

# **Banks Main Street Revitalization**

Banks, Oregon  
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### **About TGM**

This report was prepared by MIG, Inc., with support from the State of Oregon through the Transportation and Growth Management (TGM) Program, a partnership of the Department of Transportation (ODOT) and the Department of Land Conservation and Development (DLCD). The TGM program supports community efforts to expand transportation choices for people. By linking land use and transportation planning, TGM works in partnership with local governments to create vibrant, livable places in which people can walk, bike, take transit or drive where they want to go.

The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

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## *Introduction*

### **Overview of Banks**

Banks, Oregon is a community of 1,735 residents in western Washington County. The city has grown rapidly during the past two decades and recently brought approximately 389 acres of land into its Urban Growth Boundary (UGB). The newly added areas include a planned mixed-use district that runs parallel to the city's Main Street, residential areas located to the east and south, and the Quail Valley Golf Course. The vision for Banks is that future growth will improve the city's quality of life, support Main Street revitalization, and promote easy access to local destinations.

The Banks-Vernonia Trail, which originates at the north end of Main Street and extends 21 miles north to Vernonia, was recently completed. Portions of the trail were constructed 20-years ago. The trail draws cyclists, hikers, bird watchers and others from the Portland region and beyond. The trail offers a unique opportunity for Main Street redevelopment because the trailhead is located at the north end of Main Street.

Banks is working with Washington County and the cities of Cornelius and Forest Grove to coordinate planning for a regional trails network that would connect the Banks-Vernonia Trail to a similar facility along Council Creek. Once completed, this network is likely to draw even more visitors to Banks and possibly make Main Street still more attractive to businesses and visitors.

In 2012, Banks area voters approved a bond measure to fund major improvements to Banks' elementary, middle, and high schools, all of which are located on or accessed from Main Street. The projects are currently being constructed.

In planning for Banks' Main Street revitalization, land use, transportation, parking, building and public space design, beautification, and economic development issues need to be addressed. The interests of businesses must be considered along with those of local residents. Because Main Street lies near the flood plains of Dairy Creek, future plans must also address natural hazards and balance economic development with conservation.



## **Previous Planning and Studies**

In the preparation of this report, a number of documents were reviewed to gather background information pertinent to the Banks Main Street Revitalization. They include:

### *Ordinance 2011-04-01, Urban Growth Boundary Expansion (2011)*

A technical report was produced to support the City of Banks in its application to expand its urban growth boundary (UGB) after a period of rapid expansion and consumption of buildable land within the existing UGB during the 1990s and early part of the 2000s. The UGB expansion analysis looked at Banks' population forecast and land needed for future residential and employment uses. It also included a review of the proposal's conformance with statewide planning goals.

### *Banks Transportation System Plan (2010)*

Banks' 2010 Transportation System Plan (TSP) was funded by the ODOT/DLCD Transportation and Growth Management Program. The plan identifies transportation system and program improvements needed to accommodate growth forecasted to occur within the 20-year planning horizon. TSP recommendations include several new facilities to serve the recent UGB expansion. These include construction of Westside and Eastside circulator roads, railroad overcrossings, and a Wilkes Road extension. Other recommendations include advanced warning signage on Banks Road, Highway 6 ramp improvements, and several road realignments.

### *Banks Park and Recreation Plan Update (2010)*

The 2010 update to the Banks Park and Recreation Master Plan (2007) included a facilities inventory, needs assessment, capital improvements program, and financing options for proposed park and recreation facilities. No new parks were recommended along Main Street. The document includes a Conceptual Plan for a Comprehensive Trail System that would close pedestrian gaps between destinations along Main Street and beyond. The Quail Valley Golf Course, which was brought into the UGB in May 2013, provides an opportunity to use trails to connect peripheral destinations in Banks to Main Street.

### *Oregon Downtown Development Association Resource Team Report for Banks, OR (2002)*

The Resource Team Report was published in January 2002 and funded through a partnership between the City of Banks, the Columbia-Pacific Economic Development District, and the Oregon Economic & Community Development Department. The aim of the project was to bring the community together to discuss a shared vision of downtown's future, and then articulate those ideas into conceptual drawings and recommendations. Areas addressed include Public Space Design, Private Space Redevelopment and Infill, Downtown Business Mix and Clustering, and Next Steps. Recommendations included development of a new Town Center Plaza at the property owned by Cops Towing at Depot Street and Main Street.

### *Special Transportation Area (STA) and Freight Mobility Route Designation*

Banks Main Street corridor (OR Highway 47) is designated by ODOT as a Special Transportation Area (STA). An STA designation allows ODOT to apply more relaxed standards on state facilities within downtown areas, recognizing that local auto, pedestrian, bicycle and transit circulation within the area are as important as the movement of through traffic. Direct street connections and shared on-street parking are encouraged. Posted traffic speeds may be slower, generally 25 miles per hour or lower, depending on conditions and driver behavior.

Highway 47 is also designated by ODOT's Motor Carrier Division as a freight mobility route. There is a significant amount of freight traffic passing through town en route to and from US Route 26, which is one of the most heavily used truck routes in the state. The specific route classification for Highway 47 is unrestricted to standard freight truck traffic but is weight and/or width restricted for Non-Divisible and/or Heavy Haul loads. Lanes on Highway 47 are 12' wide and in some areas may be as wide as 14'.

### **Planning Process**

These recommendations for Banks Main Street Revitalization were prepared by MIG, Inc., under contract with TGM. MIG headed the project management team comprised of representatives from TGM, DLCD, and the City of Banks.

The project benefited from input and guidance provided by technical advisors and stakeholders, including the Planning Commission, City Council, the Banks Public Library, and the Banks Chamber of Commerce.

The project started in October 2013 with initial research and a review of background materials provided by the City. On October 18, MIG and DLCD staff visited Banks for an on-site tour and interviewed local business owners. Following the tour, phone interviews were conducted with City-identified stakeholders. On November 21, a public workshop was facilitated by MIG to identify issues and opportunities that affect the Main Street revitalization effort and to present case studies of other successful Main Street design efforts. The workshop was publicized at City Hall and the Banks Public Library, and fliers were sent home with Banks Elementary School students. The workshop was attended by approximately 32 stakeholders, neighbors, and members of the general public. Information was gathered from attendees during a facilitated discussion and a small group mapping activity. The outcome of the workshop was an Assets and Issues Analysis and Recommendations for Main Street revitalization, discussed on subsequent pages of this report.



## *Assets and Issues*

### **Assets**

Stakeholder interview participants and workshop attendees generated a list of assets along Main Street in Banks. These included:

**Parks along Main Street** – Most of Banks' parks and green space (both public and private) are located immediately off of or adjacent to Main Street. These include: Log Cabin Park, Sunset Park, and the Banks-Vernonia Trail.

**Schools along Main Street** – All of Banks' public schools are located along a 0.25 mile segment of Main Street, on the east side. The location of all three levels of schooling (elementary, middle and high school) within the heart of the city is a unique asset. The Banks School District has benefited from a bond program to upgrade and improve buildings; the junior high is currently under reconstruction.

**Historic Homes and Commercial Buildings** – The quality of building stock varies along the length of Main Street, and there are many examples of quality turn-of-the-century construction, such as the Bill Moore House (281 S. Main), the American Legion Hall (170 N. Main), and Banks Hardware store (150 N. Main).

**Brick Civic Buildings** – The City Hall (120 N. Main) and the Banks School District administrative offices (12950 N.W. Main) are two prominent buildings along Main Street listed on Oregon's State Historic Preservation Office (SHPO) registry. Their brick facades distinguish them from other buildings along Main Street.

**Fire Station** – The Banks Fire District #13 building holds a prominent spot along Main Street across Sunset Avenue from Log Cabin Park, and has a community room available for public events.



**Locally Serving Shops, Services and Restaurants** – There are a variety of shops along Main Street including salons, a florist, hardware store, veterinarian, auto body repair and parts, laundromat, martial arts studio, coffee shops, sign company, cafes, restaurants, bar, gas station, Jim's Thriftway, liquor store, accounting services, etc. Other than Banks Napa Auto Parts, few nationally recognized chains are tenants on Main Street, reflecting the degree of local business ownership in Banks.

**Local Grocery Store** – Jim's Thriftway is both a community institution and an anchor tenant at the Oak Village Shopping Center just north of Highway 6. There are no other full service groceries nearby, so Jim's is widely used by many Banks and Banks area residents.

**Easy Walking Distance** – Main Street between Highway 6 and Banks Road is approximately 0.8 miles in length. This is a fairly walkable distance to all possible destinations.

**Busy Thoroughfare** – Main Street is a busy thoroughfare because of its proximity to Highway 6 and because Main Street itself is a state highway, (OR Highway 47). The cluster of Banks' civic buildings and public schools also contributes to the active quality of Main Street. This is especially true at school drop-off and pick-up times. There is a strong perception that Banks' Main Street is the heart of the community.

**New LED Vehicular Lighting** – Traditional sodium cobra light standards have been updated with new LED fixtures that reduce costs, enhance the quality of nighttime lighting, and improve road safety and driving conditions along Main Street.



## Issues

Stakeholders and workshop attendees also generated a list of issues and constraints that negatively affect Main Street. They included:

**Speeding** – Many stakeholders and workshop attendees complained about speeding vehicles along Main Street, even though speed limits are posted and even though the street is designated as a Special Transportation Area (STA). The speeding traffic is mainly southbound from Highway 47, north of Banks Road. A speed display board was installed south of the Banks Road intersection to make drivers aware of the 25 MPH speed limit along Main Street. Approximately 0.15 miles north of Banks Road along Highway 47 there is a 25 MPH speed limit sign. A second 25 MPH speed limit sign is located a few hundred feet beyond that. Despite this, participants in the planning process feel that many motorists continue to travel at excessive speeds, the speed limit requires more enforcement, and the road's design encourages drivers to approach Main Street at speeds exceeding 25 MPH.

**Sidewalk Width and Condition** – Sidewalks provide immediate access to most commercial businesses, schools and public buildings along Main Street. Widths vary from 9 ½' to less than 4'. At the southwest corner of Highway 37 and Banks Road, the sidewalk disappears altogether and is consumed by a parking area at the Five Star complex. The sidewalk also ends abruptly on the west side of Main Street just north of NW Trellis Court. Tree root uplift, lack of or undersized planting strip buffers, poor pavement conditions, and the multitude of driveway curb cuts all degrade the pedestrian quality of sidewalks along Main Street. Recent sidewalk improvements are noticeable in front of City Hall and adjacent to the Banks-Vernonia Trailhead.

**Maintenance of Street Trees** – Street trees located in the few narrow planting strips along Main Street litter the sidewalks with fallen fruit. There also aren't enough trees to establish a significant shade canopy. Some of the tree roots are causing sidewalk uplift. Most of the high quality trees are located in private yards in the central portion of the corridor.

**Insufficient Crossings** – There are two marked crosswalks across Main Street – one at City Hall (Market Street) which has small and somewhat ineffective curb extensions. The other crosswalk is located at Banks High School. Two additional crossings exist at the Oak Village Shopping Center near Highway 6, but they are underused given the absence of destinations on the east side of the highway. Moreover, there is a gap in the sidewalk connectivity at Main Street just north of NW Trellis Court. There is no crosswalk at this location.



**School Drop-off and Pick-up** – Workshop attendees described periods of busy traffic near the school frontages at drop-off and pick-up times. Each school’s access road or driveway perpendicular to Main Street lacks a traffic signal, so vehicles must queue to turn left onto Main Street. The north-south truck traffic going to the lumber yard compounds the problem as oversized vehicles with heavy loads are a constant presence.

**Lack of Street Furnishings** – Main Street has few furnishings such as benches, trash receptacles, directional signage, etc. Workshop attendees remarked that it is hard to find a place to pause and sit down when walking down Main Street. Benches exist in two locations – at the Banks School District building and in Log Cabin Park. Private street side seating is available along Main Street at the Banks Café and the Banks Trail Café (coffee shop).

**Lack of Signage on North End** – Workshop attendees noted a lack of directional and gateway signage at the north end of Main Street. This makes it difficult for Banks-Vernonia Trail users to navigate into town with confidence or to know what opportunities are available in town. There may be opportunities to improve gateway signage at the south end of Main Street as well.

**Lack of Pedestrian-Scaled Lighting** – Lighting along Main Street is limited to overhead cobra vehicular lighting, which was recently updated with LED fixtures. Overall, lighting at the pedestrian level is inadequate along Main Street.

**Limited Right-of-Way** – The Main Street right-of-way is generally 60’ wide, with several areas as narrow as 55 feet. There is one travel lane in each direction the entire length of the street. There is a turning/refuge and bike lane between Highway 6 and Banks High School. However, there is no on-street parking in this section and some segments lack sidewalks. From Banks High School to the Banks-Vernonia Trailhead, parking and sidewalks are present on both sides of Main Street but there is no bike lane. Large trucks and over-sized farm vehicles sometimes crowd the travel lanes, requiring cars to pull over. Intensive use by all vehicle types, the presence of freight vehicles, and limited right-of-way along Main Street may constrain the ability to install pedestrian and bicycle improvements.



**No Central Gathering Space** – There is no dedicated, flexible-format gathering space along Main Street that could be used for community events such as a farmers market, tree lighting celebration, performances, etc. The existing farmers market is held in the parking lot of Jim’s Thriftway. The Main Street plaza location proposed in the 2002 Resource Team Report at Main Street and Depot Street is occupied by an auto towing business.

**Disconnect Between North and South Commercial Areas** – Commercial areas at the south end of Main Street are clustered at the Oak Village Shopping Center. This is the most important shopping center in Banks because of the anchor tenant, Jim’s Thriftway. The commercial areas at the north end of Main Street are located along a ¼ mile section of the highway and are generally accessed from the sidewalk or off-street parking lots. There is a distinct difference in the character of the two areas.

**Poor Physical Connections Between Trailhead and Main Street** – The trailhead for the Banks-Vernonia Trail is located at the Banks and Sellers Road intersection. There is no marked crosswalk from the trailhead entry to the south side of Banks Road, which discourages foot traffic between the parking lot and Main Street. Crossing Main Street at Banks Road is also difficult because the intersection is not pedestrian friendly. There is no marked crosswalk and no sidewalk on the west side of the roadway. The right-turn slip lanes are also difficult to negotiate.



**Lack of Parking at High Demand Locations** – Popular destinations such as the trailhead, Sunset Speedway, and Banks High School need designated overflow or shared parking arrangements to accommodate more intense demand for parking during popular times and events. This is especially true for areas near the trailhead. At the trailhead, it is not uncommon for visitors to park north of Banks Road along Highway 47, where there is no shoulder. There is an informal gravel overflow lot for the trailhead on railroad property west of the tracks along Banks Road.

**No Bike Facilities on Central and North Main Street** – Bike lanes are marked on Main Street for only a 0.25 mile distance between the Oak Village Shopping Center and Banks High School. Bicyclists going north of the high school ride in shared lanes with vehicles.

**Dated and Inaccessible Storefronts** – Storefronts at the north end of Main Street could use upgrades to improve their appearance and in some cases their accessibility. While several buildings have been recently upgraded, many would benefit from façade improvements that could include new exterior paint, lighting, windows, accessible entries, and signage. For example, wheelchair access to the hardware store and café could be improved.



**Limited Selection of Restaurants** – Restaurants in Banks are limited to Main Street Pizza, Oriental Garden, Subway, Banks Billiards, Banks Café and Banks Trail Café. While stakeholders and workshop participants support these businesses, there is interest in promoting a larger number and variety of restaurants.

**No Visitor Lodging** – There are no motels or hotels in Banks. The closest lodging is in Forest Grove or Hillsboro. There is also no lodging currently available in Vernonia, the north anchor of the Banks-Vernonia Trail.

**Lack of Shopping Options** – There are a variety of commercial services along Main Street. However, there are few locations where people can shop for ‘soft’ goods such as clothing, shoes, specialty foods, wine, and home wares. This necessarily means that people travel outside of Banks for these kinds of items. The lack of shopping options is an unmet need.

**Above Ground Utilities** – Both sides of Main Street have utility poles and electrical wiring. These features create visual clutter that diminishes the pedestrian experience along Main Street. Utilities also occupy space within the public right-of-way.

## *Recommendations*

The recommendations listed below reflect the consolidated feedback and comments of Banks' residents, stakeholders and City leadership collected between October and November of 2013. An annotated map of recommendations is included on the following page.

### **Uniformity Along Main Street**

**BP1. Beautification Plan** – A Beautification Plan should be developed to improve both aesthetic and functional conditions along Main Street. The overall goals of the Beautification Plan should be to create a uniform look and feel along Main Street with strategic improvements that provide as much impact as possible with a focus on pedestrian-friendly design and amenities.

**BP2. Design Standards and Guidelines** – Banks should develop a set of streamlined design standards and guidelines for Main Street that promote quality design and help communicate the city's eclectic, small town identity. They should address both commercial and residential development to ensure quality and compatibility.

**BP3. Site Furnishings** – Street furnishings and related improvements will help to implement the Beautification Plan. These should include pedestrian-scaled street lighting, gateway signage, benches, trash and recycling receptacles, banners, etc. There should also be ample bike parking along Main Street to attract trail users. Pedestrian-scaled street lighting, banners and benches should be added the entire length of the study area. Benches, trash and recycling receptacles and bike racks should be focused in the north end of the corridor.

**BP4. Façade Improvement Program** – The Beautification Plan should be coordinated with a façade improvement program that provides design assistance, funding assistance and volunteer support to encourage property owners to invest in the appearance of their homes and storefronts. Elements such as blade signs and awnings can contribute to a consistent aesthetic along Main Street.

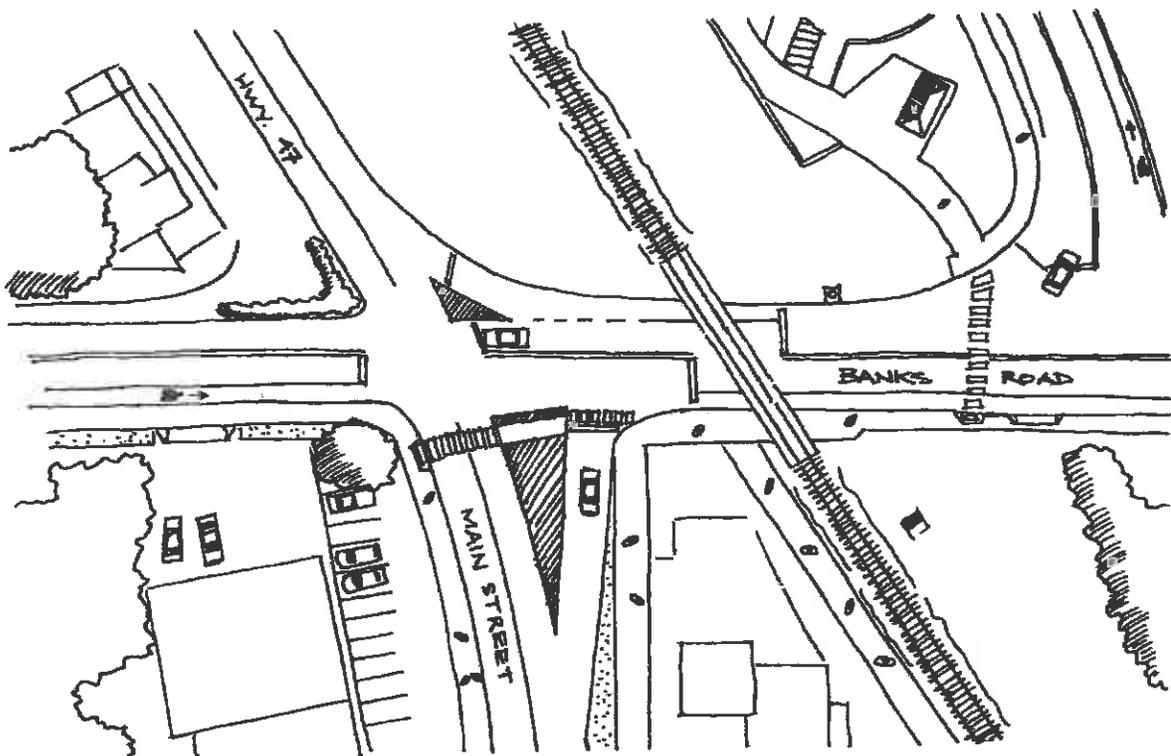


**BP5. Public Feedback** – A series of public meetings should be provided for in the process for developing the Beautification Plan and Design Standards and Guidelines. This will allow the community to review standards and guidelines, conceptual designs and placement, as well as to provide additional input before final design and construction decisions have been made.

## Connectivity and Safety

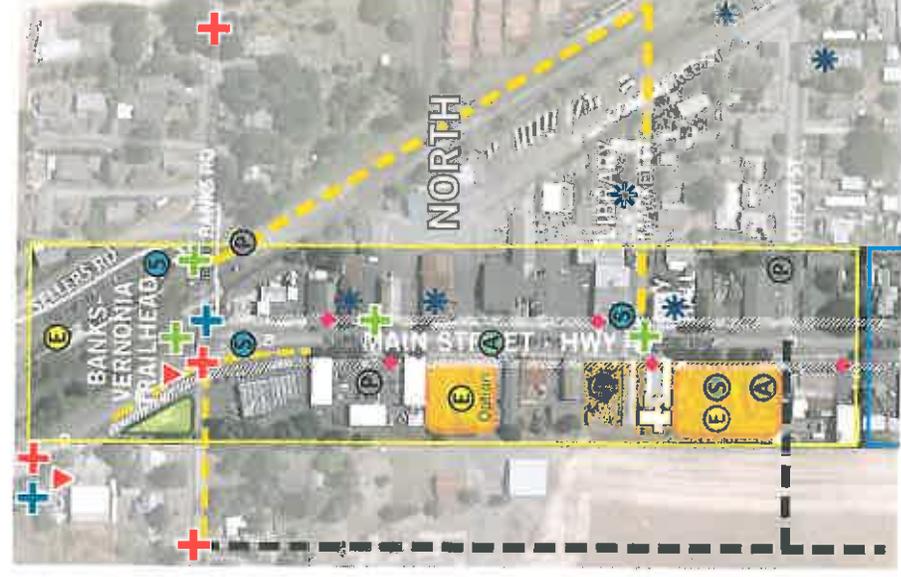
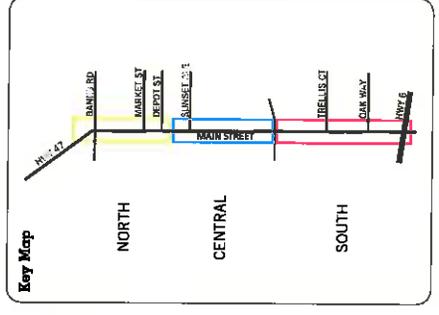
**CS1. Westside Circulator Road** – The Urban Growth Boundary expansion will bring construction of a new Westside Circulator Road that parallels Main Street with planned access at Cedar Canyon Road, Wilkes Street, and the perimeter of Sunset Park. With the UGB expansion, it will be possible to design a streetscape environment from the ground up that can support needed parallel bike facilities, house underground utilities, and also provide east-west connectivity to Main Street. Advance planning for the future design of the Westside Circulator Road will be necessary to ensure the road can meet Banks' current and future expectations. An additional Main Street connection at Depot Road could provide better access to the north side of Banks. Some of the shortcomings of Main Street can be mitigated with the construction of the Westside Circulator Road.

**CS2. Main Street Safety Improvements** – While the Westside Circulator Road could help address some challenges along Main Street, it is still essential that improvements to connectivity and safety be made in the short to medium term. Pedestrian crossings should, if possible, include full curb extensions, which make pedestrians more visible to drivers and also create space for additional furnishings and/or plantings. Other improvements at the Banks Road and Highway 47 intersection could include a signature gateway element and a marked crosswalk to improve connections to the Banks-Vernonia Trail. At the southwest corner of Banks Road and Highway 47, a new sidewalk and curb should be built at the Five Star complex to better delineate pedestrian and vehicle zones.



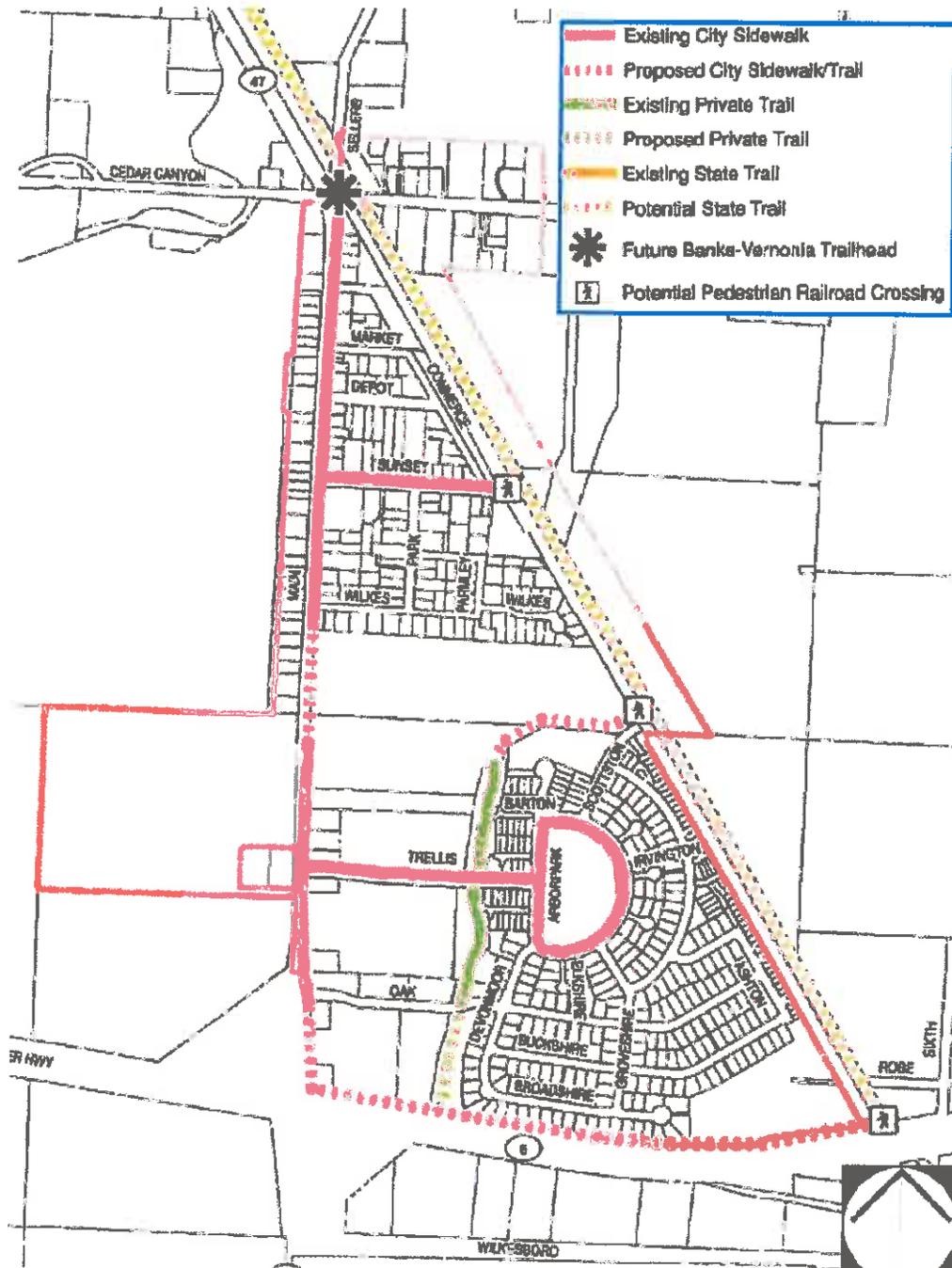
Above: Banks Main Street safety improvements at Highway 47 should include a new sidewalk at the Five Star complex, gateway treatment and crosswalks.

- Legend**
- NORTH AREA - Main Street
  - CENTRAL AREA - Main Street
  - SOUTH AREA - Main Street
  - ◆ BP2. Site Furnishings
  - ▬ BP3. Facade Improvement Program
  - ▬ CS1. Westside Circulator Road
  - ▬ Main Street Safety Improvements
  - ▬ CS2. New Pedestrian/Bicycle Facilities
  - + CS2. Crosswalks
  - + CS2. Gateway
  - ▬ Traffic Calming along Hwy. 47 - Main Street
  - + CS3. Design Improvements
  - ▶ CS3. Speed Study
  - S S1. Comprehensive Signage Program
  - A AM1. Access Management Study
  - P PS1. Parking Study
  - E PE1. Annual Events
  - \* PE2. Historical Walking Tours
  - D1. Banks Plaza
  - D2. Trailhead Dining
  - D3. Residential-Based Business Opportunities



**Banks Main Street Revitalization**  
 Summary of Recommendations  
 January 2014

Banks' internal system of trails can be improved to create backside connections to Main Street and the Banks-Vernonia Trail trailhead as described in the 2010 Banks Park and Recreation Master Plan (Refer to Figure 13: Conceptual Comprehensive Trail System). Improvements on state facilities would need to be approved by ODOT. This may include conducting a "freight mobility review" to ensure freight movement is not adversely affected.



Above: Comprehensive Trail System concept from the Banks 2010 Park and Recreation Master Plan update.

**CS3. Traffic Calming along Highway 47/Main Street** – Banks should also work with ODOT to determine ways to make drivers more aware of the speed reduction along Highway 47 from the north. This could entail a speed study along Highway 47. Redesign of the 0.5 mile northern approach to Banks along Highway 47 should be considered. A more prominent entry sign to announce arrival to Banks may be appropriate because the current sign 0.35 miles north of Banks Road fails to slow drivers. Another approach is the use of Transportation Demand Management (TDM) strategies (i.e. scheduling deliveries to the lumber yard at off-peak times, encouraging walking and biking for students and residents) in an effort to better disperse the number and type of trips throughout the day.



### **Driveway Consolidation**

**AM1. Access Management Study** – The pedestrian experience along Main Street is diminished by numerous curb cuts and driveways that provide access to parking areas dedicated to individual buildings. Some parking lots are served by two or three driveway access points. Driveway curb cuts create slope changes along the sidewalk that make it difficult for people with mobility issues to navigate. An access management study can look into the reconfiguration and consolidation of driveways to maintain access and improve the pedestrian experience. This will benefit pedestrian safety, improve Main Street's walkability, enhance visual aesthetics and maximize the capacity of the existing roadway configuration.

### **Parking Study**

**PS1. Parking Study** – As a companion piece to the recommended access management study, a parking study could quantify current supply and demand for parking along Main Street and identify locations where tenants can share parking. TGM's *Parking Management Made Easy* manual should be consulted before undertaking a parking study. Local workshops on parking management are a service of the TGM program and may be useful for Banks.

### **Signage**

**S1. Comprehensive Signage Program** - In addition to, or as part of, the recommended Beautification Plan, a comprehensive signage concept could be developed. This would help create an identity for Main Street, encourage foot traffic from the Banks-Vernonia Trail trailhead through town, and promote popular Banks' destinations such as the Sunset Speedway, Log Cabin

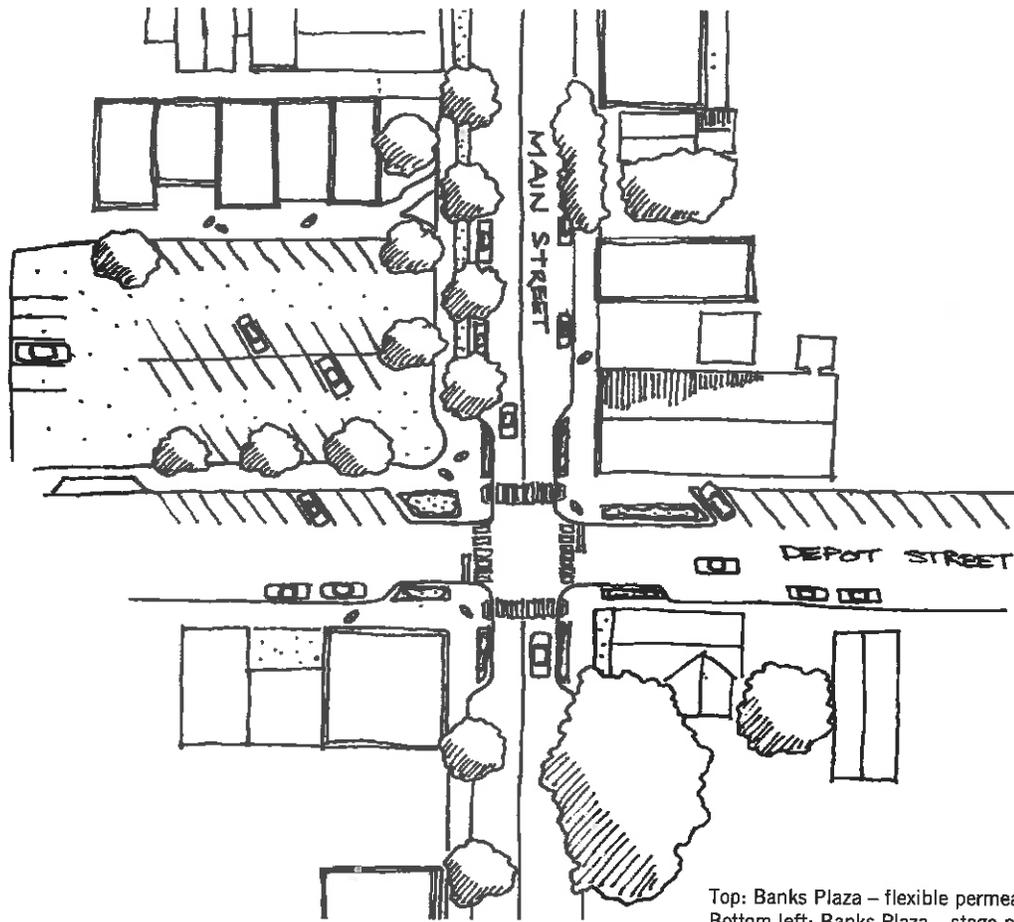
Park, future Main Street plaza, Banks Public Library, and the Banks School District properties. Signs should be designed to serve three primary functions: 1) identity, 2) way finding/directions and 3) interpretation/education. Signage design should be consistent across all types and may incorporate themes that speak to Banks' history and culture to emphasize the city's identity. Themes might include milling, farming and/or the railroad. As part of the façade improvement program, businesses should be encouraged to utilize blade signage (signs mounted to the side of buildings perpendicular to the building face) to improve visibility from a distance. If Banks were to develop a historic walking tour, there will be an opportunity to include the community in designing a logo and signage as part of that effort.



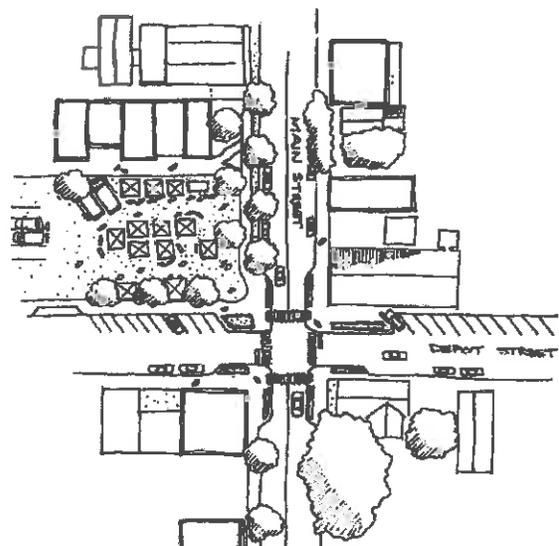
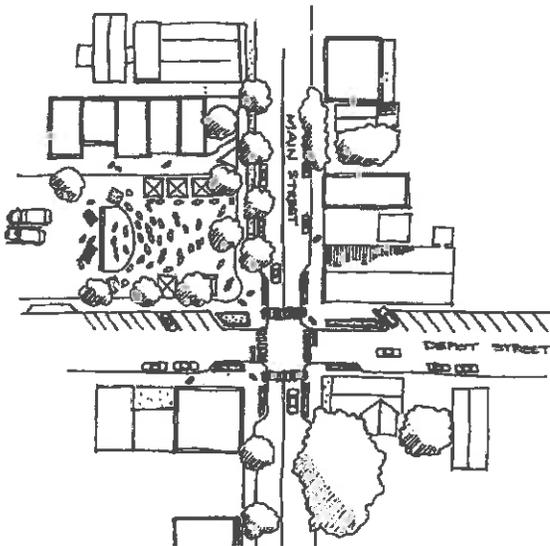
### Creation of a Destination on the North End

**D1. Banks Plaza** – Workshop attendees expressed interest in expanding Banks' events and traditions to other locations along Main Street, perhaps at a future plaza location on the north end of Main Street. A plaza should be designed for flexible use so that it can be used during non-event days as well. For example, the space could also function as a shared parking area for commercial tenants. Surface treatment options include hardscape unit pavers, compacted gravel, and decomposed granite. A Main Street plaza space could host such events as civic ceremonies, local farmers market, fundraising events, holiday bazaar, community potlucks, live music, and outdoor school choral performances – types of events that work best in a smaller, more intimate venue.





Top: Banks Plaza – flexible permeable parking lot  
 Bottom left: Banks Plaza – stage performance  
 Bottom right: Banks Plaza – market/bazaar layout



**D2. Trailhead Dining** – The addition of a new restaurant destination or local brew pub near the Banks-Vernonia Trailhead could allow Banks to capitalize on the trail’s consistent ability to attract visitors. Currently, there are no dining destinations that truly cater to bicyclists and larger groups. The restaurant can be designed to offer ample bicycle parking, outdoor and group seating, and a menu with a range of offerings featuring locally produced meats, beer, and produce.

**D3. Residential-Based Business** – Increasing the number of home-based businesses (e.g. real estate, counseling/therapy, accountants, salons, music lessons, catering, etc.) and businesses located in single family houses (e.g. small offices, bed and breakfast, etc.) is another way of making Main Street a more vibrant destination. The residential portion of Main Street (adjacent to Log Cabin Park) could be targeted as a place to encourage these types of businesses. Design standards would need to be developed to address parking issues and to ensure home-based businesses do not detract from the historic character of the area.

### **Programming and Events**

**PE1. Annual Events** – Banks’ civic pride is strengthened by a number of annual events that take place along or adjacent to Main Street such as the Banks BBQ, 4th of July Celebration, 300 Lap Enduro Series (all at Sunset Park) and Holiday Tree Lighting (at Greenville Park). These events bring the community to gather along Main Street, and also provide opportunities for local business, cultural and civic development. Events rely on dedicated volunteers, so it is important to recruit a younger generation of volunteers to see that the traditions are carried into the future.

**PE2. Historical Walking Tours** – During the workshop, the possibility of developing a Banks walking tour was proposed as a way to highlight significant architecture and history. At this point, there are five properties on Main Street listed in the Oregon Historic Sites Database that is managed by the Oregon State Historic Preservation Office. Additional properties might be considered for nomination to the database, such as the train depot, other historic homes and commercial buildings. Identifying and nominating a critical mass of buildings will then allow Banks to pursue an historic district designation and a Main Streets designation. The City as well as individual property owners will then be eligible for additional funding opportunities. (See also S1: Comprehensive Signage Program).

## Action Plan

The following action plan, in table format, identifies activities and projects that could be accomplished in the immediate, short-term to mid-term, and long-term time frames. Generalized cost estimates (\$5,000 to \$50,000; \$50,001 to \$100,000; \$100,001+) and responsible parties are identified for each action.<sup>1</sup>

ACTION PLAN ROLES AND RESPONSIBILITIES MATRIX					
IMMEDIATE ACTIONS					
Strategy		Implementation Actions	Timeframe	Cost	Potential Partners
BP1	Beautification Plan	Identify funding source	Immediate	\$	B, OMS
BP2	Design Standards and Guidelines	Identify funding source	Immediate	\$	B, OMS
BP4	Façade Improvement Program	Draft program approach and identify funding	Immediate	\$	B, OMS, SHPO
CS2	Main Street Safety Improvements	Coordinate with ODOT. Agree on design concepts.	Immediate	\$	B, TGM, ODOT
CS2	Main Street Safety Improvements	Identify funding source for crosswalk, gateway and traffic calming elements	Immediate	\$	B, TGM
CS2	Main Street Safety Improvements	Finalize new crosswalk locations and gateway treatment	Immediate	\$	B, TGM, OSPRD, WC
CS3	Traffic Calming along Hwy. 47 / Main Street	Identify funding source for speed study	Immediate	\$	B, ODOT, TGM, OMS
S1	Comprehensive Signage Program	Identify funding source to develop signage and wayfinding concept	Immediate	\$	B, WC
AM1	Access Management Study	Identify funding source	Immediate	\$	B, ODOT
PS1	Parking Study	Identify funding source	Immediate	\$	B, TGM

<sup>1</sup> B = City of Banks  
 BHS = Banks High School  
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 V = Volunteers  
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D1	Banks Plaza	Identify program needs for future Banks plaza	Immediate	-	B, V
D2	Trailhead Dining	Survey trail users to assess demand for trail-associated amenities in Banks	Immediate	\$	B, OSPRD
D3	Residential-Based Business	Identify properties and property owners for initial residential businesses	Immediate	\$	B, TGM
PE1	Annual Events	Partner with BHS to create a OR service learning program that cultivates civic leadership and volunteerism	Immediate	-	B, BHS, V
PE2	Historical Walking Tours	Work with property owners to add additional properties to the registry	Immediate	\$	B, SHPO, WC
PE2	Historical Walking Tours	Identify committee to develop tour narratives	Immediate	-	B, V

SHORT TO MID-TERM ACTIONS: YEARS 1-5					
Strategy		Implementation Actions	Timeframe	Cost	Potential Partners <sup>2</sup>
BP1	Beautification Plan	Draft and issue RFP	Short-term	\$	B
BP1	Beautification Plan	Hire consultant	Short-term	\$\$	B, C
BP1	Beautification Plan	Plan adoption	Mid-term	\$	B
BP1	Beautification Plan	Form a business improvement district (BID) along Main Street to fund and maintain improvements	Mid-term	\$	B, V
BP2	Design Standards and Guidelines	Draft and issue RFP	Short-term	\$	B
BP2	Design Standards and Guidelines	Hire consultant	Short-term	\$\$	B, C
BP2	Design Standards and Guidelines	Plan adoption	Mid-term	\$	B
BP3	Site Furnishings	Contract consultant to identify furnishings palette	Short-term	\$	B, C
BP3	Site Furnishings	Oversee construction	Mid-term	\$\$\$	B
BP4	Façade Improvement Program	Assign responsibility and project manager	Short-term	\$\$	B
BP4	Façade Improvement Program	Administer and document program results	Mid-term	\$\$	B
BP5	Public Feedback	Public meeting series	Short-term	\$\$	B, TGM
CS1	Westside Circulator Road	Identify a technical steering committee for advance planning	Mid-term	\$	B, TGM
CS2	Main Street Safety Improvements	Oversee design and construction	Mid-term	\$\$\$	B, ODOT, TGM, WC
CS3	Traffic Calming along Hwy. 47 and Main Street	Draft and issue RFP for speed study	Short-term	\$	B, ODOT, TGM
AM1	Access Management Study	Draft and issue RFP	Short-term	\$	B, TGM
AM1	Access Management Study	Select study consultant and evaluate findings	Mid-term	\$\$	B, TGM
PS1	Parking Study	Draft and issue RFP	Short-term	\$	B, TGM
PS1	Parking Study	Select study consultant and evaluate findings	Mid-term	\$\$	B, TGM
S1	Comprehensive Signage Program	Draft and issue RFP for signage concept	Short-term	\$	B
PE1	Annual Events	Continue Banks' annual events with new volunteers	Short-term	-	BHS

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PE2	Historical Walking Tours	Develop tour program	Short-term	--	B, V
PE2	Historical Walking Tours	List new properties on the OR Historic Sites Database	Mid-term	--	B, V
D1	Banks Plaza	Evaluate potential sites and financial requirements	Short-term	\$\$	B
D1	Banks Plaza	Identify funding source	Short-term	\$	B
D1	Banks Plaza	Draft and issue RFP	Mid-term	-	B
D1	Banks Plaza	Oversee design and construction	Mid-term	\$\$\$	B
D2	Trailhead Dining	Determine developable locations	Short-term	\$\$	B, TGM
D2	Trailhead Dining	Attract developer	Mid-term	\$\$	B, OSPRD
D3	Residential-based Businesses	Adopt design guidelines for residential based businesses on Main Street	Mid-term	\$	B, TGM

LONG-TERM ACTIONS: YEARS 6-15					
Strategy		Implementation Actions	Timeframe	Cost	Potential Partners <sup>3</sup>
BP1	Beautification Plan	Evaluate plan periodically for needed updates	Long-term	\$	B
BP2	Design Standards and Guidelines	Continue a design review process for proposed development to ensure standards are met	Long-term	\$	B
BP3	Site Furnishings	Follow maintenance plan for upkeep along Main Street	Long-term	\$	V
BP4	Façade Improvement Program	Rewrite program based on lessons learned	Long-term	\$	B
CS1	Westside Circulator Road	Public involvement planning	Long-term	\$\$\$	B, TGM
CS1	Westside Circulator Road	Issue RFP	Long-term	-	B, TGM
CS1	Westside Circulator Road	Planning/Design/Construction	Long-term	\$\$\$	B, TGM
CS2	Main Street Safety Improvements	Upgrade Main Street Westside Circulator intersections	Long-term	\$\$\$	B, TGM
CS2	Main Street Safety Improvements	Continue trail development that ties into Main Street	Long-term	\$\$	B
CS3	Traffic Calming along Hwy. 47 and Main Street	Planning/Design Construction	Long-term	\$\$\$	ODOT, TGM
S1	Comprehensive Signage Program	Follow maintenance plan and update signage as needed	Long-term	\$\$	B, WC
PE1	Annual Events	Curate new events along Westside Circulator Road and Banks Plaza	Long-term	\$\$	B, V
D1	Banks Plaza	Follow maintenance plan	Long-term	\$\$	B
D2	Trailhead Dining	Evaluate need for additional trail services	Long-term	\$	B
D3	Residential-based Businesses	Identify infill locations for new businesses	Long-term	\$	B

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Appendix

Wallgraphic from November 21, 2013 workshop

