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Town Center Vision

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Town Center Vision:

A Sustainability and Smart Growth Pilot Plan



June 2011



Emerald Solutions would like to acknowledge the following groups who helped to create the Town Center Vision Pilot Plan:

City of Wilsonville Community Development Staff

City of Wilsonville Planning Commission

SMART

Wilsonville Public Library Staff

Wilsonville Community Services Staff

Wilsonville Chamber of Commerce

Wilsonville Parks & Recreation

Members of the Technical Sounding Board

Community Participants and Interviewees

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Executive Summary



Executive Summary

Background

Once a small farming community, Wilsonville is now a fast growing city of approximately 19,500 residents. The city is a strong employment center for leading, high-tech industries and hosts almost as many jobs as it does residents. In these changing times, the City is committed to creating sustainable solutions to meet the needs of its current population without jeopardizing the needs of future generations to come.

In December 2010, City Council passed Resolution 2261 which directed the City's Committee for Citizen Involvement (CCI) to prepare a more formal action plan for smart growth and sustainability. Emerald Solutions, a team of Portland State Master's students, was tasked with furthering these efforts by completing a Sustainability and Smart Growth Pilot Plan for the Town Center Pilot Area (TCPA). The plan works to develop a complete concept, structure, and community outreach process that will guide the City in the creation of a broader, citywide plan.

Pilot plans are designed to set the course and be a road map for larger scale action. Since large-scale plans can require strong political will and considerable financial investment, pilot plans often focus on a smaller geographic area in order to rally support, define opportunities and constraints, and explore alternative solutions.

Planning for Sustainability & Smart Growth

Developing in accordance to sustainability and smart growth principles means being strategic about the way communities grow and develop. It means making decisions that make efficient

use of public investment, protect and restore the natural environment, and create enjoyable places to live, work, and play. Smart growth and compact development work to create complete communities, strengthen a sense of place, and emphasize the existing community character.

Mayor Tim Knapp explained why he thought it was important for Wilsonville to plan with sustainability in mind during his 2010 State of the City address:

As the Mayor of Wilsonville, I envision a sustainable community where citizens thrive in a safe, healthy, and economically vibrant environment for generations to come. While smart growth and sustainability practices become critical to our economic, environmental, and social well being, the City's responsibility to lead by example becomes increasingly important. By working together, citizens, businesses, and City government can develop our community in a sustainability viable way.

Defining the Pilot Area

The boundaries of the TCPA were uniquely drawn to fit the needs for this pilot plan. The area is an established commercial hub and the geographic center of Wilsonville. It consists of about 140 acres. The area offers a variety of retail and services, and contains a wide variety of land uses. The area was chosen because of the district's mixed-use character, significance to the community, central location, and high visibility. This area also stood out because of its issues regarding aging infrastructure and future need for redevelopment.

Changing dynamics between commercial centers

also makes this area an interesting case study. A new shopping center has recently been developed just west of the TCPA. This development will bring new competition to the area and include several smart growth features. It is important to consider how these local changes will affect the future of the TCPA.

The Planning Process

The Town Center Vision was executed through a process consisting of four major phases:

Phase I. Background Research & Problem Investigation: What's going on?

Phase II. Visioning: What matters to you?

Phase III. Goal Setting: What are the goals that accomplish this vision?

Phase IV. Recommended Strategies: How will we achieve these goals?

Each phase was designed to strategically advance the objectives of the pilot plan and guide the process from a community vision to specific, action-oriented strategies. The final pilot plan recommendations outline a variety of short to long-term solutions that can guide future recommendations on a citywide level. The process of the pilot plan, in itself, is designed to serve as a template for the future citywide planning process.

Vision for a Future Town Center Pilot Area

In order to accurately evaluate current conditions and create an effective vision for the future of the TCPA, Wilsonville residents and users of the TCPA were asked to complete an eight question survey. The survey questions allowed for both quantitative and qualitative responses and asked respondents to explain their current use patterns,

preferences, travel behaviors, and habits. The questions aimed to understand both how residents and visitors utilize the TCPA today and also how they envision interacting with the area into the future. Through the feedback, the following vision emerged:

Town Center Pilot Area is a compact, vibrant, mixed-use district that integrates the urban and natural environments to create an attractive and accessible place for visitors and residents to shop, eat, live, work, learn, and play.

Goals for a Sustainable Town Center Pilot Area

Goal setting is important to the planning process and is used to specifically identify the results a City and its citizens want to achieve. The goals set planning objectives, guide research efforts, and lay the foundation for subsequent recommendations. With the help of Wilsonville planning staff, community leaders, technical expertise, and the general public, the following four goals were emerged:

Goal 1. Support further compact development that achieves smart growth principles to meet future community and business needs.

Goal 2. Leverage alternative transportation options, reduce conflicts between different modes of transportation, and improve pedestrian circulation to decrease vehicle dependency and promote active living.

Goal 3. Integrate nature into the urban environment and protect existing ecosystems

Goal 4. Encourage residents and business owners to reduce consumption of resources

Executive Summary

and to shift from fossil fuel to renewable energy sources.

Recommended Strategies & Actions

Successful plans outline strategies that are used to achieve the goals and vision established earlier in the process. Strategy criteria and expert feedback was used to ensure the creation of quality strategies and aid in their selection.

Strategies include a list of potential actions to achieve each recommendation. Potential actions outlined in this plan may require additional examination prior to implementation. Some potential actions are specific to the needs and challenges of the Town Center Pilot Area and can only be appropriately applied to this area. Other actions are broad and adaptable. These may be more efficiently implemented on a citywide scale or may be applicable to other areas of town.

Final strategies and their respective actions are outlined on the last page of this executive summary. (See Section 7 for details and implementation specifics.)

Lessons Learned & Next Steps

The City of Wilsonville, its residents, and its businesses are making efforts to become more sustainable in their everyday lives. Already, several citywide programs exist to educate constituents on the importance of sustainability, and government officials have made a commitment to making sustainability the cornerstone of future planning endeavors. Still, more work is needed to collaborate sustainability efforts and implement changes that will yield concrete, quantifiable results.

The Town Center Vision Pilot Plan has set forth a framework that can be used to design and implement a citywide sustainability plan. Each of these phases should be replicated on a citywide level to ensure the selected recommendations are well-suited for the city as a whole, reflect the desires of the community, and integrate with other citywide planning efforts.

It is imperative that the City move forward on establishing a formalized process to leverage Wilsonville's mission in sustainability. Best practices and national examples suggest that the creation of a stand-alone, citywide sustainability and smart growth plan is the best way to ensure action in a comprehensive and effective manner. Creating a citywide sustainability plan will be important to ensuring the public health, economic vitality, and quality of the natural environment into the future.

Strategy	Potential Actions
<p>1. Implement code amendments that promote smart growth and sustainable principles in the Town Center Pilot Area.</p>	<ol style="list-style-type: none"> 1. Perform a comprehensive Smart Growth Audit with the intention of assessing Wilsonville’s current growth policies and implementation measures using smart growth principles. 2. Make adjustments to the current development code within the PDC-TC (Town Center Commercial Zone) to include additional smart growth and sustainability principles. 3. Create a point system in the code for green building requirements and incentives for new construction and redevelopment 4. Incorporate form based code provisions that will regulate development and redevelopment of the Town Center Pilot Area to realize smart growth concepts.
<p>2. Strengthen and launch educational programs that promote sustainable behaviors and coordinate existing efforts through strategic partnerships.</p>	<ol style="list-style-type: none"> 1. Assess organizations currently doing work in areas of education and create beneficial partnerships. 2. Convene business leaders, developers, and partner agencies to create a “Sustainability Leadership Program” to encourage business and employee participation in sustainable behaviors. 3. Encourage residents to incorporate sustainability efforts into their everyday lives through targeted events.

Executive Summary

Strategy	Potential Actions
<p>3. Create green, visible corridors that facilitate safe, active transportation modes between destinations through facilities design.</p>	<ol style="list-style-type: none"> 1. Identify areas within the Town Center Pilot Area that have limited connectivity and high potential for pedestrians, bicyclists, and automobile conflicts. 2. Construct facility improvements to those areas that have safety and connectivity limitations to expand alternative transportation options. 3. Adopt complete green street policies that include signage, traffic calming, and pedestrian-scale, streetscape improvements.
<p>4. Promote and prioritize the retrofitting of the Town Center Pilot Area to a mixed-use, compact, sustainable community.</p>	<ol style="list-style-type: none"> 1. Perform an analysis within the City to identify those areas that would benefit from a proactive approach to guide future development and redevelopment based on smart growth principles. 2. Form a task force of business, property owners and residents in the Town Center Pilot Area to discuss possible options for making changes and improvements to incorporate sustainability and smart growth principles. 3. Consider public-private partnerships that benefit the entire community by revitalizing the Town Center Pilot Area.
<p>5. Explore programs and policies that would allow the City of Wilsonville to continue its leadership in various sustainability initiatives</p>	<ol style="list-style-type: none"> 1. Create a citywide, comprehensive “Recycling Action Plan”. 2. Design an energy efficiency and clean energy initiative for public buildings. 3. Encourage businesses to apply for “BRAG” (Business Recycling Awards Group) and “BEST” awards (Business for Sustainable Tomorrow).

Introduction



Section 1



Introduction

The City of Wilsonville is located approximately 20 miles south of downtown Portland along the Willamette River. Once a small farming community, Wilsonville is now a fast growing city of approximately 19,500 residents. The city serves as a gateway between the urbanized Portland metropolitan area to the north and the agricultural lands of the Willamette Valley to the south and west. The city straddles Interstate 5, has excellent freeway access, and is close to the Interstate 205 junction. Over 60% of Oregon’s population lives within 50 miles of the city. All these factors make Wilsonville an attractive employment hub for leading high-tech industries, warehouses, and distribution facilities, including Xerox, Mentor Graphics, Flir Systems, Sysco, and Orepac.

Wilsonville has been one of Oregon’s most rapidly growing cities over the last 20 years for both population and employment.

2010 Wilsonville Quick Facts:

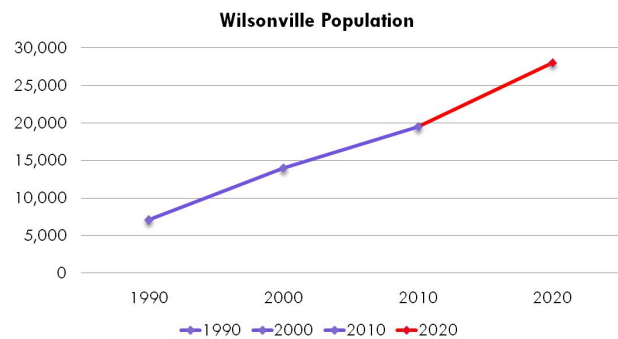
- Population: 19,509
- Land Area – Sq. Mi. 7.2
- Persons per sq. mile: 2,707
- Housing Units: 8,487
- Housing Occupancy: 93%
- Median Household Income: . . \$57, 816
- Median Age: 36.9
- H.S. Attainment: 90.8%
- Owner Occupancy: 50.3%



A view of Wilsonville from the air. (Lisa Nead)

From 2000 to 2010, Wilsonville’s population increased by almost 40% (5,518 individuals). According to the “20 Year Look” conducted by the City in 2007, the population is expected to grow to between 24,000 and 28,000 people by 2020. Similar growth trends are expected in employment. Predictions estimate that the total number of jobs will grow from 17,986 jobs in 2007 to over 33,600 jobs over the next 20 years.

Wilsonville’s population has also become more diverse. Since the 2000 U.S. Census, the number of those who self-identify as white has fallen from 87.4% to 79.4% of the population in 2010. In particular, there has been a significant increase in Wilsonville’s Latino constituency (currently over 10% of the city’s population).



What is the Town Center Vision Pilot Plan?

The City of Wilsonville is planning for future changes by growing in a way that is both smart and sustainable. In 2009, the Wilsonville City Council adopted a goal to engage the community and raise awareness for issues regarding sustainability. In 2010, the City decided to embark on a formal planning process to understand community needs and to determine how City efforts in sustainability could be strengthened. The Council passed Resolution 2261 in December 2010, which mandated that the City's Committee for Citizen Involvement (CCI) prepare an action plan for smart growth and sustainability. *(See Appendix A for the full resolution).*

Emerald Solutions was tasked with furthering these efforts by completing a Sustainability and Smart Growth Pilot Plan for the Town Center Area. The plan works to develop a complete concept, structure, and community outreach process that will guide the City in the creation of a broader, citywide plan.

The assessment in this pilot plan, while not exhaustive, addresses residential and business behaviors, city policies and programs, and the urban form of the built environment. While smart growth and sustainability are strongly acknowledged as two unique concepts, the two have been integrated in this plan in order to recommend a holistic concept for future growth and Wilsonville's evolving role in the greater metropolitan region.

What does a Pilot Plan do?

Pilot plans are designed to set the course and be a road map for larger scale action. Since large-scale plans can require strong political will and considerable financial investment, pilot plans sometimes focus on a smaller geographic area in order to rally support, define opportunities and constraints, and explore alternative solutions. Small-scale pilot plans can also be an opportunity to engage and educate citizens, stimulate public involvement, and establish a community vision.

The Benefits of Pilot Plans

Small-scale pilot plan can offer many benefits when it comes time to design a broader, citywide plan.

Pilot plans:

- Engage experts and partners early in the process
- Rally political support
- Explore impacts of actions
- Identify conflicts and challenges to success on a broader scale

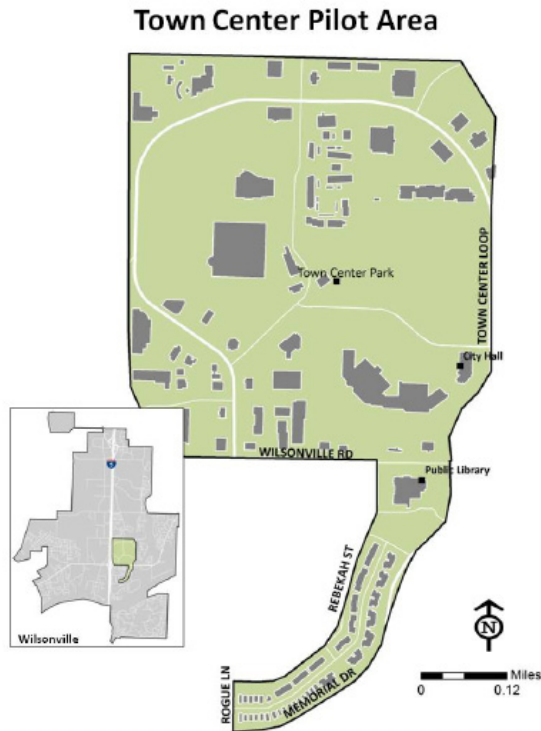
Geographic Scope

This pilot plan focused on Wilsonville's Town Center area, as seen in the map below. The boundaries were uniquely drawn to meet the needs and objectives of the pilot plan. The selected area is a focal point of the community due to the mixture of land uses which attract residents and users from all over the city and metropolitan region. Given the significance of the area, any implemented strategies for the area would undoubtedly have a

Introduction

substantial impact on the Wilsonville community as a whole.

89.9% of survey respondents either agreed or strongly agreed that TCPA is a vital part of Wilsonville's economy.



A portion of the Village at Main Street, a residential, new urbanist development, was included in the pilot area boundaries in order to consider the applicability and effects of the recommendations on single and multi-family dwellings. However, the Village of Main Street already incorporates many elements of smart growth and was developed to encourage sustainable behaviors. Therefore, many of the final recommendations address the commercial areas of the TCPA and prioritize actions for its incremental evolution as a more sustainable place. Other recommendations, specifically those that refer to programmatic changes and education campaigns, are relevant to all portions of the study area.

Land Uses in the TCPA

- **Residential.** Multi-family condominiums, apartments, and single-family homes
- **Retail.** Furniture, clothing, groceries, pharmacies, and more.
- **Office.** Medical and other office space.
- **Hospitality.** Hotels, restaurants, conference centers, and the City's Visitors Center
- **Open Space.** Town Center Park and adjacent Memorial Park and Murase Plaza.
- **Public Facilities.** City Hall, Wilsonville Public Library, and Community Center

Outcomes

This pilot plan lays out a collective vision and goals for a desirable future of the TCPA. Strategies and actions were designed to help the community achieve these objectives.

Some of the final recommendations are specific to the needs and challenges of the Town Center Pilot Area and can only be appropriately applied to this area. Other recommendations are broad and adaptable. These may be more efficiently implemented on a citywide scale or may be applicable to other areas of town.

This pilot plan was also used to raise additional awareness in the community and facilitate a citywide discussion on relevant topics. The results

of this plan can act as a template for the subsequent citywide sustainability and smart growth plan.

This report aims to answer the following key questions:

- What are the current conditions of the TCPA?
- How do users interact with the Town Center Pilot Area?
- What current policies and programs already exist to support smart growth and sustainability?
- How can the Town Center Pilot Area evolve into a more sustainable place?

Planning for Sustainability & Smart Growth



Section 2



Planning for Sustainability & Smart Growth

Government leaders, community members, and businesses must plan for the future with sustainability and smart growth in mind in order to lay a strong foundation for generations into the future.

Cities and communities around the country have found that managing sprawl and strategically directing growth to mixed-use centers yields both environmental and economic benefits. More and more, planning mechanisms are being used as effective tools for addressing issues of rising energy costs, changing community demographics and preferences, climate change, and other environmental challenges.

What is Sustainability?

The City of Wilsonville believes that sustainability is more than just a “green” word. Sustainability looks at the long-range impacts of each part of daily life. Concepts of sustainability promote the creation of vibrant and successful cities and facilitate the evolution of vital communities for generations to come. This means working to achieve healthy communities, economic prosperity, and environmental stewardship.

The City of Wilsonville describes sustainability as:

The quality of life in a community: social, economic, and environmental. A sustainable community provides a healthy, balanced, meaningful life to its community members.

Other jurisdictions have referred to the definition taken from the 1987 World Commission on Environment and Development which states:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainability provides a variety of benefits to communities that embrace these values. For example, the City of Philadelphia is undertaking a “green corridors” program that will install detached sidewalks, bioswales, and other stormwater facilities. The new plan for increasing green infrastructure supports their goal for healthier ecosystems, but will also have other benefits, including increased property values, better walkability, and cost-efficient stormwater management.

Businesses are benefiting from sustainability, as well. A global study by KPMG International in 2010 reveals that companies are continuing to adopt sustainable business practices. Results from the survey of 378 large and medium-sized companies spread across 61 countries show that 62% already have an active sustainability program in place. Another 11% say they are currently developing one. Benefits listed include:

- Significant reductions in energy costs,
- Improved relationships with customers and suppliers,
- More efficient use of resources, especially water, and
- Enhanced innovation, leading to new product lines and opening up new markets.

Overall, 61% of these businesses agreed that long-term benefits and savings outweighed the up front costs of new sustainability practices and programs. Large companies with revenues

above \$5 billion were even more affirmative; 72% agreed sustainability programs were directly beneficial to profitable businesses operations. One respondent with a long-running sustainability program reported payback of \$1.50 to \$2.00 for every \$1.00 spent.

What is Smart Growth?

Smart growth means being strategic about the way communities grow and develop. It means making decisions that make the most of public investments, protect and restore the natural environment, and create enjoyable places to live, work, and play. Designing the urban landscape in accordance with smart growth principles creates complete communities which promote healthy lifestyles, reduce automobile dependency, and emphasize the existing character of the community.

Typical smart growth communities concentrate growth to mixed-use centers and support a variety of transportation options to reduce reliance on single occupancy vehicles. By creating compact development, open space and farmland can be preserved. Smart growth also strives to implement policies that will encourage collaboration between stakeholders and achieve community standards through development design.



An example of compact development in Villebois

The 10 Principles of Smart Growth

1. Compact design
2. Range of housing choices
3. Walkable neighborhoods
4. Community collaboration
5. Distinctive, attractive communities
6. Predictable, fair, & cost effective development decisions
7. Mix land uses
8. Preserve open space, farmland, & critical environmental areas
9. Variety of transportation choices
10. Direct development to existing areas

Compact communities come in many different forms and at varying levels of density. Living in a compact community does not always mean living in a city. In designing sustainable communities, it is important to honor the current character of the area and embody the lifestyle choices of its residents.

A recent article by Todd Litman, the founder and executive director of the Victoria Transport Policy Institute, argues that compact development alone has only modest impacts. However, research indicates that other land use factors (such as regional accessibility, density, street connectivity, walkability, public transit proximity, and efficient parking management) do significantly affect

vehicle travel, fuel consumption, and green house gas emissions.

Sustainability and Smart Growth in Wilsonville Today

City Efforts: The City Council and Planning Commission have both identified sustainability as a priority for the future of the community. This pilot plan and City Council Resolution 2261 represent a renewed effort to plan with future impacts in mind. However, the City has long been a leader in strategic planning for the future and already hosts a variety of relevant programs, educational campaigns, and public activities to promote smart growth and sustainability.



Saving Energy through LED Traffic Signals

The City of Wilsonville is replacing conventional traffic signals with LED lights. Over 2/3 of the city's incandescent bulbs have been replaced with LED bulbs at 21 intersections. The new bulbs use a fraction of the energy and have saved the City \$113,000 since the beginning of the initiative in 2001.

Businesses Benefit: Businesses in Wilsonville are also taking steps to protect the natural environment while saving money and promoting economic development of the area. Recently, the Sonic on SW Boones Ferry Road installed 9.9 kilowatt solar panel using PGE's solar "feed in tariff." The business expects to save money on energy bills and reduce their consumption of fossil fuels.

Other businesses have chosen to build structures that use green building materials and have less impact on the natural environment. US Bank in Town Center built their structure to meet LEED certified standards. LEED certification uses a rating system to recognize projects that implement strategies for better environmental and health performance.

Development: Wilsonville's Villebois is a great example of a smart growth community where good design yields healthy, livable communities, encourages community interactions, and promotes a strong sense of place. Villebois can serve as a great model for future development in Wilsonville.

Why Plan for Sustainability and Smart Growth?

Sustainability is a global problem, but meaningful action starts at the local level. Oregon is known worldwide for its leadership in sustainability and it is important that Wilsonville create innovative, aggressive solutions to support a thriving economy and a healthy natural environment.

In Mayor Knapp's 2010 State of the City Address he explained by planning for these challenges is necessary:

Smart Growth concepts are a reaction to changes in the economy and our society over a period of time, especially as have become recognized over the past ten years. Increases in the price of land, the cost of new roads, cost of energy, general construction costs

and the aging of the baby boomer generation are all factors. Public leaders today are reconsidering the costs and concepts of automobile focused development and urban sprawl.

Sustainability and smart growth plans encourage compact development which maximizes the utility of sewer lines, roads, and other existing infrastructure. Land, facilities, and resources are utilized efficiently to make better use of the City's investments. Compact development also allows residents and visitors to access more amenities within a shorter distance and promotes walkable communities.

A 2005 study done in King County, Washington found that increased residential density, street connectivity, and mixed land use near home and work are associated with significantly lower

per capita vehicle emissions; in particular, fewer oxides of nitrogen (NOx) and volatile organic compounds (VOCs).

Whether the goal is to increase transportation efficiency, diminish automobile dependency, or reduce ozone and improve regional air quality and health, the study shows that compact, mixed-use development with complete, connected street networks help achieve these goals.

Mixed use, compact development has also shown to stabilize and secure property tax revenues. The City of Seattle found that properties in single-family residential zones generated some of the lowest property tax revenues, while more compact urban forms yielded the highest property values. Another study published in August

According to Metro's Community Investment Strategy the cost of doing nothing will be significant:

- **More rural land used for development.** Over 11,000 acres of rural farms and forests could be converted to urban uses by 2035 unless we find ways to encourage more development in downtowns and main streets.
- **Increased housing costs.** New residents can expect to pay almost 50% of their income on housing and transportation unless we can find more efficient ways for us to travel and more convenient places for us to live.
- **More pollution.** Greenhouse gas emissions from vehicles traveling in our region increase by 41%. (EPA Mobile 6)
- **More congestion.** Our roadways will be 106% more congested during the evening commute. (Metro travel forecast model, UGB, 2 hour p.m. peak)
- **More delays.** Delays on our roadways will increase by 433% during the evening commute. (Metro travel forecast model, UGB, 2 hour p.m. peak)
- **Cost to business.** The cost of delay for moving freight on our roadways during the peak shipping period increases by 842% if we don't invest more in transportation. (Metro travel forecast model, UGB, 1 hour mid-day)

of 2009 by C.E.O.'s for Cities, a group of urban redevelopment advocates, found that houses with above-average Walk Scores commanded a premium of as much as \$30,000 in some markets.

Sustainability and smart growth concepts are complex and are often intertwined with the full range of local government activities, operations, and public programs. As such, some cities have opted to implement sustainability efforts through a series of related, citywide plans. However, this piecemeal approach often leads to inefficient coordination among government agencies and organizations. Instead, best practices suggest that a stand-alone sustainability and smart growth plan is necessary to make an integrative and comprehensive effort that allows experts from all fields to come together to solve complicated, urban issues. This plan can be used to advise and inform updates to other citywide plans, programs, projects, codes, and budgets.

Defining the Pilot Area



Section 3



Defining the Pilot Area

Solutions for smart growth and sustainability will vary depending on the character of a neighborhood and its urban form. Wilsonville contains a variety of neighborhoods with unique characteristics. Determining feasible recommendations depends on the character of the neighborhood: residential, industrial, commercial, or otherwise.

Since the timeline of this pilot plan would not allow that all of these issues be addressed, a pilot area was drawn to meet the objectives of the plan. So as not to single out any specific neighborhood, the pilot area was chosen for its significant to the community and central location. The pilot area is also appropriate for the study given its commercial nature and issues of aging infrastructure and design.

Town Center Pilot Area, by the Numbers

Land Area (Acres)	140
Future developable lots (#)	4
Businesses	113
Jobs	1,069
Total Buildings	116
Total rooftop area (acres)*	23.7
% Residential Purchasing Renewable Energy	8.3%
% Commercial Purchasing Renewable Energy	1.1%

Sources: RLIS, Business License, PGE

*Rooftop calculated by data for building footprint. Inaccuracies may occur if rooftops taper in or out from building footprint.

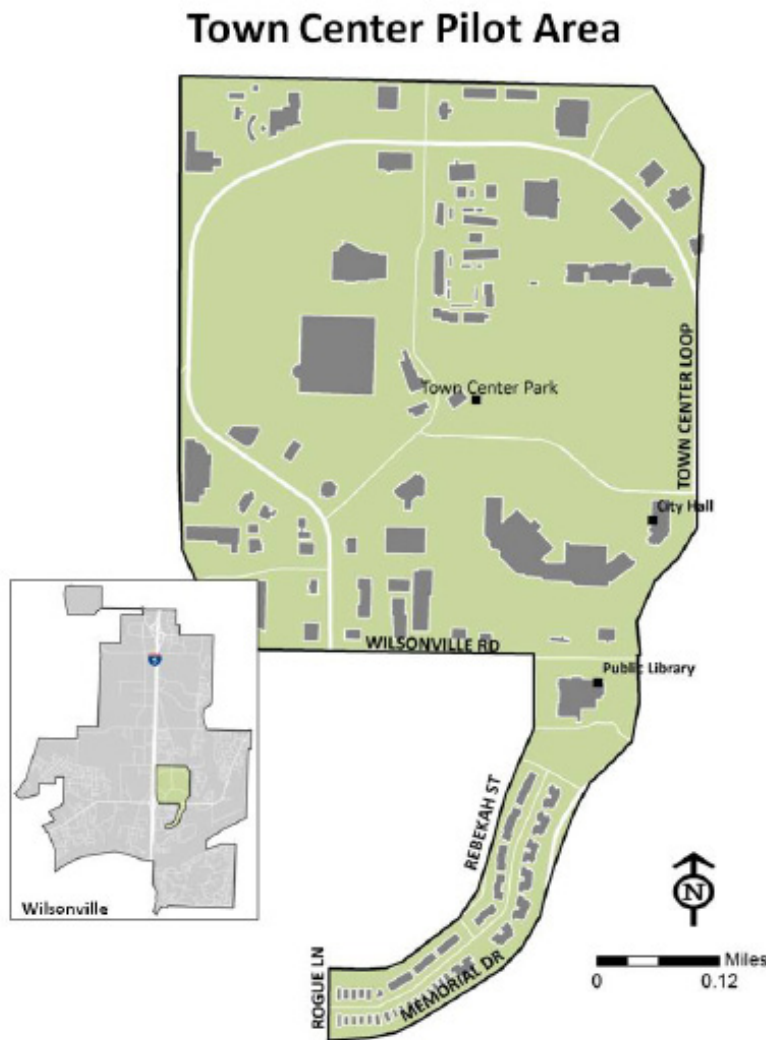
In addition, the dynamics of this area are changing. In June, a new commercial center, containing several smart growth features, will open. This new center will mean commercial competition and similar services to that of the TCPA. How this additional center will affect the future of the Town Center remains to be seen, but this pilot plan provides some insight into the ways in which the area can be redeveloped to meet the changing needs of businesses, residents, and visitors.

Development in TCPA is car-oriented and most storefronts face expansive, surface parking lots. Wilsonville's SMART transit service has several bus lines that serve the area. Bike lanes have been added where possible on streets, but routes are still fragmented. Sidewalks line most streets, but pedestrian pathways are lacking between retail developments and throughout the network of parking lots.

The area's central location and proximity to the I-5 corridor make it extremely visible. Wilsonville Road, a major city thoroughfare, runs on the southern edge of Town Center, and just to the north of Village at Main Street, thereby bisecting the pilot area. This heavy traffic flow means great visibility for the area and healthy customer patronage.

Land Use and Zoning in the TCPA

The area is an established commercial hub and the geographic center of Wilsonville, consisting of about 140 acres. The area offers a variety of retail and services, and contains a wide variety of land uses.



Land uses in the TCPA are predominately zoned commercial. However, the lower portion of the TCPA contains the Village at Main Street, a single-family and multi-family residential development.

While the TCPA is mostly developed, there is still some vacant land. Currently, four parcels are completely vacant and undeveloped, comprising of about 12 total acres. Even occupied parcels contain large chunks of open space and are not always developed efficiently. This land will also be important to the evolution of the TCPA as land prices rise and development densifies.

Large-scale development in Wilsonville, including the TCPA, has often been implemented through Planned Development zones (PDs). Planned Developments are different from traditional Euclidian Zones which are strict and rigid. Instead, PDs offer more flexibility and allow government officials and developers the ability to negotiate specifications that are appropriate for that development. Often, PDs can yield better development with higher design standards and are commonly seen as one way to encourage innovative, mixed-use districts. However, implementing zones through PDs can sometimes be timely and require intensive city staff support.

Defining the Pilot Area

PDs may also be difficult to modify in the future and contain barriers when it comes time to retrofit and redevelop an area.

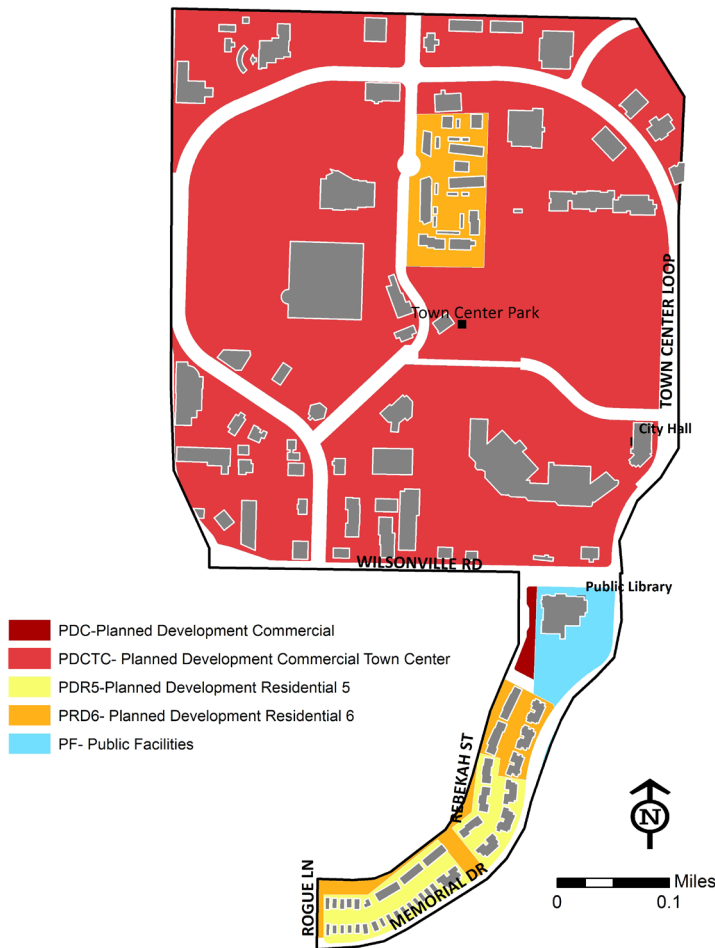
Public Perspectives on the TCPA

To voice their opinions on the TCPA, Wilsonville residents and employees completed a short survey. One hundred seventy-eight people responded to the survey. Respondents answered a total of eight questions, two of which allowed for open-ended, qualitative responses. The survey asked participants to reflect on the utility and conditions of the TCPA.

Some major findings are highlighted below:

- 75% of business owners and 58% of those who live within a mile of the TCPA said that the area is a vital part of the local economy.
- Respondents disagreed that bicycling in the TCPA was safe and enjoyable. A similar response occurred when asked about pedestrian safety and enjoyment in the TCPA
- Only 18.5% of the respondents strongly agreed with the statement that natural areas were well integrated into the TCPA.

Land Uses in the TCPA



- Only 20% of the respondents thought the TCPA had the right mix of land uses or amount of housing, an important component of the built environment in smart growth communities.
- Most local residents feel that Town Center does not provide enough public gathering spaces.

What Is a *Town Center*?

A town center is an enduring, walkable, and integrated open-air, multi-use development that is organized around a clearly identifiable and energized public realm where citizens can gather and strengthen their community bonds. It is anchored by retail, dining, and leisure uses, as well as by vertical or horizontal residential uses. At least one other type of development is included in a town center, such as office, hospitality, civic, and cultural uses. Over time, a town center should evolve into the densest, most compact, and most diverse part of a community, with strong connections to its surroundings.

–Urban Land Institute

TCPA Strengths



Open Space: Town Center Park provides greenery and recreational space in a largely commercial district. Memorial Park and Murase Plaza are adjacent to the TCPA boundaries and provides children's play structures and additional open space along the river. These parks will be increasingly important in the future as the population increases. They will serve as a place for both natural refuge and recreational enjoyment to the residents.



Mixed-Use: The TCPA's character as a mixed-use district will serve the community well into the future. The area contains a mix of residential, retail, open space, and government uses, making it a hub for activity. This variety of uses means that the area is in a unique situation for creating efficient, sustainable development.



Housing: The presence of housing in a largely commercial district allows residents to live closer to services, entertainment, and jobs. This proximity reduces the amount and distance of motor vehicle trips. The TCPA offers a wide variety of housing options to accommodate a diverse population, including condominiums, town homes, apartments, and single family homes, for both renters and home owners. Homes are built on small lots with short setbacks, aligning with several residential smart growth standards.



Sustainable Transportation Options: The TCPA is well served by SMART transit which has several bus stops in the immediate area. Efforts are also underway to encourage bicycle and pedestrian transportation modes. The area is well served by end-of-trip bicycle facilities, such as bike racks. Bike lanes are on many of the major roads, though sometimes fragmented or interrupted by vehicle right-of-ways. Pedestrian crosswalks and signals are present at most major intersections. In some circumstances, crosswalks are raised to emphasize pedestrian safety.

Auto-Oriented Development: Structures in the TCPA are oriented to vehicular traffic, many include drive-throughs, making it less conducive to pedestrians. Storefronts often face parking lots, and not streets. Some of the uses themselves are specifically dedicated to automobiles, including car washes and body shops.



Lack of Pedestrian Pathways: Much of the outer Town Center Loop has sidewalks on both sides of the street. However, internal sidewalks are fragmented and incomplete. “Curb cuts” and ramps are lacking in some areas, hindering safe pedestrian travel particularly for children, seniors, and the disabled. Crosswalks and pedestrian signals are present at many intersections, but not all. Numerous entrances, driveways, and drive-throughs mean sidewalks are interrupted by curb cuts.



Scale: The scale of development in TCPA is tailored to large businesses and big box retailers. This mega-block design results in large parking lots and more vehicle traffic. The scale also makes it difficult to locate opportunities for tree plantings, bioswales, and stormwater facilities.



Parking Lots: Availability of ample parking is convenient for businesses, residents, and visitors of Town Center Pilot Area. However, the expansive nature of these surface parking lots creates some challenges for alternative modes of transportation. In addition, this amount of asphalt creates some real environmental challenges. The large areas of impervious surface create runoff to the local watershed and prohibits rainwater from absorbing into the ground.



The Planning Process



Section 4

The Planning Process

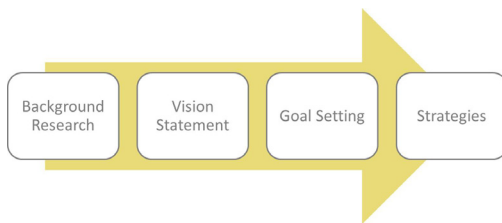
This pilot plan was executed through a process consisting of four major phases.

Phase I. Background Research & Problem Investigation: *What's going on?*

Phase II. Visioning: *What matters to you?*

Phase III. Goal Setting: *What are the goals that accomplish this vision?*

Phase IV. Recommended Strategies: *How will we achieve these goals?*



These phases build on one another and inform later stages of the process. The intention was to test a planning process that could not only inform recommendations on the TCPA, but could provide guidance for a future citywide planning process.

The original sustainability survey conducted in 2010 by the Wilsonville staff resulted in the identification of five major topic areas:

- 1) Health and Wellness
- 2) Connectivity
- 3) Development
- 4) Environmental Preservation
- 5) Communication

The scope of the Town Center Vision Pilot Plan tailored each phase of the process to focus on two of these five categories: Built Environment (previously “development”) and Environmental Preservation. The categories were selected with

the help of the Planning Commission and with feedback from the City’s previous sustainability survey which ranked the categories according to the public’s priorities. In addition, these categories were selected because of their comprehensive and pressing nature and their relevancy to the Town Center Pilot Area. The experience and expertise of Emerald Solutions were also considered in deciding the final topic areas.

The two topic areas are defined as follows:

Built Environment:

The built environment is the physical development in regards to urban design, streetscapes, architecture, and land use. Strategies to encourage sustainable development include creating walkable neighborhoods, concentrating development in urban centers to preserve farmland, redeveloping structures to meet the changing needs of the community, and improving energy efficiency in homes and businesses.

Environmental Preservation:

Environmental preservation focuses on preserving healthy ecosystems by integrating nature into the city and reducing human impact on the natural environment. Strategies to protect the environment include reducing runoff to streams and rivers, encouraging the use of renewable energy, and reducing the amount of waste through recycling and composting.

However, these individual categories do not exist in isolation. Changes to the built environment and strategies targeting environmental preservation will also have direct effects on the remaining

topic areas. While the pilot plan primarily focuses on the built environment and environmental preservation, final recommendations overlap with all of the remaining categories. In particular, connectivity and transportation were seen as being very integral to the land use decisions that are made to improve the urban form and protect natural ecosystems.

Phase I. Background Research & Problem Investigation: *What's going on?*

Phase I Objectives:

- Complete research on national examples and best practices
- Identify relevant current policies and programs in Wilsonville
- Collect quantifiable data on Town Center Pilot Area
- Complete an existing conditions analysis
- Understand how residents, visitors, and employees utilize and interact with the Town Center area

The first step in producing the pilot plan was to get a clear understanding of the Town Center Pilot Area as well as best practices in sustainability and smart growth. An evaluation of the existing strengths and weaknesses in the TCPA as they relate to the focus areas of the Built Environment and Environmental Preservation was performed (*see Section 3. Defining the Town Center Pilot Area*).

When researching best practices, a number of potential sources were examined that

approached sustainability planning at different scales, from neighborhood to regional strategies. This was done in order to get a comprehensive understanding of best practices in the field. (*More detail on this research can be found in Appendix B*).

Current Wilsonville policies and programs were identified through a review of plans that were relevant to the TCPA such as the Comprehensive Plan and the development code, as well as the more recent Villebois Master Plan that incorporated smart growth principles (*The complete findings of this assessment are found in Appendix C*).

Quantifiable data was collected to gain a snapshot of current conditions. When identifying data to collect, criteria included relevance, accessibility, and ability to objectively measure progress against goals were considered. Ultimately, information was gathered from several different sources including the city's GIS database, Metro's Regional Land Information System (RLIS), Portland General Electric, Allied Waste, and community staff.

Other data, both qualitative and quantitative, was collected through a community survey to better understand the usage patterns of visitors, residents, and employees and to find out what people value about the Town Center as it is today.

The Planning Process

Phase II. Visioning: What matters to you?

Phase II Objectives:

- Engage the community to understand future priorities for Town Center Pilot Area
- Facilitate a public discussion on sustainability and smart growth
- Lay out the framework to establish subsequent goals and recommendations

Vision statements

Vision statements are important for setting direction and motivating the community into action. They are formed through public feedback and reflect the ideologies and goals of the community. Vision statements are reinforced with concrete goals and actions which help the community move the vision forward.

A Vision's Objectives

A vision statement should:

- Describe a desirable snapshot of the community's future
- Embody community values and priorities
- Guide action and planning efforts
- Rally community support and stakeholder buy-in
- Influence decision makers to adopt relevant programs and policies

Creating a vision that works means reflecting community values and prioritizing what's important to the community. In order to create an appropriate, comprehensive vision for the Wilsonville Town Center, citizens, staff, and community leaders weighed in to share their ideas for how Town Center should move forward into the future in this phase.

Community engagement with stakeholders is particularly important on small-scale plans that have broad implications. It is important to get the public involved early in the process to help identify community values, shape the community vision, and identify the plan's action areas or areas of focus. Early community engagement helps to create working relationships and establish community buy-in that is essential to successful plan implementation.

The community engagement process for the pilot plan allowed for a better understanding of community needs and desires related to sustainability and smart growth in Town Center Pilot Area. The community was given an opportunity to share knowledge about the area which will strengthen the recommendations within the project. This feedback has been used to create a draft vision and to set corresponding goals.

The community engagement process was designed to be flexible in order to effectively reach the public and play to the strengths of the Wilsonville community. Outreach was focused toward key groups including: residents, visitors/customers, business owners, and employees. The effort was most successful when outreach was done through existing community groups and by utilizing existing communica-

tion mechanism within the city, such as news alerts and Facebook. Using these networks to proactively engage TCPA users, allowed for more robust rates of participation than when residents were engaged through independent events.

Two primary community engagement tools were implemented in this phase: qualitative interviews and a public survey.

Interviews

Interviews were conducted in order to gain a better understanding of current pilot area conditions, public perceptions regarding sustainability, and future community objectives for the Town Center Pilot Area. The table below outlines all interview participants.

The input from the initial interviews is summarized in Section 5. Vision for a Future Town Center Pilot Area, and organized into general categories and themes.

Survey

The same survey used in Phase I to understand usage patterns was also used to capture the views, values, and opinions of a wide variety of residents and users. The survey was distributed electronically as well as through hard copies left at several locations and tabling events. In all, 178 surveys were collected. A raffle for a \$50 gift card was used to incentivize survey respondents (*The full survey is included in Appendix D*).

Community Interviews:

Organization	Interest Area
SMART Transportation	Transportation, Environmental Preservation
Community Leader	Environment, Local employee, Resident
Chamber of Commerce	Business
Planning Commission	Community, Built Environment
Wilsonville Parks and Recreation	Community, Environment
Community Services Director	Community, Town Center Employee
Capital Realty, Town Center Property Owner	Business, Town Center
BEST Business Center (Portland)	Business
Principal of Arts & Technology High School	Community, Environment
Clackamas County Office of Sustainability	Environment

The Planning Process

The survey was posted, announced, or distributed through the following methods (both hard copy and electronically):

- Wilsonville Facebook page
- Bicycle and Pedestrian Task Force
- Wilsonville Library Staff
- Wilsonville Library computer terminal and hard copies with drop box
- Lamb's tabling event
- Lamb's employee break room
- Flyer in Town Center Apartments Newsletter
- Wilsonville Community Gardening Event
- Rotary E-mail Blast
- City of Wilsonville Town Center Vision webpage
- The Wilsonville Spokesman
- The Boones Ferry Messenger
- City of Wilsonville News & Notices e-mail blast
- Planning Commission
- Other informal mechanisms and communications

Information collected through the community engagement process was compiled to create a collective vision for a desirable future of Town Center Pilot Area. Background research and professional expertise were also used to construct the vision statement. *(Survey responses can be found in Appendix E & F)*

Phase III. Goal Setting: What are the goals that accomplish this vision?

Phase III Objectives:

Create specific goals that will be used to achieve the vision for the Town Center Pilot Area (TCPA)

Through Phase II survey analysis, draft goals were created under the selected topic areas of Built Environment and Environmental Preservation. Goal criteria and analysis of survey results

helped to create the draft goals. The goal criteria came from best practices research and help ensure goals are focused, effective, and appropriate for the community.



Wilsonville residents participate in the survey

The criteria are:

1. Compliments Vision Statement
2. Recognizes and incorporates past and current sustainability efforts
3. Can achieve community buy in
4. Influences others into actions
5. Aligns with partner organizations

Initially, Emerald Solutions drafted 16 goals which were presented to the Wilsonville Planning Commission. The Planning Commission provided feedback on the feasibility, clarity, and level of importance of each of those goals. This collaboration led to eight distilled goals which were presented to the public for comment, input, and prioritization.

Community feedback was an important part of Phase III. Participant input was used to modify



At the “Keeping It Local Fair, participants had a chance to vote on goals. (See Appendix G)

and select the final goals. Feedback was collected primarily at the Wilsonville “Keeping it Local Fair” on April 16th, 2011. Participants of the event were asked to vote on one of four goals for each of the two categories. Participants voted on those goals which they considered of the highest priority or believed to be the most important for achieving the vision. Overall, 107 votes were submitted.

Phase IV. Recommended Strategies: How will we achieve these goals?

Phase IV Objectives:

- Develop alternative strategies that can be implemented to achieve goals
- Engage a Technical Sounding Board on feasibility of strategies.

Recommendations were designed by matching the community vision and goals to best practices

seen around the nation in cities or similar size, condition, and demographics of Wilsonville.

Guiding principles were created to help select final strategies and potential actions:

1. Cost-effective
2. Tested and proven in other jurisdictions
3. Utilizes existing resources where possible
4. Fills gaps where others will not take the lead
5. Scale of economic and community benefit
6. Can be effectively implemented by planning staff and partner agencies

Draft strategies were presented to Wilsonville Planning Staff and a technical sounding board. The sounding board was comprised of community leaders and technical experts which could provide insight into the feasibility of each of the strategies. Those on the technical sounding board included representation from the following organizations:

- Portland State University
- SMART
- Wilsonville Planning Commission
- Community Development Staff
- Lewis & Clark University
- Real Estate Developer

Vision for a Future Town Center Pilot Area



Section 5



Vision for a Future Town Center

Town Center Pilot Area is a **compact, vibrant, mixed-use** district that integrates the urban and natural environments to create an attractive and accessible place for visitors and residents to **shop, eat, live, work, learn and play.**

In order to accurately evaluate current conditions and create an effective vision for the future of the TCPA, Wilsonville residents and users of the TCPA were asked to complete an eight question survey. The survey questions allowed for both quantitative and qualitative responses and asked respondents to explain their current use patterns, preferences, travel behaviors, and habits. The questions aimed to understand both how residents and visitors utilize the TCPA today and also how they would like to see the area change in the future.

Survey Results

- 85% of respondents said that they shop at the TCPA at least weekly.
- Eating and dining in the TCPA was the second most popular activity to occur on a weekly basis (67.7%) followed by socializing (46.6%), exercising (43.3%), and working (32.3%).
- Working was the most popular daily activity (20.2%), but had the fewest overall responses.
- 70% of respondents stating they never use public transportation to arrive at the TCPA.
- Driving alone was the most popular transportation choice with 43% of respondents stating they “almost always” use a personal vehicle.

- Those who use the Town Center Pilot Area most frequently (more than weekly) arrive to Town Center using active modes of transportation (biking or walking) either sometimes, often, or almost always.



Moving forward, most Wilsonville residents believed that vacant lots and greenfields should be development

The survey also allowed residents to weigh in on the ways they hope to see the TCPA evolve into the future. Below are some of the key findings discovered through the survey results:

- 63% of business respondents and 95% of respondents overall supported a compact, downtown form in the Town Center.

- 89.2% thought that integrating the natural environment in the Town Center through native plantings, open spaces, and greenways was either important or very important.
- About 94% of respondents think that it is important that Town Center include community gathering spaces.
- 89% of all respondents agreed that incorporating the natural environment, native plantings, open spaces, and greenways into Town Center was either important or very important.

Community: About 94% of respondents think that it is important that Town Center include community gathering spaces, yet most respondents agreed that the area does not have enough of them. How can the TCPA evolve to facilitate community building and neighbor-to-neighbor interaction?



Accessibility: Only half of visitors and residents said that they feel safe biking in the Town Center Pilot Area. Approximately two-thirds of people said they felt safe walking. What steps could be taken to improve safety and enjoyment for all modes of transportation?



Environment: 90% of all respondents agreed that incorporating the natural environment, native plantings, open spaces, and greenways into Town Center was either important or very important. How can impervious surface space be redesigned to include natural features?



Economic: 85% of respondents shop in the Town Center Pilot Area every week. Most residents agree that the TCPA is important to the health of the local economy. How will this area change and evolve with the addition of new commercial centers in the area?



Vision for a Future Town Center

- 80% of respondents said utilizing new technologies to improve energy efficiency and reduce storm water run is either important or very important to the future success of the TCPA.
- A statement on providing a variety of housing types for all incomes level received the least amount of support in the survey with 10.2% of respondents saying this was “not important” to the future success of the area.

Interview Summary

Feedback from community interviews was summarized in the following categories. This feedback was also used to craft a community vision statement.

(1) Community Engagement

- Businesses and residents are generally interested in sustainability and want to get involved.
- Sustainability is a complicated and confusing term. Most stakeholders have a different understanding of what sustainability means. The city should be clear and specific as to its definition when engaging the community.

(2) Strengths of Town Center Pilot Area

- SMART Transit: The public transit system is a strength of Town Center Pilot Area and the city as a whole.
- Commercial Mixed Use: Town Center Pilot Area has a good mix of commercial uses that fulfill a variety of needs and desires for residents, visitors, employees, and businesses.

- Local Businesses: Town Center Pilot Area has a substantial mix of local businesses.
- Land Use: The pilot area is relatively compact with numerous facilities and services within a walkable distance.

(3) Weaknesses and Constraints of Town Center Pilot Area

- Design: Development is auto-oriented and has evolved in a piecemeal nature, limiting the ways users can interact with the space.
- Mobility: Given the layout and the dominance of cars, traffic has been identified as a major concern. Though compact, the scale of development is large and generally viewed as less than ideal for pedestrian traffic and walkability, especially internally.
- Vacant Land: The lot next to the park has been identified as a limiting factor that currently divides the area. Vacant storefronts are also seen as a detractor for the TCPA.
- Parking Lots: The area is dominated by surface parking lots, several of which are underutilized.
- Competing Retail Districts: With the addition of the new Fred Meyer development, there is a concern that there will be an oversupply of retail space.

(4) Opportunities

- Developable Land: There is an opportunity to thoughtfully develop several existing, vacant parcels within the TCPA.
- Town Center Park: The park is an asset to the pilot area, but it currently underutilized.
- Redevelopment: The TCPA is aging and community needs are changing. Opportunities to redevelop current structures could

be forthcoming.

- Identity: There is an opportunity to establish a coherent identity for the district and promote a unique sense of place.

(5) Concerns

- The business community is sensitive to the costs of going green, particularly during tough economic times.
- The majority of stakeholders are concerned about increasing regulations. Incentives are the favored way to get community buy-in.

The survey findings and interview feedback resulted in the following vision statement. This vision statement lays the framework for the subsequent goals and recommendations:

Town Center Pilot Area is a **compact, vibrant, mixed-use** district that integrates the urban and natural environments to create an attractive and accessible place for visitors and residents to **shop, eat, live, work, learn, and play.**

Goals for a Sustainable Town Center Pilot Area



Section 6



Goals for a Sustainable TCPA

Goal setting is important to the planning process and is used to specifically identify the results a city and its citizens want to achieve. The goals lay out planning objectives, guide research efforts, and lay the foundation for subsequent recommendations.

To ensure that the best, most effective goals were selected, all goals were evaluated by the following goal criteria:

- 1) Compliments Vision Statement
- 2) Recognizes and incorporates past and current sustainability efforts
- 3) Can achieve community buy in
- 4) Influences others into actions
- 5) Aligns with partner organizations

Using the goal criteria, public input collected from the Keeping it Local Fair, and expert feedback, the final four goals were identified.

Oregon Statewide Planning Goal

Oregon's statewide planning goal 9 focuses on the importance of economic development. In 2007, Wilsonville City Council adopted Ordinance No. 638 to adopt the Economic Opportunity Analysis Report for Statewide Goal 9 Compliance as a supporting document to the Comprehensive Plan. The analysis lays out six goals which stress the importance of compact development, encourage a balance of different land uses, and advocate for increasing densities within the Urban Growth Boundary.

Four Goals for the Future of TCPA:

1. Support further compact development that achieves smart growth principles to meet future community and business needs

Compact development promotes healthy, livable communities, helps protect our natural environment, and makes the most of public investments.



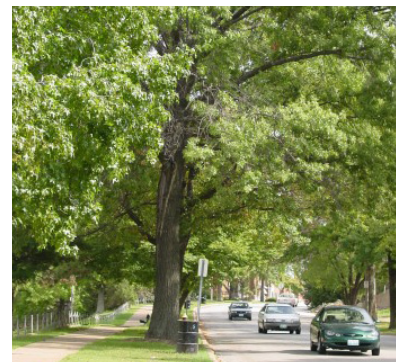
2. Leverage alternative transportation options, reduce conflicts between different modes of transportation, and improve pedestrian circulation to decrease vehicle dependency and promote active living

The availability of several transportation modes means that people have the freedom to travel by a variety of methods and feel comfortable using active modes of transportation.



3. Integrate nature into the urban environment and protect existing ecosystems

Integrating nature into the environment is important for public health and happiness, the well being of the natural environment, and the enhancement of property values.



4. Encourage residents and business owners to reduce consumption of resources and to shift from fossil fuel to renewable energy sources

Real change means modifying our individual behaviors to reduce our consumption and protect the quality of our natural environment.



Recommended Strategies & Actions



Section 7



Recommended Strategies & Actions

Successful plans outline strategies that are used to achieve the goals and vision that were established earlier in the process. Guiding principles can ensure quality strategies and aid in their selection. Guiding principles used to select strategies for the TCPA are outlined below:

1. Cost effective
2. Tested and proven in other jurisdictions
3. Utilizes existing resources as much as possible
4. Fills gaps where others will not take the lead
5. Scale of economic and community benefit
6. Can be effectively implemented by planning department and partnering agencies

Strategies include a list of potential actions to achieve each recommendation. Many of the potential actions outlined in this plan may require additional examination prior to implementation. Furthermore, some of the potential actions are specific to the needs and challenges of the Town Center Pilot Area and can only be appropriately applied to this area. Still, other potential actions are broad and adaptable and may be more efficiently implemented on a citywide scale or may be applicable to other areas of town for the larger, citywide plan. Resources and examples are included to provide additional context and information.

Strategy	Potential Actions
<p>1. Implement code amendments that promote smart growth and sustainable principles in the Town Center Pilot Area.</p>	<ol style="list-style-type: none"> 1. Perform a comprehensive Smart Growth Audit with the intention of assessing Wilsonville’s current growth policies and implementation measures using smart growth principles. 2. Make adjustments to the current development code within the PDC-TC (Town Center Commercial Zone) to include additional smart growth and sustainability principles. 3. Create a point system in the code for green building requirements and incentives for new construction and redevelopment 4. Incorporate form based code provisions that will regulate development and redevelopment of the Town Center Pilot Area to realize smart growth concepts.
<p>2. Strengthen and launch educational programs that promote sustainable behaviors and coordinate existing efforts through strategic partnerships.</p>	<ol style="list-style-type: none"> 1. Assess organizations currently doing work in areas of education and create beneficial partnerships. 2. Convene business leaders, developers, and partner agencies to create a “Sustainability Leadership Program” to encourage business and employee participation in sustainable behaviors. 3. Encourage residents to incorporate sustainability efforts into their everyday lives through targeted events.

Recommended Strategies & Actions

Strategy	Potential Actions
<p>3. Create green, visible corridors that facilitate safe, active transportation modes between destinations through facilities design.</p>	<ol style="list-style-type: none"> 1. Identify areas within the Town Center Pilot Area that have limited connectivity and high potential for pedestrians, bicyclists, and automobile conflicts. 2. Construct facility improvements to those areas that have safety and connectivity limitations to expand alternative transportation options. 3. Adopt complete green street policies that include signage, traffic calming, and pedestrian-scale streetscape improvements.
<p>4. Promote and prioritize the retrofitting of the Town Center Pilot Area to a mixed-use, compact, sustainable community.</p>	<ol style="list-style-type: none"> 1. Perform an analysis within the City to identify those areas that would benefit from a proactive approach to guide future development and redevelopment based on smart growth principles. 2. Form a task force of business, property owners and residents in the Town Center Pilot Area to discuss possible options for making changes and improvements to incorporate sustainability and smart growth principles. 3. Consider public-private partnerships that benefit the entire community by revitalizing the Town Center Pilot Area.
<p>5. Explore programs and policies that would allow the City of Wilsonville to continue its leadership in various sustainability initiatives</p>	<ol style="list-style-type: none"> 1. Create a citywide, comprehensive “Recycling Action Plan”. 2. Design an energy efficiency and clean energy initiative for public buildings. 3. Encourage businesses to apply for BRAG (Business Recycling Awards Group) and BEST awards (Business for Sustainable Tomorrow).

STRATEGY 1. Implement code amendments that promote smart growth and sustainable principles in the Town Center Pilot Area.

Summary

Development decisions have long-term impacts on the environment, the community, and the economy. Local governments across the country are searching for ways to ensure that their communities grow and evolve in smart, cost effective, and sustainable ways. Many communities are discovering that current development codes are often a barrier to achieving these goals and are looking to modify their codes and ordinances to ensure that future development and redevelopment will encourage smart growth principles and complete communities.

Wilsonville has successfully used Planned Developments to plan large, mixed-use districts. The most recent example is the Villebois development which incorporates many of smart growth and sustainability principles. However, the developed and built out character of the Town Center Pilot Area presents a unique challenge that may require some alternative actions outlined below.

Potential Actions:

- 1.1 Perform a comprehensive Smart Growth Audit with the intention of assessing Wilsonville’s current growth policies and implementation measures using smart growth principles.
- 1.2 Make adjustments to the current development code within the PDC-TC (Town Center Commercial Zone) to include additional smart growth and sustainability principles.
- 1.3 Create a point system in the code for green building requirements and incentives for new construction and redevelopment
- 1.4. Incorporate form based code provisions that will regulate development and redevelopment of the Town Center Pilot Area to realize smart growth concepts.

Potential Benefits:

- Efficient use of current infrastructure and land
- Providing places where residents can walk to jobs and services
- Reduction in vehicle miles traveled
- More economically and socially vibrant areas
- Preservation of open space in outlying areas
- The potential for reduced transportation costs
- Increased tax base and tax revenues

Further Considerations:

- Further exploration on appropriate scale
- Balance between regulations and incentives
- The accompaniment of an education campaign

Indicators:

- Smart Growth Audit Results
- Density or Units per Acre

Topic Areas:



Targeted Goals:

Goal 1: Support further compact development that achieves smart growth principles to meet future community and business needs.

Goal 3: Integrate nature into the urban environment and protect existing ecosystems

Goal 4: Encourage residents and business owners to reduce consumption of resources and to shift from fossil fuel to renewable energy sources.

1.1 Perform a comprehensive Smart Growth Audit with the intention of assessing Wilsonville’s current growth policies and implementation measures against the accepted principals of Smart Growth.

Description:

A Smart Growth Audit is an assessment of the City’s existing growth and development policies, programs, and ordinances in relation to the ten principles of smart growth. While Emerald Solutions has identified some potential areas that can be targeted within the development code, a full audit of all policies and programs is needed. The audit can serve as a guide, identify barriers, and discover opportunities to implementing smart growth principles within the city’s programs and policies.

Applicable Scale:

- Citywide

Time Horizon:

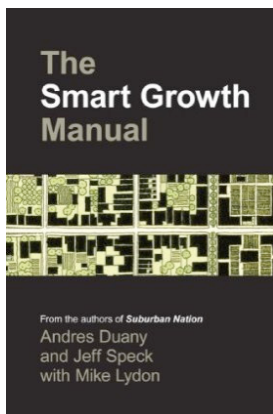
- Short-term

Where It’s Been Done:

- New Hampshire
- Beaufort, South Carolina

Potential Partner Organizations:

- N/A



"The Smart Growth Manual" lays out the 10 principles of smart growth planning.

10 Principles of Smart Growth

1. Compact design
2. Range of housing choices
3. Walkable neighborhoods
4. Community collaboration
5. Distinctive, attractive communities
6. Predictable, fair, & cost effective development decisions
7. Mix land uses
8. Preserve open space, farmland, & critical environmental areas
9. Variety of transportation choices
10. Direct development to existing areas

Further Resources:

- Comprehensive Smart Growth Audit Checklist, New Hampshire: www.nh.gov/oep/resource-library/referencelibrary/m/masterplan/preparingamasterplan/documents/smartgrowthchecklist.pdf
- Beaufort Smart Growth Audit 2008, The Lawrence Group: <http://www.thelawrencegroup.com/beaufort/SGAuditsmall.pdf>

1.2 Make adjustments to the current development code within the PDC-TC (Town Center Commercial Zone) to include additional smart growth and sustainable principles.

Description:

While Emerald Solutions did not perform a full audit of city programs and polices, a review of the development code in relation to PDC-TC indicated the following might be areas for potential adjustments:

- Inclusion of maximum building setback language to promote active streetscapes
- Increase landscape requirements from current 10% of parking surface and 15% total
- Shared parking currently limited to 2 owners
- Allow better opportunities for rooftop and vertical landscaping
- Confirm elements such as maximum height requirements and building permit processes do not impinge on the use of renewable energy systems, like solar panels and wind turbines.

Applicable Scale:

- Town Center Pilot Area
- Citywide

Time Horizon:

- Short-term

Where It's Been Done:

- Seattle, Washington
- New York, NY

Potential Partner Organizations:

- N/A



Sharing Where we Park

Shared Parking means that parking spaces are utilized by more than one owner, allowing for efficient parking facility utilization. It takes advantage of the fact that most parking lots are only used part-time by a particular motorist group, with utilization patterns that follow predictable time cycles. This could be a good solution for Regal Cinema in the TCPA.

Further Resources:

- Essential Smart Growth Fixes for Urban and Suburban Zoning Codes, EPA: http://www.epa.gov/smartgrowth/pdf/2009_essential_fixes.pdf
- New York City ordinances exempt solar panel and co-generation from height restrictions: <http://americancityandcounty.com/admin/sustainability-roofs-solar-20110503/>
- Seattle Department of Planning: <http://www.seattle.gov/dpd/GreenBuilding/Resources>

1.3 Create a green points system in the code for green building requirements and incentives for new construction and redevelopment.

Description:

Green points systems are designed to be included in development codes in order to incorporate flexible requirements and incentives. While certain features may be mandatory to obtain building permits, others can be encouraged through discounts or incentives. Points are awarded for both interior improvements, such as energy efficient appliances, day lighting features. Other points can be awarded for exterior, site plan modifications, such as the use of organic soils or bioswales, green roofs, or stormwater management facilities. Requirements for the system can also be coordinated with other current established rating systems including LEED.

Applicable Scale:

- Town Center Pilot Area
- Citywide

Time Horizon:

- Long-term

Where It's Been Done:

- Boulder, Colorado

Potential Partner Organizations:

- N/A



Boulder, Colorado uses a green points system to incentivize developers to include green features on their sites. Developers get points for everything from using energy efficient appliances, specific types of insulation, and natural landscaping

Further Resources:

- Green Building and Green Points Guideline Booklet; Boulder, CO http://www.bouldercolorado.gov/files/PDS/green_points/902.pdf

Description:

Form based codes go beyond conventional zoning by addressing the relationship of the building to the streetscape, the relationship between buildings, and the desired urban form. Form based codes rely heavily on visual representations to guide development decisions in an area. Form based code could be initially incorporated into the Wilsonville Development Code through an overlay zone which would focus on the Town Center Pilot Area. The advantage of an overlay zone is that it allows the City to test guidelines and make revisions prior to any overall adjustments. The creation of a hybrid code is an incremental option that would allow aesthetic standards to be combined with conventional zoning code regulations. This example is similar to what was done in the Villebois Pattern Books.

Applicable Scale:

- Town Center Pilot Area
- Citywide

Time Horizon:

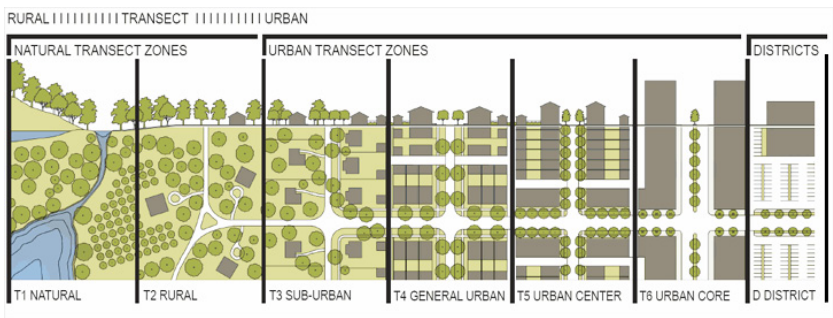
- Long-term

Where It's Been Done:

- Maryland
- Villebois Pattern Books (Wilsonville)

Potential Partner Organizations:

- N/A



Form Based Codes

Form based codes rely on the concept of the transect to help make development decisions based on an area's character and scale of development.

Further Resources:

- Columbia Pike Form Based Code: <http://www.arlingtonva.us/Departments/CPHD/Forums/columbia/current/CPHDForumsColumbiaCurrentCurrentStatus.aspx>
- FBCI – Form Based Code Institute: <http://www.formbasedcodes.org/taxonomy/term/14>
- Smart Growth Tactics, Michigan Association of Planners: http://www.mml.org/pdf/map_article_issue28.pdf

STRATEGY 2. Strengthen and launch educational programs that promote sustainable behaviors and coordinate existing efforts through strategic partnerships.

Summary

Educational programs are essential in changing the behavior of residents. Often, these programs are a first step to familiarizing a community with the concepts of sustainability and smart growth and to gain broad support. Educational events can provide a format where sustainable businesses and residents can share their experiences and explain the benefits to others.

Wilsonville is already providing a number of programs and events including the “Keeping it Local Fair” and the “Sustainability Business Tour.” It is important that Wilsonville continue these efforts and explore additional methods of outreach. By further partnering with other organizations and agencies in the region, the City of Wilsonville can work more efficiently to promote sustainable behaviors.

Potential Actions:

- 2.1 Assess organizations currently doing work in areas of education and create beneficial partnerships.
- 2.2 Convene business leaders, developers, and partner agencies to create a “Sustainability Leadership Program” to encourage business and employee participation in sustainable behaviors and create a community of sustainable businesses.
- 2.3 Encourage residents to incorporate sustainability efforts into their daily lives through targeted events.

Potential Benefits:

- Proven effective in changing behavior
- Reduction in drive-alone car trips
- Financial savings

Further Considerations:

- Coordination with current programs
- Further resources may be required for greatest success

Indicators:

- Water consumption
- Waste reduction and recycling capture rates from Allied Waste
- Energy consumption
- Percentage of homes and businesses purchasing green energy
- Rates of walking, biking, and using transit

Topic Areas:



The Built Environment



Transportation & Connectivity



Health & Wellness



Communication & Education



The Natural Environment

Targeted Goals:

Goal 1: Support further compact development that achieves smart growth principles to meet future community and business needs.

Goal 4: Encourage residents and business owners to reduce consumption of resources and to shift from fossil fuel to renewable energy sources.

2.1 Assess organizations currently doing work in areas of education and create beneficial partnerships.

Description:

There are currently a number of organizations around the region and the country that are providing education programs on sustainability and smart growth topics. By proactively identifying these organizations, Wilsonville can leverage these existing programs and maximize resources. Through this coordination, more residents can be educated and engaged.

Applicable Scale:

- Town Center Pilot Area
- Citywide

Time Horizon:

- Short-term

Where It's Been Done:

- Corvallis, Oregon
- Clackamas County, Oregon
- Wilsonville, Oregon

Potential Partner Organizations:

- CREST
- Metro
- State of Oregon
- Safe Routes to School
- PGE
- City of Portland
- Clackamas County Office of Sustainability
- Regional Water Providers Consortium



Local Leaders

CREST and SMART are two organizations within Wilsonville already working on sustainability issues.



Further Resources:

- Metro Recycle at Work: <http://www.recycleatwork.com/>
- Smart Communities Network: <http://www.smartcommunities.ncat.org/buildings/gbprogrm.shtml>

2.2 Convene business leaders, developers, and partner agencies to create a “Sustainability Leadership Program” to encourage business and employee participation in sustainable behaviors and create a community of sustainable businesses.

Description:

A suite of approaches could be used to convene business leaders, including luncheons, on-going education events, or other peer-to-peer learning opportunities. To ensure future success and continued commitment, it is important to identify a core group of business leaders to commit to and champion the program. Through this approach, a “Sustainability Committee” could be created to recommend and spearhead a variety of sustainability efforts.

Applicable Scale:

- Town Center Pilot Area
- Citywide

Time Horizon:

- Short-term

Where It’s Been Done:

- Arizona
- National level

Potential Partner Organizations:

- Clackamas County
- Chamber of Commerce
- U.S. Small Business Administration
- NW Earth Institute
- Oregon Natural Steps Network



Encouraging Green Business Practices

Arizona Businesses Advancing Sustainability is a coalition of Arizona companies committed to being the voice of sustainable business practices in the Arizona. In today’s business climate, corporate sustainability is essential for companies to be successful for the long term. Individual businesses do not operate in a vacuum. Rather, they are part of a larger community and economic system where each company’s (and entities) decisions can directly impact the synergy of the whole. The organization meet four times a year to have in-depth dialogues among participants to share, learn from, challenge and test the sustainability practices that are in place — or in developmental phases — in their companies.

Further Resources:

- Sustainable Business Institute: <http://www.sustainablebusiness.org/2.html>
- Arizona Businesses Advancing Sustainability: <http://www.azbas.net/>
- United States Business Council for Sustainable Development: <http://www.usbcd.org/>

2.3 Encourage residents to incorporate sustainability efforts into their everyday lives through targeted events.

Description:

Wilsonville has begun this process through events like the “Keeping it Local Fair.” It is important that these programs continue as regular events and that the city is committed to the importance of these programs. These events should target sustainability in transportation choices, purchasing consumable goods (green products), recycling and waste reduction, energy consumption, and sustainable homes. Examples of events could include:

- Partnering with Portland General Electric to increase the share of “green power” purchased by businesses and residents or creating a “green power challenge” for residents similar to the one in Lake Oswego.
- Native landscaping education or “Food not Lawns” types of programs
- Events similar to the “Sunday Parkway” that support bicycle and pedestrian transportation, foster a sense of place, and support local businesses
- Encourage community to create a farmers market or CSA

Applicable Scale:

- Citywide

Time Horizon:

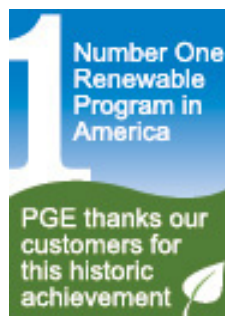
- Short-term

Where It’s Been Done:

- Portland, Oregon
- Lake Oswego, Oregon

Potential Partner Organizations:

- PGE
- OSU Extension Master Gardeners
- Clackamas County Soil & Water Conservation District
- Metro Nature in Neighborhoods Program



Reducing Wilsonville’s Carbon Emissions

About 6% of Wilsonville residents currently purchase renewable energy through PGE. Increasing that rate will reduce the amount of greenhouse gases emitted.

Further Resources:

- Lake Oswego, CSA: http://www.lakeoswegoparks.org/products.asp?pfid=2322&dept_id=287&trMode=2&name=Gardening&bid=&sid=&pn=Gardening&pdept_id=286
- Portland Sunday Parkways: <http://www.portlandonline.com/transportation/index.cfm?c=46103>

STRATEGY 3. Create green, visible corridors that facilitate safe, active transportation modes between destinations through facilities design.

Summary

Connected street networks make travel more efficient by giving travelers options and providing direct routes. A study published in August of 2009 by C.E.O.'s for Cities, a group of urban redevelopment advocates, found that houses with above-average Walk Scores commanded a premium of as much as \$30,000 in some markets.

Through the community outreach process, the connectivity of Town Center Pilot Area was identified as an important issue that must be addressed. The survey showed that 15.8% of respondents do not think it is safe to walk in TCPA and 22.4% do not think it is safe and enjoyable to bike in the TCPA.

Potential Actions:

3.1 Identify areas within the Town Center Pilot Area that have limited connectivity and high potential for pedestrians, bicyclists, and automobile conflicts.

3.2 Construct facility improvements to those areas that have safety and connectivity limitations to expand alternative transportation options.

3.3 Adopt complete green street policies that include signage, traffic calming, and pedestrian-scale streetscape improvements.

Potential Benefits:

- Fewer accidents
- Fewer automobile trips
- Pedestrian friendly environment
- Increased property values

Further Considerations:

- Coordination with Transportation Systems Plan and Stormwater Management Plan

Indicators:

- Walk Score
- Connected Node Ratio
- Block Length

Topic Areas:



Targeted Goals:

Goal 1: Support further compact development that achieves smart growth principles to meet future community and business needs.

Goal 2: Leverage alternative transportation options, reduce conflicts between different modes of transportation, and improve pedestrian circulation to decrease vehicle dependency and promote active living.

Goal 3: Integrate nature into the urban environment and protect existing ecosystems.

3.1 Identify areas within the Town Center Pilot Area that have limited connectivity and high potential for pedestrians, bicyclists, and automobile conflicts.

Description:

Identifying areas of concern can be done through various metrics including crash rates, traffic counts, or surveys. One way to achieve this in the Town Center Pilot Area would be through the completion of a street segments walkability audit. A walkability audit is an unbiased examination and evaluation of the walking environment that can be used to identify potential alternatives or solutions. Ideally the audit should include ¼ mile and ½ mile “walk shed” radius (area that can be expected to be reached in 10 to 20 minutes).

Applicable Scale:

- Town Center Pilot Area

Time Horizon:

- Short-term

Where It’s Been Done:

- Portland, Oregon
- Oakland, California

Potential Partner Organizations:

- SMART
- Bike and Pedestrian Task Force

Potential Areas of Concern



Are sidewalks and bike lanes complete and connected to destinations?



Are facilities for pedestrians safe and visible for people and drivers?

Further Resources:

- Creating a walkable community: <http://www.walkable.org/faqs.html>
- Walkability Audit: <http://www.walkinginfo.org/problems/audits.cfm>

3.2 Construct facility improvements to those areas that have safety and connectivity limitations to expand alternative transportation options.

Description:

Once areas have been identified, it is important to develop and maintain a variety of linkages, paths, and way-finding elements to improve the system. Improvements can include requiring mid-block pathways where blocks are greater than a certain length, or installing traffic calming elements that make travel safer and more enjoyable for pedestrians.

Applicable Scale:

- Town Center Pilot Area
- Citywide

Time Horizon:

- Long-term

Where It's Been Done:

- Lake Oswego, Oregon
- Redmond, Washington
- Wilsonville, Oregon

Potential Partner Organizations:

- Bike and Pedestrian Task Force



Example Facility Improvements

Adequate signage not only encourages bicycle and pedestrian use, it helps those using active transportation get around and estimate the time it will take for certain destinations. Signage is also a good way to market the bicycle and pedestrian network.



Pathways between neighborhoods and main streets can shorten distances for pedestrians, making it easier and more convenient to travel on foot or bike. In some neighborhoods of Wilsonville, these cut-throughs have been used to increase pedestrian connectivity.

Further Resources:

- Wilsonville Bicycle and Pedestrian Master Plan: <http://www.ci.wilsonville.or.us/Index.aspx?page=704>
- City of Redmond Development Guide: <http://www.codepublishing.com/WA/redmond.html>
- City of Lake Oswego, Neighborhood Traffic Management Program (NTMP) <http://www.ci.oswego.or.us/engineer/trans/NTMP.HTM>

3.3 Adopt complete green street policies that include signage, traffic calming, and pedestrian-scale streetscape improvements.

Description:

While there are several examples of these concepts already completed in Wilsonville, a formal policy could ensure more comprehensive implementation. Complete streets are designed and operated to enable safe access for all users and will make it easy to cross the street, walk to shops, and bicycle to work. Green streets are a sustainable stormwater management strategy that helps to integrate nature into the urban environment. Both concepts have been proven effective in other cities, including Seattle and Portland. These concepts also tie in well with Metro’s livable streets program.

Applicable Scale:

- Citywide

Time Horizon:

- Long-term

Where It’s Been Done:

- Seattle, Washington
- Issaquah, Washington

Potential Partner Organizations:

- Bike and Pedestrian Task Force

What are Complete Streets?



Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities are able to safely move along and across a complete street. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.

-National Complete Streets Coalition

Further Resources:

- Seattle Right of Way Improvements Manual: http://www.seattle.gov/transportation/rowmanual/manual/6_2.asp#625
- National Complete Streets Coalition: CompleteStreets.org
- City of Issaquah, WA Ordinance: <http://www.mrsc.org/ords/I75o2514.pdf>

STRATEGY 4. Promote and prioritize the retrofitting of the Town Center Pilot to a mixed-use, compact, sustainable community.

Summary

The experience of other communities around the country has shown that successful redevelopment activity must be well planned and strategically encouraged with strong leadership from local government. Redevelopment can be costly to private developers who cannot always absorb the financial burden alone. With the support of the local government, proper redevelopment can ensure that the area meets the community's vision.

The Town Center Pilot Area is an important part of the Wilsonville Community. However, as changes to the district occur over time, opportunities to re-envision development will arise. Land owners, tenant businesses and the City must work together to redevelop the area. Since the area has fragmented ownership, the City will need to work with the affected businesses and owners to prepare a redevelopment plan that will be widely accepted by all affected parties. Any plan must be structured to take a long-term outlook and support incremental changes over time.

Potential Actions:

- 4.1 Perform an analysis within the City to identify those areas that would benefit from a proactive approach to guide future development and redevelopment based on smart growth principles.
- 4.2 Form a task force of business, property owners and residents in the Town Center Pilot Area to discuss possible options for making changes and improvements to incorporate sustainability and smart growth principles.
- 4.3 Consider public-private partnerships that benefit the entire community by revitalizing the Town Center Pilot Area.

Potential Benefits:

- Area benefits versus single project
- Stimulate private reinvestment
- Increased tax base and revenue
- Improved infrastructure
- Improved sense of place

Further Considerations:

- Political environment
- Replacement of local tenants with national tenants
- Tenant relocation and disruption
- Stakeholder buy-in

Indicators:

- N/A

Topic Areas:



Targeted Goals:

Goal 1: Support further compact development that achieves smart growth principles to meet future community and business needs.

4.1 Perform an analysis within the City to identify those areas that would benefit from a proactive approach to guide future development and redevelopment based on smart growth principles.

Description:

While the Town Center Pilot Area is an important part of the community, a holistic review of land use and development within the city should be done to prioritize areas for future development projects and achieve community buy-in. A tier system and cost benefit analysis could be developed to identify and prioritize redevelopment opportunities within Wilsonville.

Applicable Scale:

- Citywide

Time Horizon:

- Short-term

Where It's Been Done:

- Fort Collins, Colorado

Potential Partner Organizations:

- N/A



The TCPA contains many opportunities for redevelopment and infill development. Vacant and under-utilized lots exist in the TCPA.

Further Resources:

- A Report on Redevelopment Policies, Strategies and Future Directions: <http://www.fcgov.com/advanceplanning/pdf/redev-report-doc.pdf>

4.2 Form a task force of business, property owners and residents in the Town Center Pilot Area to discuss possible options for making changes and improvements to incorporate sustainability and smart growth principles.

Description:

Any redevelopment effort of the Town Center Pilot Area will need the buy-in of the multiple land owners. As such, it is important to start the conversation early. Setting up a task force to explore options will allow both the city and the affected parties to identify short and long-term solutions to issues of sustainability and smart growth. With the completion of the new Fred Meyer shopping center on the other side of I-5, it is a crucial time to reexamine how the Town Center Pilot Area can adapt to serve the changing needs of the community and reach the collective vision outlined in this plan.

Applicable Scale:

- Town Center Pilot Area

Time Horizon:

- Short-term
- Long-term

Where It's Been Done:

- Osseo, Minnesota

Potential Partner Organizations:

- Tenants
- Property Owners
- Residents



**The Future
Redevelopment of
TCPA**

Redeveloping the TCPA will require a comprehensive approach and buy-in from business leaders, developers, and Wilsonville residents.

Further Resources:

- Osseo, MN: http://www.discoverosseo.com/jeff/Section_1,_Introduction_%28Purpose_and_Background%29.pdf

4.3 Consider public-private partnerships that benefit the entire community by revitalizing the Town Center Pilot Area.

Description:

Cities and towns across the country have seen dramatic declines in new development since the financial crises of 2008. Many communities are looking at strategic public-private partnerships as a way to jump start development and redevelopment. Public-private partnership tools that could be considered include:

- Tax increment financing
- Local improvement districts
- Zone of Benefit or Reimbursement District
- Economic Benefit Zones

While the majority of the Town Center Pilot Area is within the current Year 2000 Plan URA, the URA has an outstanding project list that will cause it to reach its maximum indebtedness within the next 5-7 years. The plan would need to be amended to include any new projects and therefore any public private partnership focusing on the Town Center Pilot Area should be considered as a new venture. Furthermore, given the political climate around urban renewal and other tools that involve the use of public funds it is important that any process include a comprehensive community engagement process to gain full support and help increase the chances of success.

Applicable Scale:

- Town Center Pilot Area

Time Horizon:

- Long-term

Where It's Been Done:

- Lake Oswego, OR

Potential Partner Organizations:

- Notes

Further Resources:

- Lake Oswego East End Redevelopment Plan
http://www.ci.oswego.or.us/redevlop/documents/lora_plan_update_final.pdf
- FCS Group Memo to City of Wilsonville– Coffee Creek Funding and Marketing Plan
Link<http://www.ci.wilsonville.or.us/Index.aspx?page=906>

STRATEGY 5. Explore programs and policies that would allow the City of Wilsonville to continue its leadership in various sustainability initiatives

Summary

It is important that the City of Wilsonville leads by example and continues to be a leader in various sustainability initiatives in order to further encourage and incentivize the private party actions. The City should be willing to take action where others will not lead in order to demonstrate the benefits of sustainability practices, share lessons learned, and ensure that initiatives are designed correctly to meet desired outcomes.

Potential Actions:

5.1 Create a citywide, comprehensive “Recycling Action Plan”.

5.2 Design an energy efficiency and clean energy initiative for public buildings.

5.3 Encourage businesses to apply for BRAG (Business Recycling Awards Group) and BEST awards (Business for Sustainable Tomorrow).

Potential Benefits:

- Increased private sector participation
- Cost savings

Further Considerations:

- Balance cost effectiveness with harder to measure variables

Indicators:

- Recycling rates
- Energy sources

Topic Areas:



Transportation & Connectivity



Health & Wellness

Targeted Goals:

Goal 3: Integrate nature into the urban environment and protect existing ecosystems

Goal 4: Encourage residents and business owners to reduce consumption of resources and to shift from fossil fuel to renewable energy sources.

Description:

The creation of a citywide recycling plan should focus on enforcing current regulations as well as outline steps for how public agencies can increase recycling rates. Any recycling plan should eventually be expanded where appropriate to encourage recycling on a citywide level. Potential plan objectives could work to amplify education efforts, increase the number of recycling bins in public right-of-ways, and expand recycling programs to multi-family unit developments.

Applicable Scale:

- Citywide

Time Horizon:

- Long-term

Where It’s Been Done:

- Metro’s “Recycle at Work” Program

Potential Partner Organizations:

- Clackamas County Office of Sustainability
- Allied Waste
- Metro



Recycling Matters

Wilsonville already participates in the Recycle at Work Program, but how can residents and public employees improve their recycling catchment rates?

Further Resources:

- Recycle at Work: <http://www.recycleatwork.com/>

Description:

Cities across America are looking at their municipal energy production and use and considering ways to become more efficient. This is even more important during fiscally challenging times when energy use can have big impacts on the budget, as well as on the health of the community and the quality of the environment. A number of cities are putting together smarter energy plans, examining ways to reduce energy consumption, and how to effectively shift to cleaner energy resources.

Wilsonville can act as a leader and show businesses and residents the importance and benefits of using energy efficiently and switching to clean energy when possible. Short-term solutions include having public buildings professionally audited. Long-term solutions could include the passage of a resolution that the local government will build green, implement energy efficiency techniques, and purchase a certain percentage of renewable energy.

Applicable Scale:

- Citywide

Time Horizon:

- Short-term
- Long-term

Where It's Been Done:

- Reno, Nevada

Potential Partner Organizations:

- PGE
- Oregon Energy Trust

**Smart Cities**

Reno, Nevada and Beaverton, Oregon are a couple of the 22 cities which have undertaken a Energy Efficiency and Renewable Energy Initiative.

**Further Resources:**

- Toward a Sustainable Community: A Toolkit for Local Government: www4.uwm.edu/shwec/publications/cabinet/reductionreuse/SustainabilityToolkit.pdf
- City of Reno: Energy Efficiency & Renewable Energy Initiative: <http://www.reno.gov/Index.aspx?page=2000>

5.3 Encourage businesses to apply for the Business Recycling Awards Group or BRAG awards and the Business for an Environmentally Sustainable Tomorrow or “BEST” award.

Description:

By encouraging businesses to become formally recognized for their current practices in sustainability, the city can increase awareness of the on-going efforts within Wilsonville. Recognizing incremental achievements will show other businesses what can be achieved and will allow Wilsonville to demonstrate to the region the efforts that it is making to become more sustainable in the future. The City could also explore looking at ways that these efforts can be recognized internally and on a citywide basis.

Applicable Scale:

- Citywide

Time Horizon:

- Short-term

Where It’s Been Done:

- Portland, Oregon
- Clackamas County, Oregon

Potential Partner Organizations:

- BEST
- BRAG



Local Examples of Leadership

The City of Wilsonville has recently received a Clackamas County BRAG award for the changes they’ve made to reduce waste in public buildings. Wilsonville hopes local businesses and residents will follow suit and apply for BEST Business and BRAG awards.



Further Resources:

- BEST Awards: <http://www.portlandonline.com/bps/index.cfm?c=41891>
- BRAG Awards: <http://www.clackamas.us/transportation/recycling/preventioncom.jsp>

Lessons Learned & Next Steps



Section 8



Lessons Learned & Next Steps

Outside of the vision, goals and recommended strategies, several lessons were learned about the effectiveness of facilitating a sustainability planning process within the community. It is important that these lessons not be lost, but used to inform next steps in scaling the plan up to a citywide plan.

Lessons Learned

The City of Wilsonville, its residents, and its businesses are making efforts to become more sustainable in their everyday lives. Already, several citywide programs exist to educate residents and businesses on the importance of sustainability, and government officials have made a commitment to making sustainability the cornerstone of future planning endeavors. Still, more work is needed to collaborate sustainability efforts and implement changes that will yield concrete, quantifiable results.

To date, residents, businesses, and visitors of the community are enthusiastic about the possibilities of a more sustainable Wilsonville. Throughout the pilot plan process, respondents expressed interest in seeing a Town Center that would be greener, more walkable, and more environmentally friendly. Residents were open to embracing changes to advance this mission, but expressed the importance of maintaining the current Wilsonville character. Most respondents enjoy living in Wilsonville and appreciate its suburban nature, but hoped for more options when it came to sustainable transportation and green lifestyle choices. Most residents agreed that it will be important to design dense, walkable, mixed-use centers that will provide convenient options for sustainable lifestyles.

Still, more educational efforts are necessary to inform citizens on the meaning of smart growth and sustainability. Both terms are vague in conceptual content and residents were often confused by the terms themselves, although accepting of the principles they embodied. Throughout the pilot planning process, local examples were used to illustrate sustainability. Residents were better able to grasp complex, theoretical concepts when compared to on-the-ground examples like the green infrastructure of Creekside Woods, the compact, mixed-use character of Villebois, and the natural beauty of Wilsonville's park system. It is important that the public dialogue be continued to educate citizens on the concepts and prioritize the needs and values of the community in regards to sustainability.

These current efforts should be continued, but it is important that the City establish a formalized plan to prioritize and coordinate Wilsonville's future in sustainability. Best practices and national examples suggest that the creation of a stand-alone, citywide sustainability and smart growth plan is the best way to ensure action in a comprehensive and effective manner. Resulting strategies should be proactive and driven by both incentives and regulations, while still sensitive to the impacts on Wilsonville's strong business and employment sector. Sustainable, livable communities will mean not only healthy, natural ecosystems, but also the existence of a strong, vibrant economy. Business and intergovernmental partnerships should be strengthened to uncover efficient, feasible options for promoting both natural and economic vitality.

In addition, an effective citywide sustainabil-

ity and smart growth plan should create and include indicators to help evaluate current conditions and measure the effectiveness of future success. Effective indicators also help define and specify goals for future efforts. According the Portland Bureau of Planning and Sustainability website, “A good indicator alerts you to a problem before it gets too bad and helps you recognize what needs to be done to fix the problem.”

Effective indicators:

- Are relevant; they show you something about the system that you need to know
- Are easy to understand, even by people who are not experts.
- Are reliable; you can trust the information that the indicator is providing.
- Are based on accessible data; the information is available or can be gathered while there is still time to act.
- Include attitudes and perceptions

Several indicators for the Town Center Pilot Area were explored. However, the scale of the area made it difficult to create indicators which met the criteria above. Planning on a larger scale will make it easier to identify appropriate indicators and benchmarks to evaluate the current conditions and future successes of the plan.

Next Steps

While this pilot plan was an important first step, a full citywide planning process will be needed to consider these issues in a comprehensive, integrated nature. The creation of a complete

plan will provide the opportunity for government agencies to work together on interdisciplinary issues to produce effective solutions for a future Wilsonville.

Pilot plan recommendations were made with the specific study area in mind and reflect the particular currents conditions and needs of the area. However, other recommendations were more appropriately recommended at a larger scale and may be easily duplicated on a citywide basis. Therefore, pilot plan recommendations could potentially serve as solutions for the city overall, but should be reconsidered through the larger planning process.

The Town Center Vision Pilot Plan has set forth a framework that can be used to design and implement a citywide sustainability plan. The basic process steps and objects are outlined below.

Phase I. Background Research & Problem Investigation: What’s going on?

- Identify user behaviors
- Evaluate current conditions of the selected site
- Collect, document, and analyze meaningful, quantitative data
- Perform an evaluation of area strengths and weaknesses as they pertain to smart growth principles

Phase II. Visioning. What matters to you?

- Engage residents to understand top community priorities and values

Lessons Learned & Next Steps

- Create an opportunity for public dialogue and citizen education
- Understand how residents hope to see the area evolve
- Conduct outreach to residents and identify opportunities to engage groups through existing community events

Phase III. Goal Setting: What are the goals that accomplish this vision?

- Set criteria that guide the goal creation and selection process
- Invite public feedback on prioritization of goals
- Establish a technical sounding board to evaluate goal feasibility and provide recommendations for subsequent next steps
- Identify opportunities and constraints for achieving these goals

Phase IV. Recommended Strategies: How will we achieve these goals?

- Design strategies that reflect the community vision and goals
- Use best practices research to understand how similar communities have dealt with comparable issues
- Involve partnering organizations and technical experts to recommend short and long-term solutions
- Create a plan to implement strategies by exploring alternative funding mechanisms, delegating actions to key organizations, and coordinating relevant planning effort

will need to be replicated on a citywide basis, other actions were completed by the pilot plan and can be directly integrated into the citywide plan. For example, background and best practices research is applicable at both geographic levels and can be immediately utilized to facilitate the larger scale process. Repeating this important process will ensure that selected recommendations are well-suited for the city as a whole, reflect the desires of the community, and integrate with other citywide planning efforts.

Moving forward, it will be important for the City to collaborate with partners so as not to duplicate efforts. Partner feedback and citizen input will also be important for creating feasible solutions and gaining buy-in for future implementation. Partners for each recommended action have been listed throughout the report, but new partnerships will need to be explored as new actions are designed and implemented.

Creating a citywide sustainability plan will be important to ensuring the public health, economic vitality, and the quality of the natural environment into the future. With other local jurisdictions like the City of Lake Oswego and the City of West Linn having undergone similar efforts, it is important that the City of Wilsonville follow suit in order to maintain its competitiveness in the region. The City has a long tradition of good planning and excellent design, and has long been an attractive place for families to live, work, and plan. A sustainability plan will carry on this tradition and propel planning efforts through the current challenges facing communities today.

While most phases and respective components

Glossary of Terms



Bioswales: A bioswale or vegetated swale is a form of bioretention used to partially treat water quality, attenuate flooding potential and convey stormwater away from critical infrastructure. They are often used as an alternative to, or enhancement of, traditional stormwater piping. Bioswales are often integrated into parking lot and road medians and parallel to roadways to treat a portion of the stormwater volume.



Connected Node Ratio: The Connected Node Ratio (CNR) is the number of street intersections divided by the number of intersections plus cul-de-sacs. The maximum value is 1.0. Higher numbers indicate that there are relatively few cul-de-sacs and, theoretically, a higher level of connectivity. The INDEX model calls this Internal Street Connectivity and recommends against networks with values less than 0.5. Values of 0.7 or higher are favored (Criterion Planners Engineers, October 2001).

Complete Streets: Complete Streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.



Detached Sidewalks: meaning there is a strip of trees and lawn between the sidewalk and the roadway curb.



Form-Based Codes: Form-based codes foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. They are regulations, not mere guidelines, adopted into city or county law. Form-based codes offer a powerful alternative to conventional zoning.

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types.



This approach contrasts with conventional zoning's focus on the micro-management and segregation of land uses, and the control of development intensity

through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS), to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory. They are drafted to implement a community plan. They try to achieve a community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes depends on the quality and objectives of the community plan that a code implements.



Feed in Tariff: A feed-in tariff is where the price per unit that a utility or supplier has to pay for renewable electricity is kept at a premium, which allows electricity generators to sell renewable energy sources at a fixed tariff for a determined period of time.

Green Streets: Green streets are a sustainable stormwater strategy that meets regulatory compliance and resource protection goals by using a natural systems approach to manage stormwater, reduce flows, improve water quality and enhance watershed health.



LED: A Light-Emitting Diode or “LED” is an electronic device that emits light when an electrical current is passed through it. LEDs are commonly used for indicator lights (such as power on/off lights) on electronic devices. They also have several other applications, including electronic signs, clock displays, and flashlights. Since LEDs are energy efficient and have a long lifespan (often more than 100,000 hours), they have begun to replace traditional light bulbs in several areas. The energy efficient nature of LEDs allows them to produce brighter light than other types of bulbs while using less energy.

LEED Certified Standards: A Rating System that is administered by the US Green Building Council (USGBC) and is currently the most accepted benchmark for the design, construction, and operation of high performance green buildings and neighborhood developments in the U.S. The LEED Rating System provides the building industry and the public with quantitative, credible standards for what qualifies as a “green building”. By design, the LEED system promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health including sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

Mid-Block Pathways: Shorten distances between destinations and make it safe for pedestrians to cross the street on long blocks, alleviating the need to walk out of the way to be able to cross safely. In practice these pathways can connect disconnected cul-de-sacs, shortening the distance for pedestrians between destinations. A mid-block crossing may be installed when there is a high volume of pedestrian traffic, or if the distance between intersections is substantial. Mid-block crosswalks are designed to discourage pedestrians from making random crossings by confining them to a preferred location where they can be seen by motorists and where they can cross most safely with the flow of vehicular traffic.



Organic Compounds: The compounds containing carbon that are typically found in living systems.

Oxides of Nitrogen (NO_x): NO_x represent a family of seven compounds. EPA regulates only nitrogen dioxide (NO₂) as a surrogate for this family of compounds because it is the most prevalent form of NO_x in the atmosphere that is generated by anthropogenic (human) activities. NO₂ is not only an important air pollutant by itself, but also reacts in the atmosphere to form ozone (O₃) and acid rain.

Overlay Zones: This land use management technique consists of superimposing additional regulatory standards, specifying permitted uses that are otherwise restricted, or applying specific development criteria onto existing zoning provisions. Overlay zones are mapped districts that place special restrictions or specific development criteria without changing the base zoning. As shown in the maps at left, overlay zones can also be created to protect wetlands, forests, historic sites, or even barrier islands and their surrounding resources. The advantage of overlay zones is that specific criteria can be applied to isolated areas and overlay districts are not necessarily restricted by the limits of the underlying base zoning. An overlay zone may take up only part of an underlying zone or may even encompass several underlying zones. Often, the utilization of an overlay zone is optional.

Planned Developments: Planned Developments are different from traditional Euclidian Zones which are often strict and rigid. Instead, PDs offer more flexibility and allow government officials and developers to negotiate specifications that are appropriate for that development. Often, PDs can yield better development with higher design standards and are commonly seen as one way to encourage innovative, mixed-use districts. However, implementing zoning through PDs can sometimes be timely and require more city staff support. PDs may also be difficult to change in the future and have some barriers when it comes time to retrofit and redevelop an area.

Resources



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