaptive reuse and an addition to an existing building in a prominent location on St Johns plaza.

**New Grants and Cash brought into the Community:**
Since adoption of the SJLP, the area has benefitted from funding from City of Portland Main Streets and Urban Renewal programs, and received city and regional funding for transportation improvements identified in the plan.

**Transportation Investments:**
- Pedestrian crossing improvements on N Ivanhoe and Lombard identified in the St Johns Lombard Plan were constructed in 2012
- Bikeway improvements on N Central were constructed in 2012
- Plan development for traffic calming improvements on N Fessenden/St Louis and Lombard east of St Louis are currently underway
Lake Grove Town Center Plan
2003 TGM Grant

The Lake Grove commercial district is designated on the Metro 2040 map and by the City of Lake Oswego’s Comprehensive Plan as a “Town Center” where good transit services, a pedestrian environment, shopping services, entertainment and higher density housing are encouraged. TGM grant funding provided a way for businesses, residents and other stakeholders to create a common vision for the area and to identify ways to realize that vision. The City of Lake Oswego adopted the Lake Grove Village Center Plan as its town center plan for the Lake Grove area in 2008. The Lake Grove Village Center Plan, through the implementation of its land use and transportation concepts, is intended to enhance the commercial and high density residential portions of Lake Grove as a vibrant, attractive, and coordinated mixed use area.

TGM Results:
In 2012, work was completed on a $7 million remodel of the Lake Grove Shopping Center. The building was remodeled according to the standards outlined in the Lake Grove Village Center Plan. Two significant private development projects (a bank and a veterinarian facility) are currently under review within the district.

New Grants and cash brought into the community:
The City received a $50,000 grant from Metro to assist with the Lake Grove financial strategies project. There has been over $8,000,000 dollars in private improvements within the district since the plan was adopted.

Additional Plans adopted as a result:
In 2011, the City completed the Boones Ferry Refinement Plan that confirmed the transportation concepts developed in the Lake Grove Plan. In 2012, the City adopted an Urban Renewal District to help implement the Lake Grove Village Center Plan.
Newberg ADA/Pedestrian/Bike Route Improvement Plan

2005 TGM Grant

The City of Newberg was awarded a TGM grant in 2005 to prepare a pedestrian and bicycle plan, with a special emphasis on identifying a critical core network of Americans with Disability Act (ADA) accessible routes. The resulting Newberg ADA/Pedestrian/Bike Route Improvement Plan was designed to take Newberg’s bicycle and pedestrian system to the next level: to develop a system of sidewalks, trails, and bikeways to enable all residents to get to key city destinations, whether walking, biking, or in a wheelchair. Another focus of the plan was to provide safe routes for children to walk and bike to school.

To ensure that everyone’s needs were considered, the project advisory committee included an activist for the disabled. His insights, based on his personal experience in a wheelchair and from working with others who were mobility- or sight-impaired, were invaluable in identifying key routes and hazardous locations.

To most effectively use the city’s limited resources, the plan focuses on completing improvements for a core network of critical ADA routes. The plan also establishes an ADA Spot Improvement/Infill Program. Rather than wait until funding can be secured to construct improvements along an entire corridor, spot improvements to construct key sidewalk segments or ADA ramps can strategically and more affordably remove significant barriers along a route sooner and for a fraction of the cost.

History of TGM in the community:

TGM funded the city’s transportation system plan. The ADA/Pedestrian Bike Route Plan is a more focused refinement of the bicycle and pedestrian elements of the TSP

See next page for more information...
Tangible Results Today:
Since adoption of the plan in 2007 the city has begun implementing the plan in several ways.
ADA Ramp Construction: The city constructed needed ADA ramps near the high school, as identified in the Plan’s Spot Improvement Program.

City Bicycle Program: Established by the city council in 2011, this program created the city’s first neighborhood bikeway by placing shared lane markings (sharrows) and wayfinding signs on a key bicycle route from the Haworth Avenue/Springbrook Road intersection to Ewing Young Park. The program is also funding development of a printed city bicycle route map and a bicycle rack cost sharing program for the downtown.

College Street Improvements: The plan identified safety hazards along a stretch of Highway 219 (College Street) that had no sidewalks or bike lanes and where there are railroad tracks that are especially difficult to cross for those who are mobility-impaired. To supplement its own dollars, the city secured grant funding from ODOT’S Transportation Enhancement and Bicycle and Pedestrian Grant Programs. Sidewalks have been installed at the most hazardous location, the railroad crossing. The project will also fund bike lanes and sidewalks for an approximately 2500 foot long section of College Street north of the railroad crossing.

Quotes from the Community: Barton Brierly, Newberg Planning and Building Director:
“The plan has helped us focus our improvements to those areas where we can make the most impact with limited budgets.”
The City of Ashland received a TGM grant to update the City’s Transportation System Plan. As part of the TSP update, a road diet on North Main Street (OR99) was examined, to reduce the number of lanes from four to three and provide room for bicycle lanes. North Main Street serves as an alternative to I-5, so ODOT’s Motor Carrier Transportation Division was brought in. After extensive consultations between Ashland and ODOT, and a large public involvement effort, it was decided to proceed with a one-year pilot project to restripe North Main Street.

TGM Results:
During the public involvement process, the Ashland City Council determined that prior to the road diet, it would be necessary to correct a dangerous negative-offset intersection. While in the design stage, ODOT staff assisted Ashland in securing a $115,000 Bike and Pedestrian Grant for the road diet pilot project, reducing Ashland’s costs from $130,000 to $15,000.

Work on the road diet commenced on October 15, 2012. The fall start for the pilot project was selected to give local residents time to become accustomed to the new striping configuration before the start of the Oregon Shakespeare Festival and heavy tourist traffic.

At the end of the pilot project the Ashland City Council will determine whether the road diet is a success by these criteria:

1. Reduce the annual average number and severity of crashes
2. Vehicles travelling at speeds closer to the posted limit
3. No significant increase in the travel time along the road
4. Not a negative impact on adjacent neighborhoods
5. Increase in bicycle and pedestrian use
6. Increase in or majority support for keeping the road diet

As a car and bike driver, I’m glad to see it
(Ashland Daily Tidings)

History of TGM in community
TGM has provided funds for numerous planning projects in the City of Ashland, including a Quick Response grant to master plan the Croman Mill industrial site and a planning grant to identify necessary multimodal infrastructure for the Normal Avenue Neighborhood.

As a car and bike driver, I’m glad to see it
(Ashland Daily Tidings)
There are 58 schools and more than 20,000 students in Marion County that are directly served by county roads. However, many county roads lack the sidewalks, pedestrian crossings, and bicycle facilities that would make walking and biking to school safe for children. The county estimates that parents who drive their children to school make up as much as 20-25 percent of the morning commute. The resulting congestion compounds safety problems near schools.

To address this issue, TGM awarded the county a grant in 2005 to identify hazards along county routes that children must walk and bicycle to school, determine improvements needed to make those routes safer, and develop cost estimates for each improvement. As part of the project, the county worked with the cities and each school to prioritize proposed improvements.

**TGM Results:**

The list of needed and prioritized improvements from the project has provided the county with a strategy for how to best spend its limited funds. Marion County has constructed or has received funding to construct the top three or four improvements identified in the TGM project. Using their own limited improvement funds, they installed five set of school flashers. They applied for and were awarded an ODOT Transportation Enhancement Grant to install needed bike lanes and sidewalks on Auburn Road in Salem near Auburn Elementary School. This project will be constructed in 2013. They also have been awarded a 2012 ODOT Flexible Funds grant to construct sidewalks and bicycle lanes along Brown Rd NE in Salem, near Scott Elementary School. This project should be constructed in 2014.

**History of TGM in the Community:**

This was the first TGM grant for Marion County.

**Comment from the Community:**

“The Safe Routes to School project enabled us to prioritize our needs and pursue [grant] funding as well as use our own funding in a conscientious manner”

Karen Odenthal, Marion County Public Works

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Unsafe conditions for children walking to school along Auburn Road in Salem

Lack of sidewalks or a bike lane on Brown Rd. in Salem
The Toledo Waterfront is located adjacent to the Main Street business district in Toledo. The Toledo Waterfront is the location of industrial activity and several community facilities, including the U.S. Post Office, Memorial Field Baseball Park, the Oregon Coast Bank, and Yaquina Pacific Railroad Historical Society.

The Port of Toledo has a Waterfront Master Plan that calls for development of water-related industry in the area as well as improvements to support community and recreational use of the Waterfront, including development of a transient boat dock facility, and creation of Waterfront Park.

The Toledo Waterfront is separated from Toledo’s Main Street business district by Butler Bridge Road, a busy street with heavy freight truck use, and a rail spur that serves the nearby Georgia Pacific paper mill. There were no continuous sidewalk connections to allow pedestrians to safely walk between the Waterfront and the Main Street business district, and the only marked crosswalk terminated at an unimproved rail crossing. In addition, steep topography at the intersection of Main Street and Butler Bridge Road created challenging conditions for pedestrians, particularly for disabled pedestrians. This intersection is the most direct and often-used connection point between the Toledo Waterfront and Main Street business district.

The Port of Toledo requested a grant from TGM to plan for improved pedestrian connectivity between the Toledo Waterfront and the downtown Main Street business district, and for pedestrian circulation within the Waterfront district. The Toledo Waterfront Connectivity Plan identified the locations for sidewalk extensions and improved rail crossings to better link the Waterfront with the Main Street business district, and improvements needed at the Main Street intersection with Butler Bridge Road to better meet the needs of pedestrians with disabilities.

TGM Results:

In 2012, the City of Toledo received a grant of $160,000 from the ODOT Bicycle and Pedestrian Program for improvements at the intersection of Main Street with Butler Bridge Road, including realigned curbs with curb extensions, sidewalk improvements, signage, crosswalk markings, and a concrete railroad crossing panel. The City was able to obtain a Crossing Order to allow a pedestrian crossing of the railroad in part due to the participation of ODOT Rail in the Toledo Waterfront Connectivity Plan project. The Port of Toledo has also made improvements to the waterfront trail alignment identified in the Connectivity Plan.

History of TGM in the Community:

The City of Toledo received a TGM grant in 1994 for development of a Transportation System Plan (TSP). That TSP was completed but never adopted by the City. The lack of an adopted TSP is one reason that the Port needed the Waterfront Connectivity Plan to identify needs, recommend facilities, and establish priorities for implementation. The City of Toledo received a TGM grant in 2011 for development of an updated Toledo TSP that will incorporate projects identified in the Toledo Waterfront Connectivity Plan.
To date, the City of Woodburn has received three TGM Grants. In 2001, TGM assisted the City with its 2020 Transportation System Plan. In 2007, the City received another TGM grant to update the 1998 Downtown Development Plan. The updated Downtown Development Plan provided a more specific and detailed study of land use, transportation, and the potential for future development.

One of the subareas studied in the updated Downtown Development Plan was the Young Street Corridor bounded by Mill Creek and Highway 99E. Identified as a significant Downtown gateway, the 2009 grant plan recommended improving the Young Street Corridor’s function for cars, bikes and pedestrians, and enhancing its visual appeal to support the overall strategy of drawing the attention of regional travelers towards downtown Woodburn.

The Young Street/Highway 99E intersection improvements identified in the 99E Corridor Plan are modifying the radii of the intersection to improve truck accessibility, adding a westbound lane (providing separate left, through, and right lanes) and protective-permissive left turn phasing on eastbound and westbound approaches to improve traffic flow, and installing pedestrian countdown timers, sidewalk improvements and ADA ramps to improve pedestrian safety.

TGM Results:

The city is receiving ODOT Safety Funds to improve the Young Street/Highway 99E intersection by rebuilding the traffic signal due to safety and operational problems. The radii of the intersection will also be modified to accommodate trucks, and ADA ramps will be brought up to current ODOT standards. The date for this project is tentatively scheduled for September of 2014.

The mixed use redevelopment and gateway treatment are intended to occur in the future through redevelopment of the properties along Highway 99E.
The Bend MPO was created in 2002. This TGM grant is the first received by the MPO. Fixed route transit in Bend was established in 2006. TGM funding was used to develop a long-range public transit plan for the Bend area and evaluate opportunities for implementing transit supportive land uses along the primary transit corridors. The plan identifies phased improvements and expansions to the fixed route system. The project also provided transit supportive overlay zone language for consideration by the City of Bend.

**TGM Results:**

**Planning Products:**

- Responding to public comment, the Bend-La Pine Community Connector will provide a new stop in Deschutes River Woods, a large unincorporated community immediately south of Bend.
- Identified and now implementing operational changes on two heavily used routes in NE Bend to insure on-time performance.
- Identified changes to improve bus circulation and overall safety at Hawthorne Station.
- Identified specific service enhancements to serve a new OSU Cascades Campus.
- Draft transit overlay zone and other planning and code changes to better accommodate and encourage transit supportive land uses along the primary transit corridors, supporting the city’s efforts to increase efficiency in land use.
- Identification and prioritization of capital improvements for high usage transit stops.
- City led effort to identify priorities for sidewalk infill and reconstruction serving transit stops.
- Detailed phasing options to expand the transit system.
- Improved links to regional transit system.
The City of Canby Urban Renewal Agency and community members desire to make downtown Canby a thriving, attractive city center. The First Avenue Redevelopment Project was envisioned to actively work towards this end through the redevelopment of the First Street corridor. Identified improvements created a vibrant and attractive streetscape along the corridor and provide a strong connection to and from the Highway 99E Corridor.

The intent of the process and corresponding design was to draw attention to downtown Canby while resolving some existing aesthetic and pedestrian concerns, all in very close coordination with the business owners, residents and other stakeholders within the downtown.

**TGM Results:**

After the Quick Response project, the City entered into negotiations with the railroad to begin the work. The first phase of the project included new sidewalks and the streetscape elements, utility relocation, and the addition of parking lots which can be used for the farmer’s market. The first phase was constructed and completed in 2012. The City is looking forward to adding pavilions in the future.