

Joint Study Session
North Plains City Council and Planning Commission
October 13, 2014

Agenda

- 1) Review proposed changes to be submitted to DLCD for residential zoning chapters**
- 2) Review of vision statement**

Contents

Review of the North Plains Vision..... 1
What is a "SMALL TOWN"? 3
What I've Learned by Living in a Small Town..... 4
Comprehensive Plan Vision Statement..... 19
Sample Vision Statements 21
 Hillsboro, OR 21
 Redmond WA 23
DLCD Drafts 30

Attachment A - Vision Statements from Lake Oswego, OR, Burien, WA and Beaverton, OR, Shoreline, WA

Attachment B – Hillsboro 2020 Vision Statement

Attachment C – Community Vision Guide from State of Main

Attachment D - Draft Residential Ordinances and Mixed Use Ordinance

Items for Information only

Attachment E – For information only ICMA Smart Growth for Rural Cities

Attachment F – For information only – OAR 660 with tables

Attachment G – Population Report 2013 for Oregon Cities

Attachment H – Supermarkets as Anchors

Attachment I – Average Daily Trip table

Review of the North Plains Vision

The purpose of this study session is to discuss the City’s vision statement

Information has been assembled to assist the Council and Commission with its discussion. Staff researched “What is a small town?” While there are many lists and attributes to describe a small town, I

think Commissioner Eimers has captured the gist of most articles in his memo. I included one brief article from a small town writer in Nebraska. There is no technical definition of a small town. Depending on perspective a small city can be under 100,000 or under 10,000. In Oregon, more than half of the cities are under 2,000. North Plains ranks 124th out of Oregon's 242 cities. Except for Banks, North Plains is the smallest City in Washington County.

The City's vision statement first appeared in the Comprehensive Plan in its current form in 1993 with ordinance 224. North Plains can set its process for determining if/how the vision statement is modified. We have several options:

- 1) Leave the vision statement in place
- 2) Option 1 with some minor modifications
- 3) Complete revision of the vision statement

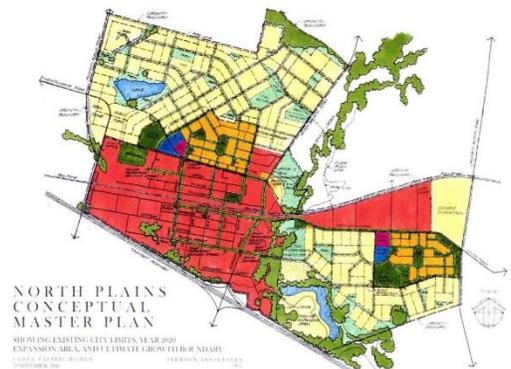
Option 3 will take the longest time to complete. There is no defined process required to develop a vision statement, and it could be developed within the small group of Council and the Planning Commission. As a practical matter the development of vision should occur over a period of time with ample opportunity for public input; after all it is the entire community that will be charged with its implementation in the end. Once a vision statement is in place, it could be there for decades.

Included in this packet is a visioning guide from the State of Maine which may be helpful in guiding the process. Other guides are available, however this appeared the most instructive and easy to understand for a process driven by volunteers and staff. An alternative is to hire a consultant to conduct the process.

When reading vision statements from other communities, generally they appear as vague as North Plains. Some are a little better at telling a story of the vision. Hillsboro uses a single paragraph summary and then elaborates on focus areas. Included in this packet are statements from

- Hillsboro, OR
- Redmond, WA
- Lake Oswego, OR
- Beaverton, OR
- Burien, WA
- Shoreline, WA

Redmond's statement addresses the issue of final size of its community. It supports the notion that the City has a maximum growth. While North Plains has considered a conceptual master plan developed by Costa Pacifica when it reviewed the Comprehensive Plan between 2000-2005 it does not appear this plan was ever adopted or vetted by the entire community. Some residents would be surprised at the suggestion there was a plan to add an additional 800 acres to the current Urban Growth Boundary (UGB) of 697 acres. As exemplified in the Facebook threads contained in the packet,



there are residents who would prefer North Plains remain roughly the same size as it is today or slightly larger. Few have indicated a desire for a significantly larger community like the one displayed in the conceptual master plan. It should be noted the 1997 Neighbor City Study final report suggested the City's projected size in 2040 would be 7,600.

One piece of guidance that is needed from the vision, is how the community should evolve. Do we want to require higher quality developments? More parks and open space? Do we want to pursue past masterplans or start new?

(At this time no UGB change is proposed. While an idea was floated to examine the boundaries, the City Attorney has advised that that process should be approached very cautiously. A UGB change would hinder the City's ability complete a revision of the Comprehensive Plan if this task was performed now. The unfortunate repercussion of this delay would be that additional applications for subdivisions and annexations may be received under the current rules.)

What is a "SMALL TOWN"?

Information submitted by Planning Commissioner Garth Eimers 9/27/14

At a recent joint meeting of the North Plains City Council and Planning Commission there was an expression of the value of living in a "small town". However, beyond that expression of value there was little agreement as to what constitutes the positive value or even the attributes of small town living. This is an effort to add some definition to what it means to live in a small town and what makes the experience positive.

The small town experience is not derived from a particular population size or density but from the ambience of the living experience. Successful small towns have a unifying activity that the population relates to and follows. The most notable of these is a high school (note that it is only high school level) and the athletic teams that it fields.

A second unifying attribute is that the community acts as a commercial service center for not only the community proper but also the surrounding country. Historically this commercial activity level has been leveraged against the size and special needs of the population. For instance a farming community will have a seed and farm implements commercial activity. Many small towns in the NorthWest have been based on agriculture which is manifest in a "stockyard" or grain elevator(s). Alternatively, there are many towns which were built around the wood products industry and were centered on lumber mills. There are many examples in Oregon where this fell apart as the ecology and economics of the timber industry went into a big down turn in the 1970s.

A third unifying activity when coupled with one or both of the first two is to have a local health care infrastructure. Again depends on the size and nature of the population, but will be scaled between a primary care office and a small hospital and most notably will include a pharmacy in the community.

For people to identify with a community they look for social and sociological outlets. Examples are churches, fraternal organizations, business and service organizations. These provide an organizing mechanism for people to get out into the community and more importantly to identify with the community. For people to identify with a small community, there is frequently a locally based

organization that is held in high esteem in the community. It may be EMS or Fire or it might be a National Guard Company. In any case, it provides a local focus of pride and aspiration.

All of this is made easier with large physical separation from the next community.

The sense of community of being in touch with your "neighbors" is exemplified by the waves and smiles you get on the streets when you meet someone who is also a member of the community, whether you know them or not. Add your own signals about what makes a good small town.

What I've Learned by Living in a Small Town

By Phil Soreide, the editor of Nebraska Rural Living. editor@nebraskaruralliving.com

Some people are born to small town life, some choose it, and some have it thrust upon them, but regardless of how you come to it, there are lessons to be learned there.

We just passed our seventh anniversary of living in Holdrege, Nebraska. Holdrege is one of those "blue highways" towns, well off the Interstate and situated in the middle of miles and miles of corn and soybean fields. It's like many towns that dot the West and Midwest, where the main intersections are paved with brick, the trees are old and big, and there are more churches than restaurants. The downtown buildings are likewise mostly brick, many with arched windows and filigree that suggest an earlier, perhaps more prosperous time. You can ride a bike from one corner of town to the other in twenty minutes and hardly break a sweat.

Life anywhere has its ups and downs, but the pace is relaxed here, the air is clear, the roads are uncongested and the children are — mostly — polite. The people are friendly, certainly, and we both agree we have a much wider circle of friends here than anyplace we lived in the city.

Advantages of community

Having done research on small town dynamics, our friend, sociologist John Anderson, tried to explain the concept of social capital and what it means to small towns. Social capital, he said, is expressed in the form of trusting networks of people, such as those you find in small towns. One aspect of it is found when people who know each other cooperate to complete a task, such as harvesting a crop for an ailing farm friend. Another is when groups of people get together to put up new playground equipment at the park, saving the community the cost of hiring someone to do that task. Lastly, he said we know from research that rural towns with more networks of trust (such as those found in civic organizations) also have higher levels of income. Small town trust facilitates the development of actual capital as well as social capital.

But social capital is just one expression of community. There's also a sense of "we" in a small town that I never experienced in any of the cities where I lived. Perhaps it's this feeling of cohesiveness that makes me reach for my wallet whenever any kid asking for donation comes to the door. I am a particular sucker for scrubbed, earnest children selling popcorn or cookie dough, and I would have practically cleaned out the bank account for one adorable little girl

selling Butter Braids — a kind of coffee cake which she pronounced as “Butta Bwaid’s” — when she came to the door. I don’t even like Butter Braids all that well, but if a kid is from my town, somehow they become my kid, too.

I don’t follow sports, as a rule, and since I no longer have children in the local schools, why should I feel a little swell of pride and even become a bit misty-eyed when one of our high school teams does well at state competition? No reason, except that this is somehow “our” kids doing well, and it’s a pride I’m invited to share in.

A double-edged sword

Shortly after we arrived seven years ago, our town began to integrate us into the community. As the director of the library, my wife was fairly conspicuous, but it wasn’t long before we were both being asked to attend meetings, sit on committees, and join the boards of organizations. We had come from places where we were accustomed to being fairly anonymous; fairly quickly we could hardly go to the grocery store or out to dinner without running into people we knew.

This awareness of one another in a small town simultaneously cuts down on your privacy and improves your security. We heard multiple stories from teenagers of our acquaintance of the, shall we say, “inconvenience” of being recognizable to some fairly large segment of the population. News of some youthful indiscretion is likely as not to precede you home via the mom-to-mom network. Few are foolish enough to start an affair with someone else in town, for surely your sins will find you out here as nowhere else. You have to understand that people in a small town notice your smallest comings and goings. They notice if you have a light on late at night or a visitor from out of state. It’s what they do. They would call it just being aware. Of course that impulse to mind other people’s business also comes into play when spaghetti feeds or soup suppers are held — and there are many — to help some family cope with a financial crisis. People check on their neighbors after a blizzard or power outage to make sure everyone’s okay. And in our town, there are several developmentally disabled adults who get along just fine in part because so much of the town knows who they are and accepts them.

Communities and individuals

I’ve been thinking about the current cultural and political struggle in the country in terms of the concept of the individual and all that embodies being pitted against the concept of community writ large. Small towns are often comprised of hard working, self-sufficient individualists; indeed, in many cases, it’s their individualism that drives them to a rural lifestyle. But in order to live where they do, they still have to be able to band together and form a community, make decisions and take action for the common good, and take care of their own.

Not to say we always agree because we assuredly do not, but if the politics that matter to us are always local, we generally find ways to reach accommodations as a community. You and your neighbor may not vote the same way on a bond issue, but he’s still your neighbor, so you can agree it’s going to be a good year for the tomatoes and move on. Just because we disagree with our neighbors on one issue doesn’t mean we won’t feed their dog while they’re on vacation.

A lot of the country still has small town roots, even though 84 percent of U.S. inhabitants now live in suburban and urban areas of the country. What I fear may be lost in this migration to cities is the sense of community and connectedness to one another that allows us to get along and work together in other contexts even when we disagree on specific points.

It seems to me that it's something small towns have that the rest of the country — and especially Congress — could use.

Facebook Threads

Staff has made several posts on Facebook to encourage community discussion about the comprehensive plan. Below are recent threads from the City's facebook page <https://www.facebook.com/pages/City-of-North-Plains/117103078350299?ref=bookmarks>

City of North Plains: If you could choose...how large would North Plains population be in 2034 (twenty years from now)? Posted by Martha DeBry · September 23

Sheila Epling-Hardwick Seems to me everyone wants to move here and then immediately change it to be like where they came from. Why move here then? You can have all the businesses and parks and entertainment you wish, all within a 10 minute drive in any direction OR stay where you came from where its all right next door. If you want a small town with a small town feel, welcome to North Plains~ if you want a large town with all the amenities, stay where you are or drive 10 minutes and appreciate one of the last truly Small Towns where almost everyone knows everyone and chooses this town b/c of the way it is, not b/c of how much it can be changed as quickly as possible. My .02 worth. Btw, I've lived here since Oct 1984 and it has already changed immensely! Likes · 8 · September 23 at 11:13am

Jason Reynolds We are good, definitely do not want it any bigger. We keep getting people coming out to live in more "rural" places only to want more big town amenities. It makes no sense. Likes 7 · September 23 at 8:49am

Amber Deming-Ames I would like to maintain the small town feel with the community events. I would like to see a revitalized downtown, additional community gathering places and connections to them, a community grocery store, small mom and pop businesses and community art.

If not done already, a community vision and action plan helps build the framework for the future. I appreciate the improvements with the new park, community garden, and increased events the past few years. September 23 at 12:39pm

Audrey Marsoun Rogers Wish it would stay a small town... But the city leaders have a different plan and it feels to me they don't care about the feelings of the current occupants. Likes · 9 · September 23 at 9:32am

City of North Plains Hi Audrey, The City Council and Planning Commission spent a couple hours last night discussing the Comprehensive Plan. One theme that was clear is that we should value being a small town, and what should that look like in the future. It is not just about population, but the Oregon planning laws push us to define that as part of the process. Now is the time to chime in about how you want our city to look and feel

Likes · 3 · Commented on by Martha DeBry · September 23 at 10:34am

Audrey Marsoun Rogers It would be nice to have a voice, when are open meetings? From what I have been told the meetings have been close doored, and or we can't speak unless we are on the docket at council meetings. September 23 at 12:26pm

City of North Plains All meetings of the City Council and Planning Commission are public meetings by law. The Council meets on the 1st and 3rd Monday of the month and the Commission meets on the second Wednesday. Commented on by Martha DeBry · September 23 at 3:59pm

City of North Plains The next meeting to discuss the vision for the Comprehensive Plan is on October 13 at Jessie Mays. Commented on by Martha DeBry · September 23 at 4:00pm

City of North Plains All meetings are posted on the City's website www.northplains.org Commented on by Martha DeBry · September 23 at 4:01pm

City of North Plains Also we will be sharing threads obtained through facebook with Council and Planning Commission, so the comments here will reach those folks.

Commented on by Martha DeBry · September 23 at 4:01pm

City of North Plains Forgot to mention, all public meetings provide an opportunity for public comments at the top of the meeting for subjects not on the agenda. Commented on by Martha DeBry · September 23 at 4:02pm

Sylvia Valdez I hope for no major stores, no apartments, no max line! Likes · 2 · September 23 at 7:28pm

City of North Plains Don't worry, A MAX line will likely never extend here. It is just too costly (\$5 million+/mile) Our greatest opportunity for mass transit is to continue to support Ride Connection which runs a route 4 times a day between Forest Grove, Banks, NP and Hillsboro. Once in Hillsboro people can connect with MAX or TriMet. Like · 1 · Commented on by Martha DeBry · September 24 at 9:32am

Alex Ugarte City of North Plains is always going to be a small town. It's just the question of what type of small town is North Plains going to be. We need to look at what we want our town to feel and look like. Is it bringing in more housing and more people into the town, or creating a utopia of a small town that will drive visitors and business into the town? I feel that North Plains is a great place to live, I also feel that it's trying to hard to be something it isn't, or ever will be. Let's refocus on the small downtown that we have and bring the town back and closer to that area with more small shops and more reason to visit the down town. The main focus is not population but destination. September 23 at 9:54am

Jason Reynolds Out of curiosity what is it trying to be? [Like · 1](#) · September 23 at 1:47pm

Angela Stadelman More like how many people would I like to NOT see move out here???
September 23 at 9:00am

Megan Salmons Far too big. I miss my small town. Back before there was McDonalds and Chevron and a stop light.. September 23 at 8:43am

Maryann Horak Spady It needs to stay small. All of the new subdivisions are ruining the small town feel. I haven't lived here very long and I already do not like how big the town is getting.
[Likes · 6](#) · September 23 at 9:04am

Brandon Willson I live in one of those new subdivisions and I don't believe it is ruining that small town feel. Don't think that will change either. [Like · 1](#) · September 23 at 10:18am

Maryann Horak Spady Brandon we can agree to disagree. [Like · 1](#) · September 23 at 10:36am

Maryann Horak Spady Brandon, my biggest problem is that the city reduced building permit fees and when they did that people started tearing down existing homes on larger lots in order to put in, for example, 6 houses on a lot where there was previously one. The town has a nice feel to it where houses aren't crammed next to each other like in other areas in Oregon and that helps with the hometown feel. There in is where my issue is with the new subdivisions. I personally don't like feeling like I'm living right no top of my neighbor. [Likes · 3](#) · September 23 at 11:02am

City of North Plains And we welcome those who want to volunteer for committees, programs, activities, events, etc etc. By volunteering, you get a first-hand look of what's going on. Come and be a part of the change you want to see in this community. [Like · 1](#) · Commented on by Teri Haas Lenahan · September 23 at 7:30pm

Shilo Fields I was born and raised in North Plains and have watched it grow from a place where I knew everyone I ran into to not even recognizing hardly anyone. It breaks my heart to see that all of the beautiful farm lands and fields that I have walked in as a kid are now being taken over by new housing developments so that more people can squish in. My favorite thing about this town as a kid was how quiet it was, how I could go for a walk in a wide open field and photograph all of the untouched lands that made this town feel secluded and safe. Alot of that is gone or going and it's really sad to me. [Likes · 4](#) · September 23 at 12:08pm

Angela Rayner Stanton Same as it is today minus the new sub-divisions going in!
[Likes · 4](#) · September 23 at 11:50am

Courtney Chambers I would love if it could stay how it is. Of course it will grow, but if we could keep up with all the community events and people will still wave to anyone they pass. Still have the small town feel and mentality. The small town and feel of a small town is why we moved here [Likes · Reply · 3](#) · September 23 at 11:16am

City of North Plains And the Council and Planning Commission encourage and welcome all comments. Commented on by Teri Haas Lenahan · September 23 at 7:25pm

Julie Diekmann Hinojos I would prefer to see it remain small...with a community small town neighborly feel. That's the main reason we bought a house here...otherwise we could have bought one of many other homes in the Beaverton/Hillsboro area. Really hope it's not going to lose its small-town laid-back charm. Likes · 2 · September 23 at 3:25pm

(**Claire Tessier** But with a grocery store Like · 2 · September 23 at 1:58pm – No longer posted)

Cory Wright Alex Ugarte said it best. No more population growth, but rather a destination for people to visit Like · 2 · September 23 at 1:49pm

Becky Ashby Baker I wish it would stay small! I don't know why we feel like we have to fill in every single little tiny space with another house. We moved here because we like the small town. If we want a big town, there are plenty around to move to close by. Keep this one small. Like · 1 · October 2 at 7:13am

Bonnie Hildebrand I recently moved here because of opportunity. North Plains feels disjointed to me. There's the thoroughfare with over priced gas stations and fast food, and then a sweet little downtown that seems ignored, and no grocery store (unless I haven't found it?) or community center. I find it very weird that there are all those park benches along Glencoe but I never see anyone walking along there. They're not connected to anything. I also haven't figured out yet how to meet and connect positively with the community, yet have had more interactions with the police than I care to (I've been robbed and had trespassers up to no good). I enjoyed the farmers market greatly this summer and that felt like a good community builder. Is there a town hall? Where do the citizens get together? I think focusing on the downtown, supporting the schools and seniors, preventing sprawling subdivisions and chain businesses should be priorities. Population? That's going to depend on how well the city plans it's development and where it focuses it's priorities. Like · 1 · September 23 at 10:58am

Megan Salmonsén There used to be a great little grocery store in the middle of downtown which I believe has been turned into an antique store now. Like · September 23 at 11:42am

Angela M McVey There is a little store downtown, that has a few things, but not a main grocery store where you could do all your shopping. Like · September 23 at 12:40pm

Jason Reynolds There used to be a store and a hardware store. Fred Meyers went in and the owners sold it and nobody shops there. We have lost a few things that made this town what it was due to growth in the area. George who used to own the store and the hardware store recently passed. The hardware store was where the antique store is now. The grocery store used to have most everything you need including a butcher. This is exactly what I was talking about. You people move out here to get out of the city then want the city to come to you. This in turn pushes out the small businesses and opens the door for the large corps.

There is Jessie Mays community center. There is a library. There is great support for seniors

in a newly renovated senior center and a ton of senior living options. We have festivals all summer long. We have ice cream socials and concerts in the park. We have a great little town here that needs to stay that way. [Like](#) · [1](#) · September 23 at 8:05pm

[Marshall Chambers](#) 398 population [Like](#) · [Reply](#) · [1](#) · September 23 at 9:49am

[Suzy Moore](#) I wouldn't mind seeing it grow a little but I think we should start taking applications and boring as a community who gets to move in [Like](#) · [1](#) · September 23 at 9:26am

[Sylvia Valdez](#) I wish it would stay small! [Like](#) · [1](#) · September 23 at 9:14am

[Brandon Willson](#) 10,000 [Like](#) · [1](#) · September 23 at 8:42am

[Matt Frank Jennifer Royalty](#) Where it's at now! September 23 at 9:02pm

[Erin Rigsby](#) IF projected growth is still 4K by 2020, I think that's good... But I think <3K would be even better! September 23 at 5:54pm

[Lynda Standley](#) I appreciate your comments locals. I moved to Hillsboro 30 years ago when it was 33,000 people. Now three times the population and the congestion and crowded feeling is awful. I like having Target and Freddie's but it could have stopped there as far as I am concerned. Good luck. · September 23 at 2:22pm

([Claire Tessier](#) 4000 September 23 at 1:58pm No longer posted)

[Connie Rudolph](#) Stay small · September 23 at 11:44am
End thread

In the last month, how many times have you visited a downtown business on Commercial Street? Did you walk, bike or drive? [City of North Plains](#) Posted by [Martha DeBry](#) · [September 25](#) · [Edited](#)

[Ashlie Thompson](#) I love stopping by a & t resale not exactly on commercial but still considered downtown :) I went yesterday on my way home from Hillsboro! September 25 at 12:56pm

[Bonnie Hildebrand](#) Once. I drove. · September 25 at 10:30am

This is what the boundaries of our community are today. Would you change anything? http://cityofnp.org/files/7813/9179/7464/North_Plains_24x36.pdf [City of North Plains](#) shared a link. Posted by [Martha DeBry](#) · September 26

[Janay Child](#) NO!!! [Like](#) · [1](#) · September 26 at 1:01pm

[Angela Rayner Stanton](#) No! [Like](#) · [1](#) · September 26 at 12:41pm

Matt Frank Jennifer Royalty Wouldn't change anything. Like · 1 · September 26 at 10:31am

Suzy Moore I've heard rumors of a school being built on the newly broke grounds off West Union. True? [September 26 at 8:33am](#)

City of North Plains Not exactly. The Hillsboro School District owns a parcel of land in that area 1N2070001300 It was purchased some 15 years ago. When we asked recently, the District advised that it does not have any plans for a school in the next decade. Practically speaking an elementary school will serve a population around 5,000. The entire Hillsboro School District which serves 100,000+ people only has 24 elementary schools including North Plains. Since we are located on the edge of the District it is unlikely we will be selected as the location for their fifth middle school or fifth high school in the district.

Like · 2 · Commented on by Martha DeBry · September 26 at 10:09am

City of North Plains This is a link to the district map

<http://www.hsd.k12.or.us/.../maps/District%20Map%2014-15.pdf> Like · 1 · Commented on by Martha DeBry · September 26 at 10:10am

Suzy Moore Great information! Thank you so much · September 26 at 10:18am

Mitchell Couch The boundaries look great! **City of North Plains**, why do you ask? Is there talk of extending the boundaries? · September 26 at 1:00pm

Janay Child they have been having voters consider this for years, each time it gets voted down by just a few votes. Like · September 26 at 1:02pm

City of North Plains The City is in the process of revising its Comprehensive Plan, one aspect of this could be adjusting the population estimate. Currently, the boundaries are set to accommodate a population of 4,000 which would need 1,600 dwelling units (We are currently at 2,000 with about 900 units.) The draft changes are at <http://cityofnp.org/.../public.../comprehensive-plan-update/> To date we have only discussed extending the plan horizon to 2034. If historical trends hold true, the population will reach 4,000 in 2030. No UGB expansion or change is proposed at this time We are trying to get comments from as many residents/interested parties as possible.

Chad Parsons The city does not need anymore growth not turn are small town in to another Hillsboro all the new building on West Union Rd makes me sick to my stomach

Like · 1 · September 26 at 10:44pm

We asked this question a while back: If you could choose...how large would North Plains population be in 2034 (twenty years from now)? Posted by Martha DeBry · October 4

This information will be shared with the Council and Planning Commission on 13th to help advise them as they direct progress on the comprehensive plan. Please add more comments if you like.

Jason Reynolds Asking after a 300+ home development is going in on the town border seems like asking if the horse was lame after shooting it. [Reply](#) · 11 · October 4 at 3:31pm

Martha Debry Jason, FYI while a master plan for 300 units was approved in 2007 for the east expansion area at Jackson School and West Union, and a subdivision within that masterplan for 104 homes is now in process it is not a done deal. The remaining space has not been annexed. Part of the reason we are looking at the Comprehensive Plan is to determine if we need to change course. · [October 5 at 11:27am](#)

Jason Reynolds In my opinion it should have been stopped in 07. The subdivisions and cramming 4 houses on what were 2 lots is getting to be too much. Opinion was asked and I gave it.

Sue Kindel Hauth Well I think our town is a good size now, but reality says after all those homes are built it could inflate our population greatly, by 300-400 people. So I am thinking after that close the gates, our town is full!

[Reply](#) · 4 · October 4 at 10:52pm

Marrina Abeln Keep it small...it's a traffic jam trying to turn from my street onto Glencoe in the morning. 4 houses being cramed into a 2 home property. I like this 2 signal light 25 mph town. I ditto [Shaylene Miranda's](#) comment "close the gates and man the borders!!!!"

· Yesterday at 6:14am

Barbara Gale Crocker keep it small, people move to our small town because it is small. There is a wonderful charm about our town. More people more crime, traffic, over crowding, etc. · Yesterday at 12:10am

Erika Selman I love the small town feel. You wave at people as you drive through town. That's hard to find now days. [Like](#) · 6 · October 4 at 3:13pm

Cory Wright Small town! No more than 3% growth! !! [Like](#) · 3 · October 4 at 2:55pm

Maryann Horak Spady Please keep the town small. There is something special being able to live someplace near farm fields and seeing their beauty [Like](#) · 7 · October 4 at 1:30pm

Julie Diekmann Hinojos I agree with everyone else...I want it to stay small. [Like](#) · 2 · October 4 at 10:20pm

Maribel Morales Keep it small! Please. [Like](#) · 1 · October 4 at 8:38pm

Tanner Henry I want the town small not every freaking town house to be big [Like](#) · 1 · October 4 at 3:57pm

Romney Cortes Agree with Maryann. [Like](#) · 1 · October 4 at 1:38pm · Edited

Chad Parsons No more building we don't need any more homes crowd in are town.
Like · [October 4 at 11:57pm](#)

Shaylene Miranda Close the gates and man the borders!!! Like · [October 5 at 1:33pm](#)

If you could choose one big project for the City of North Plains to complete, what would you choose? [October 2](#)

Barbara Gale Crocker SWIMMING POOL!!! it would bring jobs to the town and tons of people would use the pool bringing in a lot of funds to run the city and take care of the pool. It would provide families a place to go along with all of our young kids during the summer who might other wise be out getting into trouble. Like · [3 · October 2 at 2:38pm](#)

Julie Diekmann Hinojos I love the swimming pool idea! Or a splash pad/fountain to play in. Like · [14 hours ago](#)

City of North Plains FYI - There is a small splash pad at LaMordden Park on 307th which opened this summer. Like · [Commented on by Martha DeBry · 6 hours ago](#)

Barbara Gale Crocker yes i have heard about that and the comments have been positive all be it that it is a very small splash pad. Can not compare to a pool, the money it would bring in this town would be impressive. Yes they cost to maintain but with the money that it brings in would go a LONG way to covering it's costs. The jobs it would provide the skills it would teach, the family times it would provide are huge. Like · [6 hours ago](#)

Jason Reynolds put in a culvert and cover my ditch. Lol Like · [4 · October 2 at 8:08am](#)

Sue Kindel Hauth Better community center, a YMCA would be a great fit for our town, it would be useful to all age groups. Like · [2 · October 2 at 8:41am](#)

Kevin Hardwick What the heck is wrong with a Walmart? Too many jobs being created? You don't want Big Box stores yet we can't find a place to park at Costco. You want growth get ready for Home Depot, Lowes, Walmart, Taco Bell, crime, drugs, and all kinds of fun. How about we open Wascoe at Main Street and work on some infrastructure. How about talking with the owners of the steel building in downtown about getting the stinky crap out of there or sealing it up so I don't have to smell it. Like · [1 · October 2 at 6:48pm](#)

Margaret Wold need to fix up the down town area .clean up the look of the core part of the city bring new life back to the city.small town is good but life needs to flow and ours has stopped . Like · [1 · October 2 at 4:15pm](#)

Mitchell Couch I see a lot of people talk about wanting a grocery store. I know there is a small type of "grocery store" on commercial but here is what will happen. One, if the population grows more with the new homes going in, economics will attract someone to put...[See More](#)
[Like](#) · [Reply](#) · [1](#) · October 2 at 8:25am

Cindy Rose But the grocery store would still be higher in prices (as many have complained about already), Jim's is not cheap to shop at by comparison to larger Corp stores. That's part of choosing to live in a small town. Bringing in more convenient places, ie grocery store, you'll lose the small town aspect and I don't think it's worth it. Keep the small town happiness and drive the extra 10 min to shop in Cornelius, Forest Grove, or Hillsboro.[Like](#) · [6](#) · October 2 at 8:55am

Mitchell Couch Yes, Jim's is higher priced, but if you go in there you will see that it is always pretty busy. That is because the residents have a choice and convenience. What is a small town without it's neighborhood grocery store? [Like](#) · [1](#) · October 2 at 8:59am

Barbara Gale Crocker my ditch too! my mom fell and broke her arm just trying to walk out and get into her car.
[Like](#) · [Reply](#) · October 2 at 2:36pm

Andy Stadelman Fix North Ave. between the school and Main ASAP! Before the rain gets here please. That section is rougher than a washboard filled gravel road. [Like](#) 5 hours ago

Julie Diekmann Hinojos Personally, I would like to see some more happen about the odors...pretty sure it's coming from Recology...in a mid-late evening several times in the past few weeks, we've been smelling an unpleasant odor-sort of like a burnt greasy food smell.
[Like](#) · 14 hours ago

City of North Plains In downtown, we are experiencing odors emanating from one of the grey warehouses. It stores fish meal, and when the temperature is a little cooler the fish odor is obvious. Business owners and the City have asked the owner to address the issue. [Like](#) · [Commented on by Martha DeBry](#) · 6 hours ago

Julie Diekmann Hinojos Oh, that's good! Maybe that's what it is...although we seem to smell it more when it's been a little warmer, and generally around 7-9:30 or so in the evening. Our house is over on 312th place off Pacific. Glad to hear the City is looking into this. Thanks! Love all the posts and info on Facebook...great job! [Like](#) · 3 hours ago

Jarod Hurd NO WALMART!!!!!!!!!!!!!!!!!!!!!! [Like](#) · [6](#) · October 2 at 10:59am

Cory Wright Sidewalks would be great. A place to have the farmer's market year round would take care of many of our grocery needs, while helping our neighboring farmers [Like](#) · [10](#) · October 2 at 7:32am

Suzu Moore No Walmart. Small market may be overpriced but when you live in a small town those things are treasures compared to corporate stores. I love the fact this little community lacks all that city stuff. I was heartbroken when the hardware store went. A more solid

farmers market would be awesome too. In talking about what we should improve within the city, I'd like to say that you do a great job in so many areas. The reason we moved here was because we feel in love with the sense of community including the upkeep of the city and variety of events held [Like 8](#) · October 2 at 7:46am

Courtney Chambers We were sad too when the hardware store closed! It was shortly after we moved here. We also moved here for the same reasons [Like 2](#) · October 2 at 7:55am · Edited

Shaun Ohl I'm sorry but the town market gouges way too much for convenience. \$9.00 for 4 C cell batteries? \$5.99 for a gallon of washer fluid? I would like a better market replace the one on commercial. [Like](#) · October 2 at 7:44pm

Suzy Moore Well those aren't things you'd normally get at a small town market...? But I have to admit it's pretty convenient that they keep it on hand in case you don't want to spend the extra on gas to go into town which, let's face it, would probably cost upu the same if not more. More along the lines of what would have been purchased at the hardware store if it was still here. Perhaps if people weighed the extra cost and remembered why they moved to a small town in the first place they could appreciate that maybe batteries were an extra \$2 but the town is quiet at night, there is hardly any traffic, minimal corporate influence and crime, and a supportive community that contributes to the values and foundation of the 'little' man instead of bowing down to corporations. I hit up Fred Meyer all the time but I also contribute to our local market, vet, eateries, ect because without those places to anchor this small town we might as well just merge on in to beaverton and hillsboro. No thanks [Unlike 4](#) · October 2 at 8:06pm

Courtney Chambers I agree ^ Suzy. The extra couple bucks is worth being able to walk from home to pick up a few things at the store. Plus they are so friendly!! [Like 3](#) · October 2 at 8:30pm

Suzy Moore You're right Claire! And it's closer to me than Freddie's too. I should take my own advice [Like](#) · October 2 at 8:53pm

Tim Cooley More sidewalks please. [Like 5](#) · October 2 at 7:26am

Courtney Chambers There's so much my family loves about this town. I wouldn't want it to change, but change is inevitable. I would love to see a dog park. Or maybe walking paths that go out to the pretty scenic areas. People are pretty mindful of others walking along the road so I never feel unsafe, but just outside the town there's not much room to walk. [Like 5](#) · October 2 at 8:00am · Edited

Suzy Moore A walking path/ bike trail would be awesome! [Like 3](#) · October 2 at 12:02pm

Courtney Chambers Wouldn't it? Like a great nature path through town [Like](#) · October 2 at 12:06pm

Julie Diekmann Hinojos I agree! I think a walking path/bike trail would be great! Doesn't the City have a long-term plan for one? I think I saw it on the future park development page.
Like · 1 · October 2 at 1:12pm

Courtney Chambers Oh great if it does!! Like · 1 · October 2 at 3:04pm

Bethany Schaffner A bigger community center would be wonderful. It could house a year round farmer's market, as well as a social/game room for our youth, who desperately need a healthy place to hang out and integrate into our community. Like · 5 · October 2 at 7:44am

Suzy Moore Bethany I so agree! That's a great idea! Like · October 2 at 7:55am

Shaun Ohl Negotiate for a grocery store. Not a huge one but like a walmart market place or something like that. I'm not sure that's something the city can do but I know most of my neighbors feel the same way. The one in town is over priced and doesn't carry much more than a gas station would. Like · 5 · October 2 at 7:19am

Courtney Chambers I don't want a grocery store because there are great ones not far from here. We moved out here for the small town feel. We expected a drive to get goods. Bringing in big stores will make crowded Like · 4 · October 2 at 12:13pm

Courtney Chambers Lol we go to trader joes and winco Like · October 2 at 8:50pm · Edited

Kris Lilly Dog park would be good. Like · 4 · October 2 at 8:11am

Derek Cardelli A fenced dog park like Forest Grove did with Thatcher Park, one big fenced area for bigger dogs and one fenced area for small more shy dogs. It would be pretty inexpensive compared to other projects!
Like · 3 · October 2 at 1:59pm

Faun Hosey Blechhhk. Big boxes do not create jobs, they steal them from shuttered small shops, pay less & supply shoddy merchandise & poor service. Instead, adopt a policy of no more franchise businesses (such as Cannon Beach, Manzanita, etc).... Support small owners, develop an identity that reflects our unique place. Echo the repeated need for growing farmers markets, walkability & supporting surrounding farmers! Like · 2 · October 2 at 11:39pm

Jecelyn Santana 1) A pharmacy; 2) grocery store or supermarket; 3) Sidewalks; 4) Remove those orange constructions barrels at the North Plains' exit Like · 2 · October 2 at 8:27am

Lisa Leigh Just moved to town almost a month ago and would really like to see sidewalks. We love to walk our dogs but it's been an uneasy experience getting them out when cars are zooming past us in our neighborhood. Like · 1 · October 2 at 9:12am

Katie Reding Sidewalks along Gordon road t complete a walk path around the city - and wide enough for strollers to pass [Like](#) · October 2 at 9:33pm · Edited

Bill Vincent A pizza place that will deliver to the country. Sometime I just don't want to drive to round table. [Like](#) · October 2 at 6:33pm

One significant obstacle to economic development in North Plains is the lack of vacant store fronts. Would you support the City or its Urban Renewal Agency partnering with a property owner to create more store fronts? Posted by Martha DeBry · 20 hours ago · Edited

Barbara Gale Crocker what exactly do you mean by "store fronts" [Like](#) · 6 hours ago

City of North Plains There are no empty buildings in which a small business could lease space. [Like](#) · Commented on by Martha DeBry · 8 minutes ago

Lyn Davis Grocery store with fresh meat/produce would be wonderful [Like](#) · 3 · 15 hours ago

Jason Reynolds Out of curiosity where is all of this Walmart talk coming from? I have seen it posted time and again. [Like](#) · 7 hours ago

Nicole Lillegard An affordable gym would be nice, but I agree, nothing large because I love the small town
[Like](#) · 17 hours ago

Ashlie Thompson I would LOVE a small gym! Great idea^^ I live so far up Dairy Creek, even going for a walk/run is a huge obstacle [Like](#) · 17 hours ago

Connie Rudolph Beaverton can have the big stores, keep us a small town that's why we live here, if we wanted to be in a big town wed move to one.....but someone who delivers pizza would be nice [Like](#) · 4 · 19 hours ago

Linda Zamora Gaona Gerald's delivers pizzas [Like](#) · 2 · 18 hours ago

Julie Diekmann Hinojos Really? I didn't know they delivered! [Like](#) · 14 hours ago

Cory Wright As long as it fits into North Plains, nothing large.
[Like](#) · 3 · 19 hours ago

Erik Maki Maybe come up with a theme... Western Town? Antique row? Wine Mecca? Something that would bring visitors in. Get all of the main street property owners to follow suit and make North Plains a destination. Just a thought...[Like](#) · [2](#) · 7 hours ago

Eva Bussom I think we need an actual grocery store !!! [Like](#) · [2](#) · 15 hours ago

Bertony Faustin Im a commercial property owner and would definitely consider partnering with a fitting business [Like](#) · [2](#) · 20 hours ago

Erin Rigsby Sure would - but with reasonable limits. [Like](#) · 18 hours ago

Suzy Moore Absolutely! As long as it doesn't include a Walmart [Like](#) · 20 hours ago

Marshall Chambers Can I open a gym? I'd rather just jog to one in town lol [Like](#) · [1](#) · 18 hours ago

Can you finish this sentence: I love North Plains because... Posted by Martha DeBry · Yesterday

Christina McVey As a City with great Residents and Volunteers we are becoming a fabulous place for Family activities year around! Their is something to be said for Friends and Family asking you every year to throw a 4th of July party. Parade, activities and Fireworks and you don't have to drive anywhere!

[Unlike](#) · [Reply](#) · [4](#) · Yesterday at 7:24am

Laurie Case Vincent North Plains is Smalltown, America. [Like](#) · 17 hours ago

Eva Dunlap Tower The people, the community feeling. [Like](#) · [2](#) · Yesterday at 7:45am

Bill Vincent It's small. [Like](#) · 22 hours ago

Matt Frank Jennifer Royalty The small town feel! [Like](#) · Yesterday at 12:28pm

Shaun Ohl The community and the location is perfect. [Like](#) · · Yesterday at 9:30am

Comprehensive Plan Vision Statement

(Below is the adopted vision statement of the City of North Plains Comprehensive Plan. Strike-thrus are proposed deletions and highlights are added language.)

15.010.050 The Vision

We, the City of North Plains, shall create a new community identity by focusing on the following concepts:

- 1. Livability** - We will establish a community that is based on the notion of livability and the principles of new urbanism. At the forefront of these principles is the walkable neighborhood that is highly connected through a traditional street grid network that facilitates pedestrian traffic. These principles call for increased density and a range of residential, commercial and retail uses within walking distance of each other. Such compact communities promote greater pedestrian traffic without excluding automobiles. Major roads are designed to be at the edges of neighborhoods so as not to disrupt the pedestrian movement or rent the social fabric. Neighborhoods will have defined centers which include public spaces such as a park or community square.

Architecture and landscape design will celebrate local history, climate, ecology, and building practices. Commercial buildings will be designed to front on pedestrian-friendly streets rather than parking lots or major highways and houses are primarily designed with garage doors and driveways facing rear alleys so as not to conflict with sidewalks, to promote social interaction between residences and passers-by and to increase safety by accommodating more “eyes on the neighborhood”. Housing will be situated relatively close to the city’s center, thereby enhancing the center’s economic viability. Developing offices, retail and residential spaces within the same neighborhoods will create an aesthetically appealing street scene. A sense of community and belonging will be promoted by mixing development uses such as parks, schools, homes, shopping and jobs close to one another and by providing a range of housing options that facilitates diversity in income and age levels, ethnic backgrounds and family units that live and work in the same neighborhood.

As a result, it is our goal that our community will

- a) promote healthier lifestyles that reduce stress by reducing vehicle miles traveled and by providing pedestrian-friendly narrow streets,
 - b) facilitate greater community involvement through mixed-use land planning and quality architecture, and
 - c) cultivate stronger social equity through diversity in housing choices and less dependence on the automobile.
- 2. Quality** - We will be known throughout the state for the effort of our people to maintain and enhance our small town roots while being a good, healthy, and economically viable place to live and work.

3. **Difference** - We are different from any other community in Washington County and our ability to enhance our identity will be credited to the foresight, creativity and action of the people, our greatest asset.
4. **Diversity** - Given our potential to develop yet untapped assets, we will become more diverse physically, culturally and economically. We will anticipate and embrace this trend.
5. **Opportunity, Equity, and Fairness** - Our community will be shaped by the people who live and work here, and will offer a place where individual effort is supported and encouraged, where people care about each other, and where we actively pursue our fair share of future opportunities coming to the region.
6. **Character** - We will create a sense of place, an identity that is clearly apparent and consciously embraced.
7. **Growth** - We will continue to grow and become a place where jobs, affordable housing, and public services are available and capable of meeting the needs of the evolving urbanizing population. ~~We will become a net importer of jobs. The City will encourage, where possible, expansion to the north and east to maximize connectivity and availability of existing services.~~
8. **Accessibility** - We will grow ~~dramatically~~ along our major existing transportation routes, the local system assets of State Highway 26, Glencoe Road, Dersham Road, Jackson **School** Road ~~and the Burlington Northern Rail Line~~. Mobility will be planned for and provided through an efficient, balanced transportation system, as well as with safe and adequate connections to the regional transportation network.
9. **Density** - We will continue to recognize the importance of balancing low, medium and high density land use.
10. **Linkage** - We will put considerable and thoughtful effort into ensuring that quality relationships are maintained between urban and rural uses, **downtown** ~~town center~~ and residential fringe, and the City and the people. ~~Future growth of the City should avoid significant barriers such as Highway 26.~~
11. **Natural Areas** - Our identity in the future will be also tied to our natural and open space areas linked by functional wildlife and recreational corridors, including McKay Creek, ~~its tributaries~~ Ghost Creek and the ~~new~~ Pumpkin Ridge Golf Courses.
12. **Central Town Square** - We will create a mixed use, urban density, pedestrian oriented, economic activity center, accessible by transit ~~as well as rail~~, and ~~exemplifying quality~~ urban design with a small town flavor.
13. **Conservation** - We will be guardians of our natural, historical and cultural heritage,

mindful of what we have inherited and equally mindful of what we have to contribute to the future.

- 14. Workable** - Our vision shall be a model for the way we can manage our growth in practical and cost-effective ways so that we ensure we have a viable economic future while preserving our livability.
- 15. Continuity** - We are committed to seeking and choosing the direction for our future through long-term planning while addressing the demands of the day.
- 16. Coordination** - Successful management of our Comprehensive Plan and Vision Statement will require the cooperation and coordination of federal, state and regional agencies, county and city governments, and special districts.

Sample Vision Statements

Hillsboro, OR

The Vision Statement provides a broad-brush description of Hillsboro in the year 2020. Based on community input, the Vision Statement consists of two elements. Below, Hillsboro: Hometown for the Future provides a one paragraph statement describing the kind of community Hillsboro strives to be by the year 2020. The six focus area statements listed on the following pages provide more detailed language to guide future community planning in those areas.

Hillsboro: Hometown for the future

In the year 2020, Hillsboro is our hometown. Within a rapidly changing metropolitan region and global economy, we live in a dynamic community that sustains our quality of life. Here, neighbors, generations and cultures connect. We live and work in balance with nature. Hillsboro is a safe and affordable community, a place our children and their children will be proud to call home.

Vision Focus Areas

Strengthening and Sustaining Community

In the year 2020, Hillsboro is a great place to call home. Hillsboro residents share common values reflecting the virtues of small-town living. They also enjoy the amenities of a city connected to a large metropolitan area.

Families and singles, youth and the elderly belong. Hillsboro welcomes its new residents and helps them become an integral part of the community. Hillsboro is a city of diverse cultures, respected and honored for their differences. Local government nurtures and supports citizen involvement in its decisions and actions.

Frequent local events bring people together. Neighborhood businesses, places of worship, schools, and civic organizations provide safe, well-used gathering places where people find identity and make meaningful connections.

Enhancing Neighborhoods and Districts

In the year 2020, Hillsboro is a dynamic community that maintains its small-town livability. As Hillsboro preserves its agricultural and historical heritage and rich natural resources, it has accommodated new growth while maintaining its sense of place.

Hillsboro is a city of homes, not just houses, of neighborhoods, not just developments. The city's character is shaped by its many neighborhoods and districts, each with a unique atmosphere and various lifestyles. Residents have many choices in meeting their affordable housing, child care and school needs, and have access to a range of small shops and businesses in commercial areas.

Neighborhood parks, maintained recreational facilities and abundant natural areas provide opportunities for citizens to experience an array of indoor and outdoor activities. Streets and sewers are well-maintained, and long-term supplies of water and energy are secure.

Hillsboro's vibrant, redeveloped downtown district remains the heart of the community. It is linked to surrounding areas and other community centers by extensive transit alternatives and a comprehensive system of bicycle paths and sidewalks for pedestrian travel.

Preserving the Environment

In the year 2020, Hillsboro practices good stewardship in balancing the use and protection within and surrounding its natural and environmental resources, including agricultural lands and wildlife habitat, streams and wetlands, trees and woodlands, open spaces and waterways. The greater Hillsboro area features abundant wildlife and healthy agricultural activity, which are protected from unwarranted development.

Public educational programs stimulate understanding and support for a positive relationship with the community's resources and natural surroundings.

The area's air and water resources are clean, and the community has worked to control noise and visual pollution. Wetlands play an essential role in maintaining water quality. Reduced reliance by citizens on the automobile and more use of alternative transportation options help residents breathe easier. Jackson Bottom, long the community's premier environmental asset, is renowned state-wide as an important wildlife habitat

Creating Economic Opportunity

In the year 2020, Hillsboro boasts a diverse and sustainable employment base, with jobs accessible to all community residents. There is a good balance of jobs and available, affordable housing. Industries are environmentally responsible.

The community is a model for the use of new communications technologies. Training in advanced technologies is available at businesses, schools and libraries. Hillsboro's educational system, including such programs as school-to-work, develops a skilled workforce. Hillsboro's strong economy thrives with the help of an accessible and responsive local government. The City of Hillsboro encourages development of a variety of small and large businesses, provides sound civic planning and zoning, and facilitates public/private partnerships as sources of financial capital. An efficient and cohesive transportation system moves people to work, and goods and services to market.

Expanding Educational and Cultural Horizons

In the year 2020, Hillsboro provides educational opportunities for all of its residents. This achievement is supported by an educational system linking public and private elementary, middle and high schools with technical training, colleges, and graduate schools. Every child has access to excellent, comprehensive schooling that develops thinking, creative, confident, successful and productive citizens. Schools provide children with opportunities for career exploration. Available after-school and continuing education programs encourage lifelong learning.

The richness of the community's cultural fabric also enhances the experience of living in Hillsboro. Programs in the arts, theater and other entertainment enjoy broad-based public and private support. Instruction in art, music and cultural expression is available in local schools. The Hillsboro Public Library provides materials and services to help community residents of all ages and cultural backgrounds meet their educational, professional and recreational needs.

Promoting Health and Safety

In the year 2020, Hillsboro sustains a high quality of life by actively promoting public health and safety. Residents feel safe in their homes, neighborhoods and public places. Small town neighborliness is reinforced by a commitment to community-based policing, and programs for preventive measures to support firefighting and emergency services. A wide variety of community resources-public, private, and non-profit-serve at-risk populations.

Community members have access to affordable health care. Our community hospital serves as the center for health services, support and education. At the same time, partnerships of the public and the private sector maintain a coherent, geographically dispersed network that brings health services to the districts and neighborhoods where people need them. Hillsboro works hard to create a barrier-free community for its physically and mentally disabled citizens.

[Redmond WA](#)

What would Redmond be like as a place to live, work or visit if the community's values and preferences were achieved? The vision statement describes Redmond in the year 2030 if the Comprehensive Plan were implemented.

Community Vision Statement

In 2030 Redmond citizens describe their community as one that is complete, offering a wide range of services, opportunities, and amenities. It's a community that has acted to maintain a balance among the three pillars of sustainability, while accommodating growth and change. As a result, Redmond's high quality of life, cherished natural features, distinct places, and character are enhanced. The community's evolution has successfully woven the small town feel of older, established neighborhoods with the energy and vitality of Redmond's urban centers. The result is a place where people are friendly, often meet others they know and feel comfortable and connected. It is a place where diversity and innovation are embraced, and action is taken to achieve community objectives. It's a place that is home to people from a variety of ethnic backgrounds, which contribute to the richness of the city's culture.

Achieving a balance between accommodating growth and preserving Redmond's unique features and livability was challenging, but over the past 20 years through the clear, shared direction contained in the Comprehensive Plan, the vision has taken shape and throughout Redmond the results are apparent.

In 2030 Redmond's two urban centers—Downtown and Overlake—are thriving centers of residential and commercial activity. Downtown is an outstanding place to work, shop, live and recreate and is a destination for many in Redmond and in the region. Attractive offices, stores, services, and residential developments have contributed to a new level of vibrancy, while retaining a comfortable, connected feel that appeals to residents, business and visitors. Many more people live Downtown, and housing choices include a wide range of pricing options. Strategic public and private investments have created a true multidimensional urban center with several new and expanded public amenities, including the City Hall campus, Downtown Central Park and the Redmond Central Connector, that are gathering places for the community; an arts and community cultural center; a pedestrian connection to Marymoor Park; a vibrant Saturday market and a variety of quality arts and cultural programs and performances.

Various portions of Downtown have their own identities, design and appeal, and it is easy to walk, bicycle, use transit or drive between them as well as to the rest of Redmond and the region. Many visitors walk or take transit to get to their destinations or park in one of the conveniently located garages. The congestion of 20 years ago has been tempered primarily by providing convenient and effective transportation alternatives together with improved operations and then increased capacity in strategic locations, such as SR 520 and important connections in the street grid.

Old Town thrives as a focus for retail activity that attracts pedestrians, providing a distinctive selection of stores, restaurants, boutiques and theaters, as well as varied housing opportunities. New buildings blend with refurbished buildings, retaining the area's historic character. Cleveland Street is a pleasant place to walk or sit, and people fill the street during the day and evening. The Redmond Central Connector (the former railroad right-of-way) has been transformed to an urban green space that people of all ages enjoy, with convenient access to light rail, as well as places to stroll, gather and talk with others, celebrate, or stop and peek in store windows while walking to Old Town or Redmond Town Center.

Large open spaces, such as the Sammamish River, Downtown Central Park, the Redmond Central Connector, Anderson Park and Bear Creek, as well as abundant landscaping and a system of parks and other gathering places, create a sense of Downtown as an urban place within a rich natural environment. A network of walkways, trails, vista points and plazas enable people to enjoy the natural beauty of the river, views of surrounding hillsides and mountains and other points of interest. Recent developments along the Sammamish River are oriented to and embrace the river, while maintaining adequate natural buffers.

Overlake has become a regional urban center that is the location of internationally known companies, corporate headquarters, high technology research and development companies, and many other businesses. While intensively and efficiently developed, the employment areas retain their campus-like feel due to attractive landscaping and the protection of significant trees and other important natural features. During the past 20 years, redevelopment of Overlake Village has brought retail storefronts closer to the street and improvements to streetscapes to reflect the green character of Redmond, making the area more hospitable to transit, pedestrians and bicyclists. This portion of Overlake has also become much more diverse, featuring small neighborhoods with a variety of housing choices, small-scale shopping and services to serve employees and residents, and connections to a network of parks, sidewalks, trails and transit services. In many ways Overlake has demonstrated that high technology uses can thrive in a sustainable urban setting that offers opportunities to live, work, shop and recreate for an increasingly diverse workforce.

Redmond is treasured for its attractive character, natural assets, friendly and welcoming atmosphere, diversity, safety and quiet settings. Redmond includes a broad choice of housing types at a range of prices, including affordable homes. During the past 20 years, there has been much more variety in the types and prices of newly constructed homes, including more cottages, accessory dwelling units, attached homes, live-work units and other smaller single-family homes. New homes blend with existing homes and the natural environment, retaining valued characteristics of neighborhoods as they continue to evolve. While single-family neighborhoods have remained stable, the number and variety of multifamily housing choices have increased significantly, especially in mixed-use developments in the Urban Centers. Through careful planning and community involvement, changes and innovation in housing styles and development have been embraced by the community. Residents enjoy a feeling of connection to their neighborhoods and to the community as a whole.

Redmond has acted to maintain a **strong economy and a diverse job base.** The city is the home to many small, medium-size and locally owned businesses and services, as well as nationally and internationally recognized corporations. Redmond is widely recognized as inviting for advanced technology, and businesses are proud to be partners in the community. The city provides a positive business climate that supports innovation and attracts sustainable development while retaining existing businesses. Likewise, the successful companies return benefits directly and indirectly to the community. A prime example of this is the support that

residents and the business community have given to the school system to create a high-quality educational system that serves the needs of people of all ages.

In 2030 Redmond has a park and open space system that provides a natural area or recreational opportunity within walking distance of every resident. Neighborhood and community parks contribute to a high quality of life in Redmond by providing a full array of opportunities ranging from active recreation, such as sports games and swimming, to more restful and reflective activities, such as walking and viewing wildlife.

The city is framed within a beautiful natural setting with a system of open spaces and parks having diverse natural resources that provide habitat for a variety of wildlife and serve environmental functions. Lake Sammamish, the Sammamish River and Bear Creek, historically surrounded by farmland, are present in the heart of Redmond. These are focal points of Redmond's park system, which has many miles of trails and a variety of parks located alongside. Public access to shorelines along these water bodies is enhanced, while maintaining protection for the natural environment.

Green spaces and interconnected trails and paths support active, healthy living. Redmond has an excellent and readily accessible system of paths and trails used by walkers, cyclists, equestrians and others as they recreate or commute, both within the city and to other parts of the region.

Parks and indoor recreation facilities are vibrant gathering places where recreation and cultural events attract a wide range of ages and cultures. Recreation programs are continuously updated to reflect the changing needs of a diverse population and to make Redmond an active and interesting place to live and visit.

Other indoor facilities provide unique recreational opportunities, such as aquatics, indoor field sports, classroom programs, gymnasium-related sports, fitness and dance classes, or drop-in spaces. Collaboration with other communities and agencies helps Redmond reach its goal to have year-round facilities to serve its residents and employees. This is cost-efficient and enables each community to achieve more than might be possible independently.

The City's parks, innovative recreation services, and unique art and cultural experiences continue to provide a high quality of life in Redmond. Community members are able to improve their health and well-being, appreciate art, enjoy great parks and celebrate the cultural diversity of Redmond.

Redmond's 2030 transportation system offers people a variety of real choices for how we get between where we live, work, shop and play. Each year, more people walk, bicycle, carpool or use transit to travel within the city to access the regional bus and light rail system because land uses that reflect our vibrant community character have created a strong market demand for these options. Our transportation infrastructure reflects this by prioritizing more people-oriented travel that supports Redmond's land use, manages our limited roadways most

efficiently, and provides a transportation system that embodies the City's sustainability principles and achieves Redmond's land use pattern and vision.

The City has invested strategically and leveraged regional funds to ensure a safe, well-maintained system, improve transportation choices and mobility, and support our two Urban Centers, Downtown and Overlake. Neighborhoods have increased access to the hubs of Downtown and Overlake, neighboring cities and the region. Significant investments in SR 520, I-405 and regional and local transit routes have improved mobility for people and goods. In Redmond, roadway projects have been built where needed to improve safety and operating efficiency or to create more accessible connections. The City continues to maintain an effective system of access and circulation for delivery and freight. Streetscapes are attractive, well designed and enhance environmental quality for various travel modes.

In responding to significant energy costs and new vehicle fuel options and technologies, the City has developed alliances with other agencies and the private sector to create new opportunities and efficiencies. In turn, these alliances support easy access to electric vehicle charging stations and other alternative fueling infrastructures, as well as access to information about travel conditions, incidents, and transit arrival and departure times.

Infrastructure and services meet the needs of a growing population and promote a safe and healthy community. The planning and placement of utilities in Redmond has supported the community's vision for the location and amount of growth. Long-term planning for utilities has contributed to a high quality of life for Redmond residents and businesses by ensuring efficient utility delivery. Proper utility planning has also protected Redmond's natural environment and resources. Upgrades to the sanitary sewer system have eliminated many septic systems, thereby controlling contaminants released into the environment. The City has protected the natural environment by developing stormwater systems to prevent or reduce excess stormwater runoff, designing and upgrading systems and plans to prevent damage to the environment, and by fostering conservation operationally and by implementing low-impact development practices.

Redmond provides high-quality public safety services and well-maintained and dependable public facilities. The community continues to enjoy excellent fire and emergency response times, professional police services, beautiful parks, clean drinking water, and effective wastewater and stormwater management because the capital facilities needed to provide these services were, and still are, planned and maintained for the long term. An efficient multimodal transportation system has taken shape and is continually improved. This long-term planning for services and facilities carries out the Comprehensive Plan goals and policies, such that new development and new services and facilities arrive concurrently.

Redmond residents embrace and support the high-quality educational, cultural and recreational facilities in the community. The City works in partnership with schools, businesses, service providers, and other organizations and jurisdictions to maintain and strengthen a human services network that provides the food, shelter, job training, child care and other

services residents need to be thriving members of our community. Locally grown food sources, farmers markets and community gardens provide healthy and sustainable options. Public art and cultural events are also integral to the City for community building, connecting people with arts and culture, and as a catalyst for creativity within the community. Redmond is recognized for its outstanding visual and performing arts programs that attract a wide range of ages and cultures and reflect the needs of a diverse population. It is an inviting place for artists to live and work, contributing to the overall desirability and charm of the community. A center to showcase performing and visual arts will be sited in a conveniently located, highly visible and active part of the city.

Redmond in 2030 has maintained a very green character. Citizens benefit from its livability which contributes to the general quality of life. The city is framed within a beautiful natural setting and open spaces, and an abundance of trees continue to define Redmond's physical appearance, including forested hillsides that flank the Sammamish Valley, Lake Sammamish and Bear Creek. Clean air quality not only contributes to a healthy community, it also helps keep the scenic mountain vistas visible from the city. Likewise, reduction in greenhouse gas emissions and particulate air pollutants enhances these benefits. A system of interconnected open spaces provides habitat for a variety of wildlife. The City prides itself for its environmental stewardship, including an emphasis on sustainable land use and development patterns, landscaping that requires little watering, and other techniques to protect and conserve the natural environment while flourishing as a successful urban community. People continue to enjoy Lake Sammamish and the Sammamish River for boating, swimming and other types of recreation. Bear and Evans Creeks provide regionally significant habitat for wild salmon spawning and rearing. Through many cooperative efforts, the improved water quality is demonstrated annually in the increasing salmon runs. Public access to shorelines has been enhanced, while protecting the natural environment and property owners' rights. The open space and agricultural character of the north Sammamish Valley has been maintained and is highly valued by the community. Through the joint efforts of Redmond, King County and Washington State, the areas north and east of the city remain rural.

Redmond has reached its ultimate size, having annexed all remaining territory in its Potential Annexation Area so that residents may receive a full range of urban services. The new neighborhoods have been seamlessly interwoven with existing neighborhoods. The process of annexation has allowed new residents to enjoy high-quality facilities and services.

Redmond is an integral member of the regional planning community. As was the case in 2010, Redmond continues to work cooperatively in regional planning with neighboring jurisdictions, King County, neighboring counties, state agencies and other jurisdictions. Redmond is an active member of regional planning organizations where it simultaneously advances the interests of Redmond community members and works toward regional goals.

Though the city has experienced growth and change during the past 20 years, Redmond has maintained its distinctive character. The quality design of new development is a reflection of the value Redmond community members place on the community's appearance. The design

also reflects the diversity of the community. Care has been taken to create distinctive streets and pathways and to enhance the comfort, safety and usability of public places. Public view corridors and entryways have been preserved, and enhanced. The city's historic roots are still apparent through preservation of special sites, structures, and buildings. Interpretive signage has also been used to enhance the city's sense of its heritage.

Community gathering places are found throughout the city. Spaces for parks have been acquired and improved by the City, and plazas have been incorporated into new developments. Both public and private investment into place-making creates and maintains spaces where informal social gatherings and community building occur. The City and private partners have continued to sponsor a wide variety of community events in an array of public places. Community members also enjoy community gardens, parks and plazas, and walkable and bikeable neighborhoods which support healthy lifestyles and a sustainable future.

Care has been given to preserve elements of the natural environment. Landscaping regulations have ensured preservation of special natural areas and significant trees that define the character of the city. New landscaping has, when appropriate, incorporated native plants and low-impact development techniques. Areas of open space and forested groves near Town Center, along Redmond Way and in other locations have been preserved where possible through public/private collaboration. Through creative design, public and private projects have incorporated natural features and enhanced natural systems. Redmond continues to promote the value of the natural environment by inventorying and monitoring the elements that define the City's green character, including forested parks and open space.

The cost of providing and maintaining Redmond's quality services and facilities is borne equitably, balancing the needs of the community with those of the individual. Redmond continues to draw from diverse revenue streams in order to finance capital facility projects. Additionally, maintenance of new facilities is anticipated well in advance as part of the capital planning program ensuring facility maintenance costs can be effectively incorporated into the City's operating budget. The public facility costs associated with new growth are recovered in part using impact fees that reflect up to date costs, including those related to land acquisition and construction. In addition, Redmond continues to seek grants and other outside funding in order to maintain its high quality of life.

Redmond is an effective, responsive local government that responds to and anticipates the changing needs of the community. **Many people actively participate** in Redmond's planning process and system improvements, and their preferences are incorporated so that Redmond continues to be the place desired by members of the community.

In 2030, as now, Redmond is a community working together and with others in the region to implement a common vision for Redmond's sustainable future.

DLCD Drafts

As discussed at the September 22 joint meeting of the City Council and Planning Commission, draft amendments have been prepared for the residential zoning ordinances. These include 16.20 R7.5, 16.25 R5, 16.30 R2.5, 16.45 Neighborhood Community. Additionally a draft for mixed use development has been included in the packet. This draft is very liberally lifted from the MU-C and MU-N mixed use districts administered by the City of Hillsboro. (Should we receive an application for mixed use one day, we would likely contract with Hillsboro to assist with review of the application, as we are inexperienced at reviewing such plans and need the assistance of larger agency to identify practical problems in the review process.) The drafts are attachment A.

In terms of process, these drafts need to be forwarded to DLCD prior to formal consideration of changes by the Planning Commission or City Council. At least 45 days needs to be provided to DLCD to make comments. Once we have passed the DLCD review period the ordinances can be further edited by the Planning Commission and Council. There is no timeline for revisions or adoption once the drafts are eligible for comment, so there will be ample time to revise and edit the drafts after the DLCD review has started.

Provided there are no strong objections from Council or the Planning Commission the drafts will be forwarded to DLCD in the next week.

These code changes are in addition to pending revisions already submitted to DLCD for 16.05 Definitions, 16.60 Community Service Overlay District, 16.125 Lot Standards, 16.140 Planned Use Developments, 16.170 Application Process, 16.205 Annexations, and a draft Public Facilities Ordinance. DLCD provided no comments on these drafts.

Mini-Vision Statements

Beaverton Community Vision

Connect Imagine Transform

Background

Through the Beaverton Community Vision project, volunteers have connected with thousands of people in Beaverton and asked them to share their goals and aspirations for Beaverton's future. From the thousands of ideas we have collected, a story has emerged. That story describes the City we all want to live in and that we collectively imagine Beaverton can become. This document is our "mini-vision statement". You can read a paragraph summary of each of our five community goals and get a flavor of the type of City we heard people describe. Our goal as participants in the BCV project is to connect with you, the community at large, to help transform Beaverton into the City you have described.



Build Community

Beaverton is a vibrant, inter-connected city where residents take pride in a unique sense of place. People of all ages, from all walks of life, choose to call Beaverton home because they feel welcome, engaged and heard. Distinct gateways, public art and integrated pathways connect the city physically, while active neighborhoods, inter-cultural activities and a range of year-round events ensure it remains linked socially. In Beaverton, there is a deep appreciation for the people and cultures who came before, and a sustained investment in those who will help shape what it is to become.



Create a Vibrant Downtown

Downtown serves as the economic, social and cultural heart of Beaverton. A clearly-defined city center has been established through a phased redevelopment effort involving property owners, business partners and the broader community. Within the city center, several unique mini-districts provide destination retail and entertainment, boutique business opportunities and a mix of community gathering places. Each district is linked to the other through consistent design, street signs and art; and to surrounding residential areas by protected pathways, pocket parks and open spaces.

Easy transit access and convenient parking enable visitors of all ages, and from far and near, to attend year-round activities and events anchored by a new performing arts center and expanded farmers' market. Nationally, downtown Beaverton is recognized as the leading model for generating economic prosperity through the use of green technology and building practices.

Mini-Vision Statements

Beaverton Community Vision

Connect Imagine Transform



Improve Mobility

Beaverton plays an active role in metro-wide transportation solutions planning. Over the years, regional investments in technology and alternative transportation have reduced congestion on major roadways. Within city limits, Beaverton has continually expanded the local street grid system, enhanced road system capacity and implemented tailored traffic flow solutions at major intersections. The City has also executed critical safety improvements, including pedestrian-friendly intersection and mid-block crossings, better access to public transit facilities and an extended sidewalk system.

Beaverton has responded to increasing public demand for safe, alternative mobility options by assembling the region's finest network of bicycle and pedestrian trails. Exclusive bike paths and a "last-mile" shuttle system have been established to better-connect population and employment centers, while the advent of "20-minute" neighborhoods has reduced the number and length of vehicle trips by locating services and goods closer to residential areas. Alternative transportation use continues to grow, as access becomes easier and new options are brought on-line, including a signature street car system and strategically-located electric vehicle charging stations.



Provide High Quality Public Services

In Beaverton, community members benefit from and participate in a dynamic public services system. The city's community policing model involves residents in safety planning and execution to create geographically and culturally-appropriate programs and solutions. Beaverton schools leverage outside resources and passionate volunteers to ensure every student is afforded an opportunity to succeed, regardless of ability. Library programs and facilities expand learning opportunities and strengthen connections across generations and cultures.

Seniors are fully-integrated and an active part of the community. First-rate care facilities, activity centers and wellness programs ensure the aging population remains healthy and connected. People in need have one-stop access to assistance and resources through a state-of-the-art service center and information hotline. Homelessness has been eradicated through a combination of transitional housing and workforce training. City government is transparent,

Mini-Vision Statements

Beaverton Community Vision

Connect Imagine Transform

collaborative and efficient. Community investments are guided by a clear set of priorities, and critical information is easily-accessible to all.



Enhance Livability

Beaverton has become one of the most livable communities in the nation, thanks to a cutting-edge civic plan, a range of housing options and a commitment to sustainability. The city has established an effective balance between growth and open space by actively involving residents and development partners in community planning. Strategic investments in green technologies, expanded recycling capacity and smart-grid development have reduced the city's carbon footprint and enabled the community to do more with less.

Residents value and participate in the maintenance of the city's greenways, dynamic park system and pedestrian and bike path network. Community gardens provide educational opportunities for youth, and food for the hungry. Community clean-up days, a robust urban tree program and an active waterway preservation program all contribute to making Beaverton one of the cleanest, greenest cities in the region. At the same time, the city has established a reputation as a great place to work and do business. Active business roundtables, incentives for community-supported businesses and streamlined permitting are among the many tools the City offers to foster economic opportunity and prosperity.



A vibrant and creative community, where the residents embrace diversity, promote vitality, and treasure the environment

VISION FOR BURIEN

Our Future. Our Choices.

COMMUNITY



Genuine

Burien residents are welcoming, know their neighbors, and work together.

Engaged

Burien residents enjoy robust civic and cultural participation.

Stable

Burien encourages stability through a variety of living choices.

DIVERSITY



Inclusive

Burien embraces diversity and welcomes all residents.

Multicultural

Burien celebrates the many cultures and backgrounds of its residents.

Multi-centered

Burien cultivates a thriving array of business and community centers.

ECOLOGY



Natural

Burien conserves its ecological systems and public waterfronts.

Green

Burien treasures parks and open spaces, and welcomes opportunities for more.

Livable

Burien makes sustainable land, energy, water, and transportation choices.

PROSPERITY



Local

Burien values local services and supports local businesses.

Expansive

Burien encourages businesses in order to expand its economic base.

Creative

Burien's rich palette of arts, culture, and heritage enhances its eclectic vitality.

EDUCATION & YOUTH



Teaching

Burien believes that quality schools are essential to its long-term success.

Learning

Burien actively promotes early childhood education and life-long learning.

Nurturing

Burien supports its youth with programs to augment its schools.

HEALTH & SAFETY



Healthy

Burien promotes community vitality with health and wellness services for all ages.

Active

Burien encourages active living to support physical and mental health.

Peaceful

Burien ensures public safety through both crime prevention and law enforcement.

GOVERNANCE



Responsive

Burien's city government operates in an open & accountable manner.

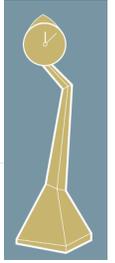
Effective

Burien's city government strives for organizational excellence.

Collaborative

Burien fosters partnerships with others in pursuit of common objectives.

VISION FOR BURIEN



Our Future. Our Choices.



Lake Oswego Community Vision for 2035

6/22/11 CAC Revised



In 2035, Lake Oswego is a thriving, sustainable city, meeting the community's needs without compromising the needs of future generations. Our community is recognized for its quality of life, exceptional schools, and excellent local government. Our multigenerational neighborhoods, healthy natural resources, vibrant mixed-use shopping, employment districts, and diverse services and activities are accessible to all.



Our educational, cultural and recreational opportunities strengthen the social fabric of the community. Our top-rated schools offer excellent education and reinforce the value of the community as a desirable place to raise a family. Our outstanding library, parks, and community amenities provide a wide range of programs and special events. Public art and historic resources enrich our cultural identity.



We have a wide variety of neighborhoods with high quality, attractive and compatible housing that serves a range of ages, incomes and households. Our distinct and walkable neighborhoods contribute to the city's small town feel. Mixed-use districts enhance adjacent residential areas by providing access to quality jobs, housing, transit, entertainment, services and shopping. Higher density housing is located strategically and sensitively, including along transportation corridors and town centers to preserve the character of our existing neighborhoods.



We have safe, efficient and convenient transportation choices. There are frequent and reliable public transportation options that make it easy to move around our city and the region. Pathways, sidewalks, roadways and bike routes encourage residents of all neighborhoods to walk and bike safely.



We are a community where people can live, work, play and meet their daily needs for goods and services. We build upon the intellectual capital of the community to attract new ventures, retain local businesses and connect to the global economy. We are business-friendly and a regional model for employment and mixed-use centers that attract quality jobs.



We are good stewards of our environment. Our urban forest, natural areas and watersheds are valued and cared for as essential environmental, economic, and cultural assets. We effectively balance today's community needs with the need to preserve clean air, water and land resources for future generations. The built environment is designed to protect, enhance and be integrated with natural systems.



Our community is a safe place to live and supports lifelong active and healthy living. We have excellent public safety response systems that work together with an involved community to ensure peace and safety. There are opportunities for active lifestyles and to obtain locally grown food that promotes the health and social interaction of our residents.



Our architecture and natural setting inspire people to live here. Development respects the physical environment and meets the highest quality of community design to preserve and foster the distinctive character and beauty of this special place.



VISION 2029

Imagine for a moment that it is the year 2029 and you are in the City of Shoreline.

This vision statement describes what you will see.



VISION 2029

Shoreline in 2029 is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, play and, most of all, call home. Whether you are a first-time visitor or long-term resident, you enjoy spending time here.



There always seems to be plenty to do in Shoreline -- going to a concert in a park, exploring a Puget Sound beach or dense forest, walking or biking miles of trails and sidewalks throughout the city, shopping at local businesses or the farmer's market, meeting friends for a movie and meal, attending a street festival, or simply enjoying time with your family in one of the city's many unique neighborhoods.

People are first drawn here by the city's beautiful natural setting and abundant trees; affordable, diverse and attractive housing; award-winning schools; safe, walkable neighborhoods; plentiful parks and recreation opportunities; the value placed on arts, culture, and history; convenient shopping, as well as proximity to Seattle and all that the Puget Sound region has to offer.



The city's real strengths lie in the diversity, talents and character of its people. Shoreline is culturally and economically diverse, and draws on that variety as a source of social and economic strength. The city works hard to ensure that there are opportunities to live, work and play in Shoreline for people from all backgrounds.

Shoreline is a regional and national leader for living sustainably. Everywhere you look there are examples of sustainable, low impact, climate-friendly practices come to life – cutting edge energy-efficient homes and businesses, vegetated roofs, rain gardens, bioswales along neighborhood streets, green buildings, solar-powered utilities, rainwater harvesting systems, and local food production to name only a few. Shoreline is also deeply committed to caring for its seashore, protecting and restoring its streams to bring back the salmon, and to making sure its children can enjoy the wonder of nature in their own neighborhoods.

A CITY OF Neighborhoods

Shoreline is a city of neighborhoods, each with its own character and sense of place. Residents take pride in their neighborhoods, working together to retain and improve their distinct identities while embracing connections to the city as a whole. Shoreline's neighborhoods are attractive, friendly, safe places to live where residents of all ages, cultural backgrounds and incomes can enjoy a high quality of life and sense of community. The city offers a wide diversity of housing types and choices, meeting the needs of everyone from newcomers to long-term residents.

Newer development has accommodated changing times and both blends well with established neighborhood character and sets new standards for sustainable building, energy efficiency and environmental sensitivity. Residents can leave their car at home and walk or ride a bicycle safely and easily around their neighborhood or around the whole city on an extensive network of sidewalks and trails.

No matter where you live in Shoreline there's no shortage of convenient destinations and cultural activities. Schools, parks, libraries, restaurants, local shops and services, transit stops, and indoor and outdoor community gathering places are all easily accessible, attractive and well maintained. Getting around Shoreline and living in one of the city's many unique, thriving neighborhoods is easy, interesting and satisfying on all levels.



Neighborhood CENTERS

The city has several vibrant neighborhood "main streets" that feature a diverse array of shops, restaurants and services. Many of the neighborhood businesses have their roots in Shoreline, established with the help of a local business incubator, a long-term collaboration between the Shoreline Community College, the Shoreline Chamber of Commerce and the city.

Many different housing choices are seamlessly integrated within and around these commercial districts, providing a strong local customer base. Gathering places - like parks, plazas, cafes and wine bars - provide opportunities for neighbors to meet, mingle and swap the latest news of the day.

Neighborhood main streets also serve as transportation hubs, whether you are a cyclist, pedestrian or bus rider. Since many residents still work outside Shoreline, public transportation provides a quick connection to downtown, the University of Washington, light rail and other regional destinations. You'll also find safe, well-maintained bicycle routes that connect all of the main streets to each other and to the Aurora core area, as well as convenient and reliable local bus service throughout the day and throughout the city. If you live nearby, sidewalks connect these hubs of activity to the surrounding neighborhood, joining your desired lifestyle with a ready-for-anything.

The Signature BOULEVARD

Aurora Avenue is Shoreline's grand boulevard. It is a thriving corridor, with a variety of shops, businesses, eateries and entertainment, and includes clusters of some mid-rise buildings, well-designed and planned to transition to adjacent residential neighborhoods gracefully. Shoreline is recognized as a business-friendly city. Most services are available within the city, and there are many small businesses along Aurora, as well as larger employers that attract workers from throughout the region. Here and elsewhere, many Shoreline residents are able to find family-wage jobs within the City.

Housing in many of the mixed-use buildings along the boulevard is occupied by singles, couples, families, and seniors. Structures have been designed in ways that transition both visually and physically to reinforce the character of adjacent residential neighborhoods.

The improvements put in place in the early decades of the 21st century have made Aurora an attractive and energetic district that serves both local residents and people from nearby Seattle, as well as other communities in King and Snohomish counties. As a major transportation corridor, there is frequent regional rapid transit throughout the day and evening. Sidewalks provide easy access for walking to transit stops, businesses, and connections to adjacent neighborhoods.

Aurora has become a green boulevard, with mature trees and landscaping, public plazas, and green spaces. These spaces serve as gathering places for neighborhood and city-wide events throughout the year. It has state-of-the-art stormwater treatment and other sustainable features along its entire length.

As you walk down Aurora you experience a colorful mix of bustling hubs – with well-designed buildings, shops and offices – big and small – inviting restaurants, and people enjoying their balconies and patios. The boulevard is anchored by the vibrant Town Center, which is focused between 175th and 185th Street. This district is characterized by compact, mixed-use, pedestrian-friendly development highlighted by the Shoreline City Hall, the Shoreline Historical Museum, Shorewood High School, and other civic facilities. The interurban park provides open space, recreational opportunities, and serves as the city's living room for major festivals and celebrations.



A HEALTHY Community

Shoreline residents, city government and leaders care deeply about a healthy community. The city's commitment to community health and welfare is reflected in the rich network of programs and organizations that provide human services throughout the city to address the needs of all its residents.

Shoreline is a safe and progressive place to live. It is known region wide for the effectiveness of its police force and for programs that encourage troubled people to pursue positive activities and provide alternative treatment for non-violent and non-habitual offenders.

BETTER FOR THE Next Generation

In Shoreline it is believed that the best decisions are informed by the perspectives and talents of its residents. Community involvement in planning and opportunities for input are vital to shaping the future, particularly at the neighborhood scale, and its decision making processes reflect that belief. At the same time, elected leaders and city staff strive for efficiency, transparency and consistency to ensure an effective and responsive city government.

Shoreline continues to be known for its outstanding schools, parks and youth services. While children are the bridge to the future, the city also values the many seniors who are a bridge to its shared history, and redevelopment has been designed to preserve our historic sites and character. As the population ages and changes over time, the City continues to expand and improve senior services, housing choices, community gardens, and other amenities that make Shoreline such a desirable place to live.

Whether for a 5-year-old learning from volunteer naturalists about tides and sea stars at Richmond Beach or a 75-year-old learning yoga at the popular Senior Center, Shoreline is a place where people of all ages feel the city is somehow made for them. And, maybe most importantly, the people of Shoreline are committed to making the city even better for the next generation.





Framework GOALS

The original framework goals for the city were developed through a series of more than 300 activities held in 1996-1998. They were updated through another series of community visioning meetings and open houses in 2008-2009. These Framework Goals provide the overall policy foundation for the Comprehensive Plan and support the City Council's vision. When implemented, the Framework Goals are intended to preserve the best qualities of Shoreline's neighborhoods today and protect the City's future. To achieve balance in the City's development the Framework Goals must be viewed as a whole and not one pursued to the exclusion of others.

Shoreline is committed to being a sustainable city in all respects.



- FG 1:** Continue to support exceptional schools and opportunities for lifelong learning.
- FG 2:** Provide high quality public services, utilities, and infrastructure that accommodate anticipated levels of growth, protect public health and safety, and enhance the quality of life.
- FG 3:** Support the provision of human services to meet community needs.
- FG 4:** Provide a variety of gathering places, parks, and recreational opportunities for all ages and expand them to be consistent with population changes.
- FG 5:** Encourage an emphasis on arts, culture and history throughout the community.
- FG 6:** Make decisions that value Shoreline's social, economic, and cultural diversity.
- FG 7:** Conserve and protect our environment and natural resources, and encourage restoration, environmental education and stewardship.
- FG 8:** Apply innovative and environmentally sensitive development practices.
- FG 9:** Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.
- FG 10:** Respect neighborhood character and engage the community in decisions that affect them.
- FG 11:** Make timely and transparent decisions that respect community input.
- FG 12:** Support diverse and affordable housing choices that provide for Shoreline's population growth, including options accessible for the aging and/or developmentally disabled.
- FG 13:** Encourage a variety of transportation options that provide better connectivity within Shoreline and throughout the region.
- FG 14:** Designate specific areas for high density development, especially along major transportation corridors.
- FG 15:** Create a business friendly environment that supports small and local businesses, attracts large businesses to serve the community and expand our jobs and tax base, and encourages innovation and creative partnerships.
- FG 16:** Encourage local neighborhood retail and services distributed throughout the city.
- FG 17:** Strengthen partnerships with schools, non-governmental organizations, volunteers, public agencies and the business community.
- FG 18:** Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.



HILLSBORO 2020

Vision and Action Plan



Revised August 2010

JOINT STUDY SESSION NORTH PLAINS CITY COUNCIL AND PLANNING COMMISSION

Monday, October 13, 2014

Comprehensive Plan Review

Page 41 of 255



January 1, 2011

On behalf of the Hillsboro 2020 Vision Implementation Committee (VIC), it is my pleasure to present this update of the *Hillsboro 2020 Vision and Action Plan* originally adopted by the Hillsboro City Council in May 2000. The current version of the report incorporates all Action Plan changes made since May 2000 and new community priorities identified during last year's Strategy Review process.

To ensure the *Hillsboro 2020 Vision and Action Plan* continues to serve as a relevant and effective guide for shaping our future, the citizen-lead Vision Implementation Committee (VIC) conducts periodic "tune-ups." As our population changes over time, so do our resources, goals and priorities. To keep the community vision on track, it is important to adapt to the current environment while keeping our focus on the end goal - a community all of us, and future generations, are proud to call home.

To this end, the VIC has established several formal processes by which the public and our partners can amend or update the Action Plan. The VIC reviews and, if appropriate, recommends minor modifications to the Action Plan on an annual basis. If submitted, new action proposals are also considered annually. Every five years, the VIC also conducts a major Strategy Review process to actively solicit new ideas or necessary refinements. To help preserve the integrity of the original plan, which was developed with extensive community involvement, this process includes a city-wide citizen outreach effort to solicit and review new proposals for implementing the original Vision Statement.

This report includes the original Vision Statement, which was not changed during the Strategy Review process, and the recently updated Vision Action Plan. In addition, new or revised sections have been added describing the Vision Implementation Committee membership framework and function, and public involvement activities to develop and update the Action Plan.

In summary, this report reflects community priorities for our future with the recognition that as Hillsboro heads toward the year 2020, changing resources and technologies may alter the approach to reach our vision. The Vision Implementation Committee will continue to engage the community in the implementation and updating of the plan. The annual Hillsboro 2020 Town Hall will serve as a primary venue for public comment and the next Strategy Review process will be conducted in 2015. We appreciate and thank all the Hillsboro citizens who have participated in the development and implementation of the *Hillsboro 2020 Vision and Action Plan*. It is this community spirit and commitment that will help us create the future that is our own.

Sincerely,

A handwritten signature in black ink that reads "Steve Callaway".

Steve Callaway
Hillsboro 2020 Vision Implementation Committee Chair, 2008-2010





*In loving memory of David Johnson,
for his caring and dedication to Hillsboro.*



Table of Contents



Introduction	1
Hillsboro 2020 Vision Statement	3
Hillsboro 2020 Vision Action Plan	7
Strengthening and Sustaining Community	8
Enhancing Neighborhoods and Districts.....	14
Preserving the Environment.....	20
Creating Economic Opportunity.....	25
Expanding Educational and Cultural Horizons	29
Promoting Health and Safety.....	34
Vision Implementation Committee	39
Public Involvement	43
Acknowledgements.....	51

 Printed on recycled paper with soy-based ink | For the latest Vision and Action Plan updates, visit our website at www.hillsboro2020.org



Introduction



Hillsboro 2020 is a plan for the future, developed by the people who live and work in the community. Now entering the second decade of implementation, the Vision and Action Plan represent a collaborative and proactive effort on behalf of Hillsboro citizens, businesses and government to shape the growth and development of their community over a 20-year horizon. The Vision is a picture of the community in the year 2020, as seen by citizens from a variety of backgrounds, cultures and interests. The scope is far-reaching and covers six topic areas:

- Strengthening a common sense of community
- Enhancing all neighborhoods and districts
- Preserving the environment
- Fostering economic opportunity
- Expanding support for and access to arts and cultural activities
- Promoting community health and safety

The Hillsboro 2020 Vision Statement, which provides the foundation for this community picture of the future, was developed by a citizen Task Force with extensive community input. The Vision Action Plan brings life to this Vision through a broad range of programs and projects. The Hillsboro City Council adopted the original *Hillsboro 2020 Vision and Action Plan* in May 2000. The most recent revisions to the plan were approved by the City Council in August 2010.



What does the Vision Mean for Hillsboro?

When fully implemented, the Vision will make Hillsboro a city every resident can be proud to call home. Our children will attend schools renowned for educational excellence. Arts and cultural offerings will continue to increase, as will the menu of recreational and social opportunities. People of all ages will feel increasingly safe in their homes, offices and schools and have access to high quality, affordable health care.

The City's base of jobs and businesses will continue to expand, as will the technical and professional assistance needed to ensure a well-balanced, stable economy. The environment will be seen as an asset to community development – not a roadblock. We will witness an improved flow of people, goods, services and information. Hillsboro residents will have ample opportunity to participate in local decisions and contribute to the betterment of their own community.

How is the Community Involved?

Just as developing the Vision Statement and Action Plan required input from a diverse array of stakeholders, so too does implementation. Volunteer groups, non-profit organizations, businesses and local government share responsibility for bringing the Vision to life and ensuring the rewards of this broad-based community investment reach and benefit all sectors of Hillsboro.

These stakeholders and other citizens play an instrumental role in bringing the Vision to life – through a citizen implementation committee, providing input during Vision update opportunities, participating at annual Vision Town Hall meetings and volunteering for projects and programs which fulfill Hillsboro 2020 actions. Periodic news releases and other communications inform Hillsboro residents and businesses of additional participation opportunities and keep them apprised of progress as the Hillsboro 2020 actions are implemented.

What is in This Report?

This report includes the Vision Statement and Action Plan, the charge and membership framework for the Vision Implementation Committee, and a summary of the public involvement processes which developed and updated the plan. The following is a brief overview of the key sections of the report which will allow you to go directly to those areas that are of most interest.

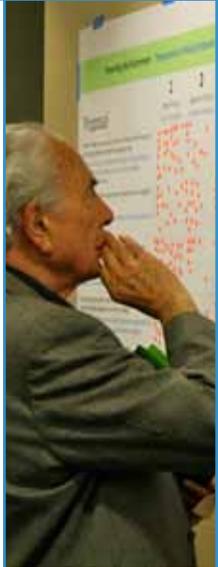
Vision Statement: Includes the full text of the Hillsboro 2020 Vision Statement with six focus areas as developed by Hillsboro citizens, which is the basis for the Action Plan.

Vision Action Plan: Lists the strategies and actions to help bring the Vision to life.

Vision Implementation Committee: Describes the Committee's charge and membership framework as well as processes for updating the Vision Action Plan.

Public Involvement Summary: Overview of the public involvement activities which helped develop and update the Vision Statement and Action Plan.

Acknowledgements: Lists of citizens, organizations and businesses who have helped to develop, update, and implement the Vision and Action Plan through August 2010.



Vision Statement



The **Vision Statement** provides a broad-brush description of Hillsboro in the year 2020. Based on community input, the Vision Statement consists of two elements. Below, *Hillsboro: Hometown for the Future* provides a one paragraph statement describing the kind of community Hillsboro strives to be by the year 2020. The six focus area statements listed on the following pages provide more detailed language to guide future community planning in those areas.

Hillsboro: Hometown for the Future

In the year 2020, Hillsboro is our hometown. Within a rapidly changing metropolitan region and global economy, we live in a dynamic community that sustains our quality of life. Here, neighbors, generations and cultures connect. We live and work in balance with nature. Hillsboro is a safe and affordable community, a place our children and their children will be proud to call home.



Strengthening and Sustaining Community



In the year 2020, Hillsboro is a great place to call home. Hillsboro residents share common values reflecting the virtues of small-town living. They also enjoy the amenities of a city connected to a large metropolitan area.

Families and singles, youth and the elderly belong. Hillsboro welcomes its new residents and helps them become an integral part of the community. Hillsboro is a city of diverse cultures, respected and honored for their differences. Local government nurtures and supports citizen involvement in its decisions and actions.

Frequent local events bring people together. Neighborhood businesses, places of worship, schools, and civic organizations provide safe, well-used gathering places where people find identity and make **meaningful connections.**



Enhancing Neighborhoods and Districts

In the year 2020, Hillsboro is a dynamic community that maintains its small-town livability. As Hillsboro preserves its agricultural and historical heritage and rich natural resources, it has accommodated new growth while maintaining its **sense of place.**

Hillsboro is a city of homes, not just houses, of neighborhoods, not just developments. The city's character is shaped by its many neighborhoods and districts, each with a unique atmosphere and various lifestyles. Residents have many choices in meeting their affordable housing, child care and school needs, and have access to a range of small shops and businesses in commercial areas.

Neighborhood parks, maintained recreational facilities and abundant natural areas provide opportunities for citizens to experience an array of indoor and outdoor activities. Streets and sewers are well-maintained, and long-term supplies of water and energy are secure.

Hillsboro's vibrant, redeveloped downtown district remains the heart of the community. It is linked to surrounding areas and other community centers by extensive transit alternatives and a comprehensive system of bicycle paths and sidewalks for pedestrian travel.

Vision Focus Areas



Preserving the Environment

In the year 2020, Hillsboro practices **good stewardship** in balancing the use and protection within and surrounding its natural and environmental resources, including agricultural lands and wildlife habitat, streams and wetlands, trees and woodlands, open spaces and waterways. The greater Hillsboro area features abundant wildlife and healthy agricultural activity, which are protected from unwarranted development.

Public educational programs stimulate understanding and support for a positive relationship with the community's resources and natural surroundings.

The area's air and water resources are clean, and the community has worked to control noise and visual pollution. Wetlands play an essential role in maintaining water quality. Reduced reliance by citizens on the automobile and more use of alternative transportation options help residents breathe easier. Jackson Bottom, long the community's premier environmental asset, is renowned state-wide as an important wildlife habitat.

Creating Economic Opportunity



In the year 2020, Hillsboro boasts a diverse and sustainable employment base, with jobs accessible to all community residents. There is a good balance of jobs and available, affordable housing. Industries are environmentally responsible.

The community is a model for the use of new communications technologies. Training in advanced technologies is available at businesses, schools and libraries. Hillsboro's educational system, including such programs as school-to-work, develops a skilled workforce.

Hillsboro's **strong economy thrives** with the help of an accessible and responsive local government. The City of Hillsboro encourages development of a variety of small and large businesses, provides sound civic planning and zoning, and facilitates public/private partnerships as sources of financial capital. An efficient and cohesive transportation system moves people to work, and goods and services to market.



Expanding Educational and Cultural Horizons



In the year 2020, Hillsboro provides educational opportunities for all of its residents. This achievement is supported by an educational system linking public and private elementary, middle and high schools with technical training, colleges, and graduate schools. Every child has access to excellent, comprehensive schooling that develops thinking, creative, confident, successful and productive citizens. Schools provide children with opportunities for career exploration. Available after-school and continuing education programs encourage **lifelong learning**.

The richness of the community's cultural fabric also enhances the experience of living in Hillsboro. Programs in the arts, theater and other entertainment enjoy broad-based public and private support. Instruction in art, music and cultural expression is available in local schools. The Hillsboro Public Library provides materials and services to help community residents of all ages and cultural backgrounds meet their educational, professional and recreational needs.



Promoting Health and Safety

In the year 2020, Hillsboro sustains a high quality of life by actively promoting **public health and safety**. Residents feel safe in their homes, neighborhoods and public places. Small town neighborliness is reinforced by a commitment to community-based policing, and programs for preventive measures to support firefighting and emergency services. A wide variety of community resources — public, private and non-profit — serve at-risk populations.

Community members have access to affordable health care. Our community hospital serves as the center for health services, support and education. At the same time, partnerships of the public and private sector maintain a coherent, geographically dispersed network that brings health services to the districts and neighborhoods where people need them. Hillsboro works hard to create a barrier-free community for its physically and mentally disabled citizens.

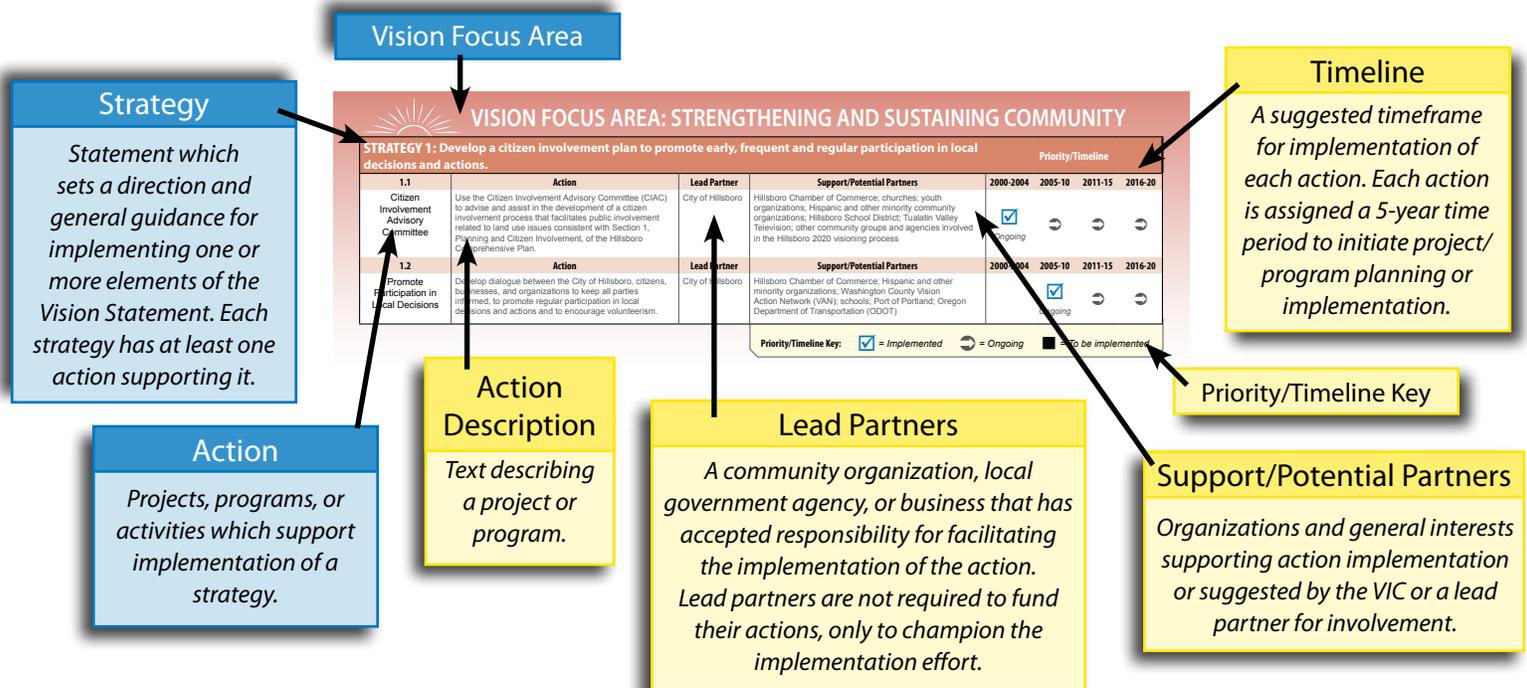
Vision Action Plan



The Hillsboro 2020 Vision Action Plan outlines **strategies and actions** to bring the Vision Statement to life. It was developed through community involvement and is periodically updated to keep current with changing community resources, opportunities and long-term needs. As described in the next section, any proposed update to the Action Plan must have a basis in the Vision Statement and receive an appropriate level of community review.

The Vision Action Plan is presented in the following matrix which lists the 50 strategies and 180 actions adopted by the City Council through August 2010. Other revisions may occur after the publication of this report. Current versions of the Vision Action Plan are available online on the Hillsboro 2020 website at www.hillsboro2020.org. The Action Plan matrix on the following pages is divided into six Vision focus areas organized by color.

Key elements of the Action Plan matrix:





VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 1: Develop a citizen involvement plan to promote early, frequent and regular participation in local decisions and actions.

Priority/Timeline

1.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Citizen Involvement Advisory Committee	Use the Citizen Involvement Advisory Committee (CIAC) to advise and assist in the development of a citizen involvement process that facilitates public involvement related to land use issues consistent with Section 1, Planning and Citizen Involvement, of the Hillsboro Comprehensive Plan.	City of Hillsboro	Hillsboro Chamber of Commerce; churches; youth organizations; Hispanic and other minority community organizations; Hillsboro School District; Tualatin Valley Television; other community groups and agencies involved in the Hillsboro 2020 visioning process	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
1.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Promote Participation in Local Decisions	Develop dialogue between the City of Hillsboro, citizens, businesses, and organizations to keep all parties informed, to promote regular participation in local decisions and actions and to encourage volunteerism.	City of Hillsboro	Hillsboro Chamber of Commerce; Hispanic and other minority organizations; Washington County Vision Action Network (VAN); schools; Port of Portland; Oregon Department of Transportation (ODOT)		<input checked="" type="checkbox"/> Ongoing	➡	➡
1.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Building Community	Facilitate opportunities to build community at the neighborhood level and improve dialogue around localized issues.	City of Hillsboro	Heart of Hillsboro; Hillsboro Downtown Business Association (HDBA); community-based non-profit organizations		<input checked="" type="checkbox"/> Ongoing	➡	➡
1.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
City-Neighborhood Communications	Facilitate direct communication with neighborhoods and districts on critical issues through HOAs and multi-family housing contacts.	City of Hillsboro	Community Volunteers, Homeowner Associations, Neighborhood Watch Program, LOAC, Bienestar				■ Ongoing

STRATEGY 2: Make online technology accessible and affordable to all residents of the community.

Priority/Timeline

2.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Online Technology Access	Increase access to online resources and web-based services for all Hillsboro residents.	One Economy	Hillsboro Chamber of Commerce	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
2.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Access to the Web	Promote, encourage and continue development of online access to City of Hillsboro and other local government resources.	City of Hillsboro	Washington County; Hillsboro School District; Service clubs; businesses		<input checked="" type="checkbox"/> Ongoing	➡	➡
2.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Online Centers and Computer Systems	(A) Create online centers in public places, throughout the community. (B) Maintain and update.	City of Hillsboro	(A) Hillsboro Chamber of Commerce; service and other organizations; high-tech and other major employers; telecommunications companies; AARP; OSU Extension Service; Centro Cultural; Washington County; Hillsboro School District. (B) Hillsboro School District; Community Action Organization; Centro Cultural; Washington County; 4-H Tech Wizards; Pacific University Masters in Education Department	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡



VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 3: Establish community information systems that keep citizens informed of city-wide activities and provide citizen access to community networks.

Priority/Timeline

3.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Events Calendar	Maintain and promote a broad based community calendar, including information and entries from a wide range of community groups and organizations, and facilitate access through links at major community web portals.	Hillsboro Chamber of Commerce	Hillsboro School District; Washington County Fair Complex; media; service organizations; Convention & Visitors Bureau of Washington County; Tuality Hospital; Washington County Historical Museum; Retired Seniors Volunteer Program		<input checked="" type="checkbox"/> <i>Ongoing</i>		
3.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Education and Training Links	Develop and maintain a web links page listing a variety of education, training and apprenticeship programs that exist throughout the community.	Hillsboro Chamber of Commerce	Capital Center; Washington County; Hillsboro Chamber of Commerce; Hillsboro School District; Portland Community College (PCC); One Economy		<input checked="" type="checkbox"/>		

STRATEGY 4: Develop a community identity program that reflects Hillsboro's character.

Priority/Timeline

4.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Hillsboro Motto Development	Establish, through a community process, a Hillsboro motto that represents the community's unique identity.	City of Hillsboro	Various community-based service organizations; interested individual businesses; Hillsboro Chamber of Commerce			■	
4.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Signage Development and Implementation Plan	Develop signage program, incorporating Hillsboro motto and logo, and including community gateways and neighborhood components.	City of Hillsboro/Hillsboro Chamber of Commerce	Hillsboro Chamber of Commerce; various community-based service organizations; interested individual businesses			■	
4.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Neighborhood Projects Toolkit	Create a "neighborhood projects toolkit" for self-directed community service projects.	SOLV	City of Hillsboro, Clean Water Services			■	
4.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Welcome to Hillsboro Program	Create and periodically update a "Welcome to Hillsboro" webpage that provides new residents information about local resources.	Hillsboro Chamber of Commerce	City of Hillsboro; Homeowner Associations; Realtors				■ <i>Ongoing</i>

STRATEGY 5: Develop a common "Hillsboro" address for every home and business within the boundary of the City reflected in all postal addresses.

Priority/Timeline

5.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Common Zip Code	After determining future eastern City boundary, work with U.S. Postal Service to modify Hillsboro zip code boundaries to reflect future City boundary.	City of Hillsboro	Hillsboro Chamber of Commerce; various community-based organizations; interested individual businesses; U.S. Postal Offices in Hillsboro and Beaverton		<input checked="" type="checkbox"/> <i>Ongoing</i>		
5.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Home Address System Design and Implementation	(A) Through a community-based process, determine whether to establish a single address/grid system, and if so, develop and (B) implement a common address plan.	City of Hillsboro	Washington County; Hillsboro Chamber of Commerce; U.S. Postal Service; civic organizations; homeowners associations; interested businesses; Address Management Division of Regional USPS; Hillsboro USPS; Evergreen DCU; USPS; WCCCA; Metro; Washington County Survey; Hillsboro Fire & Police; Washington County Sheriff			■	



VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 6: Identify and promote community events that bring residents together and attract outside visitors.

Priority/Timeline

6.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Athletic Event Attraction and Promotion	Attract and promote attendance at major athletic events in Hillsboro.	City of Hillsboro	Non-profits; service organizations; media; business sponsors (Adidas, Nike, Bat Co.); Sister City Associations; Tuality Healthcare Foundation; sports and fitness clubs; City of Hillsboro; Hillsboro School District; Hillsboro Downtown Business Association; Washington County Visitor Association; American Softball Association	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
6.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Events	Continue existing community activities, such as the community markets and 4th of July parade, and expand the list to include other such activities.	Hillsboro Chamber of Commerce	Hillsboro Rotary, City of Hillsboro, Washington County Fairplex; Hillsboro Downtown Business Association; Rose Festival Association; sponsors; Hillsboro Boys and Girls Club; community service clubs; Port of Portland; Centro Cultural. For the vintage fly-in, involve vintage aircraft enthusiasts and interested parties; Tuality Healthcare	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
6.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Winter Community Celebration	Develop a new community-wide celebration in the winter season with activities focused in the downtown Hillsboro area.	Hillsboro Downtown Business Association	City of Hillsboro; Hillsboro Chamber of Commerce; civic groups; Washington County Fair Complex Boosters				■ Ongoing
6.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Events to Benefit Non-profits	Encourage major community and regional events, such as the Oregon International Airshow, to benefit non-profit organizations.	Oregon International Airshow Board	City of Hillsboro; Port of Portland; Washington County Visitors Bureau; Boys & Girls Club of Hillsboro; Hillsboro Schools Foundation; SOLV		<input checked="" type="checkbox"/> Ongoing	➡	➡
6.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Concerts and Movies in the Park	Support the continuation and expansion of concerts and movies in parks.	Hillsboro Community Arts	Hillsboro Community Foundation; Hillsboro Arts and Culture Council; Youth Advisory Council				■ Ongoing
6.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Hillsboro Latino Festival	Facilitate continued growth of the Hillsboro Latino Festival, and add additional international components over time.	Hillsboro Chamber of Commerce	Centro Cultural				■ Ongoing
6.7	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
International Garden	Explore the feasibility of developing an international garden to celebrate and connect Hillsboro's diverse cultures and citizens.	City of Hillsboro	Tualatin Valley Garden Club; other area garden clubs				■ Ongoing
6.8	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expanded Farmers' Market	Determine the feasibility of expanding the size and duration of local farmers markets.	Hillsboro Farmers' Market	Tuesday Market; City of Hillsboro; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Orenco Homeowners Association; Streets of Tanasbourne; Tuality Healthcare			■	



VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 7: Promote the establishment of centers for meetings, conferences and other community activities.

Priority/Timeline

7.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Downtown Community Meeting Centers	(A) Locate and develop an additional facility for community meeting space in downtown Hillsboro. (B) Study the viability of renovating the Town Theater for a third place use. If renovation is not viable, study other third place uses for the site.	City of Hillsboro	Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Scheller Properties; Hillsboro Art Association; arts organizations; churches; other potential uses		<input checked="" type="checkbox"/>		
7.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Convention Center	Develop a new convention center with possible multi-building development.	City of Hillsboro; Washington County	Hillsboro Chamber of Commerce, Washington County Visitors Association			■	

STRATEGY 8: Encourage leadership development opportunities in the community.

Priority/Timeline

8.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Leadership Training	Continue to expand the Hillsboro Chamber of Commerce leadership training program beyond the business community, to reflect the diversity of the community.	Hillsboro Chamber of Commerce	Local governments and educational institutions, including Portland Community College; local toastmaster organizations; other community organizations; Tualatin Valley Television; retirees	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
8.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Student Involvement in Government	Develop avenues for high school/college student involvement in local government.	Hillsboro School District	Schools; Portland Community College (PCC); Hillsboro Chamber of Commerce; City of Hillsboro; Pacific University; Junior Achievement			■	➡ <i>Ongoing</i>

STRATEGY 9: Provide for adequate and accessible child care for all working families in Hillsboro.

Priority/Timeline

9.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Child Care	Create public-private partnerships to determine how available, affordable child care can be accessed and delivered with the help of the private sector and the use of parent cooperatives.	Community Action Organization	Major employers in area; local business organizations; public sector including Washington County; Hillsboro School District; community service organizations; churches; Community Action Organization; Tualatin Valley Television; Learning Tree	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡



VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 10: Assure the adequate provision of recreation, sports, aquatic facilities and programs that are affordable and accessible to all area residents, and plan for their development.

Priority/Timeline

10.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Parks Facilities Inventory	As part of the City of Hillsboro's parks master planning effort, develop and periodically update the inventory of existing parks, open spaces and recreational facilities, and make the inventory available to residents to assist in identifying future needs.	City of Hillsboro	Hillsboro School District; Hillsboro Boys & Girls Club; youth organizations; facility user groups; senior organizations; Washington County Dept. of Disability, Aging and Veteran Services; Washington County Master Gardeners; Hillsboro Chamber of Commerce	<input checked="" type="checkbox"/> Ongoing			
10.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Recreational Programs Enhancement	As a component of the City of Hillsboro Parks and Recreation Department's Master Plan, examine existing recreational programs and determine the need for additional programs in response to community needs and desires.	City of Hillsboro	Hillsboro Park Commission; Oregon Disc Sports Association; Tualatin River Keepers; Hillsboro School District; Washington County Commission on Children and Families; Camp Fire USA		<input checked="" type="checkbox"/> Ongoing		
10.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Off-leash Dog Area	Create fenced off-leash area(s) for dogs to promote responsible pet ownership, public health and safety, and a community gathering place.	City of Hillsboro	Operation Dog Park; 4-H clubs; pet businesses; Hillsboro Dog Association		<input checked="" type="checkbox"/> Ongoing		

STRATEGY 11: Promote volunteerism and philanthropy within the community.

Priority/Timeline

11.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Philanthropy Education	Educate the public to the personal and community benefits of philanthropy.	Hillsboro Community Foundation	Hillsboro Chamber of Commerce; community-based non-profits; Washington County Vision Action Network; Hands On Washington County; I Give Where I Live; Oregon Community Foundation		<input checked="" type="checkbox"/> Ongoing		
11.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community-wide Day of Service	Encourage the establishment of and publicize a community-wide "day of service."	City of Hillsboro	Hillsboro Community Foundation; Hillsboro Chamber of Commerce; community-based non-profits; Hillsboro Downtown Business Association; Schools; SOLV				
11.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Volunteer Database	Develop a list of all community groups, organizations, programs and projects with a volunteer database including youth leadership programs. Update the list and advertise for volunteers to sign up with the network.	Hillsboro Chamber of Commerce	City of Hillsboro; Washington County; Hillsboro School District; seniors; churches; service clubs; Internet service providers; businesses; fraternal organizations; Retired Seniors Volunteer Program; SOLV; AARP; Youth Volunteer Corps; Senior Core of Retired Executives (SCORE); Hillsboro Economic Development Partnership; Washington County Vision Action Network (VAN); Hillsboro Argus; Hands On Washington County; Washington County Beehive	<input checked="" type="checkbox"/> Ongoing			
11.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Philanthropist and Volunteer Recognition	Coordinate recognition/publicity for leading philanthropists and volunteers through enhanced community awards program.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro Community Foundation; community-based non-profits	<input checked="" type="checkbox"/> Ongoing			

JOINT STUDY SESSION NORTH PLAINS CITY COUNCIL AND PLANNING COMMISSION

Priority/Timeline Key: = Implemented = Ongoing = Not to be implemented

Comprehensive Plan Review



VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 11 (Continued)

Priority/Timeline

11.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expanded Volunteer Opportunities	Expand access to and participation in Hillsboro-area volunteer opportunities.	Hands-on Greater Portland	Hillsboro Chamber of Commerce; SOLV; community organizations				 <i>Ongoing</i>

STRATEGY 12: Find opportunities to collaborate and communicate with cities, regional governments, agencies and non-profits to address common issues and concerns.

Priority/Timeline

12.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Collaboration with Washington County Vision Action Network	Continue the City of Hillsboro's collaboration and coordination with VAN and other regional partners.	City of Hillsboro	Washington County Vision Action Network (VAN); Hillsboro Chamber of Commerce; Hillsboro Community Foundation; community-based non-profits		 <i>Ongoing</i>		



Action 10.3: Off-Leash Dog Area



VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 13: Complete an “active transportation” system, integrating sidewalks, pedestrian and bike infrastructure to serve the entire city, improving neighborhood connections, access to transit, recreation options and safety.

Priority/Timeline

13.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Identify/Map Pathways	Develop and regularly update an inventory of bicycle and pedestrian pathways, and make available in print or online.	City of Hillsboro	Bicycle/Pedestrian Pathway Task Force; Washington County; Metro; community and civic groups; neighborhood groups; Tri-Met; Washington County Bicycle Transportation Coalition, Hillsboro School District	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
13.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Bicycle and Pedestrian Advisory Committee	Establish a Bicycle and Pedestrian Advisory Committee responsible for advising the City on active transportation investments and coordinating with regional jurisdictions on pathway and facilities connections.	City of Hillsboro	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce; Regional jurisdictions; Willamette Pedestrian Coalition; Hillsboro-area CPOs; Washington County Bicycle Transportation Coalition; Hillsboro School District; Washington County Public Health	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
13.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Fund Pathways	Explore feasible funding options including state, regional or private, grants, public or special levies or other means to upgrade and complete the City's bike path/pedestrian system in accordance with current codes and ordinances.	City of Hillsboro	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce; Metro, Westside Transportation Alliance	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
13.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sidewalk Completion and Repair	Encourage adjacent property owners to complete and repair sidewalk systems and provide assistance where feasible.	Bicycle/ Pedestrian Pathway Task Force	City of Hillsboro; Bike Coalition; citizen groups; Hillsboro Chamber of Commerce		<input checked="" type="checkbox"/> Ongoing	➡	➡
13.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Bike Rack Policy	Help develop a policy and strategy for expanding the number of secure bike racks available city-wide.	Westside Transportation Alliance	City of Hillsboro; Washington County Bicycle Transportation Coalition; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Hillsboro School District; shopping and recreation centers; development community			■	
13.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Integrated Bike Network	Coordinate with regional partners to create and promote a bicycle transportation network connecting population, transit and employment centers and other regional destinations.	Washington County Bicycle Transportation Coalition	City of Hillsboro; METRO; Tri-Met; Washington County; Washington County Visitors Association; Westside Transportation Alliance			■ Ongoing	➡
13.7	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Safe Routes to School	Establish and promote safe bicycle and pedestrian routes to schools from surrounding neighborhoods.	City of Hillsboro	SRTS.com; Washington County Bicycle Transportation Coalition; Hillsboro School District; Washington County Department of Land Use and Transportation; Washington County Public Health			■ Ongoing	➡
13.8	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Smart Crossings	Install smart-crossings, including flashing beacons, at locations noted for heavy pedestrian use.	City of Hillsboro	Willamette Pedestrian Coalition; Washington County; ODOT			■ Ongoing	➡



VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 14: Establish a coordinated system of buses, shuttles and light rail connecting large neighborhoods, major retail and employment areas.

Priority/Timeline

14.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Transit System Expansion and Promotion	(A) Develop public/private partnerships to expand existing transit systems and promote increased ridership. (B) Promote and encourage use of mass transit and alternative modes of transportation. Explore and promote use through new incentive programs and by providing necessary infrastructure and transit service within Hillsboro.	Westside Transportation Alliance	(A) City of Hillsboro; downtown groups; private businesses (e.g., Dawson Creek Corporate Park); other governmental agencies; Washington County; developers. (B) City of Hillsboro; Hillsboro Chamber of Commerce; employers; Bicycle Transportation Alliance; Citizens for Sensible Transportation (CST); Oregon Department of Transportation (ODOT); Tri-Met; Washington County Dept. of Disability, Aging & Veteran Services	<input checked="" type="checkbox"/> Ongoing			
14.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Transit Service Expansion	Communicate to Tri-Met local need for additional transit routes and encourage ongoing operation of existing transit service.	Hillsboro Chamber of Commerce	City of Hillsboro; downtown groups; private businesses (e.g., Dawson Creek Corporate Park); other governmental agencies; Washington County; developers; Washington County Dept. of Disability, Aging & Veteran Services; Westside Transportation Alliance	<input checked="" type="checkbox"/> Ongoing			
14.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Local Transit System	Study economic feasibility of operating a limited Hillsboro transit service that complements Tri-Met service.	City of Hillsboro	Metro; Tri-Met neighborhood groups; employers; Washington County Dept. of Disability, Aging, & Veteran Services; Hillsboro Chamber of Commerce (Transportation Committee)	<input checked="" type="checkbox"/> Ongoing			
14.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Transit "Free Fare" Zone	Explore and if feasible implement a "free fare" transit zone in Hillsboro.	Westside Transportation Alliance	Hillsboro Chamber of Commerce; City of Hillsboro; Tri-Met		<input checked="" type="checkbox"/> Ongoing		



VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 15: Protect and enhance historical and cultural sites and other resources.

Priority/Timeline

15.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Historic Landmarks Committee	Establish a Hillsboro Historic Landmarks Advisory Committee.	City of Hillsboro	Washington County Historical Society; State Historic Preservation Office; Historic Preservation League of Oregon; Hillsboro Historical Society; State Historic Preservation Office		<input checked="" type="checkbox"/>		
15.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Local Historical Society	Create a volunteer membership Historical Society for Hillsboro.	Hillsboro Historical Society	Hillsboro Landmarks Commission; Hillsboro Cultural Center; Washington County Historical Society; Hillsboro Chamber of Commerce; Tualatin Valley Television; Hillsboro Arts Commission; Hillsboro Community Arts; Hillsboro Actors Repertory Theatre; Family History Society; Oregon Historical Cemeteries Association; Unitarian Universalist Church of Washington County; Orenco Heritage Organization	<input checked="" type="checkbox"/>			
15.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Historic/Cultural Sites Education	Provide educational materials for property owners on protection of historic and cultural sites, including qualifications, resources, how to establish and other information; build connections with other regional and state historical societies.	Historic Landmarks Advisory Committee	Hillsboro Historical Society; State, regional historical societies; local news media; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Hillsboro Senior Center; Realtors; Washington County		<input checked="" type="checkbox"/> <i>Ongoing</i>		
15.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Identify Historic Sites	Identify Hillsboro's historic sites and obtain grants for designation.	Historic Landmarks Advisory Committee	State; regional and other local Historical Societies; property owners; City of Hillsboro; Hillsboro Historical Society		 <i>Ongoing</i>		
15.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Historic Structure Incentives	Develop tax and other incentives to restore and update historic structures.	Historic Landmarks Advisory Committee	Various historical societies; Hillsboro Chamber of Commerce; City of Hillsboro; banks; builders; State Historic Preservation Office				

STRATEGY 16: Develop a new public square in downtown Hillsboro that serves as the heart of the community.

Priority/Timeline

16.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Square Task Force and Development	(A) Establish a task force to define, develop design concepts, select a site and poll the community for a new public square downtown. (B) Upon approval of plans, finance and build the new public square.	City of Hillsboro	Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Washington County; Centro Cultural; Hillsboro Historical Society; Hillsboro Landmarks Commission; American Institute of Architects; Livable Oregon	<input checked="" type="checkbox"/>			

JOINT STUDY SESSION NORTH PLAINS CITY COUNCIL AND PLANNING COMMISSION

Priority/Timeline Key: = Implemented = Ongoing = Not to be implemented

2014 Comprehensive Plan Review



VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 17: Provide and encourage “third places” at commercial and public facilities that are attractive and accessible where citizens can meet and talk informally, including such locations in existing and new neighborhood plans.

Priority/Timeline

17.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Planning and Zoning Standards Evaluation	Evaluate planning and zoning standards, to insure that commercial development is visually appealing, fosters a sense of community, expands landscaping, and encourages interaction among Hillsboro citizens.	City of Hillsboro	Hillsboro Chamber of Commerce; Neighborhood organizations; Portland Homebuilders Association			■ <i>Ongoing</i>	➡
17.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Places Need/Promotion	Inventory and promote existing public places and locations.	Hillsboro Chamber of Commerce	Convention/Visitors Bureau of Washington County; Tri-Met, City of Hillsboro: Hillsboro Senior Center; Boys & Girls Club; Ministerial Associates; Tualatin Valley Television; OSU Extension; Portland Community College; PTA; Community Bank; wineries; Washington County Historical Society; Portland Chamber of Commerce	☑ <i>Ongoing</i>	➡	➡	➡
17.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Neighborhood Gathering Places	Provide for small scale neighborhood and other informal gathering places (“third places”) through existing and new neighborhood plans.	City of Hillsboro	Hillsboro Downtown Business Association; Hillsboro Chamber of Commerce; neighborhood associations		■ <i>Ongoing</i>	➡	➡
17.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
10th Avenue Public Place	Develop a public place in the 10th Avenue area to provide linkage to the Civic Center area.	City of Hillsboro				■	
17.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Garden Development	Identify site(s) for and develop city-wide community garden(s), to be maintained by community residents.	City of Hillsboro	Hillsboro Saturday Farmers' Market; Oregon State University Master Gardener Program; Tualatin Valley Garden Club; Centro Cultural; Oregon Food Bank; senior centers; churches; schools (to partner with seniors); SOLV; Hillsboro Boy Scouts; Miller Education Center; REI; Hillsboro Water Department		☑ <i>Ongoing</i>	➡	➡
17.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
“Third Places” Business Support	Recruit business owners to target and support “third places” activities.	Hillsboro Chamber of Commerce	Hillsboro Downtown Business Association; Neighborhood groups, developers; Hillsboro Economic Development Council; Tualatin Valley Television		☑ <i>Ongoing</i>	➡	➡
17.7	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
“Third Places” Incentive	Provide incentives for new developments to include “third places”.	City of Hillsboro	Hillsboro Downtown Business Association; Hillsboro Chamber of Commerce; neighborhood associations		☑ <i>Ongoing</i>	➡	➡
17.8	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
“Third Places” Site Options	Determine feasibility of facilities along MAX light rail line for possible use as community centers and quasi-commercial uses.	City of Hillsboro	Hillsboro School District; Hillsboro Chamber of Commerce; neighborhood groups; Tualatin Valley Television; consultant; Hillsboro Parks and Recreation Department; HART; Hillsboro Markets		☑ <i>Ongoing</i>	➡	➡



VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 18: Promote a diversity of housing by type and cost.					Priority/Timeline			
18.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Housing Inventory Assessment	Evaluate current housing availability by type, price range, accessibility and visitability, lot size, etc.	City of Hillsboro	Builders; Community Action Organization; Washington County Department of Disability, Aging and Veteran Services; local realtors; apartment managers	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
18.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Diverse Housing Goals	Establish performance goals in the comprehensive plan to promote diversity of design-types and housing choices city-wide.	City of Hillsboro	Washington County Dept. of Disability, Aging and Veteran Services; developers; architects; neighborhood groups as applicable			■		
18.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Housing Zone Formula	Develop a transition zone formula (i.e., one that allows the transition from multiple unit dwellings to single family dwellings) in the City's zoning ordinance.	City of Hillsboro	Washington County Dept. of Disability, Aging and Veteran Services; developers; architects; neighborhood groups as applicable			■		

STRATEGY 19: Acquire additional property for future parks and open space.					Priority/Timeline			
19.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks Land Inventory/Analysis	Involve local community in analyzing existing parks land inventory to match new parks with population needs for recreational land.	City of Hillsboro	Hillsboro Chamber of Commerce; neighborhood groups; Hillsboro School District; Tualatin Valley Television	<input checked="" type="checkbox"/>				
19.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
New Parks Property Identification	Identify and consider properties that include existing structures for their cultural and recreational potential and incorporate this information into the Parks Master Plan.	City of Hillsboro	Washington County Historical Society; Hillsboro Historical Society (new); Hillsboro Landmarks Commission	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
19.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks Land Incentive	Develop and apply incentives for park land donations and dedications when considering public and private community master development plans.	City of Hillsboro	Metro; Oregon Department of Land Conservation and Development (grant program); Washington County		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	

STRATEGY 20: Identify and develop a system of neighborhood parks, located within walking or biking distance of every community resident.					Priority/Timeline			
20.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks Master Plan Update	Complete the City's parks master plan update, including a needs assessment for additional multi-purpose recreation and aquatics facilities.	City of Hillsboro		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
20.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks and Transportation Coordination	Coordinate park system planning with transportation systems.	City of Hillsboro	Metro; Washington County Department of Land Use and Transportation; Oregon Department of Transportation (ODOT); Tri-Met; Hillsboro Bicycle and Pedestrian Task Force	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	



VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 20 (Continued)

				Priority/Timeline			
20.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Bike/Pedestrian Easement Identification	Identify and promote potential bike and pedestrian easements to connect parks and transportation.	City of Hillsboro	Metro; Tri-Met; neighborhoods	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
20.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Greenway Easement Advocacy	Advocate parks/greenway easement opportunities to developers.	City of Hillsboro		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡

STRATEGY 21: Create and promote the maintenance of clean, landscaped areas throughout the community.

				Priority/Timeline			
21.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Landscaped Area Opportunities	Identify opportunities in high visibility, high impact public and private spaces for development and expansion of landscaped areas.	Hillsboro Chamber of Commerce (Beautification Committee)	Property owners, including public; City of Hillsboro; private homeowners associations; volunteer organizations; business sponsors; Tualatin Valley Garden Club; Hillsboro Parks & Recreation Department	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
21.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Landscaping Strategy	Develop a strategy and action plan for installation and maintenance of landscaping improvements along Hillsboro area major streets and arterials in both new development and older community spaces and areas.	City of Hillsboro	Homeowner groups; Hillsboro Chamber of Commerce Beautification Committee; SOLV; Community Participation Organizations (CPOs); Washington County Community Corrections Department (community service programs); Washington County			■	



Strategy 20: Neighborhood Parks



VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 22: Inventory, designate and, as necessary, acquire major greenways, creeks and wetlands in the Hillsboro area for future protection and preservation.

Priority/Timeline

22.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Natural Resource Inventory	Finalize inventory and designate resource areas.	City of Hillsboro	Affected landowners; Tualatin Watershed Council; citizen groups; neighborhood organizations; Metro; Clean Water Services; Soil and Water Conservation District; Tualatin Riverkeepers	☑			
22.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Resource Area Regulation	Develop regulations for future preservation and protection of designated areas.	City of Hillsboro	Army Corps of Engineers; National Marine Fisheries Service (NMFS); Oregon Division of State Lands and Department of Fish and Wildlife (ODFW); Metro; "Friends" groups; Hillsboro Chamber of Commerce; Clean Water Services; Community Participation Organizations (CPOs)	☑			
22.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Resource Area Priority Designation and Acquisition	Prioritize designated areas for acquisition with attention to interconnected habitat systems and wildlife corridors, and acquire priority areas as appropriate. Attempt to secure dedications of conservation easements prior to purchasing land.	City of Hillsboro	Metro; Clean Water Services; citizen groups; Wetlands Conservancy; Tualatin Watershed Council; willing sellers; donors; land trusts		☑ <i>Ongoing</i>	➡	➡

STRATEGY 23: Establish a community-wide stream and wetland restoration and education program.

Priority/Timeline

23.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Stream Restoration Assessment	Assess stream restoration needs and identify priority projects.	Clean Water Services	City of Hillsboro; Oregon Department of Fish and Wildlife (ODFW); Tualatin Watershed Council; SOLV; "Friends" groups; Hillsboro School District (school projects); Community Participation Organizations (CPOs); Metro; Tualatin Riverkeepers, Jackson Bottom Wetlands Preserve Board	☑ <i>Ongoing</i>	➡	➡	➡
23.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Restoration Programs Coordination	Provide and coordinate technical, human and financial resources needed for restoration and education activities.	Clean Water Services	Tualatin Watershed Council; Jackson Bottom Wetlands Preserve; Trout Unlimited; NW Steelheaders; National Tree Trust; Friends of Trees and other "Friends" groups; Soil and Water Conservation District; Hillsboro School District; Cascade Education Corps; City of Hillsboro; SOLV; Tualatin Riverkeepers	☑ <i>Ongoing</i>	➡	➡	➡
23.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Streams/Wetlands Stewardship Education	Promote stewardship of streams and wetlands through coordination and distribution of educational materials and programs.	Jackson Bottom Wetlands Preserve Board	Clean Water Services; SOLV; Tualatin Riverkeepers; City of Hillsboro; Arbor Roses; Arbor Homes; Westhills Development; Ticor Title; Metro; residents of Arbor Roses development; AmeriCorps		☑ <i>Ongoing</i>	➡	➡
23.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Jackson Bottom Wetlands Access	Make it easier to access Jackson Bottom Wetlands from downtown, and provide additional interpretive signage on-site.	Jackson Bottom Wetlands Preserve Board	Clean Water Services				■



VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 24: Identify and promote the restoration of wildlife habitats in the community.

Priority/Timeline

24.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Planting Native Species	Encourage and promote planting of native species. Encourage nurseries to expand availability and identification of those species.	Clean Water Services	Metro; Oregon Department of Fish and Wildlife (ODFW); US Fish and Wildlife Service; Oregon Cooperative Extension Program; Hardy Plants Society; "Friends" groups; mass merchants; lawn and garden stores; Willamette Restoration Initiative; Jackson Bottom Wetlands Preserve; Fern Hill Wetlands; Southwest Water Conservation District Consortium; development community; Tualatin Valley Television; Cascade Education Corps; City of Hillsboro (Parks and Recreation and Engineering Departments); Tualatin River Watershed Council; SOLV; Friends of Trees	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
24.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Tree Planting Program	Establish a tree planting, maintenance and preservation organization and program.	City of Hillsboro	Tree City Board; SOLV; "Friends" groups; civic organizations; Hillsboro School District; homebuilders; homeowners; Friends of Trees; Students: Portland Community College, Pacific University, Lewis & Clark College, Portland State University; Intel 4-H Tech Wizards			■ Ongoing	➡
24.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Pest and Weed Control Promotion	Encourage natural methods of pest and weed control; and identify current outreach and awareness programs targeting appropriate use of chemicals. Support and promote as necessary.	Clean Water Services	City of Hillsboro, Oregon Department of Fish and Wildlife (ODFW); Oregon Cooperative Extension Program; garden clubs; retail lawn and garden; mass merchants; landscape associations; nursery associations; Tualatin Watershed Council; agriculture sector; homeowners; chemical manufacturers and distributors; Metro; Washington County Department of Land Use and Transportation		<input checked="" type="checkbox"/> Ongoing	➡	➡
24.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Wildlife Habitat Restoration and Education	Provide and coordinate technical, human and financial resources needed for restoration and education activities of wildlife habitat.	City of Hillsboro	Hillsboro School District; Scouts; "Friends" groups; SOLV; Watershed Council; Trout Unlimited; Tualatin Riverkeepers; Jackson Bottom Wetlands Preserve; Metro - naturalist program; Clean Water Services	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
24.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Jackson Bottom Enhancement	Maintain and expand Jackson Bottom as the community's premier environmental asset.	Jackson Bottom Wetlands Preserve	Clean Water Services; "Friends" groups; SOLV; Hillsboro School District; Hillsboro Chamber of Commerce; Oregon Dept. of Fish & Wildlife; Soil & Water Conservation District; Portland State University; Portland Audubon Society; Northwest Regional Education Service District; Oregon Graduate Institute; Metro; Meyer Trust; Murdock Trust; Oregon Community Foundation; Baker Rock Resources; Bob Evans Co.; PGE; Tokyo Electron; Epson; Tuality Healthcare; Norm Thompson; Oregon Div. of State Lands; Cities of Hillsboro, Forest Grove; Tualatin Watershed Council; Community Participation Organizations; AmeriCorps; Hillsboro Argus; KATU TV; Star Rentals; Sierra Glass; Intel 4-H Tech Wizards; Wash. Co. Vision Action Network; Visitors Association; ODOT; Oregon Trout; OSU Extension; Oregon Watershed Enhancement Board; OMSI	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡



VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 25: Maintain clean air and water resources, and control light, noise and visual pollution.				Priority/Timeline			
25.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Pollution Codes Review	Review and establish appropriate codes treating aesthetic, sign, and noise related pollution issues and stormwater management.	City of Hillsboro	Oregon Department of Environmental Quality (DEQ); business owners; developers; Port of Portland		■		
25.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Light Pollution Program	Develop program to control light pollution.	City of Hillsboro	Hillsboro Chamber of Commerce; building and business owners; Port of Portland; Hillsboro School District; PGE; Audubon Society			■	➡
						Ongoing	
25.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Surface Water Pollution Education	Educate citizens, businesses and youth regarding pollution from surface water runoff.	Clean Water Services			☑	➡	➡
					Ongoing		
25.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Support Neighborhood Clean-Up Days	Support organization of neighborhood clean-up days that involve residents and community organizations in large-scale recycling and garbage removal projects.	SOLV	City of Hillsboro; Waste Management; Goodwill; Civic Groups; Hillsboro School District; Washington County Fair; Hands on Greater Portland; Metro; E-Tech; Oregon E-Cycle		☑	➡	➡
					Ongoing		
25.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Pollution Hot-Lines	Promote existing environmental "hot-lines" for reporting pollution.	City of Hillsboro	Oregon Department of Environmental Quality (DEQ); Metro Recycling Hot Line; Tualatin Valley Television; Jackson Bottom Wetlands Preserve; SOLV; Tualatin Riverkeepers; Clean Water Services; Hillsboro Chamber of Commerce	☑	➡	➡	➡
				Ongoing			

STRATEGY 26: Expand curbside and other recycling programs and facilities as well as recycling education programs aimed at both youth and adults.				Priority/Timeline			
26.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Waste Reduction Promotion	Promote and encourage existing waste reduction programs (including hazardous wastes, plastics and other materials not currently recycled) by simplifying the sorting process and increasing incentives to recycle. Target under-served areas, such as businesses and construction sites.	Washington County Cooperative Recycling Program	Clean Water Services; Hillsboro Chamber of Commerce; franchises; haulers; processors; Metro; Homebuilders Association; Association of General Contractors; custodial/janitorial services; Oregon Green Schools Association; City of Hillsboro; SOLV; Hillsboro School District; Hillsboro Landfill; Building Owners and Managers Association (BOMA); Forest Grove, Hillsboro, and Tigard Chambers of Commerce	☑	➡	➡	➡
				Ongoing			
26.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Solid Waste Reduction and Recycling Education for Youth	Educate and assist K-12 students and school staff to reduce solid waste and expand recycling participation.	Hillsboro School District	Oregon Green Schools Association; City of Hillsboro; SOLV; Metro; Clean Water Services; Hillsboro School District; Hillsboro Landfill		■	➡	➡
					Ongoing		



VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 27: Educate, encourage, demonstrate and enable the use of “environmentally friendly” construction and landscaping techniques and materials for use in Hillsboro.

Priority/Timeline

27.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Environmentally-Friendly Construction Education and Demonstration	(A) Identify environmentally-friendly materials and techniques (such as energy-efficient building construction, rainwater recycling, native plant landscaping, “green” roofs and porous paving). (B) Educate development community and public about environmentally-friendly materials and techniques. (C) Demonstrate techniques in new construction of public buildings and facilities. (D) Enable broader application of environmentally-friendly materials and techniques.	City of Hillsboro	Architects and builders; Homebuilders Association; Hillsboro Chamber of Commerce Land Use or Economic Development Committees; Northwest Energy Efficiency Coalition; Remodeling Heritage Foundation; U.S. Green Building Council; Portland General Electric; Clean Water Services; Jackson Bottom Wetlands Preserve; Willamette West Habitat for Humanity; Energy Trust; Portland General Electric-Green Tags		<input checked="" type="checkbox"/> Ongoing		
27.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Environmentally-Friendly Construction Incentives	Develop/establish incentives for use of environmentally-friendly construction and landscaping techniques.	City of Hillsboro	Architects and builders; Metropolitan Homebuilders Association; Hillsboro Chamber of Commerce; Land Use or Economic Development Committees; Northwest Energy Efficiency Coalition; National Association of Industrial Parks; Metro; Clean Water Services; Jackson Bottom Wetlands Preserve; Oregon State University Extension Service Master Gardener Program		■		

STRATEGY 28: Encourage organizations, businesses and residents to create a more environmentally-sustainable community.

Priority/Timeline

28.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Hillsboro Public-Private Sustainability Task Force	Establish a public-private Sustainability Task Force responsible for inventorying sustainability efforts, developing community goals and initiatives and tracking implementation.	City of Hillsboro	Hillsboro Youth Advisory Committee; Clean Water Services; Partners for a Sustainable Washington County Community; SOLV			■	
28.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Local Goods and Services Procurement	Facilitate links between producers and consumers to support the local economy and minimize the carbon footprint.	Hillsboro Chamber of Commerce	City of Hillsboro; Trade organizations; Community-supported-agriculture; Hillsboro Downtown Business Association				■ Ongoing
28.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sustainability Outreach Program	Create a public outreach program to raise sustainability awareness and promote environmentally-responsible processes, products and programs.	Hillsboro Sustainability Task Force	Partners for a Sustainable Washington County Community; Washington County; Hillsboro Chamber of Commerce				■ Ongoing
28.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sustainable Schools	Partner with Hillsboro schools to model sustainability through building design, conservation and curriculum.	Hillsboro School District	City of Hillsboro; Portland Community College; Clean Water Services, Metro			■	 Ongoing
28.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Ecological Business Program	Use peer-based outreach to promote the use of sustainable products and processes in our business community.	Hillsboro Sustainability Task Force	City of Hillsboro				■ Ongoing



VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 28 (Continued)

				Priority/Timeline			
28.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sustainability Awards Program	Create a Sustainability Awards Program to recognize organizations and individuals who help meet community sustainability goals.	Hillsboro Sustainability Task Force	City of Hillsboro; Hillsboro Chamber of Commerce; Washington County				Ongoing

STRATEGY 29: Become a leader in energy conservation and renewable energy technology development and use by promoting collaborative public-private projects and partnerships.

				Priority/Timeline			
29.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Resource Conservation Incentives	Create incentives and educational programming to promote conservation of water, electricity, gas and other limited resources.	City of Hillsboro	Hillsboro Chamber of Commerce; PGE; Utilities; Energy Trust of Oregon; Clean Water Services; Tri-Met; Faith community; Community Action Organization			Ongoing	
29.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Renewable Energy Pilot Projects	Launch pilot projects to showcase solar and other renewable energy resource technology in homes and businesses.	Hillsboro Sustainability Task Force	City of Hillsboro; Hillsboro Chamber of Commerce; HOAs; Solar Oregon; Energy Trust of Oregon; Climate Solutions			Ongoing	
29.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Renewable Energy Source Use Promotion	Promote broader use of renewable energy by local residents and businesses by expanding options and reducing costs and other barriers to access.	Hillsboro Sustainability Task Force	City of Hillsboro; Hillsboro Chamber of Commerce; HOAs; Solar Oregon; Energy Trust of Oregon; Climate Solutions			Ongoing	



Strategy 29: Renewable Energy Technology



VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

STRATEGY 30: Foster Hillsboro's diverse base of businesses and industries.

Priority/Timeline

30.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Local Economic Development Strategy	Prepare, regularly update and implement a Hillsboro area economic development strategy. The strategy should: 1) ensure an adequate supply and size-range of utility-served industrial parcels; 2) facilitate development and retention of existing businesses; 3) recruit new businesses and support entrepreneurial initiatives to build on and diversify our existing economic base and strongest sectors; and 4) foster employment opportunities and growth potential for all skill levels.	City of Hillsboro	Hillsboro Economic Development Partnership	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
30.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Small Business Resource Center	Create and market a business resource center that provides targeted support for small, emerging and multi-lingual businesses including but not limited to mentoring, grant and loan advice and assistance for start-ups.	Hillsboro Economic Development Partnership	Hillsboro Chamber of Commerce; City of Hillsboro; Westside Economic Alliance; Portland Development Commission; Entrepreneurial Forum; Oregon Economic Business Initiative; Small Business Development Center; Pacific University; Intel 4-H Tech Wizards; Hillsboro School District	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
30.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Multi-Cultural Business Resources Involvement	Encourage the use of multi-cultural resources that exist in businesses and throughout the community to assist companies in hiring and training the community's multi-cultural population.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro Sister City Association; Westside Economic Alliance; Community Action Organization; key Hillsboro businesses; Small Business Development Corporation; business associations; Centro Cultural	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
30.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Downtown Core Area Vision	Develop a Downtown Core Area Vision that results in an economically viable and regionally attractive downtown to be implemented with available public and/or private funds and technical resources. Review Regional Urban Design Action Team (RUDAT) and Downtown Redevelopment Policy Advisory Committee (DRPAC) studies to help develop the Core Area Vision.	City of Hillsboro	Hillsboro Chamber of Commerce; property owners; Hillsboro Downtown Business Association		<input checked="" type="checkbox"/>		
30.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Downtown Redevelopment Opportunities	Identify and encourage opportunities for redevelopment and renovations of retail, office, residential and mixed-use building, including financing strategies and construction projects, of the Downtown Hillsboro Core Area while maintaining the overall "small-town" character.	City of Hillsboro	Property owners; Hillsboro Chamber of Commerce; Hillsboro Actors Repertory Theatre (HART); Hillsboro Historical Society; Tuality Healthcare; Pacific University; Hillsboro Downtown Business Association; City of Hillsboro Urban Renewal Task Force, Pacific University, Hillsboro Arts and Culture Council and Hillsboro Landmarks Committee		<input checked="" type="checkbox"/> Ongoing	➡	➡
30.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Downtown Parking Strategy	Develop and secure funding for a downtown parking strategy and parking facilities.	City of Hillsboro	Hillsboro Chamber of Commerce; Pacific University; Hillsboro Downtown Business Association		<input checked="" type="checkbox"/> Ongoing	➡	➡



VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

STRATEGY 30 (Continued)				Priority/Timeline			
30.7	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Downtown Marketing and Business Recruitment Program	Develop and implement a downtown marketing and business recruitment program.	Hillsboro Chamber of Commerce	City of Hillsboro Economic Development Department; Hillsboro Downtown Business Association		■		
30.8	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Identify and Support Economic Activity Centers	Identify opportunities and support growth at economic activity centers through strategic planning and targeted investments. Activity centers include, but are not limited to 10th Avenue/Shute, Downtown, Orenco Station, Tanasbourne, Amberglen, North Hillsboro Industrial Area, South Hillsboro and Witch Hazel.	City of Hillsboro	Housing Development Corporation; Hillsboro Chamber of Commerce; Hillsboro Economic Development Partnership; Tanasbourne Business District; Hillsboro Downtown Business Association		☑ <i>Ongoing</i>	➡	➡
30.9	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
City-Wide Business Marketing and Recruitment	Market Hillsboro as a great place to do business by promoting our economic activity areas, quality of life features and the "Hillsboro Way" to prospective business investors.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro Downtown Business Association; Rotary			■ <i>Ongoing</i>	➡
30.10	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Wireless Networks Access	Explore the feasibility of establishing wireless networks in public spaces and places.	City of Hillsboro					■

STRATEGY 31: Promote the creation of family-wage jobs.				Priority/Timeline			
31.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Family-Wage Jobs Creation	Develop and regularly update a definition of "family-wage" jobs.	Hillsboro Economic Development Partnership	City of Hillsboro; Hillsboro Chamber of Commerce; Community Action Organization		☑ <i>Ongoing</i>	➡	➡
31.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Family-Wage Jobs Profile	Utilize available information to describe jobs and wages existing in Hillsboro.	Hillsboro Economic Development Partnership	Portland State University Center for Population Research; American Electronics Association; City of Hillsboro; Hillsboro Chamber of Commerce; Metro; Westside Economic Alliance		☑ <i>Ongoing</i>	➡	➡
31.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Business Targeting Research	Analyze data assembled in 31.2 to support the City of Hillsboro's Economic Development department in their efforts to attract and retain family wage jobs, making Hillsboro the jurisdiction of choice for family-wage employers.	Hillsboro Economic Development Partnership	City of Hillsboro; Metro; Westside Economic Alliance; Portland Development Commission (PDC); Portland State University		■		



VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

STRATEGY 32: Ensure zoning and development codes and land supply match the needs of all business types.

Priority/Timeline

32.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Zoning and Development Codes Revision	Revise zoning and development codes and permit processes to recognize the needs of all types of businesses (entrepreneurial, network, incubator, traditional). Revisions should take into account the requirements created by high-speed networks, home based businesses, mixed employment, residential and retail uses.	City of Hillsboro	Hillsboro Chamber of Commerce; Westside Economic Alliance		<input checked="" type="checkbox"/> Ongoing	➡	➡
32.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Business Land/Space Database	Maintain a list of brokers and leasing agents contacts that can provide information on vacant commercial and industrial properties.	Hillsboro Economic Development Partnership	City of Hillsboro; Hillsboro Chamber of Commerce; Metro; Washington County; City of Beaverton; Portland Development Commission; real estate community		<input checked="" type="checkbox"/> Ongoing	➡	➡

STRATEGY 33: Assure a long-term water supply for local business through sound water management practices.

Priority/Timeline

33.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Regional Water Supply Leadership	Take a leadership role in ongoing actions to ensure the adequacy of the regional water supply and delivery system.	City of Hillsboro	Joint Water Commission; Metro; major users; Washington County; customers; Regional Water Consortium/Conservation Coalition; U.S. Bureau of Reclamation; Clean Water Services; State of Oregon Water Resource Division; Tualatin Valley Irrigation District; Water Managers Group; Clean Water Services	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
33.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Water Systems Support	Active, ongoing support for capital improvement projects to develop and implement adequate water delivery and storage systems.	Hillsboro Chamber of Commerce	Hillsboro Utilities Commission; Washington County; Joint Water Commission; City of Hillsboro	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
33.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Water Conservation Program Development	Develop and implement water conservation programs.	City of Hillsboro	Clean Water Services; Joint Water Commission; Regional Water Providers Consortium; green industry; Hillsboro School District; other local water providers (Forest Grove, Tualatin Valley Water District, Tigard); Hillsboro School District; Hillsboro Police Department; Community Action; Joint Water Commission Partners; Regional Water Providers Consortium; Intel; Hillsboro Boys & Girls Club; Home Depot; Hillsboro Parks and Recreation	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡



VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

STRATEGY 34: Support transportation and communication system improvements to move goods, services and information and to allow residents to efficiently reach destinations throughout the community.

Priority/Timeline

34.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Airport Master Plan Involvement	Participate in the implementation of the Hillsboro airport master plan update.	Hillsboro Chamber of Commerce	Port of Portland; Hillsboro Airport Business Association; Washington County		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡
34.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Regional Transportation Leadership	Take leadership role in the planning for and financing of local and regional transportation systems.	City of Hillsboro, Hillsboro Chamber of Commerce	Westside Transportation Alliance; private utilities; Washington County; Tri-Met; Oregon Department of Transportation (ODOT); Metro; major community employers; Tuality Community Hospital; Pacific University	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
34.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Data Network Strategy	Develop a high-speed data network strategy throughout the community.	City of Hillsboro	Hillsboro Chamber of Commerce; high-tech companies; utility companies; cable franchise companies; Washington County; Hillsboro School District		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡

STRATEGY 35: Team educational institutions and business to better match education and training with jobs.

Priority/Timeline

35.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Workforce Development	Facilitate connections between business employment needs and education and workforce programs.	Hillsboro Chamber of Commerce	Hillsboro Chamber of Commerce; Business Education Compact; Oregon Employment Department; Oregon Graduate Institute (OGI); Capital Center; Portland Community College (PCC); Westside Economic Alliance; Hillsboro School District; Oregon Investment Board; Oregon Bureau of Labor and Industries; Trade unions; Livable Oregon; PSU Population Research Center; Region 2 Workforce Investment Board; Washington County Vision Action Network; Worksystems, Inc.; Centro Cultural		■ <i>Ongoing</i>	➡	➡
35.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Enhance Business Internship Programs	Enhance internship and apprenticeship programs for persons entering and re-entering the workforce.	Hillsboro Chamber of Commerce	Washington County Department of Disability, Aging and Veteran Services; Worksystems, Inc.; Business Education Compact; School to Work Consortium; PCI's; SAIF; Oregon Farm Bureau, and Oregon State University (OSU); Hillsboro School District; Portland Community College; Pacific University	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡



Strategy 33: Regional Water Supply



VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

STRATEGY 36: Support initiatives that will ensure Hillsboro retains the highest quality educational system. Priority/Timeline

36.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Education Action Council	Form an Education Action Council to provide leadership in the development of initiatives that promote excellent comprehensive schooling for preschool, K-12 and adult and continuing education.	Hillsboro Chamber of Commerce and Hillsboro School District	Portland Community College; private schools; Oregon Graduate Institute	<input checked="" type="checkbox"/>			
36.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Education/ Training Coordination	Develop and maintain a web links page listing public and private training and apprenticeship programs available in Hillsboro.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro School District; Portland Community College; private schools; NW Regional Education Service District	<input checked="" type="checkbox"/> <i>Ongoing</i>			
36.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Local Education/High-Tech Consortium	Form a consortium of Hillsboro area high technology companies to position Hillsboro as a model in education that reflects its high-tech economy.	Hillsboro Chamber of Commerce	Individual industry leaders; Beaverton Chamber of Commerce; Hillsboro School District; City of Hillsboro; Hillsboro Senior Center; Hillsboro Boys & Girls Club; Portland Community College; Business Education Compact			<input checked="" type="checkbox"/>	
36.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Math and Science Education	Ensure students have local access to state-of-the-art math, science and technology education to prepare for the jobs of the future.	Hillsboro School District	Hillsboro Chamber of Commerce; Portland Community College; Business leaders			<input checked="" type="checkbox"/> <i>Ongoing</i>	
36.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Parent Involvement in Schools	Expand parent involvement in schools to increase issue awareness and build connections with the private sector and community.	Hillsboro School District	Stand for Children; Community Action Organization; Hillsboro School District; Parent-Teacher Associations; Booster clubs			<input checked="" type="checkbox"/> <i>Ongoing</i>	
36.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Early Childhood Learning Inventory and Access	Create an inventory of early childhood learning programs and resources and increase participation rates by promoting and facilitating access.	City of Hillsboro	Hillsboro School District; Washington County Community Learning Services; Washington County Commission on Children and Families; Community Action Organization; Oregon Child Development Coalition			<input checked="" type="checkbox"/> <i>Ongoing</i>	

STRATEGY 37: Ensure that Hillsboro's library system is accessible and valuable for all members of the community and that it remains an integral part of the community's educational resources. Priority/Timeline

37.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Library System Access Enhancement	Maintain and enhance easy access to libraries throughout the community, improving the number of facilities, location, hours of operation and availability of resources.	City of Hillsboro	Tri-Met; Civic groups; Washington County Co-op Library Services; Library Foundation; Friends of the Library		<input checked="" type="checkbox"/> <i>Ongoing</i>		
37.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Libraries as Resource Centers Promotion	Support the use of libraries as resource centers and provide programs for all members of the community including youth, family, adults and the community's multi-cultural population. Such programs could include outreach efforts throughout the community.	City of Hillsboro	Neighborhood associations; Hispanic community; Washington County Cooperative Library Service; National Endowment for the Humanities; Regional Arts & Culture Council; Hillsboro Library Foundation; Friends of the Library; Hillsboro School District; Centro Cultural; Hillsboro Rotary; AARP; Hillsboro Schools Foundation; Hillsboro Parks & Rec		<input checked="" type="checkbox"/> <i>Ongoing</i>		



VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

STRATEGY 38: Assure structured, wholesome activity for youth by promoting and expanding extracurricular opportunities. Priority/Timeline

38.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Youth After School Programs	Establish a comprehensive after school academic and recreational program utilizing existing resources (e.g., schools, parks and recreation, churches, libraries, transportation, etc.) that will provide activities for Hillsboro School District youth from 3-6 p.m. weekdays.	Hillsboro School District	Existing youth service organizations (e.g., Hillsboro Boys & Girls Club); City of Hillsboro; churches; Retired Seniors Volunteer Program; Campfire USA; Nike School Innovation Fund	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
38.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expanded After School Programs	Expand after school education, nutrition and athletic programming with emphasis on at-risk and disadvantaged youth.	Hillsboro Boys & Girls Club	Oregon Food Bank; Oregon Zoo; OSU Extension Services; Oregon Children's Theatre; Forest Grove School District		<input checked="" type="checkbox"/> Ongoing	➡	➡

STRATEGY 39: Bring community seniors and youth together in mutual learning, mentoring and support programs. Priority/Timeline

39.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Seniors and Youth Partnerships	Create one or more pilot partnerships between senior groups and schools to encourage mutual learning and enrichment.	Hillsboro School District	Hillsboro Senior Center; Hillsboro Chamber of Commerce; Hillsboro Sister City Association; senior foster care facilities; local retirement centers and nursing homes; SOLV; Christmas in April; Habitat for Humanity; Start Making a Reader Today (SMART); Retired Seniors Volunteer Program; Washington County Dept. of Disability, Aging and Veteran Services; retirees	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
39.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Host Film Events	Host or promote independent and fine art film events at local venues.	Hillsboro Arts and Culture Council	City of Hillsboro; Hillsboro Community Arts; Venetian Theater			■ Ongoing	➡



VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

STRATEGY 40: Promote and develop priority projects for the performing and cultural arts and craft exhibitions.

Priority/Timeline

40.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Cultural Arts Center	Develop and activate the Glenn and Viola Walters Cultural Arts Center.	City of Hillsboro	Hillsboro Community Arts; other arts organizations including: Washington County Arts, Business and Community Alliance (ABC); Hillsboro Actors Repertory Theatre; Regional Arts & Culture Council; other foundations and private individual donors; Centro Cultural and/or other ethnic organizations; Tualatin Valley Television; Washington County Dept. of Disability, Aging and Veteran Services; Hillsboro School District	☑			
40.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Hillsboro Arts and Culture Council	Form a new Hillsboro Arts and Culture Council.	City of Hillsboro	Hillsboro Community Arts; Regional Arts & Culture Council		☑		
40.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Musical Performances Expansion	Attract more musical performances to Hillsboro.	Hillsboro Arts and Culture Council	Regional Arts & Culture Council; City of Hillsboro; private concert promoters; business sponsors; Washington County Fair Complex; Hillsboro School District; Hillsboro Historical Society; BJ's Coffee; NW Arts Support Group; Main Street Art Society	☑ <i>Ongoing</i>	➡	➡	➡
40.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Arts/Crafts Fairs	Hold fairs for arts and crafts in downtown area.	Hillsboro Arts and Culture Council	Hillsboro Tuesday Marketplace and Hillsboro Farmers' Market; Hillsboro Chamber of Commerce; other local arts groups; Hillsboro School District; Hillsboro Downtown Business Association (HDBA)	☑ <i>Ongoing</i>	➡	➡	➡
40.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Arts Funding Development	Develop a long-term, stable source of funding for the arts.	Hillsboro Arts and Culture Council	Regional Arts & Culture Council; City of Hillsboro; industry supporters; Community College; Hillsboro School District; Hillsboro Community Arts		■ <i>Ongoing</i>	➡	➡
40.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Art	Foster public art projects that engage a broad range of partners and community members (e.g., murals, street art, sculptures, etc.)	Hillsboro Arts and Culture Council	Sequoia Gallery; Hillsboro Community Arts; Washington County Cultural Heritage Commission			■ <i>Ongoing</i>	➡



VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

STRATEGY 41: Encourage youth, adult and family knowledge of, appreciation and participation in the arts and cultural opportunities in the community.

Priority/Timeline

41.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Art and Exhibit Tours	Organize regular tours of displayed art and exhibits in coordination with Hillsboro businesses, public institutions, galleries, private collections and artists.	Hillsboro Arts and Culture Council	Hillsboro Chamber of Commerce; Local businesses; Galleries; arts and crafts folks; Tri-Met (as a Light Rail event); Hillsboro Community Arts; Hillsboro Downtown Business Association; Tualatin Valley Television; Hillsboro School District; T.D. Brown Fine Arts; Tuesday Market; Hillsboro Historical Society; Washington County Historical Society; Jackson Bottom Wetlands		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
41.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Youth Arts Support	Encourage local businesses and organizations to sponsor and promote youth art projects and then display them as part of the above.	Hillsboro Arts and Culture Council	Hillsboro School District; Hillsboro Downtown Business Association; Esplanade; Tualatin Valley Television; Glenn & Viola Walters Cultural Arts Center; Hillsboro Arts and Culture Council (HACC); Hillsboro Youth Advisory Council (HYAC); Hillsboro Chamber of Commerce; Age Celebration; Safeplace for Youth; Community Aids Foundation			<input type="checkbox"/> Ongoing	<input type="checkbox"/>
41.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Local Arts Competition	Develop a semi-annual or annual art exhibition based on selected themes connected to Hillsboro.	Hillsboro Arts and Culture Council	Regional Arts & Culture Council; Convention and Visitors Bureau of Washington County; Rose Festival Association; other existing events (e.g., Happy Days, County Fair, Saturday Market); Valley Art Association; Portland Community College Art Beat; Hillsboro Community Arts; Hillsboro School District; Tualatin Valley Television; Hillsboro Downtown Business Association; Intel; Hillsboro Chamber of Commerce		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
41.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Display Art in Public Venues	Utilize the Hillsboro Civic Center and other public facilities as venues to display art by students, seniors and professionals.	Hillsboro Arts and Culture Council	Hillsboro School District; Hispanic groups, Hillsboro Senior Center; Hillsboro Boys & Girls Club (as sources of work to display); Hillsboro Tuesday Marketplace; NW Arts Support Group; Main Street Art Society; Westside Cultural Arts Alliance; Regional Arts & Culture Council; Seabold Family of Senior Housing; Hillsboro Chamber of Commerce; Boys & Girls Aid Society; Walters Cultural Art Center; Rotary Club; Sequoia Gallery and Studio	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Support Performing Groups	Support performance groups for adults and youth (e.g., bands, orchestra, ensembles, choirs).	Hillsboro Arts and Culture Council	Hillsboro Community Arts; Hillsboro School District (and Bands); Washington County Dept. of Disability, Aging and Veteran Services; Hillsboro Music; Music Village of Hillsboro; sponsors; retirees		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
41.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Arts and Culture Facility Inventory	Inventory arts and culture facilities and identify access to additional facilities where demand is unmet.	Hillsboro Arts and Culture Council	Hillsboro School District; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Washington County Fair; Washington County Visitors Association				<input type="checkbox"/>



VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

STRATEGY 42: Build and celebrate cultural diversity, awareness and understanding in the Hillsboro community.

Priority/Timeline

42.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New ESL Programming	Increase and promote local 'English as a Second Language' programming on public cable access television.	Tualatin Valley Television	Centro Cultural; Oregon Human Development Corporation; American Friends Services; CAUSA; Community Action Organization; Virginia Garcia Clinic; Tuality Healthcare; A Child's Place; 4-H; City of Beaverton; Open forum; Latino Youth Voice; Westside Cultural Alliance; Portland Community College; Hillsboro School District		■ <i>Ongoing</i>	➡	➡
42.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Latino Cultural Center Study	(A) Examine the need and community interest in establishing a new Latino cultural center. (B) If need is demonstrated, create a new Latino cultural center (e.g., history, arts, celebrations).	Centro Cultural	Washington County Historical Society; City of Hillsboro; Hillsboro Chamber of Commerce; Retired Seniors Volunteer Program; Regional Arts & Culture Council; Oregon Folk Life Program; Westside Economic Alliance; Oregon Historical Society; Cornelius Library; Washington County Cultural Trust; El Hispanic News; Hillsboro 2020 Latino Outreach Advisory Committee		☑		
42.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Community Food-Tasting Event	Create a "Taste of the World" event that would feature a number of cultures represented locally through food, beverage, music, visual and performing arts and crafts booths. Work toward making it a regular, rotating event with a different culture highlighted each time.	Hillsboro Chamber of Commerce	Washington County Winery Association; Convention and Visitors Bureau of Washington County; ethnic clubs; organizations; Visitation Catholic Church; OSU Extension Service; Hillsboro Senior Center; Verbot Sausage; City of Hillsboro; Hillsboro Sister City Association; financial institutions; Tuesday Market			■	



Action 40.1: Cultural Arts Center

JOINT STUDY SESSION NORTH PLAINS CITY COUNCIL AND PLANNING COMMISSION

Priority/Timeline Key: ☑ = Implemented ➡ = Ongoing ■ = Not to be implemented



VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 43: Emphasize wellness by educating all generations, starting with the youngest, about the benefits of staying fit and healthy.

Priority/Timeline

43.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Local Fitness Promotion	Raise awareness and promote programs covering nutrition and staying healthy and fit through a community-wide campaign.	City of Hillsboro	Hillsboro School District; health care and medical services (e.g., Tuality Community Hospital, Washington County Health and Human Services/Dept. of Disability, Aging and Veteran Services); private sector (especially high-technology industry); fitness industry; insurance industry; KUIK; Hillsboro Argus (media in general); Hillsboro Chamber of Commerce		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>

STRATEGY 44: Increase the availability of affordable, accessible health care to the community's uninsured, under-insured and low-income residents.

Priority/Timeline

44.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Referral Service Expansion	Expand and consolidate information referral service.	Community Action Organization	State and Washington County Services; City of Hillsboro; Washington County Health and Human Services Department; Washington County Department of Disability, Aging & Veteran Services; Media (for information distribution); Washington County Library Cooperative System; Community organizations (with newsletters and other communication vehicles); Essential Health Clinic; Virginia Garcia Memorial Health Center; 211Info; Verizon	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Barrier Removal	Establish ongoing system to identify groups of Hillsboro-based citizens who lack access to necessary health care and develop collaborations to bring resources to bear in addressing these needs.	Tuality Healthcare	Virginia Garcia Clinic; Community Action Organization; Oregon Health Plan; Washington County Disability, Aging and Veteran Services Department; Oregon Adult and Family Services Division; Providence Health System; Kaiser Permanente; Hillsboro School District; Washington County Commission on Children and Families; Washington County Health and Human Services Department; Centro Cultural; Housing Development Corporation of Washington County; Preventative Medicine Residency Program (OHSU); Pacific University School of Physical Assistant Studies; St. Matthew Catholic Church; VISTA (Volunteers in Service to America); Verizon; United Way of the Columbia-Willamette; Essential Health Clinic		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
44.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Access and Funding Advocacy	Develop collaboration among local health care agencies and other stakeholders to advocate to state and federal legislators on issues related to health care access and funding.	Tuality Healthcare	Pacific University; Providence Health System; Legacy Health System; Kaiser Permanente; Vision Action Network; Oregon Health Access Campaign		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>



VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 44 (Continued)

Priority/Timeline

44.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expand Essential Health Clinic	Sustain and expand Hillsboro-based free medical clinic for the underserved.	Tuality Healthcare	Project Access Washington County (PAWC); Washington County Department of Health and Human Services; Virginia Garcia Memorial Health Center; Pacific University; Kaiser Permanente; Providence Health System; Legacy Health System		<input checked="" type="checkbox"/> Ongoing		
44.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expand Health Services and Capacity	Expand Hillsboro-based medical services and capacity by adding counseling, dental health and hygiene and physical therapy regardless of patients' ability to pay.	Pacific University	Tuality Healthcare; Kaiser Permanente; Virginia Garcia Memorial Clinic; Essential Health Clinic				 Ongoing
44.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Promote Health Care Access for Children	Raise awareness and help children obtain health care through the Oregon Health Plan, State Children's Health Insurance Plan and other means as they become available.	Tuality Healthcare	Virginia Garcia Memorial Clinic; Washington County Council on Children and Families; Community Action Organization; Hillsboro School District; Bienestar; Northwest Regional ESD; Hillsboro Pediatric Clinic; Healthy Kids; Public Health-Teen Health Clinic; Kaiser Permanente Child Health Program; Centro Cultural; Youth Contact			 Ongoing	

STRATEGY 45: Facilitate access to home and hospice care systems and other health services as the aging population increases.

Priority/Timeline

45.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Services Education	Educate the community on the range of respite, in-home, small group and foster care services available in Hillsboro.	Tuality Healthcare	Private and non-profit care providers, including ambulance services, and other agencies; AARP; ARC; Washington County Hospice; Home Street; Tualatin Valley Workshop; Providence Health System; Legacy Health System; Kaiser Permanente trained volunteers; Washington County Department of Disability, Aging and Veteran Services (Lifespan Respite); Tri-County Life Span Respite Group; Metro Caregiver Alliance; other health care service providers; faith community	<input checked="" type="checkbox"/> Ongoing			
45.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Senior Housing Options	Inventory, promote and facilitate entry into senior housing, assisted living and foster care facilities, and encourage additional supply and diversity to meet changing demand.	Washington County Department of Aging and Veteran Services	Washington County Housing Authority; City of Hillsboro				 Ongoing



VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 46: Sustain community understanding of and support for public safety programs.				Priority/Timeline			
46.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Safety Promotion	Conduct ongoing community outreach and communications to develop understanding and awareness of public safety programs.	City of Hillsboro	Other local public and private providers of police and fire services; Neighborhood and Community Participation Organizations (CPOs); Washington County Environmental Community Awareness & Emergency Response; Tualatin Valley Television; SafeKids Washington County; Oregon SafeKids; Tuality Healthcare; Hillsboro Argus, KUIK Radio; Home Depot; Target; Intel; Hillsboro Downtown Business Association; Hillsboro School District; Oregon Life Safety Team; Oregon Crime Prevention Association; SAFE KIDS; Governor's Fire/ Police Advisory Council	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
46.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Safety Planning	Solicit community input in public safety planning.	City of Hillsboro	Hillsboro School District; Chamber of Commerce; State Fire Marshal; State Police; Office of Consolidated Emergency Management; Community Participation Organizations; Hillsboro Downtown Business Association; Tuality Healthcare; Community Action Organization; Washington County District Attorney's Office and Juvenile Department			<input checked="" type="checkbox"/> Ongoing	➡
STRATEGY 47: Expand and sustain neighborhood-based community relations and safety programs.				Priority/Timeline			
47.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Safety Training/Targeting	Target for information and training, additional neighborhoods, elderly, rental and non-English speaking populations as well as Hillsboro businesses.	City of Hillsboro	Hillsboro School District; Property Managers; Neighborhood Associations; churches; key businesses (e.g., Tuality Community Hospital); Community Participation Organizations (CPOs); Housing and Urban Development (HUD); Washington County Dept. of Disability, Aging and Veteran Services/Federal Offices; Section 8 Programs; Oregon Department of Housing; Oregon State Family Services Division; Oregon Liquor Control Commission; Ceasefire Oregon; Tualatin Valley Television	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
47.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Safety Issue Response Mechanisms	Develop dynamic outreach programs that provide information and education to a range of Hillsboro residents on high-priority community safety issues (e.g., bicycle and pedestrian safety, traffic safety, secure crime reporting, etc.)	City of Hillsboro	Intel; National Guard		<input checked="" type="checkbox"/> Ongoing	➡	➡
47.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Location-Appropriate Public Safety Strategies	Identify high-crime areas and develop location-appropriate strategies to enhance public safety.	City of Hillsboro	Homeowner Associations; Washington County			■ Ongoing	➡
47.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Emergency Shelter Supply	Advocate for an adequate supply of emergency shelters for people in need of safe, temporary housing.	Community Action Organization	City of Hillsboro; Interfaith Community on Homelessness; Washington County; Domestic Violence Resource Center			■ Ongoing	➡



VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 48: Enhance the multi-language communications network included in the community's planning and response program.

Priority/Timeline

48.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Multi-Lingual Emergency Training Enhancement	Develop multi-lingual and multi-cultural capacity within public safety departments of the City. Recruit multi-lingual and multi-cultural staff. Provide ongoing language training for emergency service personnel; produce multi-lingual and multi-cultural training publications.	City of Hillsboro	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community; Washington County Diversity Consortium	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
48.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Language Network Technology	Identify and procure technology to assist expanding capacity of the multi-language network.	City of Hillsboro	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community; Casa del Futuro	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
48.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Language Network Expansion	Extend the network in include neighboring communities and other government agencies.	City of Hillsboro	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community; Centro Cultural; Immigration and Customs Agency; El Hispanic News	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡

STRATEGY 49: Reduce incidence of violence in the community committed by youth and against youth.

Priority/Timeline

49.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
School Resource Officers Program Continuation	Continue school resource officers program.	City of Hillsboro	Hillsboro Boys & Girls Club; Washington County Juvenile Services Department; Hillsboro School District; Washington County Health and Human Services Department; Social and Health Services; Bicycle Transportation Alliance	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
49.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Outreach Program Development	Create new outreach programs under the Boys & Girls Club, and other appropriate organizations that emphasize positive neighborhood youth activities, provide parenting classes for young families and enhance gang resistance programs.	City of Hillsboro	Hillsboro Boys & Girls Club; Washington County Juvenile Services Department; Hillsboro School District; Washington County Health and Human Services Department; Department of Disability, Aging and Veteran Services; social/health services; Campfire; OSU Extension Services	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
49.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Juvenile Fire Setting Prevention	Sustain and expand outreach and education programs that bring awareness and solutions to the problem of juveniles setting fires.	City of Hillsboro	State Fire Marshal; Juvenile Fire-setter Intervention Network of Washington County; Washington County Juvenile Justice Department; Department of Human Services Child Welfare; Hillsboro School District; Washington County Sheriff and District Attorney's Offices; Washington County; Multnomah County; Clackamas County; Yamhill County; and associated school districts; Fire Safe Children and Families; City of Hillsboro Police and Parks and Recreation Departments		<input checked="" type="checkbox"/> Ongoing	➡	➡



VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 50: Reduce barriers for people with disabilities.

Priority/Timeline

50.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Barrier-free Housing Education and Incentives	Provide education and incentives to builders to develop barrier-free housing for persons with disabilities.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services			■ <i>Ongoing</i>	➡
50.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
ADA Intersection Ramps	Sustain and expand City program of Americans with Disabilities Act (ADA) compliant ramps at intersections.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services		☑ <i>Ongoing</i>	➡	➡
50.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Housing with "Visitability"	Promote housing with "visitability," to allow persons with limited mobility barrier-free access to main floor.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services			■ <i>Ongoing</i>	➡
50.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
"Visitability" Education	Educate the public, developers and builders about the advantages of houses that meet "visitability" standards.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services			■ <i>Ongoing</i>	➡



Strategy 46: Public Safety Programs

Vision Implementation Committee



The success of the Hillsboro 2020 Vision Action Plan is determined through its **implementation**. A citizen-led Hillsboro 2020 Vision Implementation Committee (VIC) tracks and facilitates the progress of the Vision Action Plan. The committee is responsible for recommending revisions of the plan to the Hillsboro City Council as may be required to optimize effective implementation.

VIC membership reflects the broad interests and population of the community. The members include representatives from the Vision Action Plan's lead partners with two or more actions, key community interests and the public-at-large.

All Vision Implementation Committee meetings are open to the public. Public notice of each meeting is provided through media releases, mailings, and the project website.

A "Steering Committee," comprised of members of the Implementation Committee, acts as an executive advisory group. The Steering Committee helps identify issues for full committee discussion and makes recommendations for action. The Steering Committee also helps facilitate solutions if and when implementation barriers arise.

The charge, detailed membership structure, and staffing arrangements are described in the following pages.



Vision Implementation Committee

Charge

To monitor the progress of the adopted Vision Action Plan, encourage implementation of actions, and recommend minor modifications to the plan as necessary.

The committee's activities include:

- A minimum of two committee meetings per year.
- An annual progress report to the Hillsboro City Council.
- Host an annual "town hall" meeting for public discussion of the Vision Action Plan.
- Maintain two-way communication with lead partners to track and encourage action implementation.
- Recommend, if necessary, proposed changes to the Vision Action Plan for City Council consideration.

Membership

The members of the Vision Implementation Committee are appointed by the City Council. The membership reflects the composition of the Hillsboro population with a cross-section of key interests and lead partners.

The committee has a Chair, appointed by the City Council, who represents the public-at-large and serves a three-year term. A Vice-Chair is selected by the Chair to act in his/her absence. Member terms also are three years with one-third of the terms ending each year. The Chair and members may be re-appointed by the City Council.

The membership includes one representative for each lead partner or interest as designated below. The number of public-at-large positions varies between four and five (not counting the Chair) to keep an uneven number of members for voting purposes.

1. Public-at-Large (Chair's position)
2. All lead partners with two or more assigned actions
3. Social Services
4. Environment
5. Faith
6. Public Safety
7. Hillsboro City Council (liaison to committee)
8. Four or five Public-at-Large representatives (depending on the number of members)

The Steering Committee membership consists of the following Vision Implementation Committee members:

1. Chair
2. Vice-Chair
3. Lead partner with the largest number of assigned actions
4. Lead partner with the second largest number of assigned actions
5. One general interest representative selected by the Chair
6. Two public-at-large representatives selected by the Chair

Staff Support

Staff support is provided by the City of Hillsboro and includes the following activities:

- communications with committee members;
- development of committee agendas (in consultation with the Chair);
- coordination with City Council;
- meeting facilitation and logistics including Town Hall meeting;
- preparing meeting summaries;
- media notification; and
- production of written reports and other Hillsboro 2020 documents.

Vision Action Plan Updates

As stated in its charge, the Vision Implementation Committee may recommend Action Plan revisions to the Hillsboro City Council. These proposals may originate with Hillsboro citizens, businesses, organizations, or lead partners. Recommendations from the Committee become effective upon the City Council's approval.

Since the *Hillsboro 2020 Vision and Action Plan* was developed based on extensive community input, any substantive language change to an action or strategy has the potential to impact the integrity of the original plan. Therefore, three Action Plan update processes have been established to allow for different types of revisions while maintaining a community connection and foundation:

1. Minor Revisions

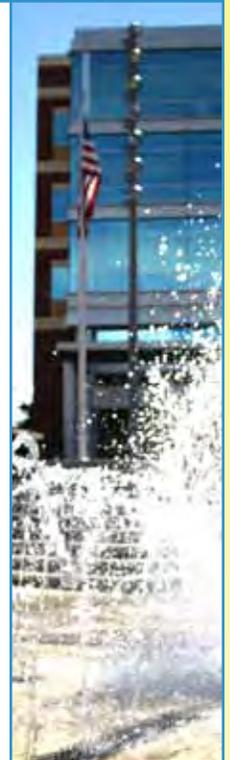
Annually, the Vision Implementation Committee may recommend non-substantive Action Plan updates to the City Council. Examples of such revisions would include lead partner and potential partner changes or action language modifications which do not modify its intent.

2. New/Revised Actions

Annually, the Vision Implementation Committee may recommend new or substantially revised actions to the City Council. After consideration and development by the Committee, proposals which support the Vision Statement and an existing strategy, will be provided for public comment at the annual Town Hall. Subsequently, after considering the public input received, the Committee will decide whether to recommend the proposed action to the City Council for approval and incorporation into the Vision Action Plan.

3. New/Revised Strategies

Every five years, the Vision Implementation Committee may recommend new or revised strategies to the City Council. Since strategies provide the direction, or backbone, of the Vision Action Plan, extensive and meaningful public participation is necessary to maintain the integrity of this community-based plan. To this end, any public outreach effort will need to be city-wide and allow multiple venues for citizen involvement in the identification, development, and recommendation of new or revised strategies. The annual opportunity for new or revised actions will be incorporated into the Strategy Review process due to their key role in implementing strategies.



Hillsboro 2020 Awards

The Vision Implementation Committee offers two awards annually to recognize an individual and an organization for exceptional service toward promoting achievement of the *Hillsboro 2020 Vision and Action Plan*.

The Outstanding Individual Award is given to a person who exemplifies one or more of the following criteria:

- Made an outstanding contribution to the mission and intent of Hillsboro 2020
- Helped promote awareness of Hillsboro 2020 Vision throughout the community
- Helped promote overall achievement of Hillsboro 2020 Vision Action Plan
- Has undertaken an extraordinary effort “above and beyond the call”
- Made the most out of the least amount of resources

The Outstanding Organization Award is given to an organization which has met one or more of the following criteria:

- Made an outstanding contribution to the mission and intent of Hillsboro 2020
- Helped promote awareness of Hillsboro 2020 Vision throughout the community
- Has undertaken and/or accomplished specific Hillsboro 2020 Action Plan strategies and actions
- Promoted achievement of strategies or actions that would not otherwise have been achieved without the Hillsboro 2020 Vision Action Plan

Individual Vision Implementation Committee members, staff and consultants are not eligible for these awards.



Hillsboro 2020 Award Winners, 2010

Denzil Scheller, Greater Hillsboro Area Chamber of Commerce –
Outstanding Organization
Adriana Cañas – Outstanding Individual



Public Involvement



The Hillsboro 2020 Vision Statement and Action Plan was originally developed over a three year period with **extensive public input**. Over 1,500 citizens participated in this community effort through public opinion polls, focus groups, public meetings and workshops, written surveys, web page responses and other venues. The result is a community-based product which reflects the values and priorities of Hillsboro citizens.

In 2010, the Vision Implementation Committee conducted the second major Hillsboro 2020 Action Plan update, called the *Strategy Review* process. This process engaged over 1,000 citizens and stakeholders through multiple venues and outreach opportunities. These five year updates, completed through extensive public participation, help ensure Hillsboro 2020 incorporates contemporary community values, capitalizes on new opportunities and technologies, and provides new residents an opportunity to shape their community. The updates also bring new community organizations to the table in order to spread implementation responsibility and benefits across a larger audience.

The *Hillsboro 2020 Vision and Action Plan* has won several awards recognizing its public involvement: the League of Oregon Cities (LOC) Good Governance Award for citizen engagement in 2000, as well as the International Association for Public Participation (IAP2) Core Values Project of the Year Award for exemplary public process in 2002.

The following subsections summarize the Hillsboro 2020 public involvement processes conducted to-date, starting with the original Vision and Action Plan development process.



Vision and Action Plan Development

Identifying Issues and Resources

The development of the Hillsboro 2020 Vision Statement and Action Plan began in 1997 with the identification of present resources and community perspectives. Citizens and community leaders were asked, through telephone polls and focus groups, what was important to them about Hillsboro present as it plans for Hillsboro tomorrow.

Nine focus areas – from the environment, to arts and culture, to public safety, to education – and a set of community values emerged. The values included:

- *A strong sense of community*
- *An appealing mix of open spaces and urban areas*
- *Proximity to major recreational and cultural attractions*
- *An efficient transportation system*
- *Sufficient parks and recreational opportunities*
- *Compelling social, recreational and retail attractions*
- *A well-integrated community*

Developing the Vision Statement

A citizen Vision Task Force was appointed by the Hillsboro City Council in September 1998 and charged with preparing a recommended Vision Statement. Public participation and opinion was sought during the process through several venues including, a Vision Fair, community workshops and forums, public presentations to over 35 community groups and organizations, newsletters (mailed city-wide), and a Hillsboro 2020 web page. Public meetings were also held in Spanish, with translated materials to reach Latino residents. In addition, all meetings of the Vision Task Force were broadcast on cable television.

In all, hundreds of community residents actively participated in the process, offering nearly 200 ideas on how to bring the vision to life. Based on this extensive public input and their discussion, the Task Force prepared a recommended Vision Statement for City Council consideration.

The Statement included six key focus areas for the community's future:

- *Strengthening and Sustaining Community* (community identity, community activities and citizen relationships)
- *Enhancing Neighborhoods and Districts* (connecting neighbors and businesses to the larger community; parks, transportation, housing)
- *Creating Economic Opportunity* (jobs and the workforce, business development)
- *Expanding Educational and Cultural Horizons* (education and learning, arts, cultural diversity)
- *Preserving the Environment* (natural resources protection and preservation, air and water quality)
- *Promoting Health and Safety* (police, fire, emergency response services; health and human services)

The draft Vision Statement was forwarded to the Hillsboro City Council, which approved it in June 1999.

Developing the Action Plan

The Task Force reconvened in the fall of 1999 to develop an Action Plan to bring the vision to life.

Initially, the Task Force developed strategies to be pursued through the Action Plan. These strategies were based on vision ideas that emerged from public input obtained in the previous phase of the process.

In October 1999, the Task Force joined six Vision Action Teams, organized by the focus areas of the Vision Statement. Over 80 citizens participated on the teams. The teams were charged with developing the actions to bring the strategies, and the Vision Statement, to life. In addition to the Task Force members, each group included other interested citizens and City staff.

By January 2000, the teams developed recommended actions to implement the strategies. More than 125 actions were identified to bring the Vision to life. For each action, the teams identified a lead entity, potential partners, estimated costs and resources, and a proposed timeline for implementation.

Subsequently, the Task Force reviewed the work of the Vision Action Teams. The teams' proposals were provided to the public in another edition of the Hillsboro 2020 newsletter and feedback was solicited. The Task Force refined and consolidated the list of proposals to 46 strategies and 114 actions, and set priorities.

In the spring of 2000, the Task Force reviewed and approved the first edition of this report, including recommended timelines for executing the strategies and actions. It also sought the commitment of the lead partners to take responsibility for implementing the Action Plan once it was approved by the City Council.



The Vision Implementation Committee conducted the first Strategy Review, scheduled every five years until 2020, during a nine-month period beginning in September 2004. As part of this effort, an extensive public involvement process was conducted to ensure community input remained an integral part of the plan.

The Strategy Review process was intended to ensure the Hillsboro 2020 Vision Action Plan continued to reflect contemporary community values and priorities. Public input was solicited for new or revised strategies and actions only. Possible revisions to the Vision Statement were not considered.

There were three phases of the strategy review effort:

1. Identification of community ideas
2. Review, analysis, and proposal development
3. Proposal review

Community Ideas

Between September and December 2004, new ideas were sought to implement the Hillsboro 2020 Vision. This community input was received through a variety of events and activities including:

- A questionnaire sent to all lead partners
- Two public forums
- A publication, including a survey, inserted in the Hillsboro City Views newsletter and distributed to all Hillsboro residences and businesses
- An online survey on the Hillsboro 2020 Vision website
- Numerous Speakers Bureau engagements with community groups

Through these outreach efforts, more than 400 suggestions were received. These suggestions were sorted and organized for review by six citizen focus area Work Groups.

Proposal Development

In January 2005, six citizen Work Groups were formed representing the Hillsboro 2020 Vision focus areas. Each group consisted of 10 to 12 people including: Vision Implementation Committee members, lead partner representatives, and other community members.

All of the Work Groups met together for an orientation, and then met separately two to three times each to complete their reviews. The Work Groups reviewed the community input and analyzed its place in the Vision. They also reviewed the existing Action Plan items. Through this review process, the Work Groups forwarded specific strategy and action proposals for consideration by the Vision Implementation Committee for inclusion in the Vision Action Plan.

Community Review

Beginning in April 2005, the Work Groups' strategy and action proposals received community review through multiple venues. Opportunities for public input included:

- A Hillsboro 2020 Vision Implementation Committee publication inserted in the spring Hillsboro City Views newsletter and distributed to all Hillsboro residences and businesses
- An online survey on the Hillsboro 2020 Vision website
- Speakers Bureau engagements
- Public input activities at the annual Hillsboro 2020 Vision Town Hall

All of the community input was forwarded to the Vision Implementation Committee for consideration as it developed final recommendations for the Hillsboro City Council. As a result, two new strategies were added, along with 33 new actions.



The second Strategy Review began in August 2009, executed with the same rigor as the first review and original visioning public engagement process. The “Year 10” Strategy Review leveraged new technology, including the use of web-based survey tools, electronic polling and Facebook. Results of the second Strategy Review included the addition of:

- two new strategies
- thirty-four new actions
- five new lead partner organizations
- numerous administrative updates to the Action Plan

As in the first review, there were no modifications to the Vision Statement or focus areas.

Community Ideas

More than 550 new ideas were received during the ten-month community outreach effort. The following events and activities offered multiple opportunities for public input between August 2009 and May 2010:

- **Celebrate Hillsboro 2009** – Thousands of visitors passed by the “Vision Booth” at this summer celebration. Many stopped to learn more about Hillsboro 2020 and submit their suggestions.
- **Community Forums** – Public forums were held in October and early November at five different locations throughout Hillsboro.
- **Community Conversations** – Hundreds of new ideas were generated through conversations with community organizations, students and other groups representing diverse interests.
- **Surveys** – Many residents shared their ideas through a survey offered online and in the City Views newsletter, as well as in “idea drop boxes” at the SHARC recreation facility and Hillsboro Public Library.
- **Website & Facebook** – An updated website and Facebook page allowed “fans” to access information and track events. Currently, more than 600 individuals are subscribed to receive Hillsboro 2020 news and updates through the website, Facebook and an e-newsletter.

Proposal Development

The community ideas and suggestions were used to inform a number of updates to the original Vision Action Plan and serve as the foundation for dozens of new Vision strategy and action proposals. The following outlines key steps in that process.



Focus Area Work Groups – Over 60 community members and topic area specialists volunteered to review community ideas by serving on one of six “focus area” teams. The groups worked from community idea lists sorted by their particular topic area. The teams then recommended amendments to the existing action plan or proposed new strategies or actions using community suggestions to help craft appropriate language.

Vision Implementation Committee Review – The Focus Area Work Groups forwarded their recommendations to the Hillsboro 2020 Vision Implementation Committee (VIC), who then reviewed, adjusted where necessary, and finalized a set of 44 new strategy and action proposals for public review.

Administrative Updates – In addition to generating new strategy and action proposals, and amending some existing actions to reflect community goals, the second Strategy Review involved general Action Plan “housekeeping.” Over the past decade, there have been a number of timeline shifts, lead partner changes and minor strategy and action modifications. Many were addressed in year ten, in advance of publishing this edition of the updated *Hillsboro 2020 Vision and Action Plan* document.

Community Review

In the spring of 2010, the Vision Implementation Committee initiated the public review phase of the review and update. The VIC asked the community to consider and prioritize two new strategies and 42 action proposals (including three existing actions the VIC wanted to reconfirm with the public). Citizens identified priorities at the Annual Hillsboro 2020 Town Hall and through a public review survey offered both online and through an insert in the City Views newsletter.

Ultimately, the community showed strong support for all but two new action proposals. One existing action was also recommended for removal from the Action Plan for lack of a lead partner and public support.



Acknowledgements

Vision Implementation Committee Members (2005-2010)

Steve Callaway, Chair 2008-2010	Public-at-Large, Hillsboro School District
John Coulter, Chair 2000-2008	Public-at-Large
Olga Acuña	Public-at-Large
Sheri Badzik	Public-at-Large
Neshia B. Cameron	Hillsboro Landmarks Advisory Committee
Sarah Jo Chaplen	City of Hillsboro
Cece Clitheroe	Tuality Healthcare
Ellen Conley	Washington County
Catherine Crooker	Tuality Healthcare
Bob Cruz	Clean Water Services
Kimberly Culbertson	Public-at-Large
Paul Danko	Public Safety
Jen Davis	Hillsboro Economic Development Partnership
Tim Erwert	City of Hillsboro
Karen Frost	Westside Transportation Alliance
Joe Gall	Public-at-Large
John Godsey	Hillsboro Chamber of Commerce
Beth Graser	Hillsboro School District
John Hartner	Washington County
Marilynn Helzerman	Public-at-Large
Pastor Roger Hernandez	Faith
Pastor Tim Huber	Faith
Ana Jiménez	Public-at-Large
Councilor Doug Johnson	Hillsboro City Council
Bernie Kuehn	Hillsboro Community Arts
Sia Lindstrom	Washington County
Darell Lumaco	Bike/Pedestrian Task Force
Jaime Miranda	Public-at-Large
Jeff Nelson	Hillsboro Downtown Business Association
Deanna Palm	Greater Hillsboro Chamber of Commerce
Denzil Scheller	Public-at-Large
Karen Shawcross	Worksystems, Inc.
Victoria Shepard	Hillsboro Community Arts
Ted Vacek	Jackson Bottom Wetlands Preserve
Jimi Smith	Social Services
Brian Vaughn	Clean Water Services
Pat Willis	Jackson Bottom Wetlands Preserve
Tom Wolf	Environment
LeeAnne Wrenn	Tuality Healthcare



Steve Callaway
VIC Chair, 2008-2010



Acknowledgements

Vision Implementation Committee Members (2000-2005)

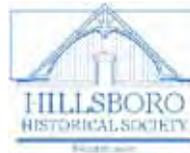
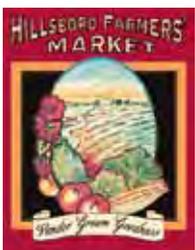
John Coulter, Chair 2000-2008	Public-at-Large
Sheri Badzik	Hillsboro Historical Society
Mary Brown	Tuality Healthcare
Neshia Cameron	Hillsboro Historical Society
Steve Callaway	Hillsboro School District
Manuel Castaneda	Public-at-Large
Catherine Crooker	Tuality Healthcare
Paul Danko	Public Safety
Craig Dye	Clean Water Services
Tim Erwert	City of Hillsboro
Chris Frazier	Worksystems, Inc.
John Godsey	Hillsboro Chamber of Commerce
Armando Gutierrez	Public-at-Large
Barbara Hanson	Hillsboro Community Arts
John Hartner	Washington County
Marilynn Helzerman	Public-at-Large
Pastor Tim Huber	Vice-Chair, Faith
Shirley Huffman	Public-at-Large
Councilor Doug Johnson	Hillsboro City Council
Bernie Kuehn	Hillsboro Community Arts
Chuck Loffel	Clean Water Services
Darell Lumaco	Bicycle/Pedestrian Task Force
Chrissie Manion	Hillsboro Historical Society
Councilor Karen McKinney	Hillsboro City Council
Pastor Ralph Medina	Public Safety
Jaime Miranda	Public-at-Large
Jerralynn Ness	Social Services
Karen Shawcross	Worksystems, Inc.
Jimi Smith	Social Services
Rick Van Beveren	Public-at-Large
Diane Walton	Worksystems, Inc.
Tom Wolf	Environment

Acknowledgements

Hillsboro 2020 Lead Partners

As of December 2010

- Centro Cultural
- City of Hillsboro
- Clean Water Services
- Community Action Organization
- Hands-On Greater Portland
- Hillsboro Arts & Culture Council
- Hillsboro Bicycle & Pedestrian Task Force
- Hillsboro Boys & Girls Club
- Hillsboro Chamber of Commerce
- Hillsboro Community Arts
- Hillsboro Community Foundation
- Hillsboro Downtown Business Association
- Hillsboro Economic Development Partnership
- Hillsboro Farmers' Market
- Hillsboro Historical Society
- Hillsboro School District
- Hillsboro Sustainability Task Force
- Historic Landmarks Advisory Committee
- Jackson Bottom Wetlands Preserve
- One Economy Corporation
- Oregon International Air Show
- Pacific University
- SOLV
- Tualatin Valley Community Television
- Tuality Healthcare
- Washington County
- Washington County Bicycle Transportation Coalition
- Westside Transportation Alliance



Acknowledgements

Hillsboro 2020 Award Winners

Outstanding Individual Award

2003	Perry Gruber
2004	Joseph Gall
2005	Olga Acuña
2006	Shirley Huffman
2007	Deborah Clarke
2008	Tim Erwert
2009	Paul Danko
2010	Adriana Cañas

Outstanding Organization Award

2003	Greater Hillsboro Area Chamber of Commerce
2004	Hillsboro Bike & Pedestrian Task Force
2005	Hillsboro Capital Planning & Development Dept.
2006	Tuality Healthcare
2007	Jackson Bottom Wetlands Preserve
2008	Inukai Family Boys & Girls Club
2009	Community Action Organization
2010	Greater Hillsboro Chamber of Commerce

VIC Chair's Award

2003	Steve Callaway
2004	Tim Erwert
2005	Paul Danko
2006	Marilynn Helzerman
2007	Joe Gall
2008	Olga Acuña
2009	Jaime Miranda
2010	Rene Heade

Hillsboro City Council

As of December 2010

Mayor Jerry Willey
Council President Aron Carleson
Councilor Olga Acuña
Councilor Nenice Andrews
Councilor Mike Castillo
Councilor Ed Dennis
Councilor Doug Johnson

Hillsboro 2020 Staff

Chris Hartye, Project Manager, City of Hillsboro
Dacia Ermatinger, Project Specialist, City of Hillsboro
Erik Jensen, Director, Administration Dept., City of Hillsboro

Consultants

Jason Robertson, J Robertson and Co.
Michele Neary, Mad Bird Design, LLC
José Jaime, J&L Jaime, Translations



Design & Photo Credits

The *Hillsboro 2020 Vision and Action Plan* was designed by Michele Neary, Mad Bird Design

Photos of Vision projects were provided by several Hillsboro 2020 Partners, including:

Hillsboro Administration Department
Hillsboro Parks & Recreation
Hillsboro Fire Department

Cover heron photo by Peter Brandom

Town Hall 2010 photos by Jess StewartMaize

Acknowledgements

Focus Area Work Groups: 2009–2010 Strategy Review

Strengthening & Sustaining Community

Sia Lindstrom, Chair
Sarah Jo Chaplen
Steve Greagor
Barbara Simon
Tom Hughes
Kimberly Culbertson
Olga Acuña
Denisse Barajas Ochoa
Adriana Cañas

Enhancing Neighborhoods & Districts

Doug Johnson, Chair
Colin Cooper
Hal Ballard
Tina Bailey
Karen Frost
Neshia Cameron
Karen Shawcross
Marilynn Helzermann
Robin Biden
Debbie Raber
Eva Maria Velazquez
Kevin Smith

Preserving the Environment

Ted Vacek, Chair
Dan Rutzick
Peter Brandom
Douglas Tsoi
Tacy Steele
Bob Cruz
Brian Wegener
Nancy Willmes
Tom Wolf
Theresa Koppang
Erica Wills

Creating Economic Opportunity

John Coulter, Chair
Denzil Scheller
Kevin Hanway
John Southgate
Jeff Nelson
Ken Dyer
Jorjia Fields
Deanna Palm
Morgan Anderson
Kenneth Martin

Expanding Education & Culture

Bernie Kuehn, Chair
Mike Smith
Sean Morgan
Aron Carleson
Beth Graser
Jaime Miranda
Victoria Shepard
Kim Strelchun
Jamila Acfalle

Promoting Health & Safety

Paul Danko, Chair
Henry Reimann
Storm Smith
Cece Clitheroe
Randy Randolph
Ignolia Duyck
Sheila Hale
Kelly Jurman
Jimi Smith
Veronica Fetzer



Acknowledgements

Focus Area Work Groups: 2004–2005 Strategy Review

Strengthening & Sustaining Community

Marilynn Helzerman, Chair
Alex Alvarez
Sarah Jo Chaplen
Tim Erwert
Gordon Faber
Steve Greagor
Don Hillman
Shirley Huffman
Gwynn Ann Pitts
Tracy Ross
Barbara Simon
Shaun Starr

Expanding Education & Cultural Horizons

Steve Callaway, Chair
Olga Acuña
Aron Carleson
Bill Christopher
Kate Clitheroe
Bernie Kuehn
Linda Lybecker
Jaime Miranda
Sean Morgan
Sabino Sardineta
Denzil Scheller
Claudia Stockton

Preserving the Environment

Tom Wolf, Chair
Wink Brooks
Craig Dye
Barbara Hecht
John Jackson
Marianne Kandel
Jan McGowan
Mary Ordal
Rick Van Beveren
Pat Willis

Enhancing Neighborhoods & Districts

John Hartner, Chair
Dan Aberg
Andrew Aebi
Karla Antonini
Sheri Badzik
Joe Gall
Darell Lumaco
Delia Perez
Delores Raymond
Lisa Thorsrud

Promoting Health & Safety

Paul Danko, Chair
Kristin Chaffee
Catherine Crooker
J.D. Fuiten
Laura Grandin
Melissa Gray
Ross Mathews
Dennis Ross
Lt. John Schmerber
Jimi Smith

Creating Economic Opportunity

John Godsey, Chair
Manuel Castenada
James Eastham
Tiffany Estes
Kevin Hanway
Councilor Doug Johnson
Bob Leonard
Bill Mackenzie
Deanna Palm
Larry Pederson
Karen Shawcross
Bert Zimmerly

Acknowledgements

Hillsboro 2020 Vision Task Force Members (1997-2000)

David Edwards	Chair, Public-at-Large
Shirley Huffman	Vice-Chair, Hillsboro Economic Development Partnership
John Blackmon	GTE/Hillsboro Planning Commission
Adrian Boly	Hillsboro High School
John Breiling	Public-at-Large
Mary Brown	Tuality Healthcare/Hillsboro Library Foundation
Val Cady	Public-at-Large
Neshia Cameron	Public-at-Large
Becky Carter	Intel Corporation
Manuel Castaneda	Pro Landscape, Inc.
Colleen Chandler	Community Action Organization
David Cooper	First Choice Service
John Coulter	Teufel Nursery, Inc.
Kay Demlow	Heart of Hillsboro/Hillsboro Actors Repertory Theater
Kimberli Fitzgerald	Hillsboro Planning Commission
Margaret Garza	Washington County Fair Complex
Sheila Cole Giambrone	Public-at-Large
John Hartner	Washington County
Saeed Hajarizadeh	Washington County
Pastor Tim Huber	Trinity Lutheran Church
Thomas Huffman	Public-at-Large
Tom Hughes	Hillsboro Planning Commission
Grant Johnson	Hillsboro Chamber Long Range Planning Committee
Ed Kristovich	CPO 9
Gary LaHaie	The Aussie Connection
Kathy Lehtola	Washington County
Maria Loreda	Virginia Garcia Clinic
Darell Lumaco	Hillsboro Parks Commission
Sarah Lynn	Hillsboro Chamber Long Range Planning Committee
Bill MacKenzie	Intel Corporation
Roy Malensky	Oregon Berry Packing
Reverend Michael McCall	Hillsboro Presbyterian Church
Charlie Noble	Hillsboro Chamber Long Range Planning Committee
Henry Oberhelman	CPO 8
Marty Oppenlander	Hillsboro Towing
Gardner Pitman	Public-at-Large
Richard Porn	Westside Economic Alliance
Ron Powne	BCA Financial
Denzil Scheller	Scheller Contracting
Crystal Schmidt-Dipaola	Hillsboro School District
Clyde Scott	Wetlands Conservancy
Kim Skriiko	Public-at-Large
Rick Van Beveren	Reedville Café
Sarah Van Raden	Glencoe High School
Lynn Voigt	Public-at-Large
Jerry Willey	Jones & Roth Financial Group
Tom Wolf	Trout Unlimited
Bert Zimmerly	Public-at-Large



Acknowledgements

Vision Action Teams (1997-2000)

Promoting Health & Safety

Tom Hughes, Chair
Mary Brown
J.D. Fuiten
Susan Irwin
Laurie Johnson
Jeff Jurens
Sharon Kennedy
Ron Louie
Rob Massar
Jerry McKee
Jerralynn Ness
Marty Oppenlander
Bob Shook
Sue Washburn
Reg Wobig

Expanding Education & Cultural Horizons

Sarah Lynn, Chair
Lynn Adamo
Brigid Bauman
Debbie Brodie
Manuel Castaneda
Bill Christopher
Crystal Schmidt-Dipaola
Bruce Hanna
Suzanne Linneen
Mac Morris
Mary Ordal
Sarah Van Raden
Larry Seekins
Joan Smith
Mike Smith
Lynn Voigt
Mike Zimmerlund

Strengthening & Sustaining Community

Shirley Huffman, Chair
Rick Van Beveren, Vice-Chair
Tim Erwert
Marilynn Helzerman
Pastor Tim Huber
Shelah Jett
Ed Kristovich
Gary LaHaie
Darrin Marks
Ralph Medina
Andy Schroder
Jim Wallin
Jennifer Wells
Judy Willey

Enhancing Neighborhoods & Districts

Kay Demlow, Chair
Karla Antonini
Lila Ashenbrenner
Kimberli Fitzgerald
Diana Franklin
Mary Gruss
Ray Ogilvie
Jeff Petrillo
Pat Ribellia
Stan Rickard
Denzil Scheller
Steve Walti

Preserving the Environment

John Coulter, Chair
Wink Brooks
Bonnie Gariepy
Laura Hill
Fred Holz
Steve Huffman
John Jackson
Darell Lumaco
Jan McGowan
Mary Ordal
Pat Willis
Tom Wolf

Creating Economic Opportunity

Bill MacKenzie, Chair
Dan Aberg
John Blackmon
Manuel Castaneda
David Lawrence
Eldon Mains
Richard Porn
Ron Powne
Debbie Raber
Ed Thompson
Bert Zimmerly



City of Hillsboro
150 E. Main Street
Hillsboro, OR 97123
(503) 681-6210
www.hillsboro2020.org

Community Visioning Handbook

visioning

How to Imagine - and Create - a Better Future



READ.

ENJOY.

PLAN.

PARTICIPATE.

ENVISION YOUR

COMMUNITY WITH A

PICTURE OF ITS FUTURE,

THEN TAKE THE FIRST STEP.



Community Visioning Handbook © 2003 A publication from the Maine State Planning Office

State Planning Office • 38 SHS • 184 State St., Augusta, Maine 04333 • Telephone: 207-287-3261 • 1-800-662-4545 • FAX: 207-287-6489 • <http://www.state.me.us/spo/>

With assistance from Frank O'Hara and Erik Hellstedt of Planning Decisions, Inc. and Liz Wagner of Wagner & Associates. Thanks for the comments of Beth Della Valle, Matt Nazar, and Will Johnston from the Maine State Planning Office. Funding provided in part by the Coastal Zone Management Act of 1972, as amended, administered by the Office of Ocean and Coastal Resource Management, National Oceanic and Atmospheric Administration, Grant Number NA 170Z1123.

Community Visioning Handbook

How to Imagine - and Create - a Better Future

Introduction	3
.....	
Part I. Why Vision	4
What is a community vision	4
Visioning is a way to work with change	4
How a vision relates to a comprehensive plan	5
The practical uses of a vision statement	6
Visioning involves a special kind of listening	6
Considerations when designing a vision process	7
Visualization tools	8
.....	
Part II. Visioning Toolbox	12
Is the community ready to vision	12
First Planning Meeting	14
Second Planning Meeting	18
Third Planning Meeting	22
Visioning Session	23
Visioning Session, Detailed Agenda	24
Creating the Vision	28
Final Planning Meeting	29
Going Forward	29
.....	
Part III. Sample Vision Statement: Ogunquit	30
.....	
Appendix. Additional Resources	43

*Imagine for a moment
what your community
could be at its very best.*

visioning

is the act of imagining the future.

Why envision the future? Because only by imagining where we want to go can we figure out how to get there.

Take the example of building a house. You need to know what you are building before you can buy the lumber and supplies. You need a blueprint. If you built your house without a blueprint, it would be chaos. The carpenter might start framing a 1-story cape. The plumber might put in pipes for a 2-story townhouse. The structure would not work.

A community is just like a house. Your community needs a blueprint. Otherwise the sewer district might put in lines for a residential neighborhood, while the conservation committee is buying land for a nature preserve, while the planning board is approving a car dealership – all in the same part of town! A community needs a blueprint to make sure that its land use laws and capital improvements and public facilities all work together, as well as to give clear signals to private developers about what is wanted. That blueprint is called a comprehensive plan.

But before a blueprint can be drawn up, there must be a mental picture. In the case of a house, there is the new owner who imagines her dream home, all landscaped with trees and gardens, with birds singing outside of the windows, and friends over for a party in the main room. The owner tells the architect her dream, and from this picture the architect draws up the technical plans. Every great house needs to start from a great dream.

It is the same with a community. Before there can be a meaningful comprehensive plan, the residents must agree on a mental picture of what they want the community to look like, feel like, and be like. They must imagine what people walking along Main Street should experience; imagine the sidewalks and bike trails and roads for cars and trucks; picture the parks and nature preserves; and identify the best places for new houses and what those houses might look like. This mental picture is a “vision.”

The vision should be the driving force behind the community’s comprehensive plan. The community creates the vision through a process (such as that described in this handbook), and the comprehensive planning committee takes the vision and translates it into the community’s blueprint or comprehensive plan. The vision describes what people want, the comprehensive plan describes how to get there. As with houses, a great community needs a great vision to realize its potential.

This handbook describes what a community vision is (Part I), provides a step-by-step guide to creating a community vision (Part II), and gives an example of a vision from one Maine community (Part III).

Imagine for a moment what your community could be at its very best. Now read on and find out how to get there.

PART I

Why Vision?



What is a community vision?

As described on the previous page, a **vision** is a mental picture of what residents want their community to look and feel like in 20 years. This picture may be captured in a report. It may be an illustration. It may be a map, a slideshow, or a story. It may be a combination of these. Whatever its form, its purpose is to capture a picture of the community's future any resident could quickly grasp and appreciate.

This vision does not represent one individual's or just one group's point of view. It must represent the consensus of a group of people drawn from every neighborhood, age group, and interest within the community. This is not to say that everyone in town will wholeheartedly endorse every part of the vision. They won't. However everyone in town *should* feel that the vision arose from a fair and representative process, and that therefore the vision as a whole is legitimate and acceptable.

The **visioning process** is how the product is created. At its heart, the process is simple – neighbors talking with neighbors about the future of their town. This process hinges on one or more large visioning sessions, where citizens gather and talk, argue, dream, and laugh in small groups.

A **vision that works** helps a community to reach for goals above and beyond what normally might be expected, to discover possibilities that were not apparent before. A good vision is a stretch, but still in the realm of the achievable. A good vision motivates people to take action together. A good vision makes people feel hopeful, optimistic, and focused. A good vision is

presented in words and images that are concrete and easily understandable.

A **vision can fail** for any of a number of reasons. It may be too bold and leave people thinking it is impossible to achieve. Or, it may be so bland that that it fails to inspire anyone to carry it out. Or it may be so vague – “We want a nice rural atmosphere and good quality of life” – that it has no real meaning or content.

The vision is a product born from a community-wide process. When it works, communities turn their dreams into reality.

Visioning is a way to work with change.

Change happens. It can't be stopped. Efforts to do so lead to frustration and despair.

The trick of community planning isn't to try and stop change, but to understand the forces of change and to work with them to achieve a better future.

This is a hard approach to grasp. The normal human reaction to change, especially community change, is “I want everything to be the same as it is now.”

But this is not realistic. Pretend for a moment that you had the power to put this idea into practice in your town. Pretend that you could rule that no new buildings could be built, and that no old buildings could burn down. Pretend that no one new could move into the community, and no one now living there could move out. This is the ultimate achievement of “no change” – right?

Not exactly. After 20 years the median age of the community will be 20 years older – maybe approaching 55 or 60 years of age. Schools will stand empty, and nursing homes will have long waiting lists. Baseball fields will be overgrown, and golf courses overcrowded. Music stores will be empty, and discount stores will be over-run. The “no change” scenario could in fact produce a more radical degree of change than practically any other future that might be imagined. It is this characteristic of life that inspired the ancient Greek philosopher Heraclitus to observe that “you can’t step into the same river twice.”

Our lives, our families, and our communities change all of the time, even when it seems they are standing still. Our community may look pretty much the same, but in the last 12 months jobs have been lost, other jobs have been created, businesses have gone under, businesses have started-up, people have moved in, people have moved out, buildings have fallen down, buildings have gone up. Life is change.

Further, even if it were possible to stop all change, it would not be desirable. No community is “perfect.” Each has room for improvement. Your town may need more room for people to bike and walk, and less traffic congestion. It might benefit from protected fields and forests. It might need housing that teachers and town employees can afford. It might be more welcoming to different types of people. It might need businesses with higher paying jobs.

A visioning process is premised on the belief that people in a community with clear and uni-

fied goals can act together to channel market forces in ways that meet the common good. The visioning process is designed to work with change – not to turn back the clock.

How a vision relates to a comprehensive plan.

A vision is an important part of any comprehensive plan. It is the introduction, the “city on a hill” description that gives the rest of the plan drive and direction. It says, “This is where we want to go.” The rest of the plan provides the concrete data necessary to move the community towards its vision.

But even though the vision is part of a comprehensive plan, it is different in character than the rest of the plan.

It is a mistake to subject a vision to the same critical tests as the rest of the plan. It is not the same kind of writing, it is not the same kind of thinking (see box below).

But a vision remains critical to the rest of the comprehensive plan. It provides:

- The test for determining appropriate policies.
- The explanation to the public of why the plan is the way it is.
- The yardstick for determining the effectiveness of the plan and its policies over time.

It is essential to revisit the vision as the comprehensive planning analysis goes along. Perhaps the vision is totally out of line with what would ever be realistically possible. Then the comprehensive plan committee should revise the vision to bring it more in line with reality. The vision should represent a stretch for the community, but not be impossible to achieve.

In sum, the vision and the rest of the comprehensive planning process should feed off of and support one another. Visioning without planning risks being uninspired. Planning without visioning risks being irrelevant. Good visioning and good planning strengthen each other.

The vision is the dream.	The plan is the blueprint.
The vision describes.	The plan analyzes.
The vision is poetry	The plan is prose.
The vision is about possibilities.	The plan is about policies.
The vision describes what.	The plan shows how.
The vision is an aspiration.	The plan is a legal document.
The vision appeals to imagination.	The plan appeals to reason.
The vision is striven for.	The plan is implemented.

The Practical Uses of a Vision Statement

What are the different ways a community can use a vision?

- As an **introduction to** the comprehensive plan. The vision should describe where the community wants to go. The rest of the plan should provide more of the concrete data necessary to move the community towards its vision.
- As a **yardstick** for determining which goals and policies will best get the community moving in the direction it wants to go. Remember to make sure the rest of the comprehensive plan addresses each piece of the vision. For example, if the vision describes “parks and recreation areas within walking distance of every home,” then the rest of the comprehensive plan should address this vision.
- As an **enclosure** for grant applications to foundations and government agencies. They love to see how their projects fit into the community’s “big picture.”
- As a **guide** for reviewing other town plans and documents. Does the zoning ordinance or grant application or budget or capital improvement program move the community closer to or further away from its vision? If not, change the zoning ordinance, grant application, budget, capital improvement program, or even the vision itself.
- As an **annual check-in**. For example, at the beginning of every year, use the vision to ask whether the community is spending too much time reacting to problems and not enough time initiating positive steps towards achieving the vision.
- As a **stimulus** for new initiatives. For example, if part of the vision does not fall into the pur-

view of any existing committee or group, then the community should create a new task force to explore the issue.

- As the **vehicle** for an annual community-wide meeting. A vision could be revisited to reassess the entire community’s goals – and progress – every year. This will insure that the vision and comprehensive plan stay fresh and relevant.

Visioning involves a special kind of listening.

A visioning process is not the same as a survey – even if the questions are identical.

A survey asks people to answer questions individually, in the privacy of their homes, without the input of neighbors. A visioning process engages the individual in a group decision-making process. In many cases, the individual ends up supporting a proposal or idea that no one may have thought of before. Visioning creates new answers.

All key parties in town must be part of the discussion and decision-making.

Who is “key?” Generally people who have been in the community a while will know. Key people are the ones who show up at town meetings. They are the ones who serve on boards and committees. They are the ones who start community projects. They are the ones who regularly participate in town meetings and forums. They are from all age groups, from all parts of town, from large and small businesses, from different churches and civic groups. Diversity matters more than numbers. Forty people representing the full range of opinions in town will create a better vision than 150 people with a narrower perspective.

As a general rule, all decisions in the vision process should be by consensus.

This does not mean that every single person must wholeheartedly agree with every piece of the vision. But it does mean that every single person must feel that the full range of viewpoints was heard, and that therefore the decision was legitimate and one that residents can live with. Where it is not possible to reach consensus – for example, where some party absolutely cannot live with the majority view on an issue – then both (or more) points of view should be noted, and the issue should not be part of the general, agreed-upon vision statement.

The people’s voice determines the vision, even if the vision doesn’t follow textbook planning theory.

In our experience, most citizens have a common sense that is consistent with the basic values of professional planning. In other words, most people want to protect the environment, have affordable housing, support farmers, and preserve open space, even though they may never have heard of concepts from the planning literature such as “smart growth.”

But sometimes, under some circumstances, people will compose a vision that in certain respects will go against the grain of professional planning theory. When this happens, the facilitator or consultant must make sure that people understand the implications of their choices; if they do understand, and persist in their convictions, the facilitator must faithfully record the result. Subsequent reviewing committees will have the opportunity to make changes to the vision as the planning process goes forward;

but the initial product must accurately report what the people say.

The bulk of time in visioning sessions is devoted to listening, not “educating.”

While sharing some basic information is necessary to keep the participants focused on the future, the education that takes place in a visioning session happens for the most part through participatory exercises, not lectures.

Sessions are structured to maximize the opportunity for general discussion and not to let one or two people monopolize the discussion.

The approach described in Part II predominantly uses small group exercises, coupled with a few highly structured large group discussions. This decentralized format prevents one or two extroverts from dominating floor time and hijacking the agenda. It also ensures that everyone, including shy people, get a chance to talk and express their opinions in a safe and comfortable environment.

Visions are about what to do (and where to do it) – but not how to do it.

Visioning – what people want – is a matter of values and desires. In the arena of values and desires, everyone’s opinion has equal value and weight.

How to achieve a vision – which is the goal of the comprehensive planning process – involves technical questions with regard to regulations, finances, building technologies, and the environment. Here the expert’s knowledge is essential to good decision-making.

The average citizen is not an expert, and cannot be made into an expert in a few hours dur-

ing a visioning session. Therefore visioning sessions concentrate on what it is that people want to happen and where they want it to happen, and defer questions of how to get there to the subsequent planning process.

This can be a hard rule to remember sometimes. There are many people who show up to visioning sessions who want to talk about town budgets or zoning. They will have to be reminded that a visioning session is not the proper setting to answer technical questions.

Considerations when designing a visioning process.

THE CONTEXT: Why is your community interested in visioning?

Visions are about something. In this handbook, we concentrate on visions that relate to future town development and the comprehensive plan. But visions can also be made about what people want to happen in their schools. Or they might be about the future of a downtown. Or about how sidewalks and bike trails and roads should connect. Or about what kinds of business and jobs the community should encourage.

The community needs to be clear about what the issues are that the vision is intended to illuminate. If the issue is narrow, like developing a town consensus in the face of a controversial development proposal, then the visioning exercises must be carefully structured to address the specific

issues raised by the proposal. If the issue is broad, such as creating or updating a comprehensive plan, then the exercises must be broad as well.

THE PACE: How divided are people in the community? How trusting?

Different communities have different levels of community feeling, community trust, and experience working together. These are often related to geography and rates of growth – the more spread out people are and the faster the town is growing, the less likely people are to know and trust each other. Also, recent political fights may have lingering effects that will carry over into a visioning session. The more people are familiar with and trust each other, the faster the process can move. The less they know each other, the slower the pace.



PLACE AND TIME: *Who’s coming?*

Visioning must take place in a safe and comfortable setting. There are certain basic requirements that limit possible venues – there must be parking, a large room where everyone can gather, tables and chairs, perhaps audiovisual aids, and walls to tape sheets on. The room should be large enough to accommodate everyone comfortably, with tables that can be used



for small-group discussions and with good acoustics. But often there are several buildings in town that meet the basic requirements. Then the evaluation of alternative settings gets into thinking about the groups who you are trying to attract, and where they would be most comfortable. In the same way think about the months and days and times that would be most convenient for them. And, of course, it always helps to have refreshments!

THE END DATE: *When is the vision needed?*

A vision created in the first stages of a comprehensive planning process is likely to explore more possibilities, but may be less realistic. A vision created in the middle may be more realistic, but less creative. Where in the planning process will public input on the community’s future be most useful? Regardless of what date you choose, give yourselves at least 3 months to plan and set up one or more visioning sessions, and another month after the sessions are over to analyze the results.

THE RESOURCES: *Who are the people and what are the resources to do this?*

It is important that the community commit some resources to the visioning process. This includes meeting space, refreshments, and advertising at a minimum. Preferably it includes funds to hire a facilitator/consultant as well. The more people and resources that are available for visioning, the more ambitious the process can be. Visioning in this case might extend over a year, with involvement of school children and other groups. On the other hand, if people and resources are limited, one targeted session may be the most cost-effective approach.

Visualization tools

Visioning is, by definition, about *seeing*. A picture is worth a thousand words, and visual tools can be used to address certain issues better than discussion.

Visual tools both bring information to the visioning process and take it away.

First, visual tools can be used by the meeting facilitator to introduce information to meeting participants:

- a **graph** of population change can introduce a historical trend to the participants;
- an **aerial photo** chronology can introduce changing landscape patterns;
- old and new **land use maps** can introduce changing land use patterns, and
- any **special purpose maps** (for example maps of wildlife habitat).

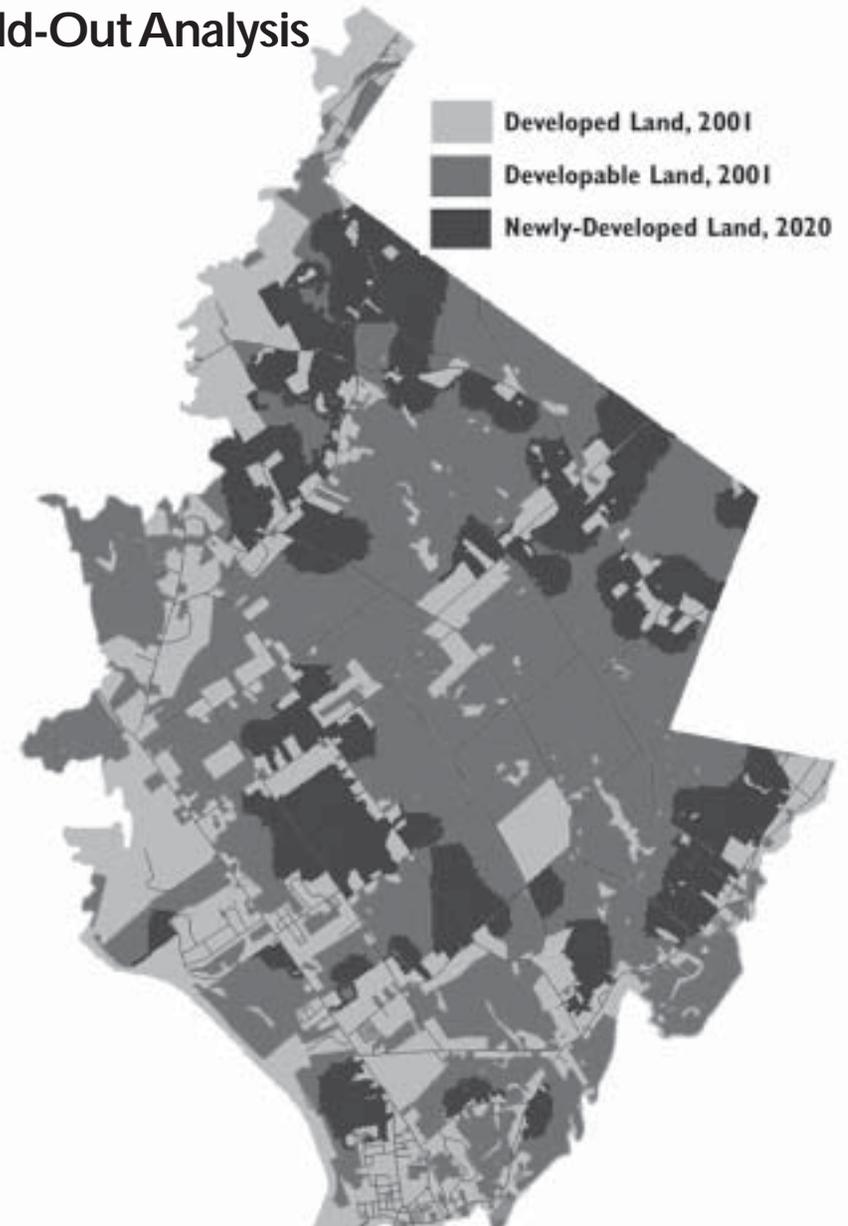
Second, visual tools can return information from participants in the visioning process to the consultants and sponsors. For example, **blank maps** can be used to record participants’ views and experiences on a wide variety of questions. Participants can be asked to: identify special places in the community; identify their favorite neighborhoods and streets (note: sometimes, under current regulations, such neighborhoods and streets can no longer be built in town); identify where they’d like to see recreation resources, open spaces, new houses, and schools.

Other visual tools include **sketches** (asking participants to work with a sketch artist to develop collaborative images of the future); and **photographs** (participants – or school students – can bring in photographs of things they like and don't like about the community or they can take the photos that day with disposable cameras). Two other visualization tools, build-out scenarios and visual preference surveys, are described in more detail in the text boxes.

- Build-out analyses, visual representations of how development is likely to occur in the next 20 years, are one way to help participants anticipate and visualize change in the future. A **build-out scenario** shows on a map where new development is likely to occur in the future, assuming no changes in town policies or market preferences.
- The initial impact of a build-out map is usually its shock value. Residents see how 10 or 20 years of growth will affect their community (assuming no changes to the municipality's policies).
- The shock can be turned into creative energy if people are asked to return to the maps and envision different patterns of development, and how this might affect the status quo.
- Build-out exercises, to be valuable, require a lot of preparation. A base map of the community is needed with existing buildings and roads identified and, preferably, with environmental and zoning limitations also mapped out.
- Build-out techniques are not utilized in Part II of this handbook, but there are references in the Appendix that describe alternative uses of this approach.

Pembroke 2020

Build-Out Analysis



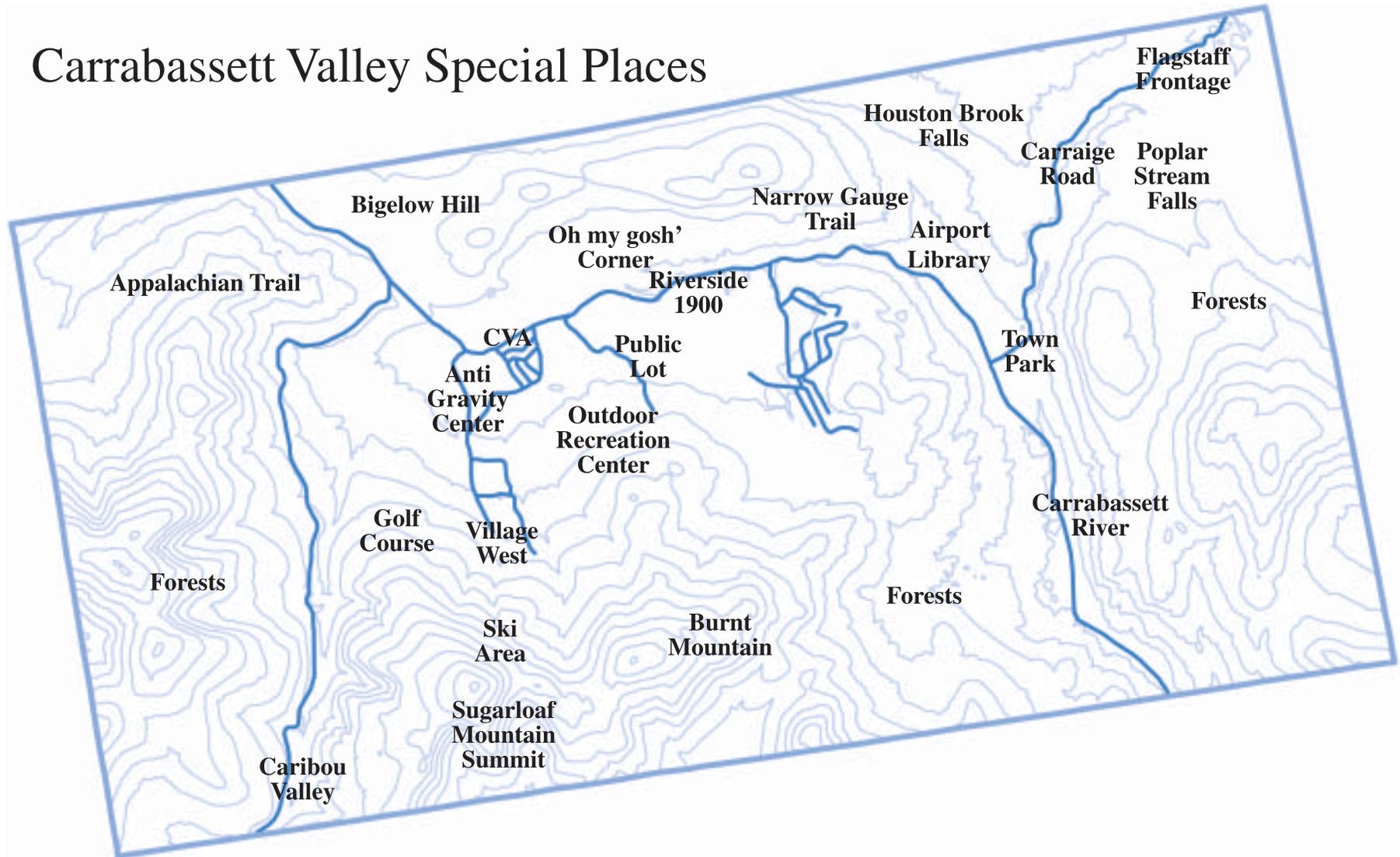


- A **visual preference survey** can be a useful tool, but only if
- done carefully. This visual tool asks participants to react to
- different design alternatives. For example, to get input on
- different types of parking lots, the visual preference survey
- would present three slides. The first would be of a large
- parking lot in front of the store. The second would be of a
- parking lot half in front of the store and half on the store's
- side. The third would be of a parking lot completely behind
- the store. For each slide, participants are asked to rate
- each design on a scale from 1 to 10 and to add any com-
- ments they have.
- Use of this tool depends upon the attitude of participants
- and the nature of the issues a community faces. In some
- cases participants can feel manipulated by such surveys –
- especially if, to use the example above, they don't want
- parking lots anywhere, or at the other extreme don't want
- to tell any business that their parking lot is not preferred.
- For more information on visual preference surveys, see
- Anton Nelessen's book "Visions for a New American
- Dream: Process, Principals, and an Ordinance to Plan and
- Design Small Communities." Visual tools are discussed in
- more detail in Part II.

Choose the visualization tools that you use in order to present information, get information, and allow the participants to have fun. Don't underestimate the importance of the latter point. Fun visioning sessions have much better attendance records the second time around than those that aren't.

With this as a general background, we go on in Part II to give a cookbook description of one particular visioning methodology that we have used in nine communities in Maine in 2001-2002.

Carrabassett Valley Special Places



This map is a product of a group exercise in Carrabassett Valley, Maine, in which participants identified the key natural and physical features of the community.

PART II Visioning Toolbox



Visioning is the essence of local planning – residents talking with residents about their dreams for the future. Dreams vary. Residents vary. Communities vary. Because of this, there is no textbook that, when followed line by line, will create a successful vision. A successful vision relies as much on honesty and hard work while preparing for the visioning session, as on good participation during the visioning session.

Part II of this handbook points out where the honesty and hard work need to be applied in order to ensure good participation and a successful vision.

Part II leads a Visioning Planning Committee through a sample visioning session. This sample is designed to be five hours of public meeting, held either in one day or broken up over two days. The resulting sample vision statement is a two or three page document to be used as a guide throughout the rest of the comprehensive planning process. From start to

finish, this sample process will take four months.

This handbook’s goal is twofold: to introduce the concept of visioning to the comprehensive planning process; and to create a guide that would ultimately help simplify the visioning process and reduce its cost. To that end the handbook is designed to provide enough details to be useful while leaving enough flexibility for community differences.

Is the community ready to vision?

Before any preparations, before any recruitment, before any hard work, take the correct first step towards a successful vision by honestly addressing the following checklist:

How will the vision be used?

Think about the how the Comprehensive Plan will use the vision. Start with the end in mind.

How detailed does the vision need to be? A more detailed vision will likely need a longer visioning process and perhaps several public meetings. How will the vision be used during the rest of the Comprehensive Planning process? A vision that will be a starting point for the plan should be less structured and more free-flowing.

- This handbook is the outgrowth of a State Planning Office pilot project. Planning Decisions, Inc. was hired to conduct nine visioning sessions in 2001 and 2002. Each community was updating its comprehensive plan, and in each community the vision became a part of that plan.
- Everyone involved in the project was struck by the need for a different approach in each community. Communities ranged from rural towns to service centers, and from suburbs to seasonal communities. Some communities wanted to slow change while others wanted to spark change.
- The communities involved in this grant included Arundel, Carrabassett Valley, Harpswell, Kennebunkport, Newry, Ogunquit, Sanford, Surry, Turner, and Waterboro.



Who should be on the Visioning Planning Committee?

Here's the short answer – every group you want represented at the visioning session itself should be represented on the sponsoring or planning committee. There are three reasons for this:

1. to ensure that every topic of interest to different groups will be dealt with in one way or another at the session;
2. to identify ways to schedule and promote the session that will make attendance easiest; and
3. to actively recruit citizens to attend.

Be realistic. Remember that the public simply does not have enough time, expertise, or consensus to offer a detailed vision on every issue in town. Keep in mind where the public is able to provide direction and where it isn't. Above all, any committee calling a public meeting has the obligation to make efficient use of the public's time – few things are worse than asking the public to attend a meeting that doesn't achieve anything.

Does the visioning have a dedicated leader?

The vision process requires honesty and hard work, and a dedicated leader to stitch these two together. Whether a consultant, town staff, or citizen volunteer, there must be a leader who is ultimately responsible for organizing effort, making unbiased decisions, and pursuing the best vision possible. The leader must encourage others to make an effort, stay honest to the concept of visioning, and ensuring accurate representation from all corners of the different interest groups in town.

Is there a committee to organize and sponsor visioning meetings?

A leader alone cannot design a vision process. It takes brainstorming, discussion, recruiting, and preparation – activities a leader cannot complete alone. To that end, there needs to be a committee. Usually the Comprehensive Planning Committee fills this role. Sometimes, interested citizens or experts are added to the committee in order to provide a more complete representation or expertise. To ensure the visioning process retains its honesty and integrity, ensure the committee represents as many interest groups in the community as possible.

Who will facilitate the visioning process?

The community has a choice. Is it going to hire a professional? A professional brings experience and an outsider's lack of bias but costs money. Is the facilitator going to be a local volunteer? Local volunteers are inexpensive and often have knowledge of local issues and perspectives.

What issues should the community address?

The vision for a comprehensive plan must address, at minimum, such issues as the location of new development, open space, affordable housing, and the like. There may also be special issues the community faces that require extra attention in the visioning session. These special issues should be identified during the planning stages for the visioning sessions.

What is the budget for the visioning process?

Decisions about hiring outside help, how long to make the visioning sessions, and even providing refreshments for visioning participants all depend on money. While this handbook is an attempt to defray some of the costs of a visioning process, it can't do it completely. The size of a budget as much as anything else can determine what type of visioning process to conduct.

First Planning Meeting

Hold the first planning meeting at least ten to twelve weeks before the visioning session. The goal of the first planning meeting is fourfold:

- to introduce the idea of visioning to the committee;
- to promote the benefits of visioning to community members;
- to identify issues that should be addressed during the visioning session; and
- to set a date(s), place, and time for the visioning session.

First Planning Meeting Agenda

1. Introduction to Visioning Product – examine sample vision statements from other communities
 Process – show sample vision session agenda and explain how exercises work
2. Roles and responsibilities – the committee handles logistics and recruitment, the consultant handles facilitation and writing up materials
3. Issue discussion – identify important issues in town, things that it would be good to discuss or get a sense of the community in a visioning session
4. Logistics – tentatively set a date(s), time and place for visioning session
5. Set a date, time, and place for the next planning committee meeting

The easiest way to introduce the idea of visioning to the committee is to have someone with visioning experience discuss their experience. If the visioning leader does not have this background, try inviting a citizen from another town who has experienced the visioning process to share their knowledge.

The next step is to brainstorm a list of issues that will affect the community in the future. Think about issues that will change the community over the course of ten, fifteen, and twenty years. Typically, these issues are long-term trends that are slowly changing the community.

Commonly addressed issues include:

- growth, both commercial and residential
- education and schools
- open space issues
- the environment
- economic development, economic diversification
- housing affordability
- elderly issues and services
- changing demographics
- recreation opportunities
- community image
- traffic, congestion
- tourism
- regional concerns

Make a long list. Ensure everyone has had the opportunity to share their thoughts. Not all of these issues will be addressed during the visioning session. Some may be too focused, and some may not provoke an efficient or honest discussion. No final decisions need be made at this point, but the facilitator should keep this list in mind when drafting the vision session agenda.

Finally, think about these issues:

Think about how many people might attend. Think about the groups and individuals you want to attend. How many people will come? Has the community had similar meetings recently? Town meeting? These tend to be good guides when gauging attendance for the visioning session.

Think about a place that will accommodate this number of people when seated at tables of 8 –10 people each. Is it comfortable? Convenient? Is there adequate handicapped access? How about parking?

Think about when to hold the visioning session, because this can affect which parts of the community participate. For example, retirees are more available in the summer but tend to be absent in the winter. Retail businesses are busy during their tourist season and during the holidays. Parents with young children will tend not to be available during school vacation. Are there days of the week that will work better than others? Keep in mind that the committee will in most cases need 2 – 3 months to arrange the event.

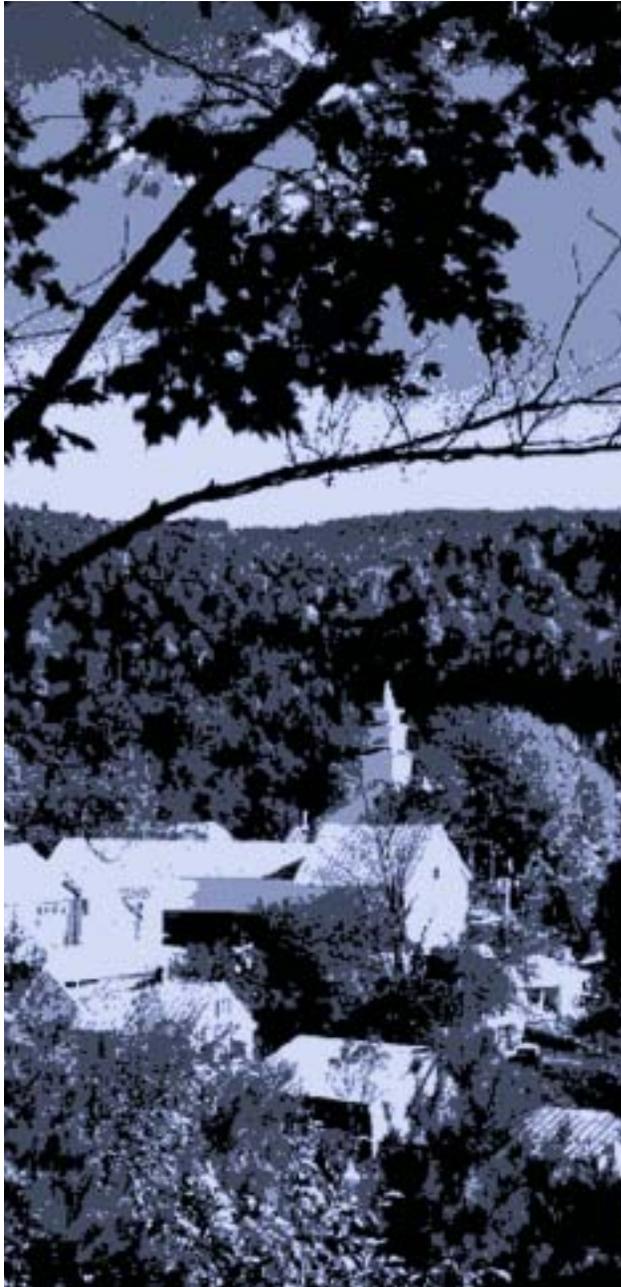
Should the session be held all on one day? Should it be divided into two days? If so, should the second session immediately follow

the first, or should it be held on the same night the following week. How about a Friday night/Saturday morning combination? These combinations work equally well so long as there are no competing events in the community, and so long as the participant's comfort is considered (a five-hour long visioning session would even tire Superman).

Once a tentative place and date are set, assign a committee member to make arrangements with the host facility (or backup facility). Make sure there is a backup date (in the event of snow, etc.) and make sure there are enough chairs, tables, and any other props necessary for your session.

Don't forget to schedule the next meeting, which should be at least 6 weeks prior to the planned visioning session.





Handout for First Planning Meeting: Sample visioning session agenda

Registration: Participants sign in and are assigned to a small group. Take an informal survey of where in town participants live by asking them to place a dot on a town map.

Introduction – Welcome the participants: Give a brief introduction to the visioning concept. Ask participants to introduce themselves to their small groups. Then ask each participant to mention why they live in the community. What characteristics are important to them? Friendly people? Low taxes? Close to work? Summarize the results.

Our Town Mapping Exercise: Work in small groups and ask participants to identify on a map all of the special landscape features (both natural and built) in the town. What places in town would, if lost or damaged, significantly change the character of the community? Open fields? Views? A certain tree? A monument? A bridge? A building? A village? Once the list of places is complete, ask each participant to identify their three favorite places listed on the map. Summarize the results.

Future Forces Presentation: Have a panel of local experts briefly discuss the forces that are influencing the town's future. This bridges the discus-

sion between “today” and “tomorrow.” What is going to be different in the future? Will there be more houses? If so, what type of houses? Will there be more jobs? What type of jobs? Will people be older? If so, what does this mean for municipal services/facilities. Ask three or four local experts (planners, business representatives, elected officials, professionals, etc) to each give a three minute presentation about future trends. Allow time for questions and answers.

Village / Section of Town Exercise: Ask each small group to think about the future of each village or section of town. People think in more detail when limited to a smaller geographic area. Between five and seven villages/sections of town are manageable for the time allotted. Considering the forces discussed in the previous exercise, what should be in this village/section of town? How should it look? How should it function? Summarize the results.

Conclusion Summarize the common vision that resulted from the various exercises and discussions. Explain what the next steps are for the vision and for the comprehensive plan. Thank the participants and goodnight.

Handout for First Planning Meeting: Sample Exercises

Community Character Exercise: Examine why people choose to live in the community. Ask participants to work in their small groups and identify which characteristics are important to the participant (i.e. low taxes, close to work, friendly people, etc)? What is it that makes your town unique? Record each answer on a flip chart and summarize them when done. Often, one or two community characteristics rise to the top of the list. These responses from this exercise are useful when writing the vision statement's introduction.

Our Town Mapping Exercise: Catalogue what is important in the community today. Work in small groups and identify on a map all of the important features in the community. What makes the town special? Is it a monument? Is it a forest? Is it a building? Is it a particular view? An open space? Where do you go? What do you think of when your town is mentioned? What would change the town's character if it were lost? Without these places, the community would not be the same. The places mentioned in this exercise might be candidates for some level of protection.

Future Forces Presentation: This exercise transitions from thinking about "today" to thinking about "tomorrow." What changes will really affect the community in the next 15 years? Ask two to four local experts to briefly discuss the trends that will change the community's future. These individuals could be planners, business representatives, elected officials, consultants, or any other individual that is able to address how things are changing and what to expect in ten or twenty years. Follow each three minute presentation with a short discussion.

Village/neighborhood Exercise: Often participants are able to think in more detail when they are restricted to smaller spaces. Consider delineating between five to eight neighborhoods or sections of the town. What should the future of each neighborhood be like? At a later point, these neighborhood visions will be aggregated into a larger vision for the entire community.

Pressing Issues Exercise: This slot is left open for a more detailed exploration of two or three important local issues. Often these issues are best worked on immediately following a presentation by a local expert. Ask participants to work in small groups and engage them in an interesting exercise. If the issue is the future of commercial development, ask the small groups to sketch what that development would look like. If the issue is image, ask them to discuss the most improbable change that would improve the image of the community.

Residential Development: Push the participants to consider what type of housing units should be added in the community and where they should go. Project the number of housing units that will be added in the next 15 years. Create four types of housing units (single family large lot, single family small lot, multifamily small lot, condominium development) and assign each a color of dot. Assign a number of housing units to each dot (if there will be 500 housing units, give each group 20 dots of each color so that each dot equals in this case 25 housing units). Ask them to select the type of housing that should be added to the housing stock and then locate the new housing units on a town map.

Favorite Street: Ask participants to look at a map and identify their favorite streets. Which is your favorite residential street? Which is your favorite commercial street/district/building? Which is your favorite rural street? These favorite streets might be used as models for future land use models and could be built into the vision statement as descriptive characteristics that people like.

Second Planning Meeting

The first planning meeting is introductory and sets the basic framework. The second planning meeting is where most of the hard work gets done (or at least assigned!).

Start by nailing down the logistics for the visioning session. Was the meeting facility confirmed? Are there enough chairs, tables, and other material for the session? Who should organize, pay for, and manage the set up/clean up of refreshments? Who will arrange for a large map that participants might draw upon?

For each of these questions, assign responsibilities to people. Any topic not assigned to someone won't get done.

Move on to the visioning session agenda. Start with the general format passed out at the first meeting, and then adjust it to address key issues the committee identified at the first meet-



Second Planning Meeting Agenda

1. LOGISTICS

- Place chosen and confirmed – any issues?
- Break out places, chairs, walls for wallpaper, projection screen?
- Refreshments – what, who arranges?
- Identify a map to use in exercises (to be drawn upon)?
- Identify desired “wallpaper” (graphs, maps, historical information, etc) and who will post them?

2. AGENDA

- Review draft agenda – any changes¹?
- Delineate neighborhoods for discussion about villages/neighborhoods.

3. EXPERTS²

- Identify experts for future forces presentation (i.e. realtors, business people, planners, town officials, etc).
- Who will recruit them?
- Will they have a couple of facts that can be a handout?

4. RECRUITMENT

- Make a list – groups and people in town who should participate.
- From each group – identify key people to invite.
- Go over list – who will contact each one (personal contact is more successful than mailed invitations)?
- Other publicity – newspapers, mailings, posters, cable?
- Pre-registration location³?

5. NEXT PLANNING MEETING

(schedule for one week before visioning session)

¹ Make any changes to the exercises necessary to ensure the exercises adequately address the issues identified as important by the committee.

² Presentations should address important issues in the community and be followed by a question and answer period. Limit presentations to a few minutes and make sure they aren't too technical.

³ Some communities choose a pre-registration location so they can have an idea how many people will attend. If you choose to do this, make sure to plan for enough people that don't register. Also get the people's phone numbers in case the visioning session needs to move to a larger facility, is canceled due to inclement weather, etc..

ing. Do not dwell on this item – it is easy to do so, but there is much more to accomplish at this meeting. Just get a few suggestions and comments, promise a new revision for the next planning committee meeting, and move on.

If there is going to be a discussion about the future of neighborhoods, remember to work with the committee separating the town into between five and seven neighborhoods. This will help facilitate the discussion about neighborhoods during the visioning session.

This sample visioning process uses local experts as a bridge between discussions about the present and the future. In other words, the future is not just the past projected forward. The future will be fundamentally different. Identify who these experts may be and think about the issues they should address.

For example, a residential housing developer or real estate agent might discuss current trends in the real estate market. A farmer might discuss



- Change happens. Visioning uses a range of techniques to do two critical functions: (a) to show how change will affect the community, and (b) to give form and life to the participants' vision of the future.

- **Discussion** is the easiest and most flexible technique. Discussions allow participants to describe, in their own words, their visions of the future. Discussion sessions are easy to prepare for – they only require that the issue is accurately framed – but it can be of limited use when trying to get more detail. In addition, discussions are limited by the participants' ability to express themselves verbally and by the facilitator's ability to interpret their intentions.

- Graphic tools, including **charts, pictures, sketches**, and the like provide more concrete detail for putting data into the visioning session as well as taking it out. For example, the facilitator might use a graph of residential building growth in a neighborhood to hammer home the idea that change is happening, and the participants may in turn be asked to sketch alternative development patterns that express their vision of

protecting open spaces while accommodating the development. Graphic tools require more preparation than discussion, but if used well can provide much more detail.

Mapping tools are a subset of graphic tools, but are so important to visioning that they deserve their own category. Mapping is best used when the issues addressed have a graphical component to them (for example, the pace of development, the location of public facilities, the preservation of open spaces and/or special resources in the community). Build-out analyses, which are extrapolations of current and projected building patterns, are especially useful when conveying the impact of development on the landscape. In general, the more detailed the map required (and build-out analyses require a lot of detail), the more time it takes to perfect. Regardless, the information gleaned from a successful mapping exercise can be tremendous.

Photographs can also be used to identify changes over time as well as historic sites.

Handout for Second Planning Meeting: Draft Press Release to Publicize Visioning Session

FOR IMMEDIATE RELEASE

CONTACT: _____

Date _____ Telephone: xxx-xxx-xxxx

COMMUNITY VISIONING SESSION PLANNED

The _____ Comprehensive Planning Committee has scheduled a town-wide visioning session to be held on (month/day), (day of week), from (time) to (time). The session will be held in the (room) at the (place) on (address).

Planning Committee Chair (name) said, "The purpose of the session is to get a wide variety of opinions and viewpoints about what is special about _____ and needs to be preserved, and what needs to change and improve in the years ahead. Everyone is welcome and encouraged to attend. The more citizens participate, the better the product will be."

This is the first step in the updating of the comprehensive plan for the Town of _____. "With (mention recent trend), _____ is on the edge of a new chapter in its history," (name) said. "Come talk with your neighbors and help us shape the future _____."

_____ residents, taxpayers, and municipal officials who are interested in attending are asked to call or leave their names with (name) at Town Hall (phone xxx-xxxx) so that the Comprehensive Planning Committee can have an advance idea of attendance.



what is happening in his business and what it will mean to local farmland in the next 20 years. The owner of a major business or institution in town might discuss the organization's future plans and prospects. A regional planner might present economic and population projections for the area.

Two or three presentations should be planned at most, and the presentations must be brief (no more than 3 minutes). They should be followed by question and answer session (no more than 20 minutes) – remember the purpose is to stimulate thinking, and not to give a lecture! Identify the most appropriate experts (perhaps one or two more than you need), and assign committee members with responsibility to recruit them.

The majority of this second planning session must address recruitment. A vision will not succeed unless it has been created by a group of citizens that represent all aspects of the community. Fifteen diverse citizens will create a more accurate vision than 150 like-minded citizens.

Recruitment for this sample visioning session has two components. The first is to make efforts to invite the citizenry at large. The second is to use personal phone calls and contacts to ensure a diverse group of citizens participate.

To invite the general citizenry, be sure to use all of the available channels. Legal notices in the paper are only the tip of the iceberg. Draft a press release. Contact the local paper and tell them what you are up to. Advertise on the local cable station. Create posters to hang at important community gathering places. Mail a postcard to everyone in the community. These techniques will have a lower yield but will cover a broader audience.

To ensure a diverse and representative group of citizens participate, consider this recruitment exercise. Ask the committee to identify every important group in town, by geography, age, occupation, and interest. Be sure to include “nay-sayer” groups, those who show up to oppose most new proposals and ideas in town (if they participate in the vision, they are more likely to understand and support the final plan). Write this list down. Then, starting at the top, go through each group and identify important individuals that are either leaders or well-connected or trusted by others in their group. Once individuals have been identified, assign committee members to make phone calls and personally invite each person. Invitations from acquaintances are easier to accept than those from strangers, so try to assign phone calls to the committee accordingly.

Some people are uncomfortable with this. Why must calls be made? Isn't this favoritism of one person over another? The answer is simple. General recruitment notices in the newspaper, by themselves, only attract a handful of people; usually these people have a lot of time and particular causes they are concerned with. These people are important to have at a visioning session, but if they are all who come, the session will not be successful.



Now think about yourself a moment. How many general community meetings have you attended that you read about in the newspaper? Now think about the meetings you have gone to because someone called you and asked you to go. If someone calls, and tells you that your attendance is important to a meeting's success, then you are much more likely to go.

In short, if you want to ensure broad participation, get on the phone and make it happen.

As mentioned in the beginning, this second planning meeting is a full one. If you don't get everything done in this meeting, you should schedule a quick follow-up. All of the logistics and issues discussed here should be clear at least 3 weeks before the actual visioning session is held. Contacts should be made 2 weeks before the visioning sessions begin.

Third Planning Committee Agenda

1. REVIEW RECRUITMENT

- Registrations OK? Phone calls OK?
- Any last minute recruitment needed?
- Estimate number of small groups (better high estimate than low).
- Mail postcards reminding individuals that the visioning session is fast approaching.

2. REVIEW LOGISTICS

- Anything unresolved, undone?
- Maps for walls set?
- Handouts set?
- Adjustments to be made?

3. ASSIGN VOLUNTEERS

- Set up tables and room.
- Sign in tables (two people).
- Small group facilitators (as many as there are groups).
- Assistant to help during visioning session.

4. REVIEW AGENDA FOR SESSION

Third Planning Meeting

The first planning meeting is introductory. The second lays out all the assignments. This third meeting is a final check-in.

How is the recruitment going? Have people made their calls? Are any groups questionable? Is there a need for a last minute push of one sort or another?

Go over the logistics. How's the food situation? Who will set up the table and chairs? Are there easels for every table, pads, pens, community maps? Are the local experts lined up? Who is making the packets to pass out when people sign in? Are there any historic pictures or interesting town maps to arrange on the walls or in an exhibit?

Make last-minute assignments. Who will be on the sign-in table? Who will facilitate small groups?

Finally, go over the agenda one more time, with an eye to identifying potential needs that haven't been addressed.

Leave with a pep talk. This will be a great event. It will be fun! Committee members must be confident and able to communicate this confidence with others in town.



Visioning Session

The following agenda details a one-day visioning session. This agenda addresses the major exercises, but doesn't cover everything. Keep the public's interest up by sprinkling in short surveys ("Stand up if you have lived in the community for more than 10 years.") or quick map exercises ("Put a dot on your house on the map.>").

Public participation is critical. To maximize the amount of participation, randomly assign participants to small groups. Ideal group sizes are between 5 and 8 people. When a group is too large, participants feel their voices aren't heard. When a group is too small, there aren't enough opinions to spark a really good discussion.

It is important to summarize each exercise by asking the groups to share their notes. Ask one group for one idea; check to see how many other groups had that issue; and then ask for the next issue. Everything should be written down so that it can be recorded later. This ensures that the groups feel they've had the opportunity to express themselves.



Community Visioning Session

INSTRUCTIONS TO SMALL GROUP LEADERS

1. Your job is record the ideas people raise – either on the map or on sheets, as the moderator instructs.
2. Write down what people say – don't paraphrase in your own words
3. The moderator will describe the tasks for the groups item by item – wait for the moderator to move on to the next task before going on.
4. Everything gets recorded on the sheets – not just the things people agree on.
5. Make sure that everyone in your group feels that they have had a chance to make their voices heard.
6. You are a participant in the discussions as well – feel free to offer your own ideas and put your own ideas on the map or on the sheets, but make sure that you record the ideas of those you disagree with as well, and don't monopolize conversation.
7. You should try to get people to be as specific as possible. For example, ask a participant for more detail about the "rural character" they want to protect. Is it the landscape? Is it the people? What does it look like?
8. You may be asked to summarize your group's discussion for the broader audience.

Visioning Session, Detailed Agenda

– 1:30 Set up

- Set up small groups with approximately six to eight chairs per small group, an easel (and flip chart), two maps, markers, tape, and stickers.
- Set up sign-in table with sign-in sheets, name tags, markers and pens, “Where do you live” map, and handout packets.
- Set up refreshment table.
- Set up any other material, such as computer, projector, wallpaper, or charts.

Materials Needed:

- sign-in sheets
- name tags
- markers, sticker ‘dots’
- small group leader instructions
- flip charts, easel pads, tape
- handout packets
- easel-sized maps
- larger maps
- refreshments

– 0:30 Prior to first session.

- Moderator goes over instructions with small group leaders and volunteers.
- Help at sign-in table
- Give each participant a name tag.
- Distribute handout packet with random small group number to participants.
- Ask participants to put dot on place where they live. Placing “dots” on a town map located at the entrance to the visioning session is a method of corroborating the amount of participation. If one area of town is over-weighted, the committee will have an idea that the visioning results are skewed.

0:00 Welcome

- **MODERATOR** announces that the meeting is starting.
- **CHAIR OF COMMITTEE:**
Welcome everyone and thanks for coming out. Today we will go through a visioning process of imagining what we would like _____ to be like in 20 years. This will be a

kick-off to preparing the comprehensive plan. Today's session will be led by _____. I'd like to thank everyone who made the day possible, including: _____. The value of what comes out of this depends on what is put into it, depends on your ideas and suggestions, so give it your best. Thank you. Now I will turn the session over to _____.

• MODERATOR:

We are here to work on a vision for our town 20 years in the future. The agenda starts with where we are now, what is important today, then moves on to what we want for the future. We will be done by _____. As we begin there are a few practical matters:

- restrooms are (where?)
 - all decisions by consensus
 - if disagreement, all viewpoints will be recorded
 - one speaker at a time
 - speak loudly so everyone can hear
 - listen respectfully, no side conversations
 - moderator may cut off discussions to keep flow
 - return all sheets to the committee when the session is over
 - refreshments, maps on wall
- Any questions? Now I am going to give you a quick introduction to visioning.*

+0:20 Introductions

• MODERATOR:

So that is why we are here. As we begin, let's take a moment to introduce ourselves to each other. I'd like you to say your name, what your connection is to this town, and

Community Visioning Sign-in Form			
Name	Address	Email	Phone

name your favorite thing about the town. Why are you here? What is great about your town?

- If there are fewer than 50 participants, do these introductions in front of the entire group. If there are more than 50 participants, do the introductions in the small groups and then summarize their favorite things in front of the larger audience. Either way, the facilitator should encourage participants to be brief.

+0:45 Our Town Mapping Exercise

• **MODERATOR:**

Now let's identify some of the town's special places.

First use the GREEN marker. Using the map on your table, draw in your most memorable natural and scenic features. For example, the best views of the river or ocean, best fishing or hunting spots, best bird-watching spots, best hiking and kayaking spots, best beaches, prettiest farms, most distinctive rock formations, pretty hills. Be sure to write the name of the feature on the map.

Got them all?

Now take the RED marker. Draw in the most distinctive, most memorable, built landmarks. Churches. Houses (both year-round and seasonal). Historic streets. Bridges. Inns. Campgrounds. Businesses. Town Buildings. Memorials. Parks. The

things that you think about when your town is mentioned.

Now step back. Is everything there? Does the map have all the places you are proud to take out-of-town visitors?

Now take a moment and with your group circle and identify the best residential street or streets in town. Which are the places you would like to see future development look like?

Now answer the same question regarding a commercial street or streets or buildings. Which are the best commercial streetscapes in town?

Now I will ask the group facilitator to distribute three stickers to each participant. You are going to vote on what each of you thinks are the three most important features that you see on the map. No bullet voting; you can't put more than one sticker on each feature. Also, please try to keep the maps legible.

Put them on the three features that most stand out to you, the three that are sacred to the town's identity, that if they weren't there, your town wouldn't be the same.

+1:40 Break

Have the participants take a ten minute break. In the meantime, collect the maps and prepare a summary of the landscape features to share with the group.

+1:50 Summary

Summarize what you heard. Check in with them to see if they agree.

+2:00 Future Forces Panel Discussion

• **MODERATOR:**

So far you have talked about what is special to the town and what you'd like preserved. Now let's talk about the future.

Let's stop a moment and think about the forces which will be at work in the community and how they might threaten or enhance what you want to preserve, and likewise how they threaten or make more possible the improvements you would like to see?

Let's start with a little information.

We have asked some people to present information today (introductions).

Presentations by two or three local experts on trends in local economy, housing, transportation, etc. These should be issues that the committee sees influencing the town in the near future.

After presentations, hold a question and answer period. In what respect might these forces provide opportunities for the town? In what sense do they present dangers? Brainstorm a list of other future influences.

+2:45 Village/neighborhood Discussion

• **MODERATOR:**

Here is what we have found about the town's current resources and opportunities.

• **MODERATOR:**

Let's think about this town 20 years from now. Let's go neighborhood by neighborhood. I will mention a section of town and then will ask your group to decide how you want it to look and function in the future, 20

years from now. In other words, how would it be at its very best. Give your first impressions, your first feelings and impulses. Not problems, but how you want it to look in the best possible set of circumstances. Identify improvements. Don't just say "as is", but identify exactly what it is which is there now you still want in 20 years.

The facilitator can move around to each small group and prompt the discussion to be as detailed as possible. Each group does all neighborhoods.

- neighborhood A
- neighborhood B
- neighborhood C

• **MODERATOR:**

Now let's hear from a group. Who wants to share their vision for:

- neighborhood A... Any other tables want to add to this?
- neighborhood B... Any other tables want to add to this?

+4:45 Growth Exercise

• **MODERATOR:**

Now let's look more closely at this future that you are painting. You have gone through neighborhood by neighborhood and you know what you want in your minds. Here's my next question. We heard in the Future Forces Discussion that the town is growing and will continue to grow. There were 500 homes added over the last 10 years. Let's assume this growth rate stays even and within the next 20 years another 1000 homes will be built in town.

- In this example, the community is facing pressures from residential and commercial development.
- This exercise forces participants to confront not only the amount of growth possible, but also the type of growth desired and the location of new growth.

How could 1000 homes and apartments and condominiums be built in this community in a way which maintains the values you have described? Think about it.

Each group has sets of 20 GREEN stickers. Each sticker of each color represents 50 housing units. As a group you must decide what type of housing units to add and where you'd like to see them added. Place them on the map. Each group must place ten stickers.

• **MODERATOR:**

Now think about your school system. Current demographics suggest that this housing pressure may require a new school to be built sometime in the next 20 years. Given where you've said housing should be added above, if a new school is needed, where might it best be located? Place the YELLOW colored dot on where your group thinks a new school could be located.

• **MODERATOR:**

Now we are going to think about recreation. Each group has two BLUE colored stickers. These represent recreation areas; parks, playgrounds, trail systems, athletic fields, adult recreation areas, skateboard parks,

etc. Think about the needs of old people as well as young. Place them on the map at the places that seem best.

• **MODERATOR:**

Each group has two RED colored stickers to represent new business development. Remember, this isn't deciding the policy question of whether this should happen – this involves consideration of demand, utilities, expenses, etc. This is just an exercise of where such things should happen if they are to occur. Consider each RED dot to represent a cluster of businesses (either a business park or a shopping center or a village district). Identify the next **two places** for business growth. Write on the side the kind of business growth you want and the kinds that you don't want. In an ideal world, where would it best go?

+5:10 Break

• **MODERATOR:**

Let's bring the maps together in the front and see what people came up with. After we summarize these maps, we'll take another break.

+5:20 Wrap up**• MODERATOR:**

Let's review what has happened so far start to finish...

Leave time to summarize the visioning session's key discussions. Also, leave some time for participants to raise other issues they felt weren't discussed earlier in the visioning session.

This completes tonight's visioning session. In the time remaining, let's identify the issues that didn't get covered that are important to the town's future?

The issues will be listed on the sheets around the room. If time, comments on the issues will be invited.

Moderator explains the next steps. Consultant will write materials up and then send them to the Committee to use as a vision in its efforts.

• CHAIR OF COMMITTEE:

Thank you for coming out tonight. Our committee will refer to this information throughout its activities. For any that are interested, the committee's next meeting will be held...



Creating the vision

After the session, the leader and committee are left with dozens of marked up maps and easel pad sheets and comment cards. What to do with it all?

First, write it all down. Write down every list of good things and bad things. Put together a composite map showing the major features people identified in town. These notes also provide the raw material from which the vision statement can be written. In this respect, they are also a check on the vision statement – does it accurately encapsulate the broader discussion?

See Appendix B for a sample town-wide summary.

The second step is more complex. From the information gleaned, put together a draft vision statement. The challenge of the vision statement is to provide enough specificity and concreteness to be of value to the comprehensive planning committee, while at the same time not “overstating” the consensus of the participants by positing agreements where none in fact existed. Phrases and ideas in the draft vision should have been said sometime during the visioning session by the participants.

The format for the visioning report can take any shape. Part III contains a sample vision based upon a session similar to that described in this handbook. The following describes how the exercises feed into the vision statement.

The opening narrative is taken from the introductory exercise and other comments throughout the day. It is general and even poetic, and may appear to simply be mood music, but it performs an important function. It is intended to capture the identity and feel of the Town. No matter what kind of future development takes place, or where, if this feeling and identity is lost, then the Town’s efforts must be judged to have failed.

It is possible to use this narrative to create an annual “indicators” monitoring program, an annual questionnaire to residents, to see how well this feeling and identity is being maintained.

Whether or not such a formal effort is undertaken, the opening paragraphs will at a minimum be helpful to town planners ten years from now so that they will know exactly the way people felt about their community in 2001.

The map of special areas comes from the Our Town Mapping exercise. It displays the physical identity for the community, the places people are particularly attached to. The comprehensive planning process that follows the visioning session should develop strategies to maintain these places – either through purchase, easement, or regulation.

The village/section of town descriptions provide a very concrete picture of what people would like to see in these areas in the future. This will lead to recommendations for changes in local regulations, and for other actions such as capital investments, in the final comprehensive plan document.

The growth narrative provides a concrete picture of what kind of housing and business development is desired in town, and where it is desired. Likewise, it should be used to describe the need for updated regulations and capital improvements in the comprehensive plans.

Final Planning Committee Meeting

The final meeting of the planning committee is to review the results and look ahead.

First the committee should review the visioning notes (sample in Part III). Is it accurate? Are there any obvious errors or omissions? This document is the record of the event, and it is important that it faithfully represent the proceedings – even if the committee is not happy with what the people decided.

Secondly, the committee should review the draft vision statement prepared by the facilitator or consultant. Is it faithful to what happened? Is it concrete enough to be useful? Does it need additions, subtractions, or changes?

Again, these changes should represent what happened at the meeting. There may be – there almost certainly will be – elements in the vision statement that the committee disagrees with or thinks are unrealistic. The committee or town will have a chance to make some changes later. But at this point the task is still to create a document that reflects what people have said, and this is not a time to try to rewrite the record of what transpired.

The comprehensive planning committee should feel free to change the vision if it feels that the current version is unrealistic or undesirable. The test of a good vision is that it promotes the best possible local plan, not that it makes the committee immune from public criticism. When changes are made however, the committee needs to be clear in presenting its plan to

Final Planning Committee Agenda

1. Review of town-wide summary
2. Review/revise the vision statement
3. Evaluation of visioning workshop
 - what worked
 - what didn't
 - what could be done better next time, should there be additional sessions?
4. Discussion
 - lessons for the visioning process
 - what is needed to ensure success

the public where it has diverged from the resident consensus and why.

After reviewing the vision, the committee should revisit what went well and poorly at the session. This will be of use in case future sessions of a similar type are held. And there may be a final discussion of what happens next.

Going Forward

At this point the vision folds back into the comprehensive planning process. At many times during the comprehensive planning process the committee will have the opportunity to use the vision statement. Specific examples of how the vision can be consulted during the comprehensive planning process include during goal setting, policy development, strategy selection, land use plan definition, and others. See Part I for more detail.



PART III

Sample Vision Statement: Ogunquit, Maine

A Vision for Ogunquit

SUMMARY OF THE OGUNQUIT
VISIONING SESSION,
APRIL 20, 2002

Ogunquit has something for everyone. In winter it is a friendly, quiet, close-knit community with caring neighbors. In summer it is bustling with activity, arts, culture, sophistication, and a worldly-charm. Add spectacular natural areas and a community rich in diversity. The result is a town with unsurpassed quality of life. Ogunquit is a real-life *Brigadoon*, waking from its cozy winter slumber to become one of the most active communities in Maine.



A. SPECIAL PLACES

Ogunquit, just four square miles, is shoehorned between Wells, York, and the Atlantic Ocean. Despite its diminutive size, it is bursting with special places that define the community. Marginal Way, with its cliffs, views, and many surprises, is at the heart of the community's identity. It is known not only in Southern Maine but around New England as a truly unique seaside trail. Marginal Way is bookended to the north and south by the spectacular Ogunquit Beach and Perkins Cove fishing village. These three special places are the jewels in Ogunquit's crown.

Behind this waterfront bulwark lie Ogunquit's human resources. The Ogunquit Museum of American Art, the Ogunquit Playhouse, and Beach Plum Farm are the core of these places. The library, ball fields, Dorothea Grant Common, Downtown, and densely-packed historical homes and buildings create a special atmosphere in town that attracts people from all walks of life.

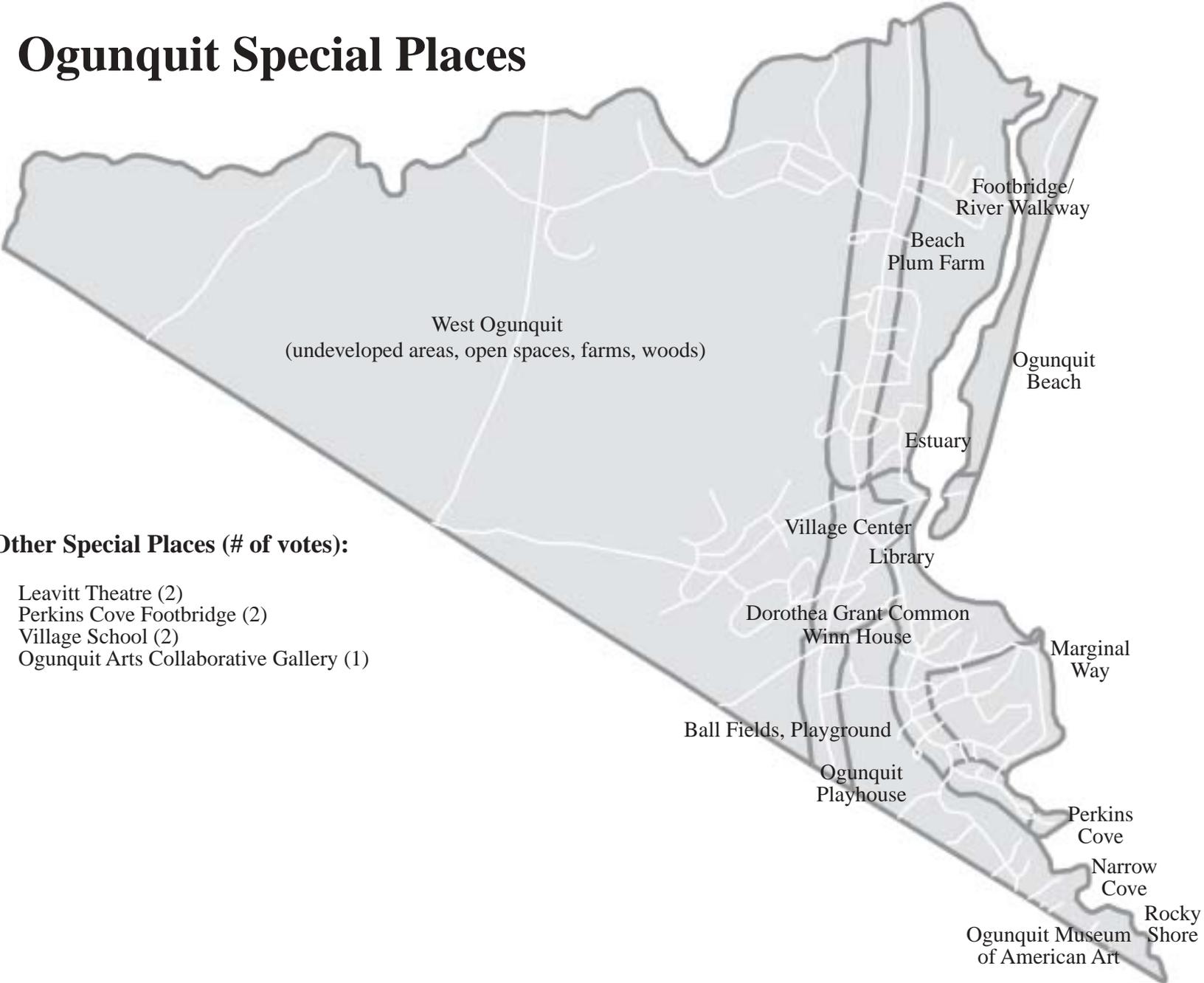
Farther inland are open spaces, farms, woodlands, and wildlife areas. Other special parks, resources, and views are scattered throughout town. All of these places are important to the residents and serve to define what Ogunquit is.

B. OGUNQUIT IN 2020

In 2020 the *Downtown* will be the core of the community, containing the central services, shops, and restaurants that serve the community. Businesses will be proud to operate here, and new businesses will be attracted (including convenience shopping, pharmacy, unique little shops, boutiques, a craft collaborative, an outdoor café, and a hardware store, as well as improving the quality of existing shops). Pedestrians will be able to move about in safety and with ease, thanks to sidewalk improvements, better traffic flow, new bike paths, and fewer crosswalks. Despite these changes, the Downtown will retain its New England character (improved lighting and landscaping).

Route 1 will continue to be the principal corridor into and out of the Downtown, but it will have a noticeably different feel. The New England character and pedestrian environment established in the Downtown will extend along this corridor. Pedestrians will be able to move around more easily and in greater safety due to new bike lanes and sidewalks along Route 1, including extending to the Ogunquit Playhouse. Vehicular traffic will be more prominent here, but commercial growth will have been controlled. Ocean views will be protected and the streetscape will be more attractive with trees, granite curbing, improved lighting, and underground utility lines.

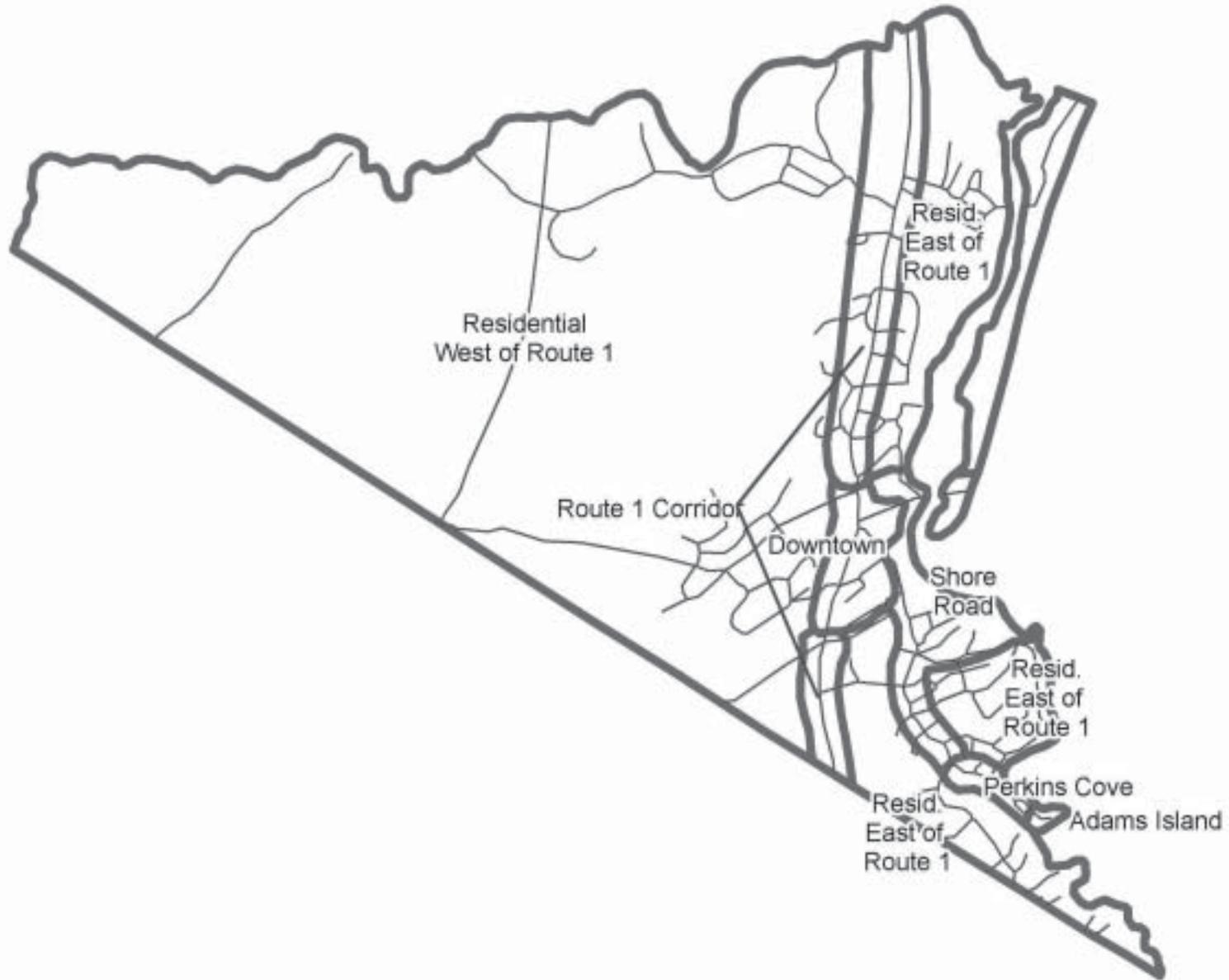
Ogunquit Special Places



Other Special Places (# of votes):

- Leavitt Theatre (2)
- Perkins Cove Footbridge (2)
- Village School (2)
- Ogunquit Arts Collaborative Gallery (1)

Ogunquit's Neighborhoods



Ogunquit's Neighborhoods

In 2020, the historic character of the *Shore Road* will be preserved. Expansion or new development will have been curtailed, or at least where it does occur, it will have conformed to the historical character of the area. Aesthetics will be improved with new tree plantings, new lighting, new sidewalks, and granite curbing and pedestrian safety will be improved by removing some crosswalks and improving the area's signage. All this is to be accomplished with special attention to the balance of residential and commercial interests.

Perkins Cove will retain its look and feel of quaintness by maintaining its role as a functioning fishing village (allow parking for fisherman and preserve fishermen's rights and privileges). This role should be complemented by focusing future commercial development, if any, on cafes and restaurants, pushcart sales, juried crafts, or outdoor entertainment. New sidewalks and improved lighting should be added in conjunction with these new pedestrian-focused businesses. Public parking could be restricted and the parking lot turned into greenspace, thereby making the area more pedestrian friendly. The bridge should be maintained as it is.

The residential areas *East of Route 1* will retain their current character. This character is defined by historical homes, views to the ocean and estuary, Rights-Of-Way to the waterfront, and buildings that complement each other. With this goal in mind, there is currently no consensus on how to achieve it. Some suggest clustering houses on smaller lots in order to preserve the open spaces and views, and others suggest increasing the minimum lot size and setbacks and restricting the number of square feet that can be

built. Single family housing should be promoted; additional condominiums, timeshares, inns, restaurants, or multifamily housing units should be discouraged. Better lighting and new infrastructure improvements (water and sewer) will serve these neighborhoods, and parking regulations near the footbridge should be enforced.

Residential areas *West of Route 1* will counterbalance the denser development in the eastern part of town. Wooded areas and open spaces will be preserved for recreation and habitat protection. Again, there was not much consensus on methods to accomplish this goal. Some suggest clustering housing and requiring that the rest of the land be preserved as open space while others suggest spreading the housing out across the rural area. Other visions for this part of town include encouraging moderate income housing (especially for young families and the elderly) and prohibiting communication towers and campgrounds/RV parks. Ogunquit will partner with other towns and organizations to protect open areas and wildlife habitat (land trusts) as well as offer services (for example partnering with Wells to provide fire/rescue services to this area of town).

C. TOURISM STRATEGIES

Ogunquit wouldn't be Ogunquit without tourism. Tourism creates many benefits, but it also has many costs. In 2020, Ogunquit will have better balanced these competing pros and cons by:

- **preserving Ogunquit as a unique place** by retaining the character of the town (perhaps through the use of an architectural review board),
- **maintaining a resource-based tourist** experience that attracts tourists to the town's cultural and environmental resources,

- **maintaining support for local businesses** (perhaps by supporting the creation of proper seasonal-employee housing or creating a welcome plan for out-of-area employees),
- **using user fees to offset the costs to year round residents and businesses** (for example charging more for parking or taxing room rentals),
- **improving the traffic situation**, and in particular addressing truck traffic in town, the toll situation on the Maine Turnpike, and considering a Route 1 bypass to reduce traffic and improve air quality, and
- **rigorously and continually examining the tax balance between businesses and residents.**

D. PARKING AND TRAFFIC

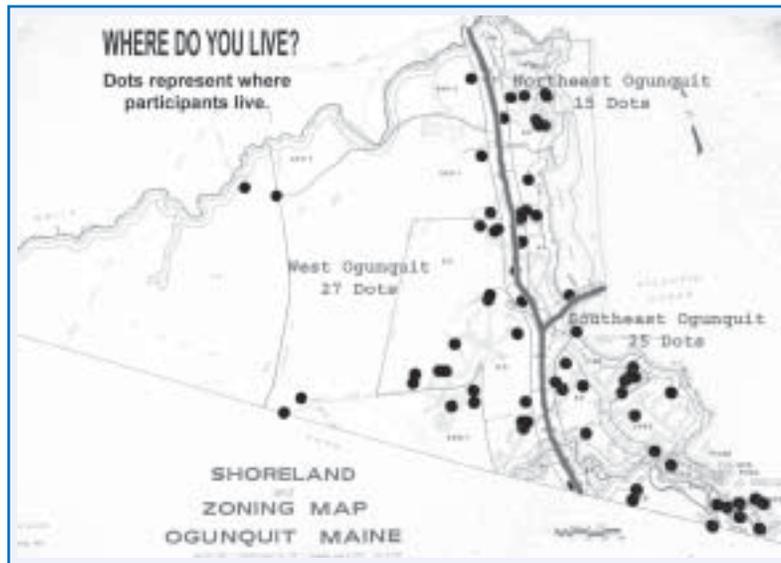
In 2020 there will be less vehicular traffic on the town's major roads and the Downtown will have a safer and more pedestrian-oriented pattern of use. There is no pure consensus on how this might occur, but several options have broad support. There could be an expanded role for public transportation and safer alternatives for pedestrians, which would include bike paths, better sidewalks, and an expanded trolley system. Public parking areas should be less visible, but still efficient and able to conveniently get people to their destination (for example a satellite parking lot could move people from the Maine Turnpike into Downtown and to Ogunquit Beach). A Route 1 Bypass that parallels the Maine Turnpike (mitigating environmental impacts) could remove much of the regional traffic from the Downtown's jammed streets. Finally, the Town could push for an alternative toll structure on the Maine Turnpike that eliminates the incentive to travel on Route 1 through the Downtown.

Ogunquit Vision

VISIONING SESSION NOTES

The Session was held from 8:30 until 2:00 on Saturday, April 20th, 2002. Approximately 80 citizens participated.

Sixty-seven participants indicated where they live in Ogunquit. Of those, 27 lived west of Route 1 and 40 lived east of Route 1. Of those living east of Route 1, 15 lived north of the Downtown and 25 lived south of the Downtown.



WHY DO YOU LIVE IN OGUNQUIT?

Participants were asked why they chose to live in Ogunquit.

Small town	community	Marginal Way	natural beauty/beach
clean	where is it any better?	low key-diversified lifestyle	cultural openness and diversity
friendly	nearness to the ocean	natural beauty of ocean location	care of resources
natural beauty	small town, voice can be heard	safe and secure environment	caring volunteers
safe	close knit community (help each other)	location/laid back environment	small/intimate/comfortable
marginal way	location	the people	serenity
population diversity	inclusive, diverse	likes the water	proximity to other resources
beach arts	arts, culture	the ocean and the people	small community
air quality	famous	natural beauty and residents	rural environment
topography	beautiful	beach in summer, peace and quiet in winter	worldly charm
small town	good restaurants	small town atmosphere	convenient to other cities and towns
arts and culture	schools (student/teacher ratio)	Brigadoon quality, alive in summer, sleepy in winter	diversity of population
closeness of community/friendly	seasonal changes (spring, fall, tourists)	I love all the wonderful people in town	friendly people
seasonally changing	small town with sophistication	mix of cultural activity and fishing and informality	art friendly
	community spirit	peaceful and safe	safe/secure town
	chamber of commerce	Beach	values its heritage
	recreation- marginal way, tennis, ball field, skating	Marginal Way	in Maine
	cosmopolitan	Perkins Cove	home and enjoy the people
	performing arts	small town	Maine people
	geography	friendly	potential
	beach	location	our three great treasures
	small town	chamber	playhouse
	variety of things to do		country and beach
	lifestyle		great community
	quiet in winter, bustling in summer		art colony

WHAT ARE OGUNQUIT’S SPECIAL PLACES?

Participants were asked to locate their favorite places on a map of Ogunquit. After all of the places were identified, participants were asked to vote for their favorite places. Special places with the number of votes received are listed below:

-
- | | | | |
|----|--|---|---|
| 46 | Marginal Way (lighthosue, flume, rock formations) | 2 | Shore Road |
| 42 | Ogunquit Beach, dunes | 2 | Village School |
| 29 | Perkins Cove | 1 | First School House |
| 11 | Beach Plum Farm | 1 | North Bewick Road |
| 10 | Ogunquit Musuem of American Art | 1 | Ogunquit Art Collaborative |
| 10 | West Ogunquit, undeveloped areas, open spaces, woodlands, Mt. A. | 1 | Wyman Land |
| 9 | Estuary, wildlife, clamflats | 1 | Roby's Pond, Moody's Pond |
| 7 | Dorothy Grant Common, Winn House | 1 | Waterfall/Town entry on Wells town line |
| 7 | Library | | Baptist Church |
| 7 | Village Center | | Barn Gallery |
| 6 | Ogunquit River Footbridge/River Walkway | | Cedar Pond |
| 5 | Shore land south of Narrow Cove | | Dunaway Center |
| 4 | Narrow Cove | | Fire Training Facility |
| 3 | Ball fields | | Island House |
| 3 | Ogunquit Playhouse | | Josiah River |
| 2 | Dump/Transfer Station | | Marshes |
| 2 | Leavitt Theatre | | Nellie Littlefield House |
| 2 | Perkins Cove Footbridge | | Ogunquit River |
| | | | Recycle Center |
| | | | Trolley Trail path |



WHAT IS YOUR VISION FOR THE FUTURE OF EACH NEIGHBORHOOD?

DOWNTOWN

sidewalk on both sides	improve site lines- remove Hamiltons	renovating run down looking businesses	windows good	redesign shore road and Main Street
take down Hamilton's back to seats and make into a sidewalk	improve quality of clothing shops	make our town very pedestrian friendly	Hamilton needs work	strengthen design review
control delivery parking and double parking	lamp post lighting, eliminate overhead lighting	promote/support foliage, flowers, etc (aesthetics)	delivery trucks should be limited to a schedule	sidewalks
fewer crosswalks	retain small town look and feel	more bicycle parking	sidewalks on both sides	pedestrian bridges and subways
maintain current structures	unique little shops	sidewalk on west side of Route 1	bike path	too many cross walks
make it pedestrian friendly (add or improve sidewalks)	well landscaped	bicycle paths	build bypass	maintain New England character
restore Hamiltons	building beautification	aesthetic improvements to some buildings	get turnpike to go free to Wells	
add local pharmacy	keep veterans park the same	limit T-shirt shops- more art and upscale merchants	one-way along Shore Road	
maintain New England character	outdoor café maintained	need pride of ownership	widen sidewalks	
replace yellow sodium streetlights	maintain small boutique feel	limit trucks and speeders	parking lot south of square	
traffic/bypass	adjust crosswalks (too many)	sidewalks on the rest of Route 1	beach shuttle from satellite parking lots	
building maintenance	create a craft collaborative	no outdoor loudspeakers	Al fresco cafes	
sidewalks on both sides	continue the sidewalk on west side	Route 1 bypass for those going north	retain central services	
safety of pedestrians	better sidewalks for more comfortable walking	old time look 1930s	positive it will remain a center	
parking on Main Street?	eliminate the street parking in center in season		municipal services	
expand what is defined as village center			stores- hardware, pharmacy, clean up buildings	
sidewalks on both sides of Route 1			remove Hamiltons	
pedestrian tunnel/ bridge				

WHAT IS YOUR VISION FOR THE FUTURE OF EACH NEIGHBORHOOD?

ROUTE 1 CORRIDOR

sidewalks	preserve ocean views where they exist	foliage and flower beautification	beach plum farm
bike lanes	building maintenance	more attractive street lights	bike lanes
clearer identification of handicap parking	landscaping to beautify	no national chain stores	sidewalks
landscaping on Route 1 south	new buildings/renovations-architecture fitting codes in New England style	cap the number of hotel/motel rooms on Route 1	lighting
stoplight at Ocean Street in summer	bike routes	working street lights on Obeds and Route 1	seamless trolley with wells
left turn from Berwick Road	sidewalk	keeping our town pedestrian friendly	trees and other vegetation
control commercial growth	trolley route expansion to Playhouse	bypass of Route 1 for those going north	granite curbstones
landscape buffer zone (trees)	lamp post lighting	bike route	underground electric everywhere
bicycle path	parking areas off turnpike with shuttle to town	a better walking areas from town center to the playhouse with proper lighting	street lights like center on all main arteries
sidewalk south to Playhouse	bike paths	granite curbing all through our area	eliminate stadium lights
keep building height restrictions	sidewalks	playhouse/chamber/former briar brook	pedestrian control officer on Beach Street
benches	improved landscaping (whiskey barrels, trees)	excellent entrance from south	sidewalks on both sides
maintain the New England character	limit additional growth	Juniper Hill stone wall and open space	no strip malls
diversity of buildings	parking south of town with trolley service		take property (Village Inn)
sidewalks on both sides	maximize use of playhouse parking		maintain New England character
bike paths	sidewalks on both sides		
lighting	bicycle paths		
crosswalks			

WHAT IS YOUR VISION FOR THE FUTURE OF EACH NEIGHBORHOOD?

SHORE ROAD, ADAMS ISLAND

no more commercial development	architectural review to maintain town's character and charm	more benches
downward lighting, no glare	close the cove to traffic	no more conversions from residential property to commercial
improve signage to Route 1 south and at Perkins Cove	retain the ambience of the area	do not widen shore road
speed bump before Billy's	eliminate any further development	plant trees on shore road
fewer crosswalks	granite curbs, better sidewalks on both sides	maintain old and historic buildings
"historic preservation" for buildings	no parking at all in Perkins Cove at least around the triangle	bike paths
retain current "character" of homes	no more building residential or commercial	side walks on south side of library
restrict hotel expansion		signage to parking and museum
sidewalks also west to museum	better lighting with a more New England look	
building- architectural reviews and 'proper look' and renovations	historic preservation committee to have a better presence	
balance of residential and commercial	on Adams Island, what is going to happen to island house	
sidewalks on both sides	no more expansion	
keep ocean views	historic presence	
lamp post lighting	sidewalk	
limit additional growth	bike path	
finish sidewalks with granite curbing	parking limit	
stay as is, maintain shops in house setting	sidewalk cafes	

PERKINS COVE

maintain parking for fisherman and lobstermen	review docking rights/ system mooring	outdoor entertainment for families such as puppet show, jugglers, music, etc
restrict back parking lot to local use for residents and businesses	satellite parking	view easements
refocus lighting	lamp post lighting	no parking zone except for fishermen and core residents
compliance with glare ordinance	trolley access only	outdoor cafes and dining
no more building expansion	maintain "character", same look and feel	historic plaques
remove tourist parking area/ban cars	no parking except for businesses and fishers	extend boardwalk, bridge to boatramp
replace parking with a park	maintain quaintness	less glaring lighting
increase trolley service	additional natural type landscape	permit pushcart sales, juried crafters
maintain character of fishing village	maintain fish shacks	more benches
remove yellow lights in Cove	keep busses out	remove paving and replace with green areas
improve boatyard- no cars	keep fishing boats and recreation boats	retain architectural character as an old fishing village with residences with lights
maintain/preserve fisherman's rights and privileges (and tour boats, sailing, etc)	limit spotlighting	no more benches
walk only area/park/no more commercial activity	protect commercial fishing	remove stadium lights
maintain bridge as is	eliminate parking on Oarweed Road	no public parking in the Cove
	residents and commercial traffic only	no further development
	less parking, especially around traffic	no more benches
	more a pedestrian walkway	
	don't change a thing	
	no fences	

WHAT IS YOUR VISION FOR THE FUTURE OF EACH NEIGHBORHOOD?

RESIDENTIAL EAST OF ROUTE 1

restrict building	limit height of new buildings	no more B&B, inns, restaurants
enforce parking restrictions	extend water and sewer	no more parking at footbridge
increase lot size and decrease density allowed	maintain minimum lot size	no future development possible
no more multi-family units	limit to single family homes	
expand historic district	maintain open space (Hoyt's Lane)	
reduce glare	architectural review board for entire town	
speed bumps on Ocean Street	promote families living in town	
limit/eliminate landscape lighting	houses that are razed should be no bigger than what was there	
restrict (increase) lot size to greater than one acre	pretty much keep it as it is	
no condos or timeshares	path on Marginal Way needs to be made safer	
increase lot sizes and setback requirements	no cluster housing	
height restrictions	single family only zoning	
town to purchase land-parks (family parks not for dogs)	limit square foot area	
restrict view blocking, ocean views can't be blocked	ROWs to estuary	
cluster housing	maximize lot size	
young families	retain residential character	
	private residential singly family only	

RESIDENTIAL WEST OF ROUTE 1

preserve wooded areas with landtrust common land	consider limiting the number of new permits per year	move toll booth entrance north from Ogunquit area and move closer to exit 2
increase buffer areas	open space- cluster housing	no communication towers cluster
town purchase for park	young families	limit growth to maximize open space
reconsider Route 1 bypass	green area with cluster housing	retain wildlife areas and corridors
eliminate York toll	preserve space for wildlife	dog park
increase minimum lot size	tax breaks for open space	large park with a playing field
maintain conservation area/acquire some land	housing for families	increase frontage setbacks
increase lot size- 2 acres	maintain open space	new construction blasting limited to offseason
no cluster housing	moderate growth with limited building permits	no cluster housing
sidewalks up berwick to Agamenicus	satellite parking	town buy parcels/land trust
assisted living facility	promote moderate income family homes	assisted living facility
moderate housing	re-zone minimum 2 acre lot size	clustered housing with mandatory green space
affordable development (cluster and seasonal)	extend residential protection area to 250'	shared fire and emergency services with Wells
effort to define areas of new development	develop recreation area	larger maximum sized lots
town purchase, work with regional land trusts	town offer substantial tax breaks to leave it as open space	widen shoreland zone for Ogunquit River
no campgrounds or RV parks	beyond the public water and sewer system, the house lots should be 2.5 acres minimum	maintain open space with clustered housing
no "apartment style" highrise buildings		all development has greenspace
change lot sizes required		housing for the elderly
Minimum lot size		

WHAT ARE THE PROS AND CONS OF TOURISM?

PROS

Lower taxes	maintains performing arts/culture	both the tourists and residential can live with
income from parking lots	cultural exposure	Perkins Cove and the Beach is a pro and Marginal Way
support of "culture" by tourism	tax base	income to businesses
new "interesting" visitors/people	fabulous restaurants	income to working population
attraction of tourists to become new residents	income (revenues from parking)	good restaurants
keeps up good appearance	money to maintain the resources in town	nice shops
jobs- year round	keeping landscape up by businesses	summer theater
jobs	income from tourism	arts and cultural events
brings good restaurants	lower tax rate	full time fire department
taxes?	increase in property valuation	full time medical services
Improved services	diversity (international, ethnic)	diverse population
parking revenue	helps support our areas	business support for fundraising efforts of the community
employment	helps fund our security	lower property taxes
commercial property tax base	our only industry besides the Molly Corp	generates surplus in parking revenues
quality restaurants	should help the taxes with the money the tourist bring to Ogunquit	number of people that come here as tourist to become residents
keeps town standards high	our famous summer theater	supports small business owners
income (parking, employment, lower taxes)	we need to try to manage this industry as well as possible to make it a place that	brings diversity when tourists leave
public transportation		parking fees

CONS

traffic	crowds
crime	stress on municipal services
cost of services	parking
destruction of habitat/natural environment	traffic
resurfacing of roads	crowds
loss of quality of life	increased community services (police, maintenance)
overcrowding on Marginal Way/Beaches	not enough police control on the beach
water/air quality	cigarette butts
inequitable taxation (business/residential)	more pollution/trash
traffic	commercial tax rates versus residential tax rates
insufficient contribution business to town with increasing costs to residents	excessive traffic
traffic/parking	overcrowded beaches
difficulty managing bubble crowds	undercurrent of town politics and business interests
commercial property tax base	"money talks"
not enough seasonal employees/housing	traffic
wear/tear on natural resources and infrastructure	the businesses in town do not support the cultural events in general
safety getting through crowds	impact on the infrastructure
traffic (2 months)	air pollution, more litter

WHAT ARE THE PROS AND CONS OF TOURISM?

CONS, continued

traffic
 trash
 overload on facilities
 added cost to town
 increase cost of food
 no parking to residents
 enjoy labor day
 traffic
 wear and tear on all natural resources
 increase safety risks
 cost to our infrastructure
 increases drug traffic
 traffic
 crowding
 noise, air pollution
 limits our access to beach/other public places
 over taxes our municipal services
 littering throughout the town
 creates imbalance from summer to winter
 threatens our environment and quality of life

traffic problems
 stress on public services
 overcrowding
 quality of life
 fireworks

STRATEGIES

increase parking fees
 Route 1 bypass to reduce traffic and improve air quality
 more equitable taxation between businesses and residents
 re-route or control traffic during July 4th
 move July 4th fireworks to another date
 contributions from businesses to support low income families

and decrease residential taxes
 raise cost of parking to reduce the cost of services
 increase environmental areas and "green space"
 consider increasing parking rates (balance)
 improve transit system for employees coming in
 add proper seasonal housing

work to increase welcome plan for new out of area employees
 address truck traffic and tolls
 put walking patrols on the beach
 keep paid parking
 provide parking south of town
 increase user fees for non-residents
 seasonal toll booth at

entrance to town
 eliminate toll booth at Exit 4 or lower fee to help traffic through town
 dollar tax on room rate
 traffic cop for pedestrians
 maintain a resource based tourist experience
 accent on cultural tourism
 accent the things a high-quality tourist wants to have
 maintain support for locally owned businesses
 raise tourist fees
 raise impact fees
 architectural review board
 eliminate sidewalk (or sidewalk) art show
 eliminate christmass lights in the summer



WHAT IS YOUR VISION OF OGUNQUIT’S PARKING AND TRAFFIC SITUATION?

MAINE TURNPIKE EXIT

would not improve traffic in Ogunquit	unless the toll at exit 4 is moved an interchange would hurt instead of help
cost	
move toll	need a new toll in Kittery and tolls should be commensurate with mileage
where, Capt. Thomas Road?	new interchange at Tatnic Road
intrusive- change nearby resident’s lifestyle	bypass along Route 1
elevate traffic	no curb cuts from Agamenticus to Tatnic
Captain Thomas Road (not Berwick)	
encourage more residential development	growth will be increased and traffic will increase
would need traffic light/ gas station	
raise weight limit on Turnpike	
would need signage	
no benefit	
more traffic, wider roads to accommodate more cars	
concern about how it would feed into Route 1	
not in the best interest of the Village setting	
negative impact on wildlife	

ROUTE 1 BYPASS

decrease traffic downtown	maybe put a bypass on the power company ROW
increase the cost for land taking	will not solve traffic problem
loss of housing/green space	better change to increase the problem
less disruption to residents versus the current Route 1 congestion	
benefit to Route 1 businesses	
better “downtown” people moving	
where????	
alternative to congestion	
allow for wider sidewalks, paths, etc	
tunnel	
concern noted about the impact on property owners	
negative impact on wildlife	
would divert traffic	
location should be parallel to current turnpike	

ALTERNATIVES

increasing pollution	underpass for pedestrians to parking garage and movie theater
add a warning light on the Maine Turnpike that says “traffic backed up 1 – 2 hours in Ogunquit”	move toll booths to Wells
satellite lot	lower Turnpike fee from \$1.50 to \$0.50
jitney buses	Route 95 is a bypass, bring tolls down to a reasonable fee
free shuttles/trolley	
move tolls to just past Wells to help alleviate Route 1 congestion	
satellite parking off turnpike with a trolley to the downtown (like the Saco conference center)	
parking before you enter town	
ten to fifteen minute turnaround for trolleys	
express toll service from parking	
season trolley pass	
close York toll booth	
equalize/reverse load limit for trucks	
moving the toll both makes the most sense	
right turn only out of shore and beach	

Appendix:

Additional Visioning Resources

This appendix includes eight vision statements from communities that completed the process outlined in this Handbook. Use these examples from Arundel, Carrabassett Valley, Harpswell, Kennebunkport, Newry, Sanford, Turner, and Waterboro as a guide to determine how a vision process might benefit your planning efforts.

For additional information on community visioning, visit some of these resources:

The **National Charrette Institute** is a nonprofit educational institution that helps communities a collaborative planning process.

<http://www.charretteinstitute.org>

The **Green Communities Assistance Kit** is a step-by-step guide for planning and implementing sustainable communities. This site is hosted by the United States Environmental Protection Agency.

<http://www.epa.gov/greenkit/index.html>

The book by: The **American Planning Association** has joined with 60 other public interest groups to form *Smart Growth America*. This coalition will advocate better growth policies and practices at local, state, and federal levels to promote farmland and open space protection, neighborhood revitalization, affordable housing, and livable communities.

<http://www.planning.org/resources-yc/smartgrowth.htm>

<http://www.smartgrowthamerica.com/>

Community Visioning: Planning for the Future in Oregon's Local Communities is a report by Stephan Ames on Visioning in Oregon.

<http://www.asu.edu/caed/proceedings97/ames.html>

Community Visioning: building a strategic vision for the future is a slideshow by Stephen Ames on visioning in Oregon.

http://projects.dcilgp.qld.gov.au/seq2001/documents/pdf/vision_amespresentation_280901.pdf

A Guide to Community Visioning: Hands-on Information for Local Communities is a handbook by Steven Ames. It was published by the American Planning Association.

<http://www.communityvisioning.com/aguidetocommunityvisioning/>

<http://www.communityvisioning.com/home/>

Models of Strategic Visioning is a primer on several state's visioning programs, including Oregon, Pennsylvania, Missouri, and Arkansas.

<http://www.drs.wisc.edu/vision/visinf/vmodels.htm>

A Vision for Arundel

NOVEMBER 4 and 11, 2002

Prepared by Planning Decisions, Inc.

Arundel is a rural community. It has deep forests and open farmlands. It has friendly people, pretty neighborhoods, and a good school. It is peaceful, safe, and quiet.

Arundel is also one of the fastest growing communities in Maine. These rural characteristics, combined with the town's proximity to beaches, cities, and shopping, are attractive to newcomers and long-time residents alike. Despite the pressures of growth faced by the town between now and 2020, the town's rural character should not change.

SPECIAL PLACES

Arundel's special places are spread throughout town. Whether for swimming or canoeing or birdwatching or contemplating, the Kennebunk River, which borders the town to the south, is one of the town's most important places. In addition, various open spaces – wooded areas, farmlands, conservation areas – and the road corridors that access these places – Alfred Road, Brimstone Road, Route 111 – signify the ruralness of the town's landscape and residents. A Good school, the trolley museum, and the cluster of buildings at the intersection of Route 1 and Limerick Road are other important special places where residents meet and form a community.



These special places, the ruralness of the town, and the town's location create an attractive community that will continue to face development pressures through 2020. Arundel recognizes these growth pressures, and will work to accommodate growth in a manner that complements the ruralness, the special places, and the values that exist in town today.

Commercial development should be environmentally friendly and should reflect the values of the town's residents. Larger businesses or business parks should be located at the northern

edge of town along the major transportation corridors. Smaller businesses and town facilities could be centered around a community center or village that also supports residential housing (including multi-unit affordable housing).

Residential development should include everything from multi-unit affordable housing to large lot residential housing and upscale infill housing. Cluster development could allow residential development while encouraging the protection of open spaces and natural resources. Housing options and services should be available for the town's growing elderly population, and recreation areas should be within easy reach of all residents (so residents don't have to go to other towns for recreation opportunities).

NEIGHBORHOODVISIONS

Within this general pattern, the following are the visions for each of Arundel's neighborhoods.

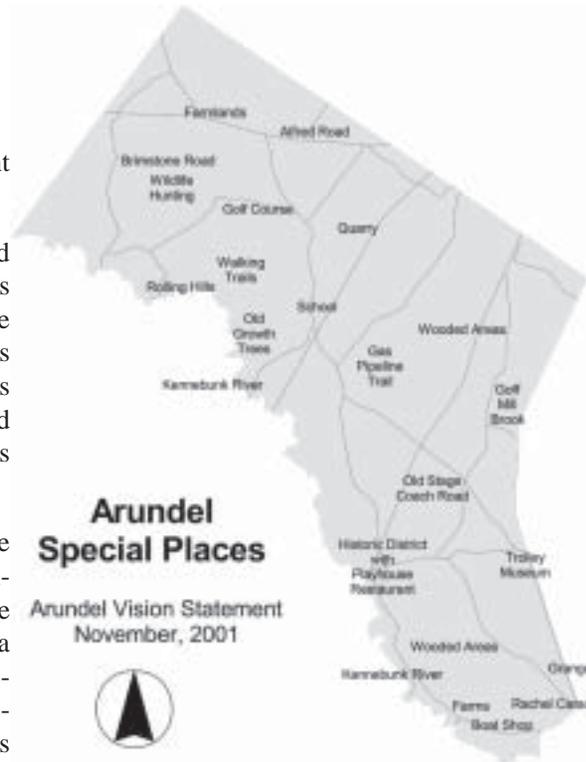
Traveling the **Route 111 Corridor** from east to west should be a continuum from commercial development to farmland preservation. The eastern edge of the corridor near the Biddeford border should have larger businesses, perhaps even an environmentally-friendly business park. This should be followed by higher-density residential development for the elderly and affordable housing. The western edge of this corridor should be dedicated to farmland pres-

ervation with large-lot residential development set back from the road in the woods.

The **Thompson/Irving Roads** neighborhood should be primarily residential. Housing units could be on larger lots that reflect the neighborhood’s current rural character. This is where the majority of the larger-lot homes could be built in the next 20 years. There should be expanded recreation opportunities in this neighborhood.

The **Mountain Road** neighborhood could have new assisted living or retirement living facilities as well as new high-density affordable housing near Biddeford. There should be a school in this neighborhood with ample recreation opportunities in a centrally-located recreation facility that serves all of the town’s residents.

New residential neighborhoods in the **Limerick Road** neighborhood should complement the established residences in the neighborhood. Some of these new residences could be higher-density single-family developments that permanently protect significant open space resources. There should be a new recreation/conservation area with access to the Kennebunk River. The potential to add a new school in this neighborhood is increased with the recreation opportunities that exist with the utility corridor that runs through the center of Arundel.



remain rural, with many of the environmentally-sensitive areas preserved. Any residential development in this corridor should be single family housing on smaller lots. Some commercial development immediately adjacent to the rail line might be located in the northern corner of this corridor, but much of the rest should be dedicated to preservation.

The **River Road** and **Sinnott Road** neighborhood could have more single family housing on larger lots with some upscale infill housing that reflects the character of the current neighborhoods. Open spaces and wooded areas should be preserved and there should be recreation opportunities along the Kennebunk River. Some tourism-related businesses could be located in this neighborhood along Log Cabin Road and at Town House Corner that reflect the character of Kennebunkport and Freeport.

The **Route 1 Corridor** should be the commercial heart of Arundel. The northern half of the corridor should have most of the larger businesses that move into town, including a business park set back from the road in the woods. The southern half should be full of smaller commercial, retail, and service businesses that could become into a new community center or village. This community center or village could be the heart of Arundel’s community.

The **Old Post Road Corridor** should remain in much the same state as it is today. It should

A Vision for Carrabassett Valley

NOVEMBER, 2001

Prepared by Planning Decisions, Inc.

Carrabassett Valley is known far and wide as a haven for active recreation. Carrabassett Valley is skiing, climbing, and hiking. It is biking, skating, cross-country skiing, and fishing. Golfing. Hunting. Snowboarding. Sledding. Camping. Swimming. Snowshoeing. But when residents and visitors alike slow down to catch their breath, they discover how attractive Carrabassett Valley is as a year-round community.

Carrabassett Valley is a community in which friendliness is sacred and everyone knows each other. It has schooling that attracts students from across Maine and around the world. Scenic views and a quality of life that compare with anything in New England.

The combination of recreation activity and an attractive year-round community is Carrabassett Valley's alluring riddle. It is what makes Carrabassett Valley special. Retaining this alluring combination of characteristics in 2020 will be the Town's benchmark for success.

SPECIAL PLACES

Carrabassett Valley is full of special places whose character should not be changed by 2020. More than half of a mile above the valley

floor, the summit of Sugarloaf Mountain is not only the highest point of land within 50 miles, it is also the most prominent place in Town. Whether preparing for a plunge down the slopes or enjoying the view, the summit is exhilarating.



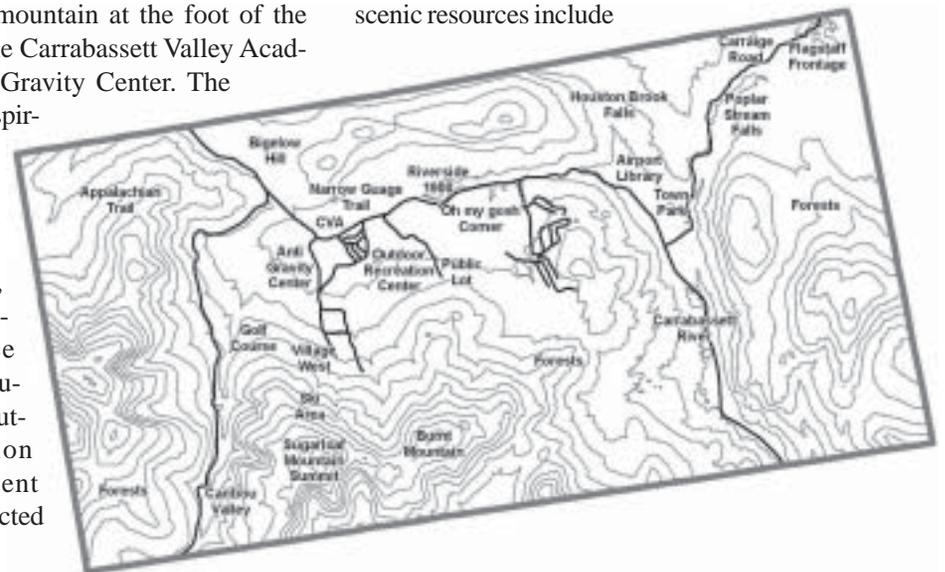
From the summit it is a quick trip down to the ski area and its amenities. Whether it is golfing in the summer, skiing or snowboarding in the winter, sightseeing from the summit, or dining or shopping at the base area, these facilities are crucial to the town.

Farther down the mountain at the foot of the Access Road are the Carrabassett Valley Academy and the Anti-Gravity Center. The Academy attracts aspiring skiers from around the world; the Anti-Gravity Center, not even open for one year, has become a tremendous resource for residents and students alike. The Outdoor Recreation Center and adjacent 2,000 acres of protected

lands are important resources to residents and visitors alike.

The Carrabassett River forms the town's backbone. It not only connects the upper and lower valleys; the river and its tributaries create a web of important places across the town. Starting in Caribou Valley, Houston Brook Falls, and Poplar Stream Falls, the river tumbles through the valley. The Narrow Gauge Trail follows the river and provides a wonderful riverside trail from the mountain down to the Town Park

Scenic views abound. "Oh My Gosh Corner," with its sweeping views of Burnt, Sugarloaf, and Crocker Mountains, is a scenic resource as is the view from Bigelow Hill. Other scenic resources include



the views of and the views from both Burnt Mountain and Bigelow Mountain. Trails are recreational areas for Carrabassett Valley. The Carriage Road from Valley Crossing to the Frontage on Flagstaff Lake is an important place. The Appalachian Trail makes its way through Carrabassett Valley. In addition, all of the forests in the town are important resources.

DEMOGRAPHICS IN 2020

The Carrabassett Valley of 2020 should resemble the Carrabassett Valley of 2001. The demographics will be similar- the same proportion of active residents, students, and employees as there are today. There will be moderately more year-round residents. There will be slightly more seasonal residents. There should be more summer tourists visiting the area than there are today, playing golf, hunting, biking, and playing on the water. Also, there will be modest growth in the number of winter tourists that use the mountain, Outdoor Recreation Center, and other winter resources. These tourists will be more in number and more consistent throughout the seasons.

NATURE AND LOCATION OF GROWTH

In 2020, there should be a village or community center in Carrabassett Valley. This will have many of the town's resources and services in one location. The center could be some retail shopping, services, restaurants, cultural activi-

ties (including a theater, library, cultural center, etc.), or residential housing. The location of the village or community center is uncertain, but it could be located at the base of the Access Road, near the Outdoor Recreation Center, or in the Valley Crossing area.

In 2020 residents and guests will have a more diverse range of recreation opportunities available to them, especially summer activities that attract visitors in what is now a quiet season. These could include expanded golf opportunities with a clubhouse, athletic fields for tournaments, indoor skating and or rollerblading, expanded opportunities at the Anti- Gravity Center, boating on Flagstaff Lake, or more accessible hiking and biking trails in the woods or along the Route 27 corridor.

Other opportunities that should be available in 2020 include cultural activities. These will include an expanded summer series, a pavilion and cultural center, a ski museum, and a multi-generational center (for dance, chorus, theater, book groups, and poetry readings). This should be located in the village or community center. An outdoor leadership program could be available to residents and tourists alike.

In 2020, there should be more partnerships that have been so successful in the past. Building on the success of the Sugarloaf Golf Course and the Anti-Gravity Center, the Sugarloaf



Mountain Corporation, Carrabassett Valley Academy, and the Town of Carrabassett Valley will have created more year-round opportunities. These could take the form of affordable housing, employee housing, seasonal housing, economic promotional opportunities, recreational opportunities, or other cultural resources. The Penobscot Indian Nation, which currently owns one-half of the land in town, will be a partner in these activities whenever it becomes appropriate.

Sugarloaf Mountain ski area will continue to provide stable year-round employment and will be a profitable year-round business. Infrastructure that protects the quality of the environment will have been added, and aesthetically pleasing architecture and quality development that offers affordable housing to residents and ski area employees will have been developed.

A Vision for Harpswell

MAY 4, 2002

Drafted by Planning Decisions, Inc.

In Harpswell the ocean is all around. Rocks, trees, fields, islands, farms, and stone walls combine to create an ever-changing landscape. The smell of salt water and mud flats hang in the air. The peaceful evenings are lit up by stars. Harpswell has a diverse natural beauty.

There is diversity in the people as well. There are newcomers and old-timers, fishing fami-



lies and retirees. They meet in the town's small historic villages, or on their boats in the harbors. They meet at the post offices, or in the libraries, or on walking trails, or at school events. Harpswell is a cozy, caring community, where people see each other often. Every citizen is equal, and every citizen is listened to in town meetings.

This is the special character of Harpswell that must endure forever.

SPECIAL PLACES

The character of Harpswell is reflected in its special places.

Harpswell consists of long narrow peninsulas. The views along the roadways driving through Town, Routes 123 and 24, capture its diversity and beauty. There are inlets and farms, forests and historic churches, harbors and villages, stone walls and winding paths.

The tips of the Harpswell peninsulas are special places to visit and look out on the ocean, including Potts Point, Land's End, and West Cundy's Point. Special coves and beaches include Sandy Cove, Mackerel Cove, and Stover's Beach.

HARPSWELL'S FUTURE DEVELOPMENT

The Town of Harpswell wishes to keep its rural and peaceful atmosphere, and preserve its natu-

ral environment; but at the same time remain affordable and home to a diversity of people, young and old, fishing families and business leaders, newcomers and old-timers.

To accomplish both goals, the Town's future development needs to be carefully managed. The Town's water supply must be protected, and to achieve this alternative sources - such as desalination - might be considered. Access to the waterfront should be preserved, especially for fishermen and women. Pump-out facilities could be established in each harbor, in order to protect water quality. Open space can be purchased and protected, at the same time that land for affordable housing is identified and made available. In particular housing for the elderly should be developed within existing village areas. Libraries and post offices should also remain in village centers. Historic preservation activities should maintain the buildings and surrounding character of old houses and village centers. Bike and walking paths can connect the villages and school and recreation areas. Road improvements, street lights, and signs can be limited to preserve the rural, peaceful, unhurried feel of the community. Local stores and businesses should be encouraged, particularly inside village areas, and chain operations discouraged. The reestablishment of regular ferry service to Portland, either at Bailey Island or South Harpswell, could reduce automobile traffic.

HARPSWELL'S VILLAGES

Within this general framework, here are the visions for the individual villages, neighborhoods, and areas within Harpswell.

Cundy's Harbor should remain a village that accommodates multiple activities - from fishing access to tourist/restaurant to village center (library, church, retail - and a relocated post office). Because the village sits atop a fragile water supply, and is limited in land availability, future development ought to be on a very small and careful scale. New housing should be sized to fit with the existing buildings, be located on land near the village (not spread out along Cundy's Harbor Road), and be planned in a way that does not harm the water supply or further burden traffic. The village itself should be made more walkable to discourage driving - new sidewalks put in, utility poles buried below ground, and bike paths created to connect to other parts of Town. Retail should be locally-owned and small in scale. Holbrook Wharf ought to be maintained with a small restaurant and working fishing operations, and restrooms and a pump out facility might be added. Land could be purchased to create beach access to Sandy Cove for local residents.

Great Island should continue to develop as a community center. It could include a town recreation area - with ball fields, tennis courts, skateboarding, a place for seniors - either near the Town Hall or at a more intensively-used school complex. The area is a good location for a post office (moved from South Harpswell). Route 24 should be preserved as an open, winding, beautiful entrance to Town - curb cuts for new developments restricted, street lights discouraged, and bike trails set alongside. This is an area where marine-related and home-based businesses can develop - but not strip malls. Water activities should remain quiet, with controls place on jet ski usage. Open space can be

identified and purchased, and walking trails can be developed to connect the areas.

Orrs and Bailey Islands should also retain their village/fishing/rural character. Restaurants, shops, post office, and church ought to remain in the village center. The Orrs Island Library should be preserved and become a community center. Town landings with parking should be added to both islands. A ferry connection to Portland might be reestablished here (or in South Harpswell). Public transportation and bike paths could connect to the villages, thus reducing car traffic. Public access to the waterfront for fishermen and women, and to Cedar Beach (including access for the handicapped), should be created and maintained. Mackerel Cove ought to be preserved in its current state. Development and seasonal conversions should be limited in order to protect water supplies.

North Harpswell should retain its current historic character. Skolfield Farm's buildings and orchards and fields ought to be fully protected by a land trust. A village center could be created near the church and Bailey Store. There small-scale stores and home-based businesses might be encouraged, so long as they do not require too much parking, and are done in ways sensitive to the historic architecture of the area. Public access to the water can be created at Lookout Point and on the state property off Allen Point Road. The vegetable corner is a special place, but traffic at the intersection of Mountain Road and Route 123 needs careful management. At the north end of Route 123 a cluster affordable housing development with green space could be built. Route 123, like

Route 24, should retain its rural character, with protected open space, bike paths, no street lights, junk removed from yards, and no strip commercial development.

South Harpswell should also retain its historic village character. The old Fuel Depot is a key resource for the future. It can be redeveloped with recreation and open space in mind for local residents. The Dolphin Marina is currently and should remain a focal point for a restaurant, fishing boats, and pleasure boats. More water access should be created for fishermen and women. Parking should be added to the existing wharf. The library could be open more hours, and serve as a community center. The West Island School should remain open for early grades. The post office might move to Mountain Road. Craft stores, gas and food stores, should be encouraged. The historic character of Potts Point an the Auburn Colony should be preserved. Development should be carefully controlled to protect clam flats and preserve the water supply. More recreation in the form of a bathing beach, recreation area, biking and walking trails, should be created.

THE CHALLENGE FOR HARPSWELL

After many years of relative stability, Harpswell has been discovered as a beautiful place to live by the outside world. New people and new houses are part of Harpswell's future. This is unavoidable. This vision describes one way that the future change can be directed to occur in ways that enhance the community as a whole. The challenge for the Town and its Comprehensive Planning Committee is to put in place the tools to accomplish this vision.

A Vision for Kennebunkport

OCTOBER, 2001

Prepared by Planning Decisions, Inc.

CHARACTER OF THE COMMUNITY

Kennebunkport has a small-town charm derived from the distinct areas that comprise the Town as a whole: Cape Porpoise, Dock Square, Goose Rocks, Turbats Creek, Cape Arundel, the Village, Wildes District, and Town House. Each area evokes a distinct feeling. Yet each also shares a common Kennebunkport heritage of historic New England colonial and shingle-style homes, sidewalks and shade trees, views of the shore and the forest, working waterfronts and farms, proud churches and locally-owned stores. The Town is peaceful and safe, with excellent municipal services. Kennebunkport is a good place to raise children. Its people are friendly, caring, and involved in community life.

Kennebunkport also has a lively cultural life. From its diverse and talented citizens, Kennebunkport has created good schools, fine libraries, a historical society, conservation groups, service clubs, and an array of interesting art galleries, restaurants, and stores. When people need more, they can take an easy drive from Kennebunkport to Portland or Portsmouth, or to Boston, or to several major airports for points further away.

DISTINCTIVE FEATURES

The identity of Kennebunkport is captured in its well-known places such as the historic homes in the Village, Dock Square, and the village at Cape Porpoise. But there are many other smaller places that are also special to Kennebunkport's identity.

VILLAGES AND AREAS

Here is the vision that emerged from the visioning process for how Kennebunkport's distinctive villages and areas might look in the future.

Cape Porpoise will remain an unpretentious, livable community. Its homes will reflect its diverse year-round population - including fishermen - and will be modest in scale and affordable. The harbor will be home for fishing and lobster boats as well as pleasure craft. The village stores will be oriented towards basic goods, such as groceries and hardware. The village itself will be walkable, with maintained and extended sidewalks. For those seeking a longer walk, there will be bike paths and walking paths. Streets will remain narrow, and automobile traffic will be minimized. The area's 19th century feel will be preserved.

Goose Rocks Beach will retain its flavor as a family-oriented village with cottage-style houses. Tide's Inn will remain a landmark. The beach will remain uncrowded and walkable, with public bathrooms and public access. The beach patrol will manage boat and jet ski use,

and dogs will be controlled. Wildlife areas and the piping plover will be actively protected; more land will be in conservation easements. New houses and stores will be in scale with the buildings already there. The Route 9 area is one where new village-scale residential development may be considered for the future. If more parking is needed, it will be away from the beach and village area.

Dock Square will remain a retail center. Its stores will include day-to-day convenience items as well as high quality, locally owned galleries and shops. The historic architecture of the area will be strictly maintained, and buildings will stay in scale with the surrounding Town. The commercial area will cover the same area it does now - it will not expand. The appearance of Dock Square will be improved by burying utility lines and screening dumpsters. Parking will be provided off-site, with connecting shuttles. There will be public restrooms.

The Main Street/Village Residential area will remain the center for municipal services in town - with the Town Hall, fire station, and library. Improved sidewalks and bike paths will make it easier to get around. The tree canopy overhead will be maintained. Historic homes and structures will be maintained; none will be torn down. Traffic will flow smoothly and all-day parking restricted. Bed and breakfast establishments will be encouraged in historic buildings.

The farm/forest area will have an expanded Town forest, continuing farmland uses, free-range and domestic animals, hiking trails and picnic/recreation areas, wildlife refuges, watershed protection areas, and wilderness and open space. The character of the area will remain rural, with few public improvements. (Note: This is an area needing intensive planning attention in the immediate future).

Cape Arundel will retain its nineteenth century resort character, with the Colony Hotel, the Cape Arundel Inn, Walker’s Point, St. Anne’s, and the shingle-style houses. Parson’s Way will remain open, the Colony Beach Road will remain unpaved, Wandby Beach will remain public. Better ways of moving tourists and visitors through the area will be found. New homes, as well as the reconstruction and modification of existing homes, will be in the same scale and style, and use the same materials as the older homes.

The Riverfront area will have a town dock and public access to the water. There will be visitor slips for those who want to come to Kennebunkport by boat. An improved sidewalk system will make walking in the area more convenient and safer. Government Wharf and fishing activities, as well as other marinas and yacht clubs, will be maintained. Buildings will be mixed in their use, and small in scale, as now. The river will be kept clean from pollution and protected from degradation. A mari-

time museum will be a place for teaching about the town’s long maritime history.

The Town House area will develop as a small village, with a neighborhood of affordable housing and small convenience stores nearby. As much of this area is in Arundel, the area’s future will be cooperatively planned with the Town of Arundel. Farms will remain in the area. This may be a location for parking for a shuttle or trolley to Dock Square. There will be converted hiking and biking trails.

PRINCIPLES FOR MANAGING FUTURE GROWTH

The Town of Kennebunkport will need to accommodate more residents and visitors in its future. The goal is to do so in ways consistent with the character of the Town, in ways that preserve the distinctive landmarks of the Town, and in ways that enhance the villages and areas of the Town. With this in mind, here are some key principles to guide future growth.

1. Preserve existing village identities. Kennebunkport’s unique villages and districts are part of its identity. New development should take place in a way that respects and even enhances the differences among the various areas, rather than homogenizing the Town and blurring differences. At the same time, new development within the villages should maintain the character of that area and be compatible with the existing scale and style of construction.



2. Encourage new housing growth in new village centers. In the visioning sessions, citizens suggested considering possible new village residential centers at Town House, in the North Street/School Street area, and in the Route 9 area of Goose Rocks Beach. The wisdom of

A Vision for Kennebunkport, continued.

these alternatives require technical study from the Growth Planning Committee, since any new village center will require innovative zoning policies and utility expansions. In general, new housing clustered in village centers is the preferred pattern of development.

3. Encourage alternative means of transportation. Preserving the character of the Town and its villages will require reducing both the volume of automobile traffic and the need for on-site automobile parking. Affordable alternative transportation, a network of bike trails, sidewalks, and walking trails throughout the town for year-round residents, and a strategy for tourist/visitor management involving off-site parking lots and shuttles or trolleys, are all essential for the future quality of life in Kennebunkport. The Town should require new development to address alternative transportation issues.

4. Maintain the diversity of the population. Part of the quality of the community in Kennebunkport is its diversity, the fact that it includes young as well as old, fishermen as well as software consultants, old-timers as well as newcomers, and all income groups. To maintain a diversity of people, a diversity of housing types and costs must be maintained as well. This goal was strongly endorsed by participants in the visioning session.

5. Maintain good communications. Kennebunkport is distinguished by its friendly atmosphere and extensive participation by volunteers in community and civic functions. The way to keep involvement high, and to avoid “us vs. them” confrontations, is to maintain good communications through meetings, newsletters, web sites, and the like.

6. Keep the local elementary school. This is part of the small scale and personal feel of Kennebunkport and should be maintained.

7. Promote the performing arts. Culture and the arts are important components of the quality of life in Kennebunkport and the community needs to find ways to foster them.

8. Protect natural and scenic resources. The most frequently mentioned special places from the visioning session include beach and coastal areas, islands, brooks and rivers, open fields, and forests. These are important habitats for wildlife and plants as well as being valued by residents for their natural and scenic qualities. They are part of the essential and enduring character of Kennebunkport, and they must not be compromised by future development.

A Vision for Newry

APRIL, 2002

Prepared by Planning Decisions, Inc.

Newry is a great place to be outdoors. It is set in the Western Mountains along two valleys running alongside the Bear and Sunday Rivers. It has forests and valuable minerals like tourmaline. It has beauty and peace and quiet. At the same time it has world-class skiing. It has snowmobiling, hiking, hunting, and swimming.

The wide outdoors brings with it breathing space for the individual. In Newry people are free. They can choose their own lifestyles and pursue their own interests. This is why such a small Town has such a diversity of talented people and is part of such a vibrant school system. The combination of natural beauty, outdoor recreation, and individual talent makes Newry a great place to live.

NEWRY SPECIAL PLACES

The character of Newry is reflected in its special natural and cultural features. The Sunday River Resort is the most prominent. It dominates the southern Sunday River Valley. Across the way is Bald Mountain. A tree-canopied road snakes along the Sunday River valley floor and passes a covered bridge along the way. The Valley has the Hurricane Island Outward Bound School, the Letter S, the Yates field, and Royer House.

In the next valley over, separated by a mountain, is the Bear River Valley. A drive along Route 26 reveals peaceful fields and spectacular views of the surrounding mountains (especially from Davis's Field and Wight's Field). The Bear River flows over numerous waterfalls and into several holes on its way south, including the Deep Hole, Step Falls, and the Olde Mill Site and Falls. The church lies in the heart of the Bear River Valley.

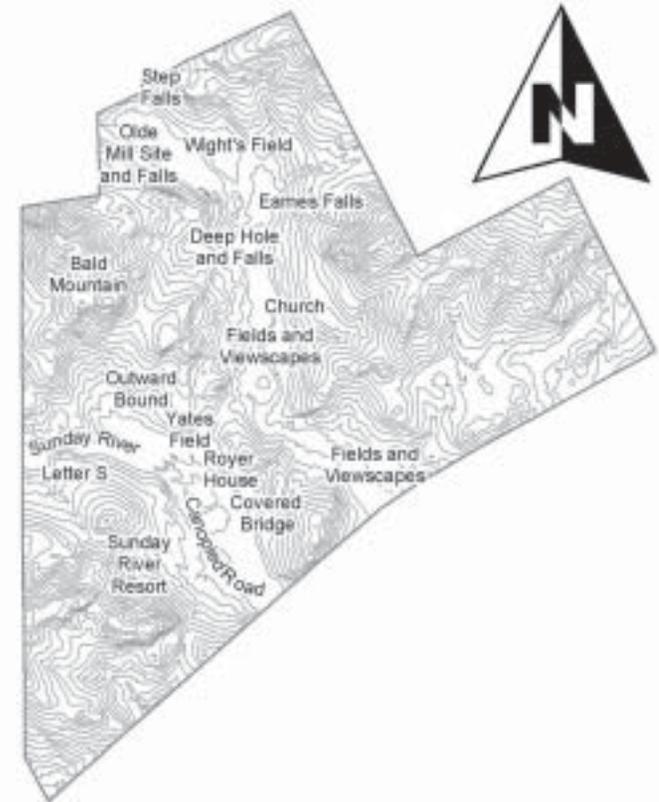
These are the special places that embody Newry's identity.

THE FUTURE NEWRY

Newry's future is deeply intertwined with the Sunday River Ski Resort, the Outward Bound School, and surrounding communities.

The Sunday River Ski Resort is the Town's dominant business. In ten years the resort plans to double the number of skiers, expand trails and lifts, build a new golf course and tennis courts, add a new hotel, add an amphitheater and health club, double the number of homes and condominiums (in its existing village), and expand recreational activities such as tubing and snowboarding, as well as cultural activities. The Sunday River Resort will be better connected to users from Boston, Canada, and overseas; and it will be used for more months of the year.

The Resort will, as a result, be an even more



important source of tax revenue to the Town. The Town of Bethel will remain Newry's commercial and service hub, and Newry will keep development small-scale, locally-owned, and rural. Newry will work with the Sunday River Resort to create improvements to the access road or alternative access into the Sunday River Valley in order to improve emergency access to the ski area.

The Hurricane Island Outward Bound School

A Vision for Newry, continued.

is the second key influence on Newry's future. The school will expand its season through offerings of short adult courses. It will link with more remote sites in Canada. It will continue to provide search and rescue services to the region, and to maintain hiking trails. The Town shares the School's desire that the area retain its rural wilderness character overall. The Town will work with School representatives to create The Loop Trail in a way that doesn't infringe on the property rights of the people living in the community.

Because Newry plans to remain rural with a small town character, it must partner with surrounding communities to provide essential services. The Town already works with its neighbors to provide fire, education, and solid waste services. In the future Newry will also cooperate with neighboring towns to provide emergency services and regional economic development services. In the regional economy, Newry will remain a rural area for recreation and residential life, while Bethel will be the service center for shopping and groceries although residents will continue to travel to Norway, Rumford and New Hampshire for goods and services.

Houses in the future Newry will be as diverse as the people who live here. There will be affordable housing for people who work on the Mountain or at Outward Bound. At the Sun-

day River Ski Resort, a new resort type village development might occur. The Bear River Valley should remain residential and agricultural. A bike trail or lane should be added along Route 26.

Businesses in the future Newry will be small-scale, locally-owned, and fit into the natural environment. Examples include a family restaurant, a wood products business, a computer-based business, or expanded farming and forestry.

THE NEWRY COMMUNITY

Newry today is a blend of the old and new, and in the future it will continue to be so. There will be more people coming from the outside to live near the Sunday River Resort in the new housing, and at the same time there will continue to be year-round people whose families have lived here for generations, many along the Bear River Valley. New development contains dangers such as high land and housing costs and a loss of rural character. At the same time it creates the opportunity for new businesses and a richer community life. It is the opportunity for an even more diverse community in the future that this vision builds upon.



A Vision for Sanford/Springvale

JANUARY/FEBRUARY, 2002

Prepared by Planning Decisions, Inc.

Sanford/Springvale has the “best of both worlds.” It has stunning views from its northwestern hills and ridges and quiet repose along the shores of its southern lakes and ponds. The urban cores of Sanford and Springvale are a dramatic contrast with its rural fringes and large undeveloped blocks of land. New housing developments are located near older, established neighborhoods. Traditional manufacturing jobs are located within sight of high-tech jobs. The Comprehensive Plan Update will be successful if the Town is able to retain the essential elements of these different “worlds.”

COMMUNITY CHARACTER

Sanford/Springvale’s intangible characteristics underscore the Town’s tremendous potential. Friendly neighborhoods retain vestiges of their historic and ethnic past. Access to urban centers, rural areas, the ocean, and the mountains attract residents and employees alike. The Town is brimming with open spaces, views, and recreation areas that add immeasurably to residents’ comfort. Community facilities and services far exceed what is available in any surrounding town.

SPECIAL PLACES

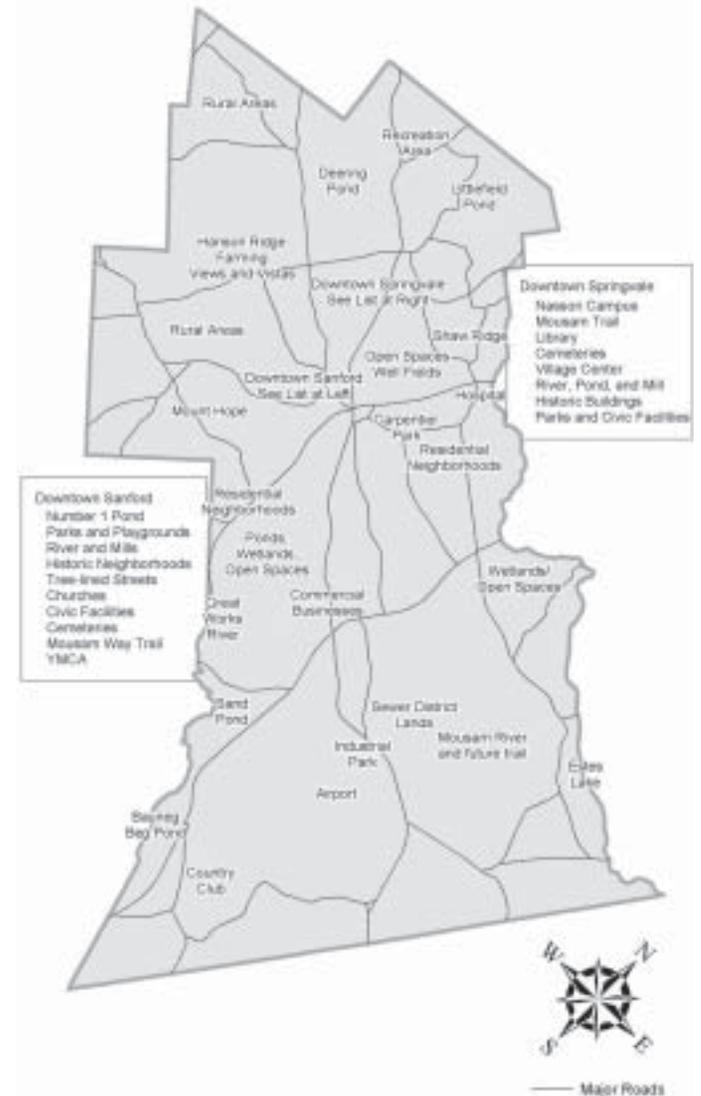
Sanford/Springvale is blanketed with special places. These are the places that people think of

when ‘Sanford’ or ‘Springvale’ is mentioned. Special places deserve extra attention when the forces of change are at work.

Natural and rural features form bookends around the town’s urban centers. The northwest part of town is defined by its rural areas - scenic Mount Hope and Hanson and Shaw Ridges, farms and forests, ponds and recreation areas. These features in the north are mimicked in the south - Bauneg Beg Pond, Sand Pond, numerous wetlands and forested stands, Estes Lake, and the Mousam River.

Surrounded by these bookends are Sanford/Springvale’s suburban special places. These include the commercial and industrial businesses along Route 109 as well as the airport and country club. The hospital, residential neighborhoods bordering the urban centers, and suburban parks and recreation areas are important to the Town’s residents.

Finally, the urban cores are replete with special places. Historic neighborhoods and tree-lined streets, the old mill buildings and their water sources, the Mousam River, recreation resources, and civic facilities define downtown Sanford and are critical to all of the town’s residents. Springvale also has numerous civic resources, including the former Nasson College campus, library, recreational facilities, and established neighborhoods.



A Vision for Sanford/Springvale, continued.



SANFORD/SPRINGVALE IN 2020

The character of Springvale should be preserved. This should include protecting historic buildings and homes, keeping development pedestrian-friendly (locating new development in the downtown), and continuing redevelopment of the former Nasson College campus. The Mousam River should remain clean and accessible from new recreation areas and an expanded and improved trail system. Facilities, including a gym, magnet school, Veterans Cemetery, Post Office, and fire station should be created or improved.

There should be a range of new development options in Springvale. Infill housing that respects the host neighborhood's character should be created in the village. In other areas, clustered developments and multi-family housing should be created. Retail and other service buildings that mimic the buildings in the heart of the village (with apartments on the upper floors) should be created to ensure the village remains vibrant. The former Nasson College campus should form the core of the job-creation opportunities. These jobs should be predominantly new office/professional jobs

Rural Springvale should maintain its rural character. Undeveloped areas should be protected, perhaps with conservation easements or other preservation options in which the Town wouldn't own the land. This rural area should have more recreation opportunities - especially those that extend the existing trail network - and better access to the recreation areas. The transportation network should be improved. All of the historic sites in Rural Springvale (as well as the rest of the community) should be identified and protected.

This section of town should remain entirely residential. Residential development should be limited. The residential development that does occur should be a mix of single family units on large lots, single family units on moderately-sized lots, and single family units in clustered development. Multi-family residential development and commercial development in this section of town should be limited.

The **East Side** should be upgraded through re-investment in its residential neighborhoods and

expansion in the number of available job opportunities. The largest change should be the expansion of health care facilities and services for the elderly near the hospital. Surrounding this health care center should be reestablished neighborhoods that capitalize on their proximity to the East Side's new and improved recreation opportunities (trails, parks, water access) and cultural resources (French Cultural Center, youth center, gymnasium). The East Side's open spaces and scenic views should be preserved. The area should serve as an attractive gateway to the community from Alfred.

New residential development should be predominantly clustered single and new multi-family units, condominiums, and some single family units on moderately-sized lots. The hospital should be the core of any new commercial development, creating numerous office/professional opportunities for the region's residents. There should be some new manufacturing jobs in the East Side.

Downtown Sanford should remain the cultural and commercial heart of the community. This should be underscored by a major redevelopment of the mill buildings and surrounding areas. The redevelopment could include new recreation opportunities on and around the Number 1 Pond and Mousam River, new commercial opportunities in the mills themselves, as well as residential opportunities in the upper floors of the renovated or reconstructed mills. In this and other core sections of the downtown, new pedestrian activities could include an amphitheater, parks, restaurants, galleries, shopping, performing arts center, hotel, and other opportunities. Historic neighbor-

hoods and public spaces should be protected and beautified with more street trees and better sidewalks. The transportation network should be upgraded to improve traffic flow and ample parking should be created.

New residential development should be dense and should mimic the residential development patterns that define the Downtown's historic neighborhoods. Clustered single family housing and multi-family housing should be located within a reasonable distance of Downtown's core. This includes renovation or reconstruction of the mill buildings so that access to town facilities and services is not dependent on vehicular transportation. New business development should be mostly retail, but there should be abundant office/professional and a few new manufacturing jobs available in Downtown.

Southwest Sanford should remain predominantly rural. What limited residential development occurs should not impact the quality of the environment or character of the open spaces. Important natural and scenic areas, in particular the slopes of Mount Hope, the Great Works River, and the numerous ponds, should be preserved. On the eastern edge of Southwest Sanford, the Route 109 corridor should be improved. A traffic solution should improve the flow of both regional and local traffic.

Both residential and commercial development should be limited. Residential development, in order to protect the quality of the many natural areas in Southwest Sanford, should be clustered single-family or multi-family. Commercial development should also be limited - to the Route 109 corridor and comprised mostly of retail jobs.

Southeast Sanford should be seen as a case-study that proves that growth and the environment can coexist. The majority of the new development should occur near the Route 109 corridor. Utilities (water, sewer, natural gas) should be expanded and used as a tool to attract and manage growth. Access to rail lines and the Maine Turnpike should be improved by upgrading existing routes or adding new routes. Industrial and commercial growth should be concentrated in an industrial park or near a new hotel/convention center. Residential development should be connected to a multipurpose trail network and recreation areas. The scenic and environmental quality of the Mousam River and Estes Lake should be protected.

Housing development in this section of town should be multi-family, clustered single-family, or single-family on moderately-sized lots. Business development should be concentrated in a new industrial park along Route 109. These jobs will be predominantly manufacturing and office/professional with some retail jobs along the Route 109 corridor.

South Sanford should be the gateway to Sanford with attractive landscaping along Route 109. Some type of accommodations should be available near the airport, perhaps in conjunction with a conference center or hotel. The airport should be a major resource; the runway approaches should be protected from encroachment and land around the airport should be preserved in case future expansion becomes necessary. Except for industrial and commercial business development around the airport, the rural character of this section of

town should be protected. Sensitive wetlands and waterbodies, including Bauneg Beg Pond and El Pond, should be preserved. Better recreation opportunities, perhaps including new ballfields or golf course expansion with new condominium development, should be located in this section of town.

New residential development should be either single-family units on 1-acre lots or clustered housing. These housing units should respect sensitive environmental areas, be located near recreation opportunities, and not impede the airport's operations. Business development around the airport should stress mostly manufacturing and office/professional jobs.

EDUCATION IN 2020

Sanford/Springvale's vision of the education system in 2020 is founded on the premise that a well-educated populace attracts good citizens and good jobs. The education should be thought of as being larger than the School Department. The core of the education system should still be the K-12 system - including neighborhood schools, improved facilities at the Junior High School and High School, and technologically challenging programs. The community education system should include a closer or formal partnership between students and community businesses and between public, parochial, and private schools. This system should also include lifelong education for adults through a college or technical college, virtual classrooms, and distance learning. And it should include a performing arts center for the enrichment of all residents.

A Vision for Turner

NOVEMBER 1, 2001

Prepared by Planning Decisions, Inc.

CHARACTER AND SPECIAL PLACES

Turner is a town of contrasts. It has farm families that go back many generations, and young families who just moved in last year. It has a modern state-of-the-art school and historic grange halls. It has remote undeveloped forests and a busy commercial highway. It has lakes and farms, homes and businesses, villages and open space. Yet all of Turner has these two things in common. The people are caring and friendly. And the community has an open, rural feel.

There is a feeling of home and community in Turner. Many families and family businesses have been a part of the Town for generations. The schools have a widespread reputation for excellence. People are independent, and prefer lower property taxes to city-type services.

The rural character of Turner is felt in its open space, its woods and fields, its scenery, and its peacefulness.

Some of the special places in Turner include Turner Center, with its historic Grange Hall, churches, library, cemetery, and the Leavitt Institute; the views from Turner Hill; the Androscoggin River with its State Game Pre-

serve and boating opportunities; the town beach on Bear Pond; and North Turner Village.

FUTURE GROWTH

Turner will continue to attract development in the future because of its good schools, pretty scenery, low taxes, and community feeling. Commercial development will be concentrated along the Route 4 corridor. Elderly housing and multi-family housing will fit best in Turner Center and Turner Village. Single family homes will continue to be located throughout the community. Within this general pattern, here is the community vision for Turner's villages and districts.

Turner Village will be redeveloped. The town office will be relocated or renovated. There will be a new post office. Old deteriorated buildings will be demolished. There will be new residential development. There will be a park and better access to New River. Access from one side to another on Route 4 will be eased for local residents by a tunnel or overpass. The sewerage treatment plant will be updated.

In **Turner Center** there will be new adult education and recreational opportunities around the school, new sidewalks, and a new library.

In **South Turner** Route 4 will continue to develop and expand as a commercial hub. The road will have four lanes with limited access, plus a turning lane. Public sewer and water will

run alongside. The intersection to the Turner Business Park will be improved. Business and commercial development will go all along Route 4 in South Turner (with the exception of used car dealerships). The airport will be expanded and its runway extended. Back away from Route 4, there will be new residential development. Along the river there will be a greenway, with improved access to the state land. The water quality in the aquifer will be protected.

North Turner will stay pretty much the way it is – namely perfect! The post office, GAR, church, and Boofy Quimby Memorial Center will remain. Recreation opportunities will be expanded, with public access to Bear Mountain and a community park on Martin Stream.

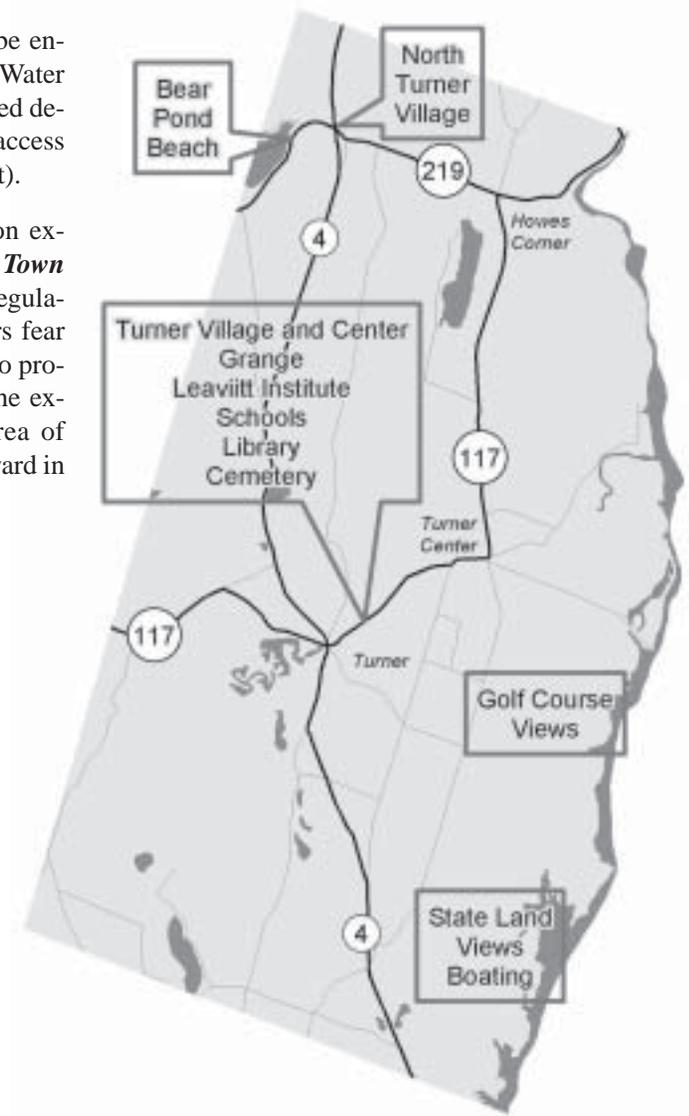


There will also be a ballfield at the beach. The Route 219 intersection will have an overpass. Ponds will be protected. Route 4 will develop commercially, as to the south, but on a smaller scale, with limited access commercial parks, and no large retail “box” stores.

The *rural areas* of Turner will continue to have farm activities. Where farming is no longer economically viable, the state government will purchase open space to keep the Town’s rural feel. Agricultural-tourism will be a new economic activity, with people coming from the cities to the south to experience life on the farm. Also food processing and related agricultural industries will be encouraged, such as cheese processing. There will be trails for walking, for snowmobiles, and for cross country skiing.

Where housing occurs, clustering will be encouraged. There will be no junk yards. Water bodies will not be threatened by “funneled development” (the practice of combining access for many inland homes to the waterfront).

Note: Residents at the visioning session expressed a special concern about *future Town regulation*. Some see the need for new regulations to protect the water bodies. Others fear that such regulation will be a tool used to protect existing seasonal homeowners to the exclusion of local people. This is an area of sensitivity for the Town as it moves forward in its planning.



A Vision for Waterboro

MAY 6, 2002

Prepared by Planning Decisions, Inc.

GENERAL CHARACTER

Waterboro is a peaceful rural town with historic village centers, uncrowded lakes, hills and nature preserves – all located within easy driving distance of the Maine Turnpike and Greater Portland. Waterboro is a place where you can listen to loons and observe wild turkeys. It has old country roads with farms and stone walls alongside. It has hills and mountains, lakes and ponds. It is a friendly community. It is a great place to raise children - with excellent schools and wonderful outdoor recreation opportunities. It has four distinct historic villages, each with a unique feel and function. It has historic houses, churches, farms, community buildings, and cemeteries.

Some of these special places are shown on the map to the right. These places are part of the permanent identity of Waterboro, in the past, today, and for the future. Waterboro, in short, is a great place to live.

VILLAGES AND AREAS

Waterboro is one community, but it is composed of several distinct villages and areas. Each plays a special role in the town fabric, and each has a special future.

South Waterboro is the *gateway* to Waterboro,

the primary road entrance to the south. In the future it shall have renovated homes and businesses, and a sidewalk and bike path along Route 202. Elm trees and landscaping will shade the stores and sidewalk. Historic buildings will be restored; new buildings will retain a small scale, village character. The roadfront stores will consist of small, locally-owned, attractive retail shops - such as a pharmacy, dry cleaners, bookstore, restaurant, and coffee shop - as well as professional offices. Behind the retail businesses there will be small business parks for wholesale and light manufacturing activities. New housing will be developed in a village-type neighborhood settings. If a new middle school is built, it would be connected by sidewalks and trails to the residential areas. Open space behind the roadways and houses will be preserved.

Waterboro Center is the *civic and cultural hub* of the community. A new library and new post office would be located near to the Town Hall. Other possible civic/cultural buildings in the area would include a community center, a senior center, an ecology education center, or an arts center. The Center is also a place for seasonal businesses such as restaurants and food stores, gift shops, sporting goods stores, and craft shops. Finally, this is a place where additional elderly housing or assisted living units could be built. The village will be easily walkable, with sidewalks and safe intersections

and new landscaping. Land will be acquired around the village to serve as parks and open space. New recreational opportunities will be developed with winter sports on Ossipee Hill, and possibly a park at the northern end of Town House Road. Outside of the village area, the rural character of the farms and open space will be preserved.

East Waterboro is the *shopping/retail center* of the community. The intersection of Routes 202 and 5 is the best place to concentrate retail uses. A grocery store is there now. Other large stores, or an office/business park, could be located right next to or behind the existing development. The retail/business area should be clustered around the intersection, with good sidewalks and landscaping between stores. Outside of this intersection, East Waterboro should remain rural and residential. Open space along Deering Ridge and Roberts Ridge should be conserved, with hiking trails and picnic areas. Housing may be clustered near to the school.

Lake Arrowhead is a *new residential village* in the community. It has grown rapidly in the last twenty years, and the vision for the next twenty years is consolidating and managing what has already occurred, and integrating residents into the larger community. The consolidation involves encouraging residents to buy abutting vacant lots (both keeping open space

and reducing future construction); upgrading roads; adding an elementary school in the area; creating satellite fire stations; putting in sidewalks and bike paths; improving the water system; creating ballfields and recreation. Over time, the residents of Lake Arrowhead should be encouraged to become more involved in community activities and organizations.

North Waterboro is a *rural village* of the community. It is important that the character of this area be preserved for the future - the Elder Grey meeting house and cemetery, the saw mill, the churches, the farms. Small-scale retail shops would be located in the village along Route 5. Housing for the elderly could also be located near the village. Other new residential housing should be inconspicuous and scattered - no large subdivisions should be allowed. The land along Chadbourne Ridge and Edgecomb ridge should be considered for conservation and nature trails. Recreation should be encouraged in the area.

Ross Corner and the **Pine Barrens** are *rural open space* areas. This area, with its lakes and Pine Barrens, has a wilderness fee. It is rich in wildlife and natural features. Traditional logging, farming, hunting, and fishing activities should continue. Any new housing that is developed should be small in scale and in a cluster arrangement, thus allowing large blocks of open space to remain protected. Roads should



not be greatly improved, remaining dirt where possible, so as to discourage trucks and through traffic. The Pine Barrens conservation area should be expanded and linked to Ossipee Hill, creating one large nature preserve. Trails for snowmobiles and ATVs should be designated, as well as trails reserved for hikers only. This area must retain its wilderness character.

OTHER CONSIDERATIONS

Business development should constitute between 10% and 20% of future development in Waterboro - a higher percentage than at present. Residents would most like to see locally-owned businesses (not chains), professional offices, technology-based businesses, recreational businesses (bowling alleys or golf courses), high technology clean manufacturing, book stores and coffee shops, medical offices, a garden center, bakeries and pubs, etc. Any business should be clean, quiet, and compatible with a primarily residential community.

Town role in creating future

Participants in the Waterboro visioning session indicated strong support for an active Town role in creating the vision. Almost all said that the Town should strongly consider:

- more parks and recreation
- land purchase and protection programs
- stronger zoning regulations
- new bike and walking trails
- more recycling incentives
- impact fees for new development
- a new business park

For actions such as a growth cap, a sewage disposal plan, and a jet ski ordinance, there remained overall support, but in these cases there were significant minorities in disagreement.

Community Visioning Handbook

A publication from the Maine State Planning Office

Community Visioning Handbook © 2003
State Planning Office
38 SHS • 184 State St., Augusta, Maine 04333
Telephone: 207-287-3261 • 1-800-662-4545
FAX: 207-287-6489
<http://www.state.me.us/spo/>

Chapter 16.20
ZONING DISTRICT R-7.5

16.20.000 **Purpose**

The purpose of the **R7.5 District** is to provide for the development of single family uses and limited multi-family residential uses, and to implement the housing policies of the Comprehensive Plan.

16.20.005 **Permitted Uses**

Permitted uses subject to the requirements of Design Review in this chapter, if applicable. Refer to Zoning Code Use Table.

- A. Accessory Dwellings, Subject to Chapter 16.105, Accessory Uses, Structures & Dwellings
- B. Accessory Structures related to residential uses, Subject to Chapter 16.105, Accessory Uses, Structures & Dwellings
- C. Child Care, Certified Home
- D. Child Care, Registered Home
- E. Home occupations, subject to Chapter 16.85, Home Occupations
- F. Manufactured Homes, Subject to Chapter 16.110, Manufactured Homes
- G. Planned Unit Development, Subject to Chapter 16.140, Planned Unit Development
- H. Residential Home
- I. Single family detached dwelling

16.20.010 **Conditional Uses**

Subject to the requirements of Design Review section of this chapter, if applicable. Refer to Chapter 16.15, Zoning Code Use Table.

The following uses and their accessory structures may be permitted in the R7.5 District when authorized by the Planning Commission pursuant to Conditional Use Permit section of this chapter.

- A. Child Care, Certified Center
- B. Civic /Governmental use
- C. Educational Facility
- D. Extended Care Facility / Convalescent / Nursing Home

- E. Fraternal Lodge
- F. Places of Worship
- G. Utility Facilities

16. 20.015 Dimensional Standards

The following dimensional standards shall be the minimum requirements for all development in the R7.5 District except for modifications permitted under Lot, Building, & Yard Exceptions or Planned Unit Development sections of this chapter. ~~In addition, a minor adjustment of up to 10% of the required setback, area, lot size, lot depth or lot width may be granted by the City pursuant to Variance Review section of this chapter.~~

A. Lot/Parcel Size

~~1. Single family detached dwelling: 7,500 square feet minimum lot/parcel size~~

~~2.1. _____ A~~
 II other uses: 7,500 square feet

~~3.2. _____ 9~~
~~.000 square feet maximum for lots created by subdivision. Subdivisions greater than 10 acres must average a minimum of 4 dwelling units per net acre~~

B. Lot/Parcel Depth and Width

- 1. The minimum average lot width shall be 60 feet.
- 2. The minimum lot depth shall be 80 feet.

C. Minimum Setback Requirements

- 1. Principle structures, accessory dwellings, and accessory structures with a floor area greater than 200 square feet shall maintain the following minimum yard setbacks. ~~except that development on flag lots shall be subject to the setback standards of 16.125.010.~~
- 2. Front Yard (Principle structure) 20 feet
- 3. Garages, carports, accessory dwellings and accessory structures shall be flush with, or recessed behind, the front building elevation of the principle structure.

4. Rear Yard:

- a. 10 feet for street-access lots
- b. 6 feet for alley-access lots
- c. 5 feet for Accessory Structures and Accessory Dwellings
- ~~e.~~

5. Side Yard:

- a. Interior 5 feet
- b. Adjacent to street 10-feet plus additional necessary to comply with the standards of Clear Vision Areas section of this chapter.
- ~~e.~~ Accessory Structures and Accessory Dwellings: **5 foot** Side Yard (adjacent to street) setback, except as provided for in 16.105.
- c.
- ~~d.~~ ~~Flag Lots approved 10 feet for all yards, except pursuant to 16.125.010, that the yard facing the garage door shall be a minimum of 20 feet, except as otherwise provided in this chapter.~~

D. Height of Buildings

Buildings shall not exceed a height, measured from grade, of 35 feet. Accessory dwellings and accessory structures shall not exceed 25 feet.

E. Lot/Parcel Coverage

In the R7.5 District, the maximum impervious surface coverage shall not exceed sixty five (65) percent of the total area of any lot.

F. Flag Lots

Flag lots are subject to the standards set forth in Chapter 16.125.010.C.

16. 20.020 Parking Requirements

At least two (2) off-street parking spaces shall be provided for each single family detached dwelling unit. Parking requirements for all other uses are specified in the Off Street Parking and Loading section of this chapter.

16. 20.025 Development Standards

The following standards will be applied to all single family dwellings (site-built, modular and manufactured homes) to be constructed or located in the City of North Plains:

- A. All single family units shall utilize at least two of the following design features to provide visual relief along the front of the home:
 - 1. dormers;
 - 2. gables;
 - 3. recessed entries;
 - 4. covered porch entries;
 - 5. cupolas;
 - 6. pillars or posts;
 - 7. bay or bow windows;
 - 8. eaves (minimum 6" projection);
 - 9. offsets on building face or roof (minimums 16");

- B. All manufactured homes shall also comply with the requirements of Chapter 16.100, Manufactured Homes.

Chapter 16.25
HOW LAND MAY BE USED AND DEVELOPED
ZONING DISTRICT R-5

16.25.000 **Purpose**

The purpose of the R5 District is to provide for the development of single family residential uses and limited multi-family residential uses, and to implement the housing policies of the Comprehensive Plan.

16.25.005 **Permitted Uses**

Permitted Uses subject to the requirements of the Design Review section of this chapter, if applicable. Refer to Zoning Code Use Table

- A. Accessory Dwellings, Subject to Chapter 16.105, Accessory Uses, Structures, & Dwellings
- B. Accessory Structures related to residential uses, Subject to Chapter 16.105, Accessory Uses, Structures, & Dwellings
- C. Child Care, Certified Home
- D. Child Care, Registered Home
- E. Duplex dwellings, Subject to Chapter 16.105, Duplex, Triplex, and Attached Single Family Dwellings
- F. Home occupations, subject to Chapter 16.85, Home Occupations
- G. Manufactured Homes, Subject to Chapter 16.110, Manufactured Homes
- H. Manufactured Home Parks, Subject to Chapter 16.110, Manufactured Homes
- I. Planned Unit Development, Subject to Chapter 16.140, Planned Unit Development
- J. Residential Home
- K. Single family attached homes/row houses. Subject to Chapter 16.100, Duplex, Triplex, and Attached Single Family Dwelling
- L. Single family detached dwelling

16.25.010 **Conditional Uses**

Conditional uses are subject to the requirements of the Design Review section of this

chapter, if applicable. Refer to Zoning Code Use Table.

The following uses and their accessory structures may be permitted in the R.5 District when authorized by the Planning Commission pursuant to Conditional Use Permit section of this chapter.

- A. Bed & Breakfast
- B. Child Care, Certified Center
- C. Civic /Governmental Use
- D. Educational Facility
- E. Extended Care Facility / Convalescent / Nursing Home
- F. Fraternal Lodge
- G. Places of Worship
- H. Utility Facilities

16.25.015 Dimensional Standards

The following dimensional standards are the minimum requirements for all development in the R5 District except for modifications permitted under the Lot, Building, & Yard Exceptions or Planned Unit Development sections of this chapter. ~~In addition, a minor adjustment of up to 10% of the required setback, area, lot size, lot depth or lot width may be granted by the City. For land within the city limits of the City of North Plains as of July 1, 2004, a minor adjustment of up to 10% of the lot size may be granted by the City pursuant to the Variance Review section of this chapter.~~

A. Lot/Parcel Size

- 1. Single family detached dwelling - 5,000 square feet minimum
 - ~~• Within a Planned Unit development - 4,000 square feet minimum~~
 - ~~• Lots created by Subdivision - 6,000 square feet maximum~~
- 2. Two family dwelling (duplex), triplex & attached single family dwelling - ~~4~~5,000 square feet minimum per unit
- ~~3.~~ 3. All other uses - 5,000 square feet minimum
- ~~3.4.~~ 3.4. Lots created by Subdivision shall have a 7,500 square feet maximum

B. Lot/Parcel Depth and Width

1. The minimum average lot width shall be 40 feet, ~~except that lots for attached single family dwellings may have a minimum average lot width of 25 feet.~~
2. The minimum lot depth shall be 80 feet.

C. Minimum Setback Requirements

Principle structures, accessory dwellings accessory structures with a floor area greater than 200 square feet shall maintain the following minimum yard setbacks except that development on flag lots shall be subject to the setback standards of 16.125.010(C):

1. Front Yard

- Garage - 20 feet
- All other structures - 15 feet

With alley access garages, carports, accessory dwellings and accessory structures shall be flush with, or recessed behind, the front building elevation of the principle structure.

2. Rear Yard

- Street-access lots - 10 feet
- Alley-access lots - 6 feet
- Accessory Structures and Accessory Dwellings - 5 feet

3. Side Yard

- Interior – 5 feet
- adjacent to street - 10 feet plus additional necessary to comply with the standards of the Clear Vision Areas section of this chapter
- Accessory Structures and Accessory Dwellings: 5 foot Side Yard (adjacent to street) setback, except as provided in the Accessory Uses Structures and Dwellings section of this chapter.

4. Flag Lots

~~All yards shall have setbacks of 10 feet, except that the yard facing the garage shall be a minimum of 20 feet. Flag lots are subject to the standards~~

set forth in Chapter 16.125.010.C.

5. **Height of Buildings**

Buildings shall not exceed a height, measured from grade, of 35 feet.
Accessory dwellings and accessory structures shall not exceed 25 feet.

6. **Lot/Parcel Coverage**

In the R5 District, the maximum impervious surface lot coverage shall not exceed ~~65%~~ the following percentage of the total area of any lot.

- ~~• Single family detached dwellings – 65%~~
- ~~• Duplexes, triplexes and single family attached dwellings – 65%~~
- ~~• Non-residential uses – 65%~~

16.25.020 Parking Requirements

At least two (2) off-street parking spaces shall be provided for each single family detached dwelling unit. Parking requirements for all other uses are specified in Off Street Parking and Loading of this chapter.

16.25.025 Development Standards

- A. The following standards will be applied to all single family dwellings (site-built, modular and manufactured homes) to be constructed or located in the City of North Plains:

All single family units shall utilize at least two of the following design features to provide visual relief along the front of the home:

1. dormers;
2. gables;
3. recessed entries;
4. covered porch entries;
5. cupolas;
6. pillars or posts;
7. bay or bow windows;

8. eaves (minimum 6" projection);
 9. offsets on building face or roof (minimums 16");
- B. All manufactured homes shall also comply with the requirements of the Manufactured Homes section of this chapter.

Chapter 16.30
ZONING DISTRICT R-2.5

16.30.000 **Purpose**

The purpose of the R2.5 District is to provide for the development of multi-family high density housing, and to implement the housing policies of the Comprehensive Plan.

16.30.005 **Permitted Uses**

Permitted uses are subject to the requirements of the Design Review section of this chapter, if applicable. Refer to Zoning Code Use Table.

- A. Accessory Dwellings, Subject to Chapter 16.105, Accessory Uses, Structures & Dwellings
- B. Accessory Structures related to residential uses, Subject to Chapter 16.105, Accessory Uses, Structures, & Dwellings
- C. Child Care, Certified Home
- D. Child Care, Registered Home
- E. Duplexes, Subject to Chapter 16.100, Duplex, Triplex, and Attached Single Family Dwellings
- F. Home occupations, Subject to Chapter 16.85, Home Occupations
- G. Manufactured Homes, Subject to Chapter 16.110, Manufactured Homes
- H. Manufactured Home Parks, Subject to Chapter 16.110, Manufactured Homes
- I. Multi-family dwellings, Subject to Chapter 16.175 Multi-Family Dwelling(s) Section and Chapter 16.100, Duplex, Triplex, and Attached Single Family Dwelling
- J. Planned Unit Development, Subject to Chapter 16.140, Planned Unit Development
- K. Residential Facility
- L. Residential Homes
- M. Single family attached homes row houses, 4 units. Subject to Chapter 16.100, Duplex, Triplex, and Attached Single Family Dwellings
- N. Single family detached dwelling
- O. Townhomes/condominiums, subject to Subject to Chapter 16.175, Multi-Family Dwelling(s) Section and Chapter 16.100, Duplex, Triplex, and Attached Single

Family Dwelling

- P. Triplexes, Subject to Chapter 16.100, Duplex, Triplex, and Attached Single Family Dwelling

16.30.010 Conditional Uses

Conditional uses are subject to the requirements of the Design Review of this chapter, if applicable. Refer to Zoning Code Use Table.

The following uses and their accessory structures may be permitted in the R2.5 District when authorized by the Planning Commission pursuant to Conditional Use Permit.

- A. Bed & Breakfast
- B. Extended Care Facility / Convalescent / Nursing Home
- C. Child Care, Certified Center
- D. Civic /Governmental Use
- E. Educational Facility
- F. Places of Worship
- G. Fraternal Lodge
- H. Utility Facilities

16.30.015 Dimensional Standards

The following dimensional standards shall be the minimum requirements for all development in the R 2.5 District except for modifications permitted under Lot, Building, & Yard Exceptions or Planned Unit Development sections of this chapter. ~~In addition, a minor adjustment of up to 10% of the required setback, area, lot size, lot depth or lot width may be granted by the City pursuant to Variance section of this chapter provided the adjustment complies with administrative variance review criteria.~~

A. Lot/Parcel Size

- ~~1.~~ Lots created by subdivision ~~shall have a maximum: 6,000 square feet~~ ~~maximum~~ lot size ~~of 6,000~~ per dwelling unit
- ~~2.~~ Single-family dwelling ~~shall have a :2,500,000~~ square feet minimum

- 3. Two-family dwelling (duplexes), Triplexes & attached single family dwellings: 2,5004,000 square feet per unit minimum lot size
- 4. Multi-family dwelling developments (greater than 3 units): 410,000 square feet minimum foot lot;
- 5. All other uses 4,000 square feet minimum

B. Lot/Parcel Depth and Width

- No minimum lot width or depth.

C. Setback Requirements

Principle structures, accessory dwellings and accessory structures with a floor area greater than 200 square feet shall maintain the following minimum yard setbacks except that development on flag lots shall be subject to the setback standards for Flag Lots.

D. Front Yard:

- For all structures: 10 feet
- Garage: 20 feet

Garages, carports, accessory dwellings and accessory structures shall be flush with, or recessed behind, the front building elevation of the principle structure.

E. Rear Yard:

- street-access lots 10 feet
- alley-access lots 6 feet
- Accessory Structures and Accessory Dwellings 5 feet

F. Side Yard:

- Side yards should be established to create separation between structures and meet fire codes and provide space for pervious surface area
- Single family dwellings created by subdivision must have at least one side yard
- Adjacent to street - 10 feet plus additional space necessary to comply with the standards of Clear Vision Areas section of this chapter.
- Accessory Structures and Accessory Dwellings - 5 foot Adjacent to street setback, except as provided for in the Accessory Use, Structures and

Dwellings section of this chapter.

G. Flag lots approved:

~~10 feet for all yards, except pursuant to that the yard facing the garage shall be a minimum of 20 feet.~~ Flag lots are subject to Chapter 16.125 Lot Development Standards.

H. Height of Buildings

Buildings shall not exceed a height, measured from grade, of 35 feet. Accessory dwellings and accessory structures shall not exceed 25 feet.

I. Lot/Parcel Coverage

In the R2.5 District, the maximum lot coverage for impervious surfaces shall not exceed 65%

16.30.020 Parking Requirements

Parking requirements are specified in Chapter 16.155 Off Street Parking and Loading.

16.30.025 Development Standards

The following standards will be applied to all single family dwellings (site-built, modular and manufactured homes) to be constructed or located in the City of North Plains:

- A. All units shall utilize at least two of the following design features to provide visual relief along the front of the home:
 - A. dormers;
 - B. gables;
 - C. recessed entries;
 - D. covered porch entries;
 - E. cupolas;
 - F. pillars or posts;
 - G. bay or bow windows;
 - H. eaves (minimum 6" projection);
 - I. offsets on building face or roof (minimums 16");

- B. All manufactured homes shall also comply with the requirements of the

Manufactured Homes section of this chapter.

Mixed Use Neighborhood District

I. PURPOSE

Mixed Use Neighborhood District implements the city's Comprehensive Plan with high pedestrian accessibility. The North Plains Comprehensive Plan map designates specific areas for mixed use under the MU Mixed Use Plan designation.

The overall purpose of the district is to create and enhance urban neighborhoods with a variety of intermixing of uses that complement the established surrounding communities. In order to accomplish these purposes, the mixed use district permit commercial, residential, and multiple use developments. Mixed uses may occur vertically or horizontally. The district also include design requirements to create active pedestrian amenities. The land use district is designed to for lively, prosperous neighborhoods that serve as attractive places to live, work, shop, and recreate.

The Mixed Use - Neighborhood District is designed to provide for a mix of small to medium scale residential uses, with minor emphasis on commercial uses. Development objectives for the MU-N District are:

1. Allow for different types of compatible land uses close together in appropriate locations to shorten transportation trips and facilitate multi-modal development.
2. Encourage infill and redevelopment of commercial, residential and mixed use development within surrounding uses.
3. Allow flexibility in development standards to recognize the challenge of developing small scale mixed use buildings that are a similar scale to surrounding residential development.
4. Limit the size of any one commercial retail use to keep the scale of commercial activity appropriate to the surrounding area.
5. Support the street system and the existing street grid patterns through redevelopment and land divisions as much as possible, or use street plans as appropriate.

II. PERMITTED AND CONDITIONAL USES

A. Use Table

Land uses listed in Table 1 below shall be allowed, conditionally allowed or not permitted. The listed uses may be further restricted by other subsections of this Section and other applicable standards throughout the Municipal Code.

Table-1 Land Uses	
P: Use Permitted Outright	C: Conditional Use
Use	N: Not Permitted
Use	Mixed Use
Residential Uses	
Residential Facilities	P
Single Family Detached Housing	P
Single Family Attached Housing	P
Townhouse and Rowhouse	P
Home Occupation	P
Garden Apartment	P
Mid-Rise Apartments	P
Multi-Family Dwelling	P
Bed and Breakfast	P
Mixed Use Building or Development	P
Public/Institutional Uses	
Community Service	C
Health Clinic/Medical Offices	C
Religious Institutions	C
Geriatric Care Facilities	
-- Up to 50 patients	P
-- 50 or more patients	C
Utility Substation or Pumping Station	C
Radio and Transmission Towers	N
Permanent Open Space	P
Public Parks and Recreational Facilities	P
Commercial Uses	
Neighborhood Commercial and Cottage Industry	P
Commercial Uses	P/C1
Automobile Sales	N
Hotels and Residential Hotels	C
Drive Through Facilities	N
General Office	P
Retail	P
Automobile Service Station	N
Motor Vehicle Servicing or Repair 5	N
Small Appliance Repair and Service Shops	P

III. DEVELOPMENT STANDARDS

A. Purpose

This Section establishes clear and objective development standards with which all uses permitted in Mixed Use Districts shall comply. In the Mixed Use Districts site development standards are used to encourage urban development with pedestrian character. Site development standards include minimum and maximum setbacks; these create a street with a walkable character. In the mixed use districts, buildings must be close to the street to create a vibrant pedestrian environment, slow traffic down, provide a visually interesting character to the street, and encourage walking. The setback standards encourage public spaces between sidewalks and building entrances (e.g., extra-wide sidewalks, plazas, squares, outdoor dining areas, and pocket parks).

Table 2 Development Standards	
Development Standard	Mixed Use District
Minimum Mixed Use or Residential Development Density	If housing is a part of a mixed use development, dwellings are permitted on and above the second floor of commercial uses with no minimum density Freestanding residential buildings are allowed at a minimum density of 8 dwelling units per net residential acre on lots fronting local or collector streets or 12 dwelling units per net acre on lots fronting arterial streets
Maximum Mixed Use or Residential Development Density	11 dwelling units per net residential acre on lots fronting local or collector streets or 24 dwelling units per net residential acre on lots fronting arterial streets, either in free-standing residential buildings or in mixed use buildings on and above the second floor
Street Level Uses	A minimum of 40% of each street frontage at street level of residential development projects with street frontage on arterial or collector streets shall be occupied by street level uses, with the remaining street frontage at street level containing residential uses and/or pedestrian or vehicular entries
Lot size	No lot size restrictions
Minimum Lot Frontage	18 feet
Maximum Building Footprint	15,000 square feet

	Up to 40,000 square feet may be permitted for buildings where structured parking is integrated into the building envelope
Maximum Occupant on First Floor	10,000 square feet Up to 40,000 square feet may be permitted for buildings where structured parking is integrated into the building envelope
Setbacks	
Minimum (front) based on type of development	Residential – 10 feet Mixed Use – 0 feet Commercial/Other – 0 feet
Maximum (front)	20 feet
Minimum (side and rear)	5 feet 0 feet on common wall for attached residential or commercial development
Height	
Minimum	1 story
Maximum	40 ft Increases in the building height may be permitted for buildings where structured parking is integrated into the building envelope
Off Street Parking and Loading	
Minimum	Per Section III.I.3
Maximum	Per Section III.I.4
Useable Open Space	100 square feet per dwelling unit

B. Building Efficiency

Large buildings typical of Mixed Use district are required to meet a higher standard for conservation of environmental resources.

Table 3 Development Standards in the Mixed Use District		
Public Benefit	Development Standards	Requirement
Water Efficiency: Reduce water usage	<ul style="list-style-type: none"> Harvest rainwater: (collect, store with sediment filtration) and use for irrigation, especially during summer drought periods. Use efficient irrigation systems: install high efficiency drip irrigation systems. 	Use at least 3 techniques throughout the project

	<ul style="list-style-type: none"> • Use native and drought-tolerant plants and trees for landscaping. Limit lawn to play and recreational areas. • Use water conserving plumbing fixtures: 1.6 gpf (gallons per flush) toilets or dual-flush toilets; 1.0 gpf urinals or waterless type; 2.0 gpm (gallons per minute) showerheads or better. • Install water conserving or energy efficient appliances: refrigerators, washing machines, dishwashers, and water heating systems in all dwelling units and for non-residential uses. 	
<p>Energy Efficiency: Reduce energy usage</p>	<ul style="list-style-type: none"> • Design buildings to maximize natural ventilation (air circulation and cooling) and solar access (solar water heating potential and day-lighting opportunities). • Install energy-efficient (glazing), operable windows. • Use energy-efficient lighting: for example, specify and install efficient outdoor lighting (30 lumens per watt or better, with low temperature ballasts), install lamps with automated controls (including but not limited to photo sensors, timers and motion control sensors), provide solar lighting for walkways or outdoor area lighting. • Centrally locate heating/cooling systems to reduce the size of the distribution system. • Document building envelope improvements of at least 10% beyond code. • Flash and seal all penetrations between interior spaces and outside. Seal all penetrations for ducting, wiring, plumbing, lights and fans. • Use cool roofs or eco roofs for all buildings • Use alternative heating systems such as ground-source heat pumps, radiant heating, on-demand water heaters, solar heating, etc. 	Use at least 5 techniques throughout the project
<p>Storm Water Management: Reduce contaminants from storm water runoff from hard surfaces, improve infiltration, and</p>	<ul style="list-style-type: none"> • Use eco roofs and roof gardens for the majority of building roofs. • Use pervious paving for parking areas, walkways, etc. • Use infiltration planters • Use flow-through planters • Use rain water gardens • Minimize impervious surfaces 	Use at least 3 techniques throughout the project

potentially reduce and/or eliminate provision of water quality treatment or detention facilities		
Green Building Materials: Improve indoor air quality	<ul style="list-style-type: none"> • Use recycled-content building materials, where practicable • Use locally made or harvested materials and products, such as wheat board • Use certified or recycled wood • Use low- or no-VOC (Volatile Organic Compounds), low-toxic interior paint and water-based finishes and stains • Use formaldehyde-free carpet, cabinets and insulation • Use low-VOC, low-toxic, water-based, solvent-free adhesives, caulks, grouts, mortars, and sealants inside the building • Use longer life cycle materials (durable and recyclable roofing and siding) • Limit use of carpet to one-third of unit’s square footage, use low pile or less allergen-attracting carpet, and install carpet by tacking (no glue) 	Use at least 4 techniques throughout the project
Noise and Privacy: Reduce external and interior noise and enhance privacy	<ul style="list-style-type: none"> • Use enhanced landscaping to buffer sound • Use water features to mask sound • Provide intervening internal streets and sidewalks to buffer activity and noise • Locate bedrooms and/or quiet rooms away from noise sources • Insulate activity rooms • Provide sound-rated walls, floors and sound-absorbing materials on the building exterior • Locate shared community and/or commercial spaces on the first floor • Define and screen the edges of the development through the location of buildings, vegetation, building elevations, or materials changes, fencing, porches, stoops, etc. 	Use at least 4 techniques throughout the project
Housing with age- or disability-friendly features that allow “Visitability”	Provide the specified percentage within dwelling units: <ul style="list-style-type: none"> • <u>An entrance without a step or threshold (zero-step):</u> that is from an accessible path of travel from the street, sidewalk or driveway. An 	20% of all dwelling units

	<p>accessible path of travel has no steps, is at least 36-inches wide and is not steeper than 1:20 (5% grade) for walkways or 1:12 for ramps.</p> <ul style="list-style-type: none"> • <u>Through the ground floor of the unit provide:</u> 32-inch clear opening doorways and hallways that have at least 36-inches of clear width. • <u>Provide at least a half bath on the ground floor of the unit:</u> of sufficient depth within the bathroom for a person in a wheelchair to enter and close the door. 	
<p>Public Places Provide gathering places for social interaction among residents, employees, and visitors which are neither “home” nor “work”, within the development project.</p>	<p>The following forms can be used individually or in combination, if it can be demonstrated that a Community need(s) is being met:</p> <ul style="list-style-type: none"> • <u>Multi-purpose space (consisting of interior community rooms/spaces or outdoor spaces):</u> Interior community rooms/spaces consist of rooms/spaces where a variety of uses such as computer use, dance, exercise, martial arts, yoga, continuing education, arts and crafts classes, and community meeting space could be accommodated. Outdoor spaces consist of plazas, paved areas or courtyards, etc., where a variety of activities could be accommodated. • <u>Shared open space:</u> community gardens, walking trails and viewpoints if located next to a natural area. 	<p>Establish 2 different types of public places</p>

C. Street Level Uses

The frontage of any exterior outdoor common recreation area required for residential uses shall not be counted in street frontage. The intent of these standards is to establish vertical mixed use developments, with commercial storefronts and create a vibrant pedestrian environment with plazas, ground-level public open spaces, etc. Required street-level uses shall meet the standards of this Section.

1. The following uses qualify as required street level uses:
 - a) Commercial uses, such as personal, business and consumer services, daycare for children and elderly, entertainment, art galleries, product repair or services for consumer and business goods, small scale physical fitness studios/gyms (that serve the neighborhood), and medical (medical, dental and veterinarian clinics);
 - b) Eating and drinking establishments;

- c) Community service uses, such as libraries, senior centers, community centers, museums and indoor public recreation facilities;
 - d) Public places, open space areas and transit stops with shelters.
2. In order to allow for the provision of required street level uses within buildings with frontage on arterial or collector streets, when market factors are not conducive to mixed use development projects, the ground floor level of buildings shall be constructed to allow for the future accommodation of commercial uses, and may be occupied by residential uses. The property owner or leasing agent or property manager shall provide the Planning Director with annual market reports that provide documentation of the status of the market, where it can be determined when these spaces should be actively advertised for sale or lease, so that conversion to these uses can occur.
 - 3 The space occupied by the required street level uses must have a minimum floor to floor height of thirteen (13) feet and extend at least thirty (30 feet) in depth at street level from the street front façade.
 4. Required street level uses must be located within ten (10) feet of the street property line or abut a public open space permitted in subsection 1(d), unless an increase in the maximum front setback is granted by the Planning Director subject to the requirements in Section III.F.4.b.
 5. Pedestrian access to the required street level uses shall be provided directly from the street or permitted public open space. Pedestrian entrances must be located no more than three (3) feet above or below sidewalk grade or at the same elevation as the abutting permitted public open space.

D. Lot size

There is no minimum lot size in the Mixed Use Districts.

E. Maximum Building Footprint

The maximum building footprint standard for the Mixed Use District is shown in Table 2. An increase in the maximum building footprint up to 40,000 square feet may be permitted for buildings where structured parking is integrated into the building envelope, provided that:

1. The design of the building with integrated structured parking complies with the development standards contained in Section III.I for off-street parking and the design standards contained in Section IV.5, for location and design of off-street parking including structured parking.

2. The design of the building complies with the design standards contained in Section IV, that address building facade, building step-back and architectural design requirements.

F. Setbacks

Minimum setbacks are intended to ensure new construction occurs in a manner consistent with applicable building code, public utility easement or public open space requirements. Required maximum building setbacks are intended to complement applicable standards as a means for ensuring the placement of buildings to promote an attractive streetscape and pleasant pedestrian environment.

1. Front Yard Setbacks.
 - a) Minimum Setback. The minimum front setbacks are shown in Table 2.
 - b) Maximum Setback. The maximum front setbacks are shown in Table 2. The maximum setback standard for commercial, multi-family, apartment, or mixed use buildings is met when a minimum of 75 percent of the front building façade is located no farther from the property line or future right-of-way lines than the maximum setback specified for the applicable Mixed Use District or as specified in Section III.F.4. The maximum setback standard for single family attached and detached housing, townhouses, and rowhouses is met when at least one façade, including a porch, is located no farther from the property line than the setback specified for the applicable Mixed Use District.
2. Rear Yard Minimum Setback. The minimum rear setback for all structures is shown in Table 2.
3. Side Yard Minimum Setback: The minimum side yard setback for all structures in the Mixed Use Districts is shown in Table 2.
4. Setback Exceptions.
 - a) Eaves, chimneys, bay windows, overhangs, cornices, awnings, canopies, porches, decks, pergolas, balconies, stoops, and similar architectural features may encroach into setbacks by no more than 4 feet, subject to compliance with applicable standards of the Uniform Building Code and Uniform Fire Code. Second story bay windows, balconies, awnings, and canopies may extend up to two feet into public right-of-way upon approval by the City Engineer and Building Official.
 - b) Maximum front setbacks may be exceeded up to ten additional feet for mixed use or non-residential developments upon determination by the Planning Director that 100 percent of the additional setback would be used to provide enhanced pedestrian amenities such as plazas, arcades, courtyards, or other such usable pedestrian space as a feature of the development.

- c) Where a public utility easement is wider than the maximum setback of the applicable district, the structure may be set back to accommodate the easement.
- d) Where a residential garage or carport is directly accessible from a public or private street or alley, the setback to the opening of the garage or carport shall be either five feet or nineteen feet except:
 - I. Where the setback of the dwelling unit is greater than nineteen feet, then the setback to the garage/carport shall be equal to or greater than the dwelling unit; or
 - II. Where the garage door or carport entrance is oriented perpendicular or nearly perpendicular to the front property line, and there is sufficient distance to park in front of the garage/carport entrance without extending over the property line or the sidewalk, then the setback shall be equal to or greater than the dwelling.
- e) Where loading areas or drive through lanes are permitted between a public or private street and the associated structure, the maximum setback requirement may be exceeded to accommodate the loading area or drive through lanes. The building shall be placed as close to the street as practicable in order to accommodate the loading area and drive through lanes.
- f) Cantilevered awnings and canopies may extend into the public or private street right-of-way, upon approval of the jurisdiction having authority over the right-of-way and the City Engineer.

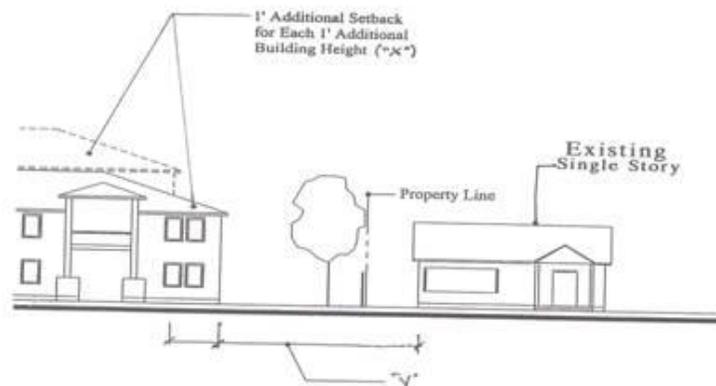
G. Building Height

1. Maximum height standards. Maximum height standards for the Mixed Use Districts are shown in Table 2. For buildings where structured parking is integrated into the building envelope, the floors occupied by parking shall not be counted toward the maximum building height, provided that:
 - a) The design of the building with integrated structured parking complies with the development standards contained in Section III.I for off-street parking and the design standards contained in Section IV.5, for location and design of off-street parking including structured parking.
 - b) The design of the building complies with the design standards contained in Section IV, that address building facade, building step-back and architectural design requirements.
2. Minimum height standards. Minimum height standards are shown in Table 2.
3. Within Mixed Use District building height is measured from native grade, four feet outside the foundation of the structure. For purposes of calculating minimum and maximum height as cited in Table 2 and notwithstanding the provisions of the Oregon Building Code.

H. Building Height Transition

1. Notwithstanding the setback standards provided in Section III.F, development in the Mixed Use District shall provide for a building height transition when adjacent to existing single family residential development which is zoned R-7.5 or R5 to provide compatible scale and privacy between developments. This requirement is that taller buildings shall “step-down” to create a building height transition to adjacent single family residential developments.
2. This standard applies to new and vertically expanded buildings in a Mixed Use District within 20 feet (measured horizontally) of an existing single family residential building with a height of 30 feet or less.
3. This standard is met when the height of the taller building (x) does not exceed one foot of height for every one foot separating the new building from the existing single family residential structure (y) as shown in Figure 2.

Figure 2 - Building Height Transition



III Off Street Parking and Loading

1. Off-Street Parking and Loading Standards. Off-street parking and loading for development in the MU District shall be developed in accordance with Sections 16.155 of this ordinance, except as modified in this Section. In the event of conflict, the parking standards contained in this Section shall control.
2. The minimum required parking for the permitted commercial, cottage industry, public and semi-public uses in the MU District shall average 2 spaces per 1,000 square feet of leasable gross floor area throughout the project. Shared parking shall be required when the development project is under the control of a single owner/developer and contains commercial, cottage industry, public and semi-public uses with staggered peak parking demands. A reduction in the minimum required parking may be granted by the Planning Director, provided that the following criteria have been met:

- a) The amount of off-street parking to be provided will be sufficient to serve the uses for which it is intended.
 - b) The decrease in required off-street parking shall be based on a parking demand study prepared by a qualified parking or traffic consultant, civil engineer, licensed architect or urban planner, which substantiates the basis for granting a reduced number of parking spaces. The parking demand study shall include, at a minimum, the following:
 - c) Size and type of uses or activities on site;
 - d) Composition of tenancy on site;
 - e) Rate of parking turnover;
 - f) Peak traffic and parking loads to be encountered;
 - g) Local parking habits including proximity and convenience factors;
 - h) Availability of public transportation.
 - i) Use of shared parking for the development project and transportation demand management techniques such as employee carpooling or vanpooling, dedicated valet parking, increased bicycle parking facilities, provision of subsidized or discounted transit passes to employees, and rideshare promotions.
 - j) A transit stop is located within 800 feet of the development project.
3. The minimum required off-street parking spaces for residential uses is as follows:

Type of Dwelling Unit	Minimum Required Off-Street Parking Spaces
Attached dwelling units (studio, 1-bedroom, 2-bedroom, 3-bedroom units) and the residential portion of live-work units	1 space per dwelling unit
Age-restricted dwelling unit (60 years or older)	0.50 space per dwelling unit

4. Off-Street Maximum Parking. The off-street parking cap for Non-Residential Development Projects including the Non-Residential Component of Mixed Use Development is 3 spaces per 1,000 square feet of leasable gross floor area throughout the project. The off-street parking cap for Residential Development Projects is not more than 150% of the minimum required off-street parking. All development projects providing off-street parking in excess of the minimum required off-street parking shall comply with the following criteria:

- a) The need for increased off-street parking is based on a parking demand study prepared by a qualified parking or traffic consultant, civil
 - b) The need for increased off-street parking is based on a parking demand study prepared by a qualified parking or traffic consultant, civil engineer, licensed architect or urban planner, which substantiates the basis for granting the increased number of parking spaces. The parking demand study shall include, at a minimum, the following:
 - Size and type of uses or activities on site;
 - Composition of tenancy on site;
 - Rate of parking turnover;
 - Peak traffic and parking loads to be encountered;
 - Local parking habits including proximity and convenience factors;
 - Availability of public transportation.
 - c) Use of shared parking for the development project. Required off-street parking may be accommodated within shared parking facilities located on-site or off-site if the shared parking facilities are located within 800 feet from the development and are for non-residential uses. Shared parking located within off-site shared parking facilities shall be designated and signed as belonging to the remote development and shall be part of the legal requirements for occupancy of the development.
 - d) Use of transportation demand management techniques such as employee carpooling or vanpooling, dedicated valet parking, provision of alternative vehicles for shared use by residents, increased bicycle parking facilities, provision of subsidized or discounted transit passes to employees or residents, rideshare promotions.
 - e) Reduction in surface parking through provision of on-site structured parking which is integrated into the building envelope to accommodate the increased off-street parking.
5. Shared Parking. Shared parking is encouraged within the MU District. Shared parking can be provided on-site or off-site if the shared parking facilities are located within 800 feet of the development project and are for non-residential uses. Shared parking located within off-site shared parking facilities shall be designated and signed as belonging to the remote development and shall be part of the legal requirements for occupancy of the development.

A parking demand study shall be provided to the Planning Director for any development projects proposing or required to provide shared parking facilities. The parking demand study shall be prepared by a qualified parking or traffic consultant, civil engineer, licensed architect or urban planner, which substantiates the basis for granting the increased number of parking spaces. The parking demand study shall include, at a minimum, the following:

- a) Size and type of uses or activities on site;
- b) Composition of tenancy on site;
- c) Rate of parking turnover;
- d) Peak traffic and parking loads to be encountered;
- e) Local parking habits including proximity and convenience factors;
- f) Availability of public transportation.

The Planning Director may utilize the Urban Land Institute's (ULI) Shared Parking methodology as a guide in reviewing shared parking proposals.

6. On-Street Parking Credit. The amount of off-street parking required may be reduced by one off-street parking space for every on-street parking space adjacent to the development. On-street parking shall follow the established configuration of existing on-street parking, except that angled parking may be allowed for some streets, where permitted by City, ODOT and/or County standards. The following constitutes an on-street parking space:

- a) Parallel parking, each 24 feet of uninterrupted curb;
- b) Curb space must be connected to the lot which contains the use;
- c) Parking spaces that would not obstruct a required clear vision area, nor any other parking that violates any law or street standard; and
- d) On-street parking spaces credited for a specific use may not be used exclusively by that use, but shall be available for general public use at all times. No signs or actions limiting general public use of on-street spaces is permitted.

J. Open Space for Residential Developments

Residential projects including mixed use projects with residential uses shall provide a minimum of 100 square feet of usable open space per unit, which may be private yards, courtyards, atriums, balconies, patios, gardens including rooftop gardens, porches, terraces, or commonly owned tracts. Usable open space within such residential projects may be privately accessible to residents and guests only, without providing public accessibility; however projects are encouraged to provide some public or semi-public usable open space in order to create attractive, vibrant places to live, work, shop, and recreate. The development standards for some of the different types of usable open space listed herein are as follows:

1. Common open space areas shall be convenient to the majority of dwellings and shall contain amenities appropriate to the development project's size. Potential amenities could include art, sculpture, fountains or water features, benches, seat walls, raised planting beds, etc.
2. Private usable open space shall be contiguous to the unit served and should be screened from public view for privacy. All balconies and patios that front a public street should be substantially enclosed for screening and privacy. Balconies are encouraged to be oriented so as not to have a direct line-of-sight into adjacent units within the development.
3. Private usable open space in the form of balconies or porches shall have a minimum average depth and width of six (6) feet in order to accommodate a small table and chairs.
4. Patios shall have a minimum depth of six (6) feet and width of ten (10) feet. Patio depths and widths greater than ten (10) feet are preferable.
5. Use of rooftop spaces for courtyards, gardens and terraces may be used as common open space for the development, when directly accessible to the units it serves.
6. Use of decorative pavers and pervious pavement treatment for hardscape areas such as plazas and courtyards is encouraged. Changes in paving color, pattern and texture also help to define public and private open space and add visual interest.
7. Within usable open space areas, incorporation of ample landscaping in beds or planters which provide year-round greenery is encouraged.

IV. DESIGN STANDARDS

A. Purpose

This Section establishes design standards for development in the Mixed Use District. These clear and objective standards shall apply to permitted uses.

The design standards described in this subsection are intended to promote good quality design in site development and new building construction within mixed use zoning designations. Good design in mixed use zones results in buildings and dwellings visually compatible with one another and adjacent neighborhoods, contributing to a district which is attractive, visually stimulating, active and safe. These qualities contribute to the creation of an environment which facilitates easy pedestrian movement and a rich mixture of uses. A diversity of architectural styles is encouraged except in large scale mixed-use developments where unified architectural and urban design is important to the identity of the development project. On sites protected by a historic or cultural resource overlay zone or designation, architectural consistency with the design standards of the overlay zone or designation shall be required.

B. Process

All new development and expansions of existing uses located in mixed use districts shall comply with these design standards during Development Review.

C. Building and Site Design Standards

The standards and guidelines contained in this subsection are intended to encourage good quality, pedestrian-sensitive design in new building construction. These qualities contribute to the creation of a mixed use area which facilitates easy pedestrian movement and establishment of a rich mixture of uses.

1. Building Entry and Orientation Requirements

The purpose of this subsection is to require buildings and entrances to be oriented to the street to the maximum extent practicable to encourage pedestrian access and movement. Requirements for orientation and primary entrances are intended to provide for convenient, direct and accessible pedestrian routes to and from public sidewalks and transit facilities; provide for safe, pleasant and convenient pedestrian circulation by connecting activities within a structure to the adjacent sidewalk and to nearby transit stops; and promote the use of pedestrian and transit modes of transportation to retail and commercial facilities.

The following design standards shall apply to development in Mixed Use Districts except where noted:

- a. All ground-floor tenant spaces with at least 25 feet of frontage facing a public or private street shall have at least one building entrance oriented to the adjacent street. Such an entrance shall open directly to the outside and shall not require a pedestrian to first pass through a garage, parking lot or loading area to gain access to the entrance from the street, but the entrance may include architectural features such as arcades, anti-chambers, porticos and the like without being in violation of this provision. If a building has frontage on more than one street, the building shall provide a main building entrance oriented to one of the streets or a single entrance to the corner where the two streets intersect. Where one single tenant has 200 feet or more of frontage on a public or private street, one additional entrance shall be provided for each 200 feet of frontage on one of the public or private streets. Freestanding banking institutions and restaurants located in the MU District are exempt from the provisions contained in this subsection and may locate the primary building entrance on any façade of the structure. A clear internal site pedestrian sidewalk or pathway shall be provided to the building entrance from all public or private street sidewalks. A building may have more building entrances than required by this Section oriented to a public or private street, and may have secondary entrances facing off-street parking areas and loading areas.

- b. An exception to the requirement of paragraph a. above shall be allowed upon finding that:
 - i. The slope of the land between the building and the street is greater than 1:12 for more than twenty feet (20') and a more accessible pedestrian route to the building is available from a different side of the building;
 - ii. The land between the building and the street contains a natural resource which would be unavoidably and irreparably degraded by providing a reasonably direct pedestrian connection and an alternative route without such impacts is available; or
- c. Residential dwellings fronting on a public or private street shall have a main entrance to the dwelling opening onto the front of the dwelling at the ground floor level. Such an entrance shall open directly to the outside and shall not require passage through a garage to gain access to the doorway. The doorway may be above final grade where a porch, stoop, portico, anti-chamber, wheelchair ramp or similar architectural feature is included in the design. Ground floor single family attached and row/townhouse residential units fronting on a public or private street shall have separate entries directly from the major pedestrian route. Ground floor and upper story residential units in a multi-family building fronting on a public or private street may share one or more entries accessible directly from the street.
- d. Residential building facades over 150 feet in length facing a street shall provide two or more main building entrances.
- e. Entryways into mixed use buildings containing residential units shall be clearly marked with a physical feature incorporated into the building or an appropriately scaled element applied to the facade.

2. Ground Floor Windows and Building Façade Requirements

Long expanses of blank walls facing a street or other public areas detract from the attractiveness of the streetscape and perceived safety of pedestrians using those spaces. The standards of this subsection are intended to enhance street safety and provide a comfortable street environment by providing ground-level features of interest to pedestrians along streets. These standards also have the purpose of encouraging surveillance opportunities where buildings face abutting streets and public areas, preventing fortress-like facades, and avoiding a monotonous pedestrian environment. The standards also help enhance the economic vitality of a neighborhood by providing the opportunity for merchants to display goods and advertise their wares to shoppers. By encouraging “window shopping” in mixed use districts the activity on the street is increased along with security.

The following design standards shall apply to development in Mixed Use Districts:

- a. All development shall provide ground floor windows on the building facade facing and adjacent to a public street, or facing onto a park, plaza or other public outdoor space. Required windows shall allow views into lobbies or similar areas of activity, pedestrian entrances, or display windows. Required windows shall provide a lower sill no more than three feet (3') above grade; except where interior floor levels prohibit such placement, the sill may be located not less than two feet (2') above the finished floor level to a maximum sill height of five feet (5') above exterior grade. Where on-site service docks and loading areas are provided, buildings containing 10,000 square feet or more, and demised up to two individual tenants, are exempt from the ground floor window requirement.
- b. Darkly tinted windows and mirrored windows which block two way visibility are prohibited as ground floor windows required under this provision except where the closest face of the building to the nearest edge of the sidewalk within a public right-of-way or private street parallel and adjacent to the building is greater than fifty feet (50').
- c. In all districts, building frontages along streets shall break any flat, monolithic facade by including architectural elements such as bay windows, recessed entrances or other articulation so as to provide pedestrian scale to the first floor.
- d. Where ground floor windows are required by this section on multifamily, apartment, public institutional and commercial structures, exterior walls facing a public street, public open space, pedestrian walkway and/or transit station shall have windows, display areas or doorways for at least fifty (50%) of the length and fifty percent (50%) of the area of the ground level wall area, which is defined as the area up to the finished ceiling height of the fronting space or fifteen feet (15') above finished grade, whichever is less.
- e) On single family detached, single family attached, townhouse, and rowhouse structures, exterior walls facing a public street, public open space, pedestrian walkway and/or transit station shall have windows, display areas or doorways for at least twenty percent (20%) of the ground level wall area, which is defined as the area up to the finished ceiling height of the fronting space or fifteen (15') above finished grade, whichever is less.

3. **Building Step-Back Requirements**

Step-back requirements help assure a comfortable street environment by preventing fortress-like facades, providing light and air at the street level, and providing features of interest to pedestrians along streets in mixed use districts.

The following design standards shall apply:

- a) Step-back requirements shall be achieved, at the option of the applicant, by one of two methods:
 - i. Floors above the second floor shall be stepped back a minimum of five feet (5') for the first story above two, and an additional five feet (5') for floors above three (3). The maximum step-back under this method shall not exceed fifteen feet (15'); or
 - ii. A building shall be stepped-back by an appropriate amount from the plane of the street so as to maintain an angle not greater than sixty (60) degrees between the top of the building facade fronting on to the street and the back of the sidewalk of the opposite side of the same street.
- b) Upon petition of the applicant, the Planning Director may waive the building step-back requirements of this subsection provided that the applicant clearly demonstrates the proposed project:
 - i. extends the same architectural features described in paragraph (a) above the ground floor level through variations in design, detail, and proportion, and by avoiding designs featuring a monolithic street facade; and
 - ii. is designed so as not to obstruct sunlight from falling on the back of the sidewalk on the opposite side of the street for more than four hours of any given day between March 21 and September 21.

4. **Architectural Design Requirements**

Good design results in buildings visually compatible with one another and adjacent neighborhoods, contributing to mixed use areas which are attractive, stimulating, active and safe.

The following design requirements shall apply to development in Mixed Use Districts:

- a) Buildings shall promote and enhance a pedestrian scale and orientation on the facade facing the public street. Street-side building facades and dwelling units within all Mixed Use Districts shall be varied and articulated to provide visual interest to pedestrians and avoid a flat appearance. In addition, development proposals shall make provisions and include designs consistent with the following:
 - i. All new commercial, public/institutional, mixed use, and residential buildings constructed within a Mixed Use District shall demonstrate during the Development Review process that it promotes and enhances a pedestrian scale and orientation on any facade facing a public or private street and it incorporates discernible and architecturally appropriate

features; such as, but not limited to, cornices, bases, fenestration, fluted masonry, bays, recesses, arcades, display windows, unique entry areas or other treatments for visual interest, to create community character and to promote a sense of pedestrian scale. The design shall recognize that the simple relief provided by window cutouts or sills on an otherwise flat facade, in and of themselves, does not meet the requirements of this subsection; and

- ii. All residential dwellings, of any type, constructed within any Mixed Use District shall be constructed with exterior building materials and finishes of high quality to convey an impression of permanence and durability. Materials such as, and including, masonry, stucco, stone, terra cotta, tile, cedar shakes and shingles, beveled or ship-lap or other narrow-course horizontal boards or siding, authentic vertical board & batten siding, articulated architectural concrete masonry units (CMU), and similar durable architectural materials are allowed. Materials such as, and including, T-111 siding, plain or plain painted plywood and strandboard sheets, concrete or cinder block, smooth surface concrete panels, and similar quality and non-durable material are prohibited.

- b) Commercial buildings and sites shall be organized to group the utilitarian functions away from the public view. Delivery and loading operations, HVAC equipment, trash compacting and collection, and other utility and service functions shall be incorporated into the overall design of the building(s) and the landscaping. The visual and acoustic impacts of these functions, along with all wall- or ground-mounted mechanical, electrical and communications equipment shall be out of view from adjacent properties and public streets, and screening materials and landscape screens shall be architecturally compatible with and not inferior to the principal materials of the building and primary landscaping. The visual and acoustic aspects of roof-mounted equipment, vents and chimneys shall be minimized by placing equipment behind parapets, within architectural screening, roof-top landscaping, or by using other aesthetically pleasing methods of screening and deadening the sound of such equipment.

5. Location and Design of Off-Street Parking

Parking should be located and designed so as to not only facilitate its major function but also to complement and encourage easy and safe pedestrian movement to, through and around the facility. The scale and orientation of parking areas shall be consistent with their purposes in supporting a mix of commercial and residential uses and shall be consistent with the pedestrian- and transit-oriented community to which they contribute.

Except as expressly modified below, the parking design standards contained in Sections 16.155 shall apply. The following additional standards shall apply only within Mixed Use Districts:

- a) No surface parking or maneuvering area shall be located between the facing façade of an adjacent building (or a line extended from the plane thereof) and a public or private street where a maximum setback is prescribed by this Section. Service docks and loading areas may be located between a building and public or private street when an anchor tenant requires the use of delivery vehicles with an overall length of forty (40) feet or greater and where the service docks and loading areas comply with the provisions contained in Section IV.C.5.b.
- b) To create pedestrian interest, maneuvering areas, service docks, and loading areas shall be located interior to the site wherever practicable. Where locations of these facilities on the site exterior, adjacent to a street, driveway, or pedestrian route cannot be avoided, exterior building walls or screen walls for such facilities shall include decorative elements that provide visual (pedestrian) interest such as openings with decorative grates, artwork, and decorative tiles. Screening walls surrounding service docks and loading areas shall be a minimum of 12 feet in height. Windows and display area are not required on walls surrounding service docks and loading areas.
- c) For development projects in a Mixed Use District that are required to provide integrated structured parking for increases in the maximum building footprint per Section E, and where the floors occupied by parking are not counted toward the maximum building height per Section G.1, the structured parking shall be wrapped at the ground level with street level uses for projects with street frontage on arterial or collector streets. For projects proposing integrated structured parking with frontage on local or neighborhood route streets, the structured parking shall be wrapped at the ground level with residential or public open space areas, such as small plazas with seating areas.

If there are multiple parking floors within the integrated structured parking, the upper floors shall be wrapped with office and/or residential uses or two-story eating and drinking establishments. The area of the roof of the structured parking not occupied by buildings shall provide usable courtyard space, terraces, green roofs and/or community garden plots, which are accessible by the office and residential uses and/or eating and drinking establishments.

The size of the parking entrance shall be minimized and visually integrated into the overall architecture of the building by continuing a frieze, cornice, canopy, overhang, trellis, decorative grilles, or other devices from adjacent structures along the façade.

- d) Bicycle parking spaces shall be sited so as not to occupy space within, reduce the size of, or impede the use of required sidewalks, pedestrian ways, curbside landscape strips, landscape buffers or usable open spaces. All bicycle parking must be easily accessible and shall be equipped or located so as to allow the bicycle to be conveniently and securely locked to a parking device or within a secured bicycle parking area. Covered bicycle parking shall provide security and protection from the weather. Covered parking may be provided within a parking structure, garage, under a separate roof, within a bicycle locker, or in a designated area within a building or residential complex. Except in single-family detached and duplex dwelling units, allowance for required bicycle parking within an individual residence is not considered to be in compliance with this requirement.
- e) Surface parking areas shall provide perimeter parking lot landscaping adjacent to a street other than a major pedestrian route which meets one of the following standards:
 - i. A five foot (5') wide planting strip between the right-of-way and the parking area shall be provided for streets designated Collector or Local on the Transportation System Plan. A ten foot (10') wide planting strip between the right-of-way and parking area shall be provided for streets designated Arterial. The planting strip may be pierced by pedestrian-accessible and vehicular accessways. Planting strips shall be planted with large-scale, high canopy, horizontally-branching street tree species and/or an evergreen hedge. Hedges shall be no less than thirty (30") inches or more than forty-two (42") inches in height. Hedges and other landscaping shall be planted and maintained to afford adequate sight distance for vehicles exiting the parking lot.
 - ii. In lieu of hedges specified in subsection d.1, decorative walls or fences thirty (30") inches to forty-two (42") inches in height parallel to and not nearer than two feet (2') from the right-of-way line may be utilized. The area between the wall or fence and the back of the sidewalk shall be landscaped. The required wall or screening shall be designed to allow for access to the site and sidewalk by pedestrians and shall be constructed and maintained to afford adequate sight distance as described above for vehicles exiting the parking lot.
- f) Surface parking areas shall provide interior landscaping which meets the following standards:
 - i. Angled or perpendicular parking spaces shall provide, where needed, extruded curbs (tire stops) or widened curbs to prevent bumper overhang into landscape areas or walkways.

- ii. All surface parking facilities shall include landscaping along the perimeter of the lot to a depth of at least four feet (4'). Perimeter landscaping shall not be required where two parking lots using a common driveway are joined by a common circulation aisle or other traffic area, and landscaping may be reduced or eliminated adjacent to landscaped open space in order to transition the open space landscaping into the parking area and afford better access between the two areas. Landscaping shall also be installed within planting bays, and in any other area where parking stalls, circulation aisles, driveways, or pedestrian movements would not be precluded by the landscaping. Except where requested by the applicant, if in following these standards, the amount of interior landscaping would exceed ten percent (10%) of the area devoted to outdoor auto parking facilities, the amount of required landscaping shall be limited to ten percent (10%). All landscaping required under the provisions of this subsection may be applied towards compliance with other applicable landscaping requirements.
- iii. A minimum of one 2½" caliper street tree shall be provided in protected planting bays located within the surface parking area at the end of each parking row and at intervals not exceeding 100 feet within the parking rows. Planting bays shall have a minimum width of five feet (5') and a minimum area of 185 square feet for double loaded parking bays and 90 square feet for single loaded parking bays. The remainder of each bay shall be landscaped in a manner consistent with the provisions of this subsection.
- iv. All parking lot construction, internal walkways, markings and access shall meet and fully comply with the requirements of the Americans with Disabilities Act.
- e. Except in residential areas, parking associated with new development shall be designed to the extent practicable to connect with auto parking areas on adjacent sites to eliminate the necessity of utilizing the street for parallel movements.
- f. General Landscaping Standards for Off-Street Parking Areas.
 - i. The minimum planting size for all required trees shall be 2½ inch caliper as measured by American Association of Nurserymen standards. Trees shall be deciduous shade trees capable of at least thirty-five feet (35') in height and spread at maturity.
 - ii. A minimum of seventy percent (70%) of all required landscaped areas, including required planting strips and planting bays, shall be covered with trees, or shrubs. All areas shall also include continuous ground cover

consisting of lawn, low growing evergreen shrubs, or evergreen ground cover.

- iii. Evergreen shrubs shall be not less than two feet (2') higher than finished grade at the time of planting. Evergreen shrubs shall be of the type that grow to be at least thirty-six inches (36") higher than finished grade.
- iv. All curb cuts are subject to approval based on standards to ensure safe pedestrian circulation, traffic flow, access points needed for the proper functioning of the development and the objectives of the Section. To meet these standards, consolidation of curb cuts may be a condition of development approval.

7. Requirements for Improvements Between Streets and Buildings

Landscaping or "hardscaping" of property between the street curb and buildings promotes and enhances a comfortable pedestrian scale and orientation and encourages pedestrian use of the area.

The following street design standards shall apply to development in Mixed Use Districts:

- a) The property between the street curb and an adjacent building shall be landscaped or hardscaped. Landscaping shall be irrigated.
- b) Except for single family detached dwellings, where a hard-surfaced area, other than a pedestrian connection leading from the sidewalk to a building entrance, is used in lieu of landscaping between the sidewalk and the building, such areas shall contain at least two (2) pedestrian-sensitive amenities. Such amenities include, but are not limited to, benches, low walls with seating or planters atop, drinking fountains, courtyards, free-standing planters, street furniture, public art or other pedestrian space or design features integrated into the overall design of the building or portion of the site in order to enhance the pedestrian environment.
- c) Trees selected from the City's approved street tree list. Trees may be within tree wells with a minimum planting area of 15 square feet (with standard 3' x 5', 4' x 4' or 4' diameter cast iron grates.) Such trees shall be planted every thirty feet (30') on center (or, depending on species, at some other distance to ensure their proper spacing) so as to develop a continuous canopy when mature. Street trees shall be at least 2½ inches in caliper at planting, shall be planted within an approved root barrier, and shall be irrigated and maintained by the property owner along with other landscaping planted within the parking strip.
- d) Topping, shearing or pollarding of street trees is prohibited, unless necessary to protect overhead utility lines.

- e) Except as noted below, all public utility distribution and service connections to new buildings and dwellings within all Mixed Use Districts shall be underground. Aerial utility service (electricity, telephone, cable, etc.) may be used in new construction where all of the following circumstances apply:
 - i. The project is an in-fill building or dwelling within an existing neighborhood where utility service is provided aerially rather than underground;
 - ii. The project is located between other utility users on the same block face;
 - iii. It would not be practicable to serve the new project underground without also serving the neighboring uses; and
 - iv. The neighboring uses on the same block face and the utility company are unwilling to pay the additional cost of undergrounding their service;
- f) Ornamental street lights shall be installed when public right-of-way improvements are required as a part of a development.
- g) Bulb-outs, or curb extensions, shall be constructed at all intersections of public streets when public right-of-way improvements are required as a part of a development. The design of the bulb-outs shall be approved by the Planning Director and City Engineer.

V. REVIEW PROCEDURES

A. Section 16.175 Design Review, or any amendment thereof, and the provisions of this section shall apply to all uses permitted in Mixed Use Districts except for construction of single family detached dwellings built on a single lot. Provisions of 16.135 Subdivisions, applies to all project proposals involving the subdivision or partitioning of existing properties.

B. Applications for Development Review approval for projects within a Mixed Use District shall include the pertinent materials specified in Section 16.175 as well as preliminary plans and drawings, and other pertinent materials and reports illustrating and documenting the following:

1. Site plans, housing types, proposed commercial and industrial uses, elevation sketches, exterior building material/color boards and floor plans for all typical multi-family and attached single family dwellings, mixed use and non-residential buildings within the project;
2. Residential densities;
3. Usable open space, landscaping, and natural resource and tree preservation plan;
4. Planned streets and alleys, public rights-of-way, pedestrian and bicycle system plan, and off- and on-street parking;

5. Stormwater management and grading plans, underground utility service plan and easement dedications, including infrastructure location, sizing, and system connections;
6. Compliance with the Comprehensive Plan, Zoning Ordinance provisions for the applicable Mixed Use District.

C. Development Review

The City shall require that the developer provide for and establish one or more property owner associations, or similar mechanism acceptable to the City Attorney, for the ownership and maintenance of any common open space, private streets or alleys, or other appropriate lands and improvements which are of a public nature and are not dedicated to and accepted by the City.

Further, the City shall require any such association be incorporated, or otherwise legally organized such that the association is legally capable of, and shall adopt and file by-laws, restrictive covenants, and/or other binding agreements that provide an enforceable mechanism to raise the revenue required to maintain such property, and which include provisions that prohibit the association from disposing of or abandoning any common open space, private street or alley without the permission of the City, in which case the association shall first offer to dedicate the property to the City and shall provide for its long-term maintenance in a manner satisfactory to the City. Nothing in this provision shall obligate or be construed to imply any obligation by the City to accept any street, alley, park, greenway, open space, or other common lot, parcel or tract of land or improvement proposed to be dedicated by an applicant, owner or developer of a project, or by any owner's association.

D. Variances

The development and design standards in this Section are intended to implement the goals and policies of the Comprehensive Plan. Variances to these standards are discouraged. However, some sites may be difficult to develop in compliance with these regulations. In those instances, the Variance process provides relief where the proposed development continues to meet the intended purpose of these regulations.

1. Standards

- a) A Variance by the Planning Commission may be granted to any development regulation or design standard contained in this Section provided the Commission finds that by granting the Variance:
 - i. The adjustment will equally or better meet the purposes of the Mixed Use Districts and of the regulation to be modified;
 - ii. The Variance or cumulative Variance adjustments results in a project which is still consistent with the overall purpose and intent of the district; and

- iii. The Variance will not result in significant detrimental impacts to the environment or the natural, historic, cultural or scenic resources of the City.
- b) The Planning Commission may approve a Variance from the standards listed below if, in addition to the criteria listed in subsection (D)(1)(a), the proposal meets the following criteria:
 - i. Multiple main building entrances required to be oriented to the street. Variances may be granted to allow a single secured entrance to an establishment upon a finding that the internal security measures which are standard operating procedures of the applicant would be irreparably harmed by this requirement; except in no case shall there be less than one main entrance oriented to a public or private street unless otherwise authorized by an exception contained in this Section.
 - ii. Ground floor windows. A variance to the percentage of window area required for ground floor windows in building facades where required by this Section may be allowed upon findings that:
 - a. such windows would unavoidably compromise necessary personal privacy or security within the building (for example, privacy in a clinic examination room, security in a pharmacy storeroom, or security and privacy in a research and development laboratory);
 - b. due to the design of the structure or other demonstrable restrictions or constraints, the required personal privacy or security cannot otherwise be provided; and
 - c. the loss of the window area cannot be recaptured elsewhere on the facade.

2. Application and Fee

A request for a variance may be initiated by a property owner or authorized agent by filing an application with the City Recorder. The applicant shall submit plans to the City shall pay the fee set in the Master Fee Schedule.

3. Public Hearing on a Variance

Before acting on a request for a variance, the Planning Commission shall consider the variance at a Public Hearing held within 40 days after filing of the application. Not less than 20 days prior to the date of the Hearing, the City Recorder shall give written notice by mail of the hearing to owners of property situated within a 200 foot radius of the boundary of the property subject to the request using for this purpose names and addresses of owners as shown upon the current records of the County Assessor. Failure of a person to receive the notice specified in this Section shall not invalidate any proceeding in connection with the application for a variance.

4. Action of the Planning Commission

The Commission may attach conditions to an authorized variance which it feels are necessary to protect the public interests and carry out the purpose of this Ordinance. The City Recorder shall notify the applicant for a variance, in writing, of the Commission's action within five days after the Commission has rendered its decision.

VI. DEFINITIONS

Except as expressly modified below, the definitions set forth in 16.05 Definitions shall apply. The following additional definitions shall apply only within Mixed Use Districts.

- a. **Access.** An unobstructed means of ingress and egress from a lot or parcel to a public street, alley or a City-approved private street or tract, either through private ownership or permanent easement over an improved private street, alley or driveway of sufficient width and structural cross-section to meet or exceed the standards for emergency vehicle approach to the use on said lot or parcel. Also applicable to "flag lots," where there is no frontage on an existing or proposed alley, or public or private street.
- b. **Adjacent.** A building or use is adjacent to a transit trunk route, major pedestrian route, transit station or point of interest if the building or use is sited on a parcel or lot abutting the route, station or point of interest, and is not separated from the route, station or point of interest by an existing or planned intervening building as shown on an approved master plan. Intervention of a street or alley does not interrupt adjacency.
- c. **Auto-Accommodating.** A use, area or district which is primarily pedestrian-sensitive but includes facilities where access by automobiles is allowed without giving preference to autos or allowing auto-oriented services such as drive-through windows or services.
- d. **Bed and Breakfast.** A residential building or group of residential buildings with not more than five separate bedroom units for travelers' temporary accommodation, which unites do not contain individual cooking facilities with the lodging price including the price of a morning meal available only to guests of the inn. Additional rooms or structures may be added onto the original building or site provided the total number of bedroom units does not exceed five.
- e. **Certified Wood Products.** Certified wood products are those made from lumber harvested in a sustainable manner and certified by a reliable third party. The certifying groups most active at this time are the Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI) and the Canadian Standards Association (CSA).
- f. **Commercial Uses.** Uses and activities involving the sale, lease or rent of new or used products to the general public; the provision of personal, consumer and business services (including daycare for children and the elderly) and entertainment; the provision of product repair or services for consumer and business goods; and office facilities for business, government, professional, medical (including free-standing medical, dental and veterinarian clinics), and

financial services. Commercial Uses do not include hospitals and those which are specifically identified as not permitted in Table-1. Animal Services Facilities as defined in Section 3 are considered Commercial Uses; accessory overnight pet boarding if permitted may be subject to conditional use approval.

- g. Community Service. Activities and uses of a public, non-profit or charitable nature generally providing a local service to people of the community on site or through employees on the site on a regular basis. Examples include libraries, museums, senior centers, community centers, indoor public recreation facilities, religious institutions, corrections facilities, emergency services and similar facilities. Community services do not include schools, hospitals, or geriatric care facilities.
- h. Contiguous. Parcels, lots and tracts of land, projects, and expansions of existing uses are considered contiguous regardless of interruptions by streets, alleys, public easements or rights-of-way provided that the parcels would otherwise abut.
- i. Cool Roof. A roof which reflects most solar radiation before it penetrates the interior of the building, and which maintains a temperature a few degrees above the ambient air temperature.
- j. Drive-Through Facilities. Facilities allowing transactions for goods or services without leaving a motor vehicle, but excluding car washes, and motor vehicle service, maintenance or repair facilities. Also known as “drive-in” facilities.
- k. Ecco Roof. An eco roof is a vegetated roof system used in place of a conventional roof. Eco roofs are comprised of several layers that include a root barrier, waterproof membrane, drainage, soil system, and plants. Eco roofs are also referred to as green roofs.
- l. Emergency Service Facilities. Facilities housing police, fire or ambulance services; excluding jails.
- m. Establishment. A term used to describe business activity. For purposes of this code, businesses shall be defined and described at the four digit Standard Industrial Classification (“SIC”) level set forth in the most recent edition of the Standard Industrial Classification Manual, published by the U.S. Office of Management and Budget.
- n. Expansion. Enlargement of a land use increasing the overall density or intensity of the use. The expansion may be an addition attached to an existing structure or service facility, an additional structure or service facility on the same parcel, or additional structures or facilities constructed on land contiguous with the existing parcel. Construction of new facilities on parcels which are not contiguous are considered new uses, not expansions of an existing use. Except as applied to commercial parking facilities, the term is not applicable to enlargement of existing parking lots and structures.

- o. Flex Space. A building constructed to accommodate a variety of commercial, office and/or light industrial uses, including: administration, direct and telephone sales, back-office operations, product assembly, component and inventory warehousing, shipping, and related or similar activities.
- p. Floor Area Ratio (FAR). Floor area ratio is the ratio of the total amount of enclosed gross floor area (GFA) within a building or structure to the amount of net lot area. To calculate FAR, the total GFA is divided by the net lot area, and typically expressed as a decimal. For the purposes of calculation, both floor area and net lot area are expressed in square feet. For example, if the GFA for all buildings on a site totals 75,000 and the net lot area is 100,000, then the FAR equals 0.75, or if the total GFA equals 200,000 and the net lot area is 100,000, then the FAR equals 2.0.
- q. Gross Floor Area (GFA). The sum of the horizontal areas of all floors of a building intended for occupancy or storage and not including interior parking or loading spaces, measured from the exterior faces of exterior walls, or in the case of a common wall separating two buildings, from the centerline of such common wall. GFA is also referred to as gross square feet or GSF.
- r. Gross Leasable Area (GLA). The portion of GFA that is available for leasing to a tenant. Generally, GLA is equal to GFA less “common” areas that are not leased to tenants, including spaces for circulation to and from tenant spaces (lobbies, atriums elevator cores, stairs, corridors), restrooms, utility/mechanical spaces, and loading docks.
- s. Hardscape. Hard-surfaced areas improved in lieu of landscaping. Such areas include specially treated or textured concrete designed as a plaza, courtyard or building entrance and contain pedestrian-sensitive amenities such as benches, drinking fountains, planters, trees in grated wells, street furniture, lighting, public art, water features or other design features integrated into the overall design of a building or portion of the site.
- t. Hotel. A building with a common entrance consisting of individual sleeping quarters for rental to transients, and in which no provision is made for cooking in the lodging room. A “residential hotel” is a hotel typically providing for longer term stays and which may allow in-room cooking.
- u. Major Pedestrian Route. Any pedestrian route located along an arterial or collector street, a transit trunk route, or light rail transit route. A major pedestrian route also includes any local street or street segment within 1,300 feet of a light rail station or Transit Center where the street or street segment provides reasonably direct connection to the station or center.
- v. Master Plan. A development plan for a project to be built in two or more phases. A master plan may involve multiple blocks, provided the blocks are contiguous or separated only by public or private streets or rights-of-way, pedestrian ways or space, designated open space, park space or protected natural areas, or surface water treatment facilities. May provide the basis for a Concept Development Plan in Design Review.

- w. **Mixed Use Building or Development.** A building or development characterized by either a vertical or horizontal physical integration of uses. A mixed use building is a structure at least two stories in height which includes a mix of uses such as retail and office uses, residential and commercial uses, or commercial and light industrial uses. A mixed use development typically consists of multiple buildings, usually with multiple stories, designed to assure a diversity of compatible land uses which may include a mixture of residential, office, retail, services, recreational, live/work units, flex space uses, and other miscellaneous uses allowed in a district. A campus development is considered a mixed use development. However, within a mixed use development, a mix of residential and industrial uses is prohibited in a single building or on immediately adjoining land.
- x. **Motor Vehicle Service, Maintenance or Repair Facilities.** Facilities servicing motor vehicles, including gasoline stations, oil and lubrication services, tire and muffler installation and service, body shops, car washes, and other motor vehicle services.
- y. **Neighborhood Commercial and Cottage Industry.** Neighborhood commercial includes “commercial uses” as defined in this subsection, provided they are small scale retail and service uses primarily serving nearby residential areas and neighborhood businesses and their employees. General office and other commercial uses which are not retail or service in nature are allowed on and above the second floor of a neighborhood commercial building. Cottage Industry includes very light industrial or manufacturing uses that do not use hazardous materials, and have a low impact to adjacent properties related to noise, dust, odor or light glare. Outdoor storage for Cottage Industry uses must be screened.

Neighborhood commercial and Cottage Industry uses are limited in size and intensity to promote a local orientation and to limit adverse impacts on nearby residential areas. Neighborhood commercial uses may be auto-accommodating and provide off-street parking behind the building, but the overall development is intended to be predominantly pedestrian-sensitive and compatible with the scale of surrounding residential development.

- z. **Parking structure.** Any building above grade, below grade, or both for parking motor vehicles. Also referred to as structured parking.
- aa. **Pedestrian-Related Office or Service Use.** Commercial uses, excluding the sale, lease or rental of new or used durable goods, whose primary business relies on face-to-face customer contact or walk-in trade.
- bb. **Pedestrian Space.** An area or plaza on public or private property which is directly accessible to pedestrians and which includes two or more of the following features covering the entire area or disbursed throughout the entire pedestrian space: Hardscaped areas; lawn areas with trees and seating; awnings or other weather protection; water features incorporating, or with nearby, seating areas, public art or kiosks; outdoor eating areas with seating, and street-side vendor carts or stands selling flowers, food or other small consumer goods. Interior corridors within a building, used primarily as access among rooms within the building, are not considered pedestrian space, but an atrium or interior court containing the above named

features and is accessible from common hallways by the public shall qualify. A space otherwise meeting the definition of a pedestrian space which is located within a secured area on private property but is accessible, used and useful to employees, residents, and other authorized visitors to the site, qualifies under this definition.

- cc. Pedestrian Way. Any paved public or private travel route intended for pedestrian use, whether shared with other transportation modes such as a bicycle/pedestrian accessway or intended solely for pedestrian use.
- dd. Permanent Open Space. A parcel, lot, or tract of land identified on a recorded plat or by deed designation as intended to provide natural area preserves or environmental, scenic or recreational benefits to an adjacent development. Such a parcel, lot, or tract may, at the discretion of the applicant, be considered a part of an abutting lot for purposes of lot setback, open space and similar requirements, provided that the open space is not double counted in the process.
- ee. Project. Sometimes referred to as a “development project” or “development.” A residential, non-residential or mixed use development to be built in one or more phases. A project may involve single or multiple buildings and single or multiple blocks, provided the multiple blocks are contiguous or separated only by public or private streets or rights-of-way, pedestrian connections or spaces, designated open space, park spaces or protected natural areas, or stormwater treatment or detention facilities. The construction of one single family, duplex or ancillary dwelling built on or added to a single lot is not a project unless constructed as part of a larger residential development project of ten or more dwellings.
- ff. Recreational Facilities. Indoor and outdoor facilities, excluding usable open space, intended to serve the recreational needs of the general public. Indoor and outdoor “Land-extensive recreational facilities” are generally discouraged within the Mixed Use Districts and include such activities as golf courses, driving ranges, polo fields, shooting ranges, and similar uses.
- gg. Redevelopable Land. Land on which development has already occurred but on which, due to present or expected market forces, existing development is likely to be converted or replaced with a more intensive use.
- hh. Residential Structures.
 - i. Single Family Detached Dwelling. A detached dwelling unit, constructed on-site or elsewhere, situated on its own lot or parcel.
 - ii. Single Family Attached Dwelling. A dwelling unit, located on its own lot, which shares one or more common or abutting walls with one or more dwelling units.
 - iii. Attached Duplex. A duplex, located on its own lot, which shares one or more common or abutting walls with one other duplex, thereby totaling four dwelling units.

- iv. Multi-Family Dwelling. A structure on a single lot or parcel containing three or more units which share common walls or floor/ceilings with the adjacent unit(s). Multifamily dwellings include condominium and apartment units without regard to ownership status, and includes congregate (or independent) care and assisted care facilities for the elderly, but excludes all types of nursing home, convalescent care and institutional type living arrangements.
- v. Garden Apartment. A multifamily dwelling with access to a large open space area(s) such as a courtyard, garden or plaza, where such access is typically provided at the ground floor level.
- vi. Mid-Rise Apartment. A three- to six-story multi-family dwelling with reduced landscaping, generally built at 25 or more units per acre.
- vii. Rowhouse. An attached dwelling of two or more stories that has the appearance of a townhouse but not located on individual lots.
- viii. Townhouse. A single family attached dwelling of two or more stories, in a building of two or more units, with each dwelling unit and its underlying lot platted to allow separate ownership.
- ix. Ancillary Dwelling Unit. An additional dwelling unit located on the same lot as a single family dwelling or duplex.
- ii. Shared Parking. A public or private parking facility shared by two or more uses.
- jj. Transit Street. A public arterial or collector street designated as a bus or LRT route on the Comprehensive Transportation Plan Map.
- kk. Transit-Supportive. A use or development which supports increased mobility, particularly by transit, walking and bicycling and is sited in a pedestrian-sensitive manner. Transit-supportive developments are designed to enhance pedestrian and bicycle mobility and access, and to reduce conflicts with motor vehicles through a system of streets, pedestrian ways and bicycle facilities designed for multimodal access and circulation for cars and commercial vehicles, transit vehicles, bicycles, and pedestrians. Also known as “transit-oriented development,” “transit-oriented use” and “TODs.”
- ll. Visitability. Building designs which allow persons with mobility impairments to enter and stay, but not live, in a residence. The dwelling must include at least one zero-step entrance, 32-inch clear opening doorways and at least one half- bathroom on the main level that meets the minimum clear floor space for half-bathrooms as required by the Fair Housing Act.
- mm. Volatile Organic Compounds (VOCs). Volatile Organic Compounds are an entire class of carbon-based chemicals that give off vapors at normal room temperatures. Vapors may be harmful or trigger allergic reactions in people with environmental allergies. Products that emit VOCs include paints and lacquers, paint strippers, adhesives and sealants, carpets and

carpet backing, cleaning supplies, pesticides, building materials and furnishings, office equipment (copiers and printers), graphics and craft materials, and permanent markers.



SMART GROWTH
NETWORK



Putting Smart Growth to Work in Rural Communities



ICMA

Leaders at the Core of Better Communities

JOINT STUDY SESSION NORTH PLAINS CITY COUNCIL AND PLANNING COMMISSION

Monday, October 13, 2014

Comprehensive Plan Review

Page 215 of 255

ACKNOWLEDGMENTS

This report was developed under Cooperative Agreement No. PI-83233801 awarded by the U.S. Environmental Protection Agency. However, the views expressed in this document are solely those of ICMA and EPA does not endorse any products or commercial services mentioned in this publication.

The report was written by Nadejda Mishkovsky, an independent consultant; Matthew Dalbey and Stephanie Bertaina of EPA; and Anna Read and Tad McGalliard of ICMA. The report was designed by Will Kemp and edited by Kathryn Lindemuth. ICMA would also like to thank EPA project manager Danielle Arigoni.

For more information on this report and ICMA and EPA's smart growth work contact:

Anna Read

Email: aread@icma.org

Phone: (202) 962-3641

Or visit <http://www.epa.gov/smartgrowth>



ICMA is the premier local government leadership and management organization. Its mission is to create excellence in local governance by developing and advocating professional management of local government worldwide. ICMA provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals throughout the world.

Copyright © 2010 by the International City/County Management Association. All rights reserved, including rights of reproduction and use in any form or by any means, including the making of copies by any photographic process, or by any electrical or mechanical device, printed, written, or oral or recording for sound or visual reproduction, or for use in any knowledge or retrieval system or device, unless permission in writing is obtained from the copyright proprietor.

Putting Smart Growth to Work in Rural Communities

Introduction

Communities across the country want to get the most out of future growth and development. Residents and leaders from all types of communities—from urban to suburban to rural—want to achieve the best possible economic, social, environmental, and public health outcomes. This desire is particularly evident in rural communities that may be experiencing changes in their traditional landscapes and ways of life. In communities with less diverse economies, the choices between “what was” and “what could be” are critical. The reverberations of simple decisions or even of inaction can be relatively dramatic.

Rural economies may be booming, in decline, or simply in flux—this status shapes priorities and frames the local debate. In communities facing growth pressures, there is often a struggle to maintain farmland or natural landscapes, small-town traditions, and rural character while still benefiting from development. Growth can bring traffic congestion and conflicts between the natural resources economy and residential lifestyles not dependent upon working lands. Where local economies are struggling to stay afloat, however, the focus is more often on development strategies that will attract public and private investments.

This publication is designed to provide rural decision-makers with a resource for balancing competing goals while creating more vibrant, sustainable communities. It is intended to show how smart growth approaches can be adapted and applied in the rural context, particularly in times of change. Following a brief discussion of key issues facing different types of rural communities and how smart growth is perceived in rural environments, the majority of this publication addresses how to put smart growth into practice in rural communities. This third section of this publication is framed around three key goals, which can help a community pursue its vision for accommodating and attracting sensible growth in the future, while maintaining and enhancing its rural character and quality of life.

The three goals are:

1. **Support the rural landscape** by creating an economic climate that enhances the viability of working lands and conserves natural lands;
2. **Help existing places thrive** by taking care of assets and investments such as downtowns, Main Streets, existing infrastructure, and places that the community values; and
3. **Create great new places** by building vibrant, enduring neighborhoods and communities that people, especially young people, don't want to leave.

Strategies and policy tools (some commonplace, some cutting edge) supporting each of these three goals will provide some practical direction for rural communities that want to ensure that economic opportunity and growth meet the needs of new and current residents and businesses without fundamentally altering the community character. While the process of strategically defining growth in a rural community is certain to be challenging and require time, patience, and subtlety—as is the case elsewhere—it is also likely to yield the most desirable community outcomes.



Photo courtesy of National Trust for Historic Preservation

Smart growth approaches, when adapted and applied in rural contexts, can help communities balance competing demands by supporting the rural landscape, helping existing places to thrive, and creating great new places.

What Is Rural?

Rural can be a difficult word to define. It depends on whom you ask and where you are—a rural community in a relatively high-population state can look dramatically different from a rural community in a less populous state. The U.S. Department of Agriculture (USDA) Economic Research Service (ERS) defines rural areas as nonmetropolitan counties. Of the nation’s 3,142 counties, nearly two-thirds are rural. By this definition, rural communities in the United States comprise 17 percent of the population (49 million people) and about 75 percent of the total land area.¹ These descriptions, however, do not address the interaction between land and place that is so integral to understanding rural development patterns or the challenges associated with growth and development facing rural communities.

From a land use and development perspective, rural America includes towns and small cities as well as working lands, farms, prairies, forests, and rangelands. Historically, rural land has been used primarily for the production and extraction of resources. Towns grew as part of or adjacent to these working lands to provide a place where agricultural or natural resources could be traded for value-added goods or

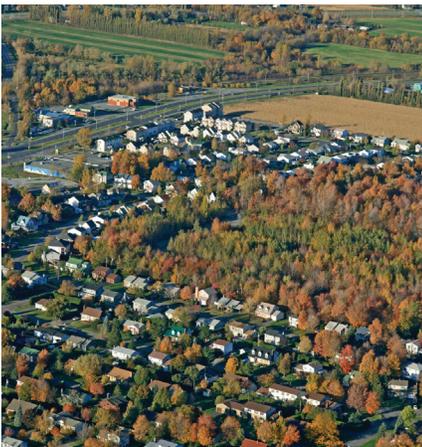
shipped elsewhere (not surprisingly, many towns were located along rail spurs and river ports or at major crossroads). Supported by main commercial streets and relatively dense, walkable neighborhoods, valuable infrastructure also developed in towns to serve civic, cultural, and social needs of rural communities. But the working lands—farms, prairies, forests, and rangelands—surrounding these towns were the reason for their existence. The environment provided more than attractive vistas—it was integral to the social and economic life of the town.

Trends Challenging Rural America Today

The land-based economy and its accompanying way of life in rural communities have been affected by a number of outside forces. While many of these changes have been gradual, others have been more immediate. As these communities continue to change, rural identities may be altered and communities may lose the opportunity to set their own agendas. By understanding the challenges that their communities are facing and thinking strategically about future growth and development, rural decision-makers can direct growth in a way that benefits the community while preserving its rural heritage and traditions.



As these photos illustrate, *rural* can mean many different things. Rural communities, whether they are small towns and cities, working lands, or tourist-based economies, are characterized by an interaction between land and place. Smart growth strategies can be used to maintain the defining characteristics of rural communities as they grow and change.



Photos courtesy of US EPA



A WAY OF THINKING ABOUT RURAL COMMUNITIES

There are many ways to describe rural communities based on their economic, geographic, or design characteristics. Certainly, each community is unique, and rural communities can include a number of complex and contradictory qualities. However, characterizing them can help identify common challenges they may be facing as well as opportunities that may help them adopt a sustainable approach to growth and development in the future. Most rural communities can be grouped into five categories², though many may fall into more than one:

1. *Gateway communities* are adjacent to high-amenity recreational areas such as National Parks, National Forests, and coastlines. They provide food, lodging, and associated services. Increasingly popular places to live, work, and play, gateway communities often struggle with strains on infrastructure and the natural environment.
2. *Resource-dependent communities* are often home to single industries, such as farming or mining, so their fortunes rise and fall with the market value of that resource. A key challenge facing resource-dependent communities is diversifying the economy while maintaining their rural quality of life and character.
3. *Edge communities* are located at the fringe of metropolitan areas and typically connected to them by state and interstate highways. They provide their residents with access to economic opportunities, jobs, and services. More affordable housing and access to urban amenities have made many of these edge areas grow at a faster pace than their metropolitan areas as a whole. But precisely because they are such attractive places to settle, edge communities often face pressure to continue to provide more housing and services to new residents.
4. *Traditional Main Street communities* enjoy compact street design that is often accessible to a transportation hub. In addition, historically significant architecture and public spaces provide valuable resources upon which to build. Still, these communities often struggle to compete for tenants and customers with office parks, regional malls, and big box stores.
5. *Second home and retirement communities* may overlap with some of the above groups, particularly edge communities and traditional Main Street communities. Like gateway communities, second home, and retirement communities struggle to keep pace with new growth while maintaining the quality of life that drew in residents in the first place.

Many of the challenges described below are regional in nature and require regional solutions. And yet land use decisions are made at the local level. When appropriate, local governments should cooperate across boundaries to develop collaborative, regional solutions to the challenges facing their individual communities.

Fewer farms and fewer farmers

Since the end of World War II, farm consolidation and the transition of agricultural land into non-agricultural uses have been a challenge for many rural communities. Farmland has been converted into residential or commercial uses, and small family farms have been replaced by large corporate farms. These changes have reduced the amount of open land, and technological advancements have further reduced the need for labor on remaining working lands—a particular challenge for resource-dependent communities. With fewer farms and fewer farming families, the skills, traditions, and culture built around the rural economy are less likely to contribute to a rural community's sense



Photo courtesy of US EPA

Many rural communities are facing challenges, including decreasing farm employment, lack of amenities, remote locations, and declining populations.

of place. The 2007 Census of Agriculture found that 65 percent of principal farm operators report working off-farm, and nearly 55 percent report something other than farming as their primary occupation.³



Photos courtesy of NRCS

The number of farms and farmers has been declining since the end of World War II, as farmland has been developed and large corporate farms have replaced small family farms.

Loss of forest land

Conversion of forest land in rural communities is also changing the character of those communities. The U.S. Forest Service estimates that between 1982 and 1997, 10.3 million acres of forest land were converted to development. By 2050, an additional 23 million acres of forest land may be lost.⁴ This trend indicates a decline in the ecological health of rural communities, but it also means that the forestry-based economy of some rural communities may be in jeopardy and that the landscapes that have defined many communities are changing. Many rural communities are concerned that these changes may have a negative impact on tourism and their residents' quality of life.

Rapid growth at metropolitan edges

Across the country, the highest rates of population growth have been occurring at the edges of metropolitan areas, where suburban and rural areas meet. In the mid-1990s, three-quarters of all new residential development was built at or beyond the urban edge. Nearly all of this development occurred on lots that are one acre or larger.⁵ Such development, which consumes 1.2 million acres of prime farmland every year,⁶ may appear somewhat rural from the road but actually undermines the viability of a resource-based economy. Low-density and single-use development patterns also result in additional population growth and increasing demands for services, often in places where it is inefficient to provide them. Edge communities, due to their rapidly growing populations, may face infrastruc-

ture challenges and find it difficult to provide new infrastructure and services at a rate that keeps up with population growth. Higher population growth and commutes to non-farm jobs increase traffic congestion along rural routes. As growth occurs in some regional areas, tensions often develop between the "new" and "old" residents. Edge communities, which border both urban and rural areas, and resource-dependent communities may see nuisance lawsuits, which are common, due to newcomers' concerns about the noise, odor, dust, etc., that occur with normal operation of working lands.

Shrinking population in other areas

While some areas struggle to keep up with growth, other regions have the opposite problem. According to the USDA, one in four rural counties saw a drop in population between 1990 and 2000, primarily due to declining farm employment, remoteness from metropolitan areas, and a lack of amenities like a vibrant Main Street or natural features.⁷ Communities with declining populations or a contracting economy face a combination of problems: unemployment and poverty, increasing demands for social services with fewer dollars to pay for them, an aging workforce, vacant properties, and loss of historic structures. Attempts to compete with other jurisdictions for large economic development projects, such as new manufacturing plants, office parks, or regional big box retailers, may come at the expense of local businesses and the community ties they aim to support.

Access to jobs and services and a lack of transportation options

Commutes to distant employment centers require a greater percentage of the family budget to be spent on transportation and reduce take-home pay. This trend particularly impacts low-income families.⁸ More and longer auto travel to services outside the community increases the demand for highway expansions and the viability of highway-oriented retail development, thereby reducing demand for Main Street goods and services. Long commutes have environmental and social costs as well, increasing air and water pollution and reducing leisure and family time.

One of the challenges facing rural communities today is finding ways to provide convenient, cost-efficient access to jobs, shops, services, education, and health care. Land use trends have separated many of these uses, making access dependent on automobiles. Of course, transportation challenges differ based on the type of rural community. For example, gateway communities must focus on bringing tourists to destinations, while resource-dependent communities need to ensure efficient transportation of goods to markets. Approaches that combine transportation planning with better land development policies can help communities support these high-priority economic issues while also enhancing quality of life for residents.

Limited planning capacity

While many rural communities view any growth as an indicator of success and a healthy economy, others are realizing that the conventional development pattern of dispersed development disconnected from traditional town centers can also pose challenges for communities to meet their fiscal, social, and environmental aims and, increasingly, public health goals. As services, products, and amenities formerly found in compact, walkable places relocate to spread-out sites across the landscape, they require more costly infrastructure that adds to the strain on local finances, degrades the environment, and leads to more car-dependent communities.

Many small, rural communities face challenges of local government staffing. Limited staff size and experience can mean inadequate attention to time-consuming but important issues, such as a community visioning process, comprehensive planning, regional collaboration, and skill development to create and implement growth and development policies that support community goals and needs. The result is often haphazard development that supports individual landowner and developer interests but does little to conserve valuable resources or channel new investment in the most efficient manner for the community as a whole.

Rapid growth on the edges of metropolitan areas can undermine the viability of rural resource-based economies, and rapid population growth may result in traffic congestion, strained services, and tension between the “new” and “old” residents.



Photo courtesy of US EPA

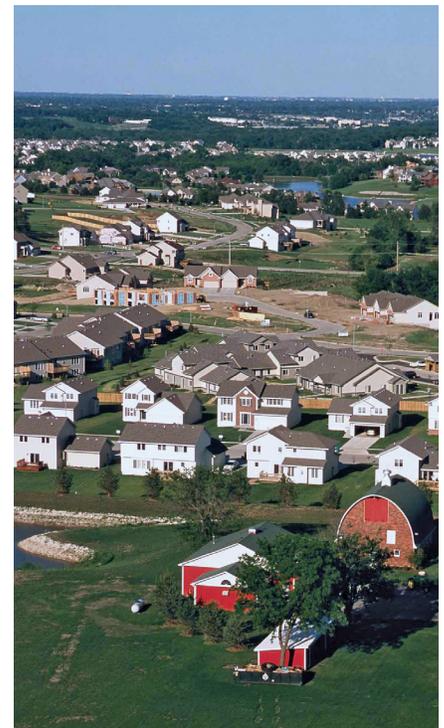


Photo courtesy of NRCS

Understanding Rural Smart Growth

Smart growth approaches to development benefit the community, the environment, the economy, and public health. Rural communities hoping to implement smart growth approaches must strategically facilitate community decision making and policies and make the most of their natural features and amenities, recognizing that no community has endless resources. If rural communities are to meet the broad challenge of maintaining rural character while also supporting economic growth and opportunity, they require a set of tools that can be adjusted to reflect the diversity of rural communities and that can apply to both expanding and contracting economies. This publication is designed to provide this set of tools.

A rural community that uses smart growth approaches has a vibrant downtown, with historical buildings that have been preserved, a walkable Main Street or two, and compact neighborhoods surrounding the downtown. It is a place with a small-town feel and sense of community that develop when you know your neighbors. Residents gather in town for important events, to shop, and to participate in civic activities. The local economy—whether it is built on resource extraction, tourism, or new economic opportunities that have evolved in rural America—celebrates, protects, and supports the use of the land. Local businesses are encouraged to flourish, particularly those that support the community’s rural identity. Housing options support a variety of financial and lifestyle choices, whether old or newly constructed, in



Photo courtesy of US EPA

Smart growth can help create vibrant, walkable Main Streets in rural communities, while preserving historic buildings and community character, as seen in Seneca Falls, New York.

town or the countryside, in modest apartment buildings or single-family homes. Underutilized lots in already developed areas are reused whenever possible, especially before using valuable undeveloped property for new construction, to control infrastructure costs, to preserve pristine land, and to provide more options for transportation. The community has articulated its joint vision for the future in policy documents so that developers and the broader stakeholder community alike have some predictability. With such a vision in mind, it becomes clear that smart growth strategies enable the entire community to benefit from its local rural heritage and resources, just as all can share jointly in its development and conservation.

THE TEN PRINCIPLES OF SMART GROWTH



Since the mid-1990s, the Smart Growth Network, a network of non-governmental organizations representing diverse interests, has been identifying best practices, policies, and strategies that help communities get the results they want from growth. The framework for these findings is a set of ten Smart Growth Principles (see below), which apply to a range of communities, from urban to rural, and were developed based on the experiences of communities around the country. See the Smart Growth Network Website for a discussion of these principles: <http://www.smartgrowth.org>.

- Mix land uses.
- Take advantage of compact design.
- Create a range of housing opportunities and choices.
- Create walkable communities.
- Foster distinctive, attractive communities with a strong sense of place.
- Preserve open space, farmland, natural beauty, and critical environmental areas.
- Strengthen and direct development toward existing communities.
- Provide a variety of transportation options.
- Make development decisions predictable, fair, and cost-effective.
- Encourage community and stakeholder collaboration in development decisions.

Smart growth approaches to development can help achieve the vision of vibrant, thriving rural communities outlined in the paragraph above. One way to structure a rural smart growth approach is to use the following three goals as a framework for future growth in rural communities:

1. **Support the rural landscape** by creating an economic climate that enhances the viability of working lands and conserves natural lands;
2. **Help existing places thrive** by taking care of assets and investments such as downtowns, Main Streets, existing infrastructure, and places that the community values; and
3. **Create great new places** by building vibrant, enduring neighborhoods and communities that people, especially young people, don't want to leave.

In areas experiencing rapid growth, the three goals for new development provide a framework for ensuring that the rural quality of life is supported. Decision makers and planners can use them to help shape proposed developments to ensure that they correspond with the public's vision for growth and the benefits they wish to see flow from it.

For communities that are not growing, leaders can use the goals to articulate a vision for the future and to prioritize. The framework can help communities more clearly distinguish the existing resources that are valuable for preservation or enhancement and build upon them, targeting their efforts toward attracting investment in various sectors of the economy that



Photo courtesy of Pennsylvania Environmental Council

Smart growth strategies can be adapted to individual community contexts to help guide future growth and development.

will support the community's chosen direction. Smart growth approaches are not a guarantee for success in declining rural communities, but they articulate alternative approaches to attracting the large corporation or big factory complex, which is often the primary economic development strategy and can be at odds with rural character.

Goals, Strategies, and Policy Tools for Rural Smart Growth

The first step for a community wanting to improve its growth pattern is to assess the current environmental, economic, and social conditions. How is the community connected to other communities in the region? What are the community's best assets? Its key challenges? Then, residents, leaders, and other stakeholders can decide what the community's long-term vision is—what kind of place it should be. Defining the community's vision for the future involves identifying the community's highest priorities, most valuable resources, significant aspects of its identity, and so on. Once there is some agreement on the end goal, the community can determine the approaches needed to help it realize that vision. The rest of this publication provides a toolbox of strategies and policy tools designed to assist communities in implementing their vision for the future.

The three goals described in the previous section can help create a framework for implementing smart growth principles in rural communities. They are intended not only to help communities implement smart growth approaches within their individual communities but also to help them take a regional approach, partnering with other communities to support better outcomes across the region.

Following each goal are descriptions of strategies and policy tools that support it. Many rural municipalities already have these policy tools at their disposal, such as comprehensive planning, zoning authority, and tax policy. In some cases, the solution to achieving better outcomes from development may be simply identifying and removing the regulatory obstacles that have prevented the construction of compact, mixed-use developments or hindered reinvestment in existing commercial centers. In other communities, the greatest challenge may lie in employing these tools effectively, given the resources and technical expertise available and the realities of the current economic situation.



RESOURCE-DEPENDENT MINER COUNTY DIVERSIFIES AND GROWS

Miner County, South Dakota, created a clear vision that has helped direct the community’s approach to development. Instead of spending limited resources trying to attract a major corporation to locate a plant or a store, citizens concentrated on building upon their towns’ existing assets; instead of trying to attract new residents, Miner County aimed to create good jobs for the people still there.

By 1995, Miner County’s population had declined to 3,000, from its peak of 8,500 in the 1920s and 1930s. Many small towns on the Northern Plains were disappearing altogether, and Howard—Miner’s county seat—was at risk. Miner County’s development strategy began at the local high school that had created a Rural Resource Center with funding from the Annenburg Rural Challenge, which focuses on connecting schools with their communities.¹ Students involved in Future Business Leaders of America (FBLA) conducted a community cash-flow study, which found that half of the county’s residents shopped outside the county and that if all residents spent just 10 percent more of their disposable income inside the county, it would add more than \$7 million to the local economy. In the year after the survey, Miner County’s taxable sales increased by more than 40 percent.

The success of the study prompted Randy Parry, a former business and economics teacher and the executive director of

Miner County Community Revitalization, to form a committee to bring residents together to renew the county’s economy and settlements. Using grant money and volunteer labor, participants in the center pulled tree stumps from the downtown of one town and restored houses in another. They arranged seminars for farmers on emerging markets for deer, elk, and organic beef and converted a slaughterhouse that had been vacant for 30 years into a processing location for local organic beef. The center and the town of Howard bought wind turbines from a local machine shop, which has since become Energy Maintenance Services of Gary, South Dakota, lowering local electricity rates.

Miner County is still struggling to maintain its population and economic viability, but it has improved local quality of life, established a revolving loan fund for local business, and acquired cell phone service. The county is making the most of its past to build a sustainable future.²

1 Miner County Community Revitalization. “How Miner County Got Started.” <http://www.mccr.net/mccr/began.html>

2 Eig, J. “In Bid to Hang On, Miner County, S.D., Downsizes Dreams.” *Wall Street Journal*, March 25, 2002, and Wells, B. *Smart Growth at the Frontier: Strategies and Resources for Rural Communities*. Northeast Midwest Institute, 2002.

GOALS, STRATEGIES, AND POLICY TOOLS FOR RURAL SMART GROWTH

Goal 1	Goal 2	Goal 3
<p>Support the Rural Landscape <i>Create an economic climate that enhances the viability of working lands and conserves natural lands.</i></p>	<p>Help Existing Places Thrive <i>Take care of assets and investments such as downtowns, Main Streets, existing infrastructure, and places that the community values.</i></p>	<p>Create Great New Places <i>Build vibrant, enduring neighborhoods and communities that people, especially young people, don’t want to leave.</i></p>
1.a. Ensure the viability of the resource economy in the region	2.a. Invest public and private funds in existing places	3.a. Update strategic and policy documents to accommodate new growth through compact and contiguous development
1.b. Cultivate economic development strategies that rely on traditional rural landscapes	2.b. Encourage private sector investment	3.b. Reform policies to make it easy for developers to build compact, walkable, mixed-use places
1.c. Promote rural products in urban areas and support other urban-rural links	2.c. Build on past community investments	3.c. Recognize and reward developers that build great places using smart growth and green building approaches
1.d. Link rural land preservation strategies to great neighborhoods	2.d. Foster economic development in existing downtowns	

1

Goal 1: Support the rural landscape

Create an economic climate that enhances the viability of working lands and conserves natural lands.

Rural towns and villages are integrally linked with their surrounding landscapes. As such, smart growth in rural areas requires that communities preserve the landscapes that community members say they value. These include farmland, rangelands, forests, and natural areas—the elements that are part of the sense of place for rural communities. These uniquely rural resources are best protected when there is a supportive economic climate that values working lands and a development climate that promotes the conservation of the natural landscape.

Land development and population growth are signs of economic progress in many communities, but these indicators are often at odds with the working farms, natural landscapes, and scenic vistas that characterize rural areas and define their sense of place. When the agriculture-, forest-, and amenity-driven economies are encouraged to prosper, there is less pressure to convert land to developed uses in a haphazard manner. With

strategic and early planning, a community can prioritize which land is most important to conserve and which land can accommodate the projected need for future growth.

Strategy 1.a. Ensure the viability of the resource economy in the region

Use value taxation

Use value taxation (often called *current use value taxation* or *preferential assessment*) is a voluntary approach that allows land to be assessed at its current use value (as agriculture or forest land, for instance), rather than at its highest market value, which may include the value of the land based on its current use plus the underlying development rights that have not been exercised by the property owner. Use value taxation is used in some form in every state except Michigan.⁹ Washington state, facing significant urban-growth pressure that has led to approximately 75 percent of its active agricultural land having fair-market values greater than the agricultural value (which, statewide, averages at 28 percent of the fair-market value), adopted a current use value taxation policy.

GOAL 1: SUPPORT THE RURAL LANDSCAPE

Strategy	Tools & Policies	
1.a. Ensure the viability of the resource economy in the region	<ul style="list-style-type: none"> • Use value taxation • Tax credits for conservation • Right to farm policies 	<ul style="list-style-type: none"> • Renewable energy development • Value-added farm and forest products processing • Ecosystem services markets
1.b. Cultivate economic development strategies that rely on traditional rural landscapes	<ul style="list-style-type: none"> • Purchase of development rights • Conservation easements 	<ul style="list-style-type: none"> • Fee simple acquisition • Agritourism and ecotourism
1.c. Promote rural products in urban areas and support other urban-rural links	<ul style="list-style-type: none"> • Direct marketing to consumers • Government purchase of local products 	<ul style="list-style-type: none"> • “Buy local” campaigns
1.d. Link rural land preservation strategies to great neighborhoods	<ul style="list-style-type: none"> • Transfer of development rights • Priority funding areas 	<ul style="list-style-type: none"> • Agricultural, ranching, or forestry zoning • Rural home clustering



Photos courtesy of NRCS

Right to farm polices can reduce nuisance lawsuits in areas with increasing non-agricultural populations. Larimer County, Colorado, adopted a Right to Farm and Ranch policy in 1998, protecting the rights of farmers and ranchers to use the land.

Because farmers or foresters face a lower tax burden when they are taxing at current use, working the land remains more economically viable for the landowner. Currently, Washington has more than 11 million acres enrolled in current use value taxation.¹⁰

Tax credits for conservation

Tax incentives for donating conservation easements can motivate a landowner to remain on the land. Federal, state, and local governments can grant tax credits for land donation or conservation easements. Colorado has a tax credit system in place that provides the donor of a conservation easement a state income-tax credit of one-half the dollar value of the land under easement, up to an annual maximum of \$375,000.¹¹

Right to farm policies

Nuisance lawsuits, based on complaints from neighbors or strict local policies, seek to curtail normal farming activities. Right to farm ordinances and laws protect farmers, ranchers, and foresters by preventing these lawsuits from succeeding in court. In response to an increase in the non-agricultural population and new tensions that were arising and threatening local agriculture, Larimer County, Colorado, established a Right to Farm and Ranch policy in 1998. State and county laws protect the rights of farmers, stating that as long as farms and ranches are operating within regulations, they cannot be considered nuisances.¹²

Renewable energy development¹³

Renewable energy development on rural lands provides an opportunity for farmers, ranchers, and foresters to increase the profits from their land, giving them

an additional economic incentive to keep working lands working. The 2007 Census of Agriculture found 23,451 farms generated energy on-site.¹⁴ Here are some of the approaches they are using:

1. Some lands are suitable for wind energy development, and landowners may be able to capitalize on the opportunity to enter the energy market while still maintaining the traditional use of the land. Federal investment tax credits for wind farm development, including the Production Tax Credit, can provide an economic incentive to landowners.
2. Biomass production from trees, crops, or livestock manure, which can be processed by a methane digester to generate electricity for the farm or for sale to the grid, provides another avenue for generating additional revenue from the land.
3. Production of solar energy on solar farms has potential for rural use in many parts of the country as well.

Oregon has established Rural Renewable Energy Development (RRED) zones to encourage the development of renewable energy resources in non-metropolitan areas. Energy companies developing renewable capacity in RRED zones receive a property-tax exemption (as assessed on all new infrastructure and property improvements) for three to five years.

Value-added farm and forest products processing

By processing raw food and fiber into value-added products, landowners can supplement their income beyond simply selling the raw materials. Value-added forestry products include furniture, flooring, construc-



ENSURING THE VIABILITY OF THE RESOURCE ECONOMY IN OREGON

Oregon has 28 million acres of forest and 17.1 million acres of farmland—together, well over half of the state's total land cover. Oregon is the nation's leading producer of timber and forest products, and farming is one of the state's largest industries, comprising 10 percent of the state's gross domestic product. As a result of the importance of these rural industries to the state's economy, Oregon has made protecting its rural resource economy a priority.

In addition to the RRED zones discussed above, Oregon uses value-added processing for farm and forest products and has

made protecting rural resources and the related economies a central part of its statewide planning goals. The statewide goals of preserving farmland, conserving forest land, and protecting natural resources outline planning strategies, including special zoning designations, which help limit development and urban growth on working lands. Using these strategies, Oregon has helped ensure that its rural resource economy continues to grow and thrive.¹

¹ Oregon Department of Land Conservation and Development. "Rural Issues." http://www.oregon.gov/LCD/urbanrural.shtml#Rural_Issues

tion materials, and paper; value-added food products include ice cream made from milk produced at a local dairy. These products can be developed through producer-owned cooperatives and local manufacturing plants and can also provide work for other residents in the community. Many states have adopted policies supporting value-added processing. For example, Minnesota has adopted legislation to establish a value-added processing and marketing grant program to help farmers establish cooperatives and markets for their value-added products.¹⁵ The Blue Ridge Forest Cooperative (BRFC) in southwest Virginia provides another example of value-added forestry products. The BRFC is a community-owned and operated forestry business that joins landowners to make value-added forestry products like trim, decking, paneling, and flooring while maintaining sustainable forest management practices.¹⁶



Photo courtesy of NRCS

Oregon has worked to protect its agricultural and resource lands with statewide planning goals and special zoning designations, which limit growth on working lands.



Photo courtesy of NRCS

Developing renewable energy capacity on rural lands can help farmers, ranchers, and foresters increase their profit margins, which provides incentive to keep the land in productive use.

Ecosystem services markets

Rural lands provide valuable ecosystem services, including sequestering carbon, filtering and storing a clean water supply, maintaining a habitat that supports biodiversity, and mitigating natural hazards, such as floods and fire. Markets are emerging for these ecosystem services. In an ecosystem service market, the landowner sells ecosystem service credits to a bank, which in turn sells them to a buyer that has exceeded limits in carbon emissions, water pollutants, or biodiversity loss, based on a cap and trade system. Ecosystem services markets allow landowners to capture the value of the ecological benefits their land provides to the public. One of the best examples of this approach is in New York's Catskill Mountains: New York City provides payment for ecosystem services in order to protect its drinking water supply, ensuring that the land in the watershed will not be developed.

Strategy 1.b. Cultivate economic development strategies that rely on rural landscapes

Purchase of development rights

Purchase of development rights (PDR) is a voluntary program in which a land trust or other agency buys the development rights to a parcel from the landowner. The landowner is free to turn down the offer or try to negotiate a higher price. Once an agreement is made, a permanent deed restriction is placed on the property restricting the type of activities that may take place on the land in perpetuity. In this way, a legally binding guarantee is achieved to ensure that the parcel will remain agricultural land, forest land, rangeland, or as open space forever. This is because the agency involved retires the development rights upon purchase. This strategy has become increasingly popular, particularly in the West: Montana, Utah, and Arizona have all established programs with state funding.¹⁷ (See also: Transfer of development rights, Strategy 1.d.)

Conservation easements

For any land whose conservation is in the public interest, a conservation easement (or conservation restriction) is a legal agreement between a landowner and a land trust or government agency that permanently limits uses of the land in order to protect its conservation values. This tool allows the landowner to con-

tinue to own and use the land and to sell it or pass it on to heirs. There are tax advantages to landowners for donating conservation easements, including both immediate property tax and inheritance tax benefits. Conservation easements have been successful in many rural areas, including along the Bois Brule River in Wisconsin, where more than 90 percent of the riparian habitat on privately held land along the upper river is protected under easements.¹⁸ (See also: Tax credits for conservation easements, Strategy 1.a.)



Photo courtesy of National Trust for Historic Preservation

Vermont has an active agritourism industry. Agritourism can increase revenues by drawing tourists to stay in farm bed-and-breakfasts and participate in farming activities.

SUPPORTING AGRITOURISM AND CONSERVATION EASEMENTS IN VERMONT



Communities looking to protect rural landscapes while cultivating economic development have a number of resources in Vermont. The state has not only an active land trust but also an established agritourism industry, which emphasizes the state's agricultural landscapes and heritage. The Vermont Land Trust (VLT), which has been active since 1977, has worked to place 483,283 acres, or 8 percent of all privately held land in the state, under conservation easements. This includes 650 farms, most of which are dairy farms, reflecting the traditional agricultural heritage of the state.¹ In addition, VLT has joined with other land trusts and affordable housing trusts to create the Vermont Housing and Conservation Trust, which helps ensure that affordable housing remains available in Vermont's rural communities.

The Vermont Farms! Association, which has 75 member farms, was formed in 1998 to promote agritourism in the state. It advertises an "out-of-the-mainstream" vacation experience, and member farms offer farm stays and group tours. Vermont

Farms! hosts events throughout the year, including Sheep and Wool Week and farmhouse kitchen visits (during which traditional recipes are provided).² It is estimated that Vermont's growing agritourism industry resulted in an increase of \$10 million in farm incomes between 2003 and 2005, and half of all participating farms report making more than \$20,000 per year from their agritourism businesses (and half of those report making more than \$70,000).³ In 2003, Vermont's governor declared September 15 Vermont Agritourism Day, illustrating the importance of agritourism to sustaining Vermont's rural communities.

1 Vermont Land Trust. "Farm and Farmland Conservation." <http://www.vlt.org/agriculture.html>

2 Vermont Farms Association. <http://www.vtfarms.org/>

3 The Beyond Organic Show. "Agritourism." <http://www.beyondorganic.com/template/nst.php?id=081705&idy=2005&sn=sn2>; Vermont Farms Association. "Vermont Agri-tourism Survey." http://www.agmrc.org/media/cms/VT_AgriTourism_Survey_2003_2877B1D1E5E97.pdf

Fee simple acquisition

State or local governments can purchase land outright to conserve particularly important land. Nonprofit land trusts can also purchase land to manage for ecological, cultural, or social reasons. The Arizona Land and Water Trust uses fee simple acquisition, along with voluntary conservation easements, to protect fragile and culturally important landscapes in southern Arizona.¹⁹

Agritourism and ecotourism

Agritourism activities include farm visits and overnight stays at farm bed-and-breakfast operations. This may include the chance to help with farming and ranching tasks. Ecotourism targets an ecoconscious segment of the population that wants to engage in nature-related tourism on conservation lands while reducing the ecological footprint of their visit. Rural landowners can earn revenues from tourism activities on their land, including traditional recreational activities such as hunting, fishing, and observing wildlife. Tourists are attracted to agritourism and ecotourism activities because they want to experience an intact rural landscape that is characterized by a meaningful sense of place. Oklahoma has capitalized on this interest in agritourism and ecotourism by forming the statewide Oklahoma Agritourism Association, which has more than 400 member farms and ranches that offer tours, pick-your-own events, and overnight stays.²⁰ While agritourism and ecotourism can help protect the rural landscape, they are not viable when the character of the rural landscape is compromised.



Photo courtesy of the city of Ithaca

The Ithaca Farmers' Market in Ithaca, New York, has 150 vendors, all from within a 30-mile radius of the city. Many vendors accept both food stamps and Ithaca Hours, the local currency.

Strategy 1.c. Promote rural products in urban areas and support other urban-rural links

Direct marketing to consumers

Landowners can increase their profits by directly marketing their farm, ranch, or forestry products to consumers or markets. Community Supported Agriculture (CSA), for example, facilitates a creative partnership whereby, in exchange for purchasing shares during planting, CSA programs provide shareholders with regular, farm-fresh produce during the growing season. Shareholders often reside in urban centers. Farmers' markets, on the other hand, provide a venue for local farmers and artisans gather to sell their

URBAN MARKETS FOR RURAL PRODUCTS: THE ITHACA FARMERS' MARKET



Ithaca, New York, is often described as “centrally isolated” in upstate New York. A metropolitan area of 100,000 people, surrounded by farmland and state parks, Ithaca provides an ideal market for local agricultural products as well as local arts and crafts. The city has an active “buy local” movement and supports the Ithaca Farmers' Market (IFM), which has a permanent pavilion for its 150 vendors, all of whom come from small towns and rural communities within a 30-mile radius of the city.¹ Along with the larger weekend market, the IFM sets up in downtown Ithaca twice a week and at a community center on Sunday afternoons. In addition to the variety of locations and times, which makes the market accessible, the vast majority of IFM vendors accept food stamps. IFM is incredibly successful, generating around \$4 million in revenue per year. In addition

to IFM, there are 29 CSAs within a 60-mile radius of Ithaca and 41 within a 100-mile radius.² Through CSAs and the farmers' market, Ithaca has created strong urban-rural connections that support the surrounding rural landscape and benefit the city. Ithaca has also adopted a local currency—“Ithaca Hours”—which can be used at the farmers' market and a number of local businesses. Ithaca Hours help ensure that money stays local and promote investment in the local economy.³

1 Ithaca Farmers' Market. “About Us.” <http://www.ithacamarket.com/about-ifm/history/>

2 Ecovian. “Ithaca CSA & Organic Food Delivery.” <http://www.ecovian.com/s?perpage=10&distance=60&searchwithin=40&searchtext=&spatial=Ithaca%2C+NY>

3 Ithaca Hours. “What are Ithaca Hours?” <http://www.ithacahours.org/about.php>

products to the community and have grown tremendously in popularity and economic impact in recent years. Beyond benefits to the farmers, who gain access to new consumers, the markets can also foster economic revitalization in the neighborhoods in which they are held.²¹ The Downtown Lawrence Farmers' Market in Lawrence, Kansas—the oldest farmers' market in the state—draws residents to the downtown area three days a week to buy farm-fresh produce, meat, and eggs, as well as local crafts, supporting both local agriculture and local businesses.²²

Government purchase of local products

Increasingly, state and local governments are contracting with regional farmers to supply food for public institutions such as schools, prisons, and government offices. Governments can also purchase locally produced forest products (like fiber and biofuels) from area foresters. For example, in late 2008, Snohomish County, Washington, leaders dedicated a new facility to store, dry, and crush locally grown seeds that will be refined into biodiesel and used to power county vehicles.²³ The investment creates a new cash crop for farmers and a renewable energy source for the local government.

"Buy local" campaigns

Many local and state governments assist their agricultural regions by holding annual festivals and helping to promote their products as a unified brand. "Buy local" campaigns, ranging from "Alaska Grown" to "Something Special From Wisconsin" to "Fresh From

Florida," increase the share of the market dedicated to local products and remind consumers of the value of rural lands. Nonprofit and government entities may provide marketing help, supportive legal guidelines, financial support, and organizational assistance to ensure the success of these efforts. Many restaurants and stores have also increasingly begun to buy locally available food and other natural resource-based products.

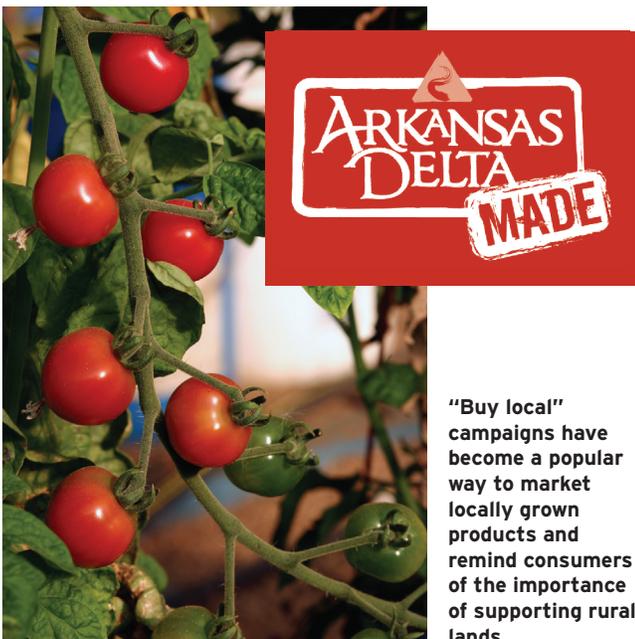
Strategy 1.d. Link rural land preservation strategies to great neighborhoods

Transfer of development rights

Transfer of development rights (TDR) refers to a method for protecting one area of undeveloped land (the "sending area") by transferring the rights to develop it to another area (the "receiving area"). Twenty-six states currently have legislation enabling TDR, and twelve more have TDR programs, although they do not have state-level enabling legislation.²⁴ Developers who purchase TDR bonuses are allowed to build at higher densities, while their dollars fund the local government purchase of selected rural conservation easements elsewhere, in order to protect farms, forests, or ranches. In 2007, there were 99 TDR programs across the country.²⁵ Montgomery County, Maryland, has a particularly successful TDR program, which it began in 1980. In the decade before the program was implemented, the county was losing 3,500 acres of land per year to sprawling suburban development. Now, using a combination of agricultural zoning and TDR, more than 50,000 acres are protected. In all, Montgomery County has a total of 90,000 acres of protected agricultural land.²⁶ Like purchase of development rights, described in 1.b. above, transfer of development rights rely on conservation easements.

Priority funding areas

Priority funding areas (PFAs) identify geographic areas that qualify for financial or other assistance, such as infrastructure or accelerated project approval. Typically designated at the state level and supported by local decisions, PFAs create incentives for development to take place in particular areas, including those where infrastructure exists already, while removing incentives for growth pressure in undeveloped areas. Connecticut identifies PFAs as regional centers, growth and redevelopment areas, and distressed municipalities. The state specifically requires that state agencies "cooperate with municipalities to ensure that programs and activities in rural areas sustain village character."²⁷



"Buy local" campaigns have become a popular way to market locally grown products and remind consumers of the importance of supporting rural lands.

Photo courtesy of Lee Langstaff



Photo courtesy of US EPA



Transfer of development rights policies and priority funding areas protect undeveloped land while promoting increased density and development in existing neighborhoods and downtowns, as illustrated by these examples from Montgomery County, Maryland.

Agricultural, ranching, or forestry zoning

In agricultural, ranching, or forestry zoning, primary industry uses are allowed, but other uses, including residential development, are prohibited or very restricted. This type of rural land zoning has been applied to millions of acres of farm, ranching, and forest lands across the country. States and/or local governments can develop conservation zoning measures to ensure that productive farms, forests, and ranches are conserved. Oregon, Washington, and California provide examples of state-based conservation measures, and Pennsylvania and Wisconsin illustrate locally based rural land zoning.²⁸ Oregon’s Exclusive Farm Use (EFU) zoning designation has been particularly successful. Data indicates that, despite growth pressure, Oregon is losing large farms at half the national rate and midsize farms at a rate four times lower than the national average.²⁹

Rural home clustering

While at times controversial, cluster development can be an alternative to large lot, dispersed subdivision development. The basic premise is that a developer can build the same number of units on smaller lots (or more units if there is a density bonus system) while preserving a percentage of the developable land for agriculture or as natural land. One method of cluster development is known as a conservation subdivision. The implementation of a conservation subdivision typically occurs through open space zoning or an overlay district such as a cluster or planned unit development ordinance. The conservation subdivision has many compelling environmental and fiscal advantages, like reducing infrastructure costs and making it cheaper to provide community services (e.g., police and fire protection) while also limiting loss and

PRIORITY FUNDING AREAS IN MARYLAND



Maryland established Priority Funding Areas (PFA) as a part of its 1997 smart growth legislation, and the state’s experience illustrates both the potential and limitations of PFAs, which offer important lessons for states looking to integrate PFAs into their planning legislation. Maryland counties established PFAs that reflected 20 years of development capacity, and since their creation, the state has seen more urban growth and greater investment in water and sewer infrastructure inside PFAs than outside of them, and more job creation tax credits have been made available within PFAs. PFAs have also created a framework for communication between state agencies and local government. However, Maryland’s PFA program has

weaknesses that have limited its success. The criteria used to establish PFAs vary from county to county, and the Maryland Department of Planning does not have the authority to redraw PFAs that are deemed too big. As a result, counties with a more flexible approach to establishing PFAs have seen greater success with the program. Additionally, PFAs have not become well integrated into the local land-use planning process, and state agencies have not established clear processes or systems for spatially allocating funds or for periodically reviewing and updating PFAs.¹

1 Lewis, R., G.J. Knapp, and J. Sohn. “Priority Funding Areas: A Good Idea Whose Time Has Yet to Come.” *JAPA*, 75.4 (Sept. 2009): pp. 457-478.

PRESERVING RURAL LAND AND CREATING GREAT NEIGHBORHOODS IN KING COUNTY



King County, Washington, home to Seattle, has adopted a number of policies that help preserve rural land in unincorporated areas of the county while developing great neighborhoods in the incorporated areas. In 1999, the county adopted a TDR policy. It now administers both a TDR Exchange and a TDR Bank. The TDR Bank began with \$1.5 million in funds to protect rural lands and an additional \$500,000 to develop "urban amenities" in neighborhoods accepting a transfer. At the time of the transfer, the rural land is placed under a conservation easement. Since 2000, King County's TDR program has protected 137,500 acres.

In addition to TDR, King County has four specific zoning designations for working lands and rural communities: agriculture zone, forest zone, mineral zone, and rural area zone. Together, these zoning designations help protect King County's working lands and the character of rural communities while minimizing the conflict between them as well as between the growing Seattle metropolitan area and the rural landscape.¹

Finally, King County promotes rural home clustering through its green building guidelines. The guidelines state that homes should be clustered to minimize their environmental impact and disruption of the landscape. In order to facilitate rural home clustering within rural area and urban reserve zones, King County offers a critical areas designation, which allows landowners and developers to define critical areas near the project site and to use Build Green™ grants for community and multifamily developments as well as for single-family homes.² King County's TDR program, zoning designations, and green building program have helped create great neighborhoods, both urban and rural, while maintaining the integrity and viability of the rural landscape.

1 King County Sustainable Building. "Transfer of Development Rights Program." <http://www.kingcounty.gov/environment/stewardship/sustainable-building/transfer-development-rights.aspx>

2 King County Solid Waste Division. "Green Building for Rural Residents." <http://your.kingcounty.gov/solidwaste/greenbuilding/residential/rural.asp>

fragmentation of wildlife habitat.³⁰ However, cluster development will be effective only if it is coordinated with other development and conservation priorities in the region. Implemented poorly, clustering works at cross-purposes with smart growth approaches. For instance, lack of coordination and planning can result in conservation subdivisions further fragmenting valuable natural resource land as well as an increasing need for residents to drive if services, amenities, and jobs are not located nearby. Cluster development has become popular in a number of states, notably Massachusetts, where towns like Mashpee, on upper Cape Cod, have revised zoning codes to require that at least 50 percent of new development sites be preserved as open space.³¹



Photo courtesy of NRCS

Agricultural, ranching, and forestry zoning can help preserve working lands.

2

Goal 2: Help existing places thrive

Take care of assets and investments such as downtowns, infrastructure, and places that the community values.

All communities can benefit from building on and enhancing previous investments—whether that is a once vibrant but now underutilized Main Street, an existing street grid that could once again provide the framework for a walkable neighborhood, or historic buildings and iconic rural architecture such as barns and bridges that are worth preserving and possibly reusing. Development that leverages future economic value out of these prior investments can be the foundation for helping existing places thrive.

Public investments can maintain existing infrastructure and buildings to extend their useful life while also supporting appropriate new growth that is targeted in places to make the best use of existing infrastructure. Formally articulating the relationship between these resources and other community goals can further help residents and investors understand the value of these unique resources. In the absence of a community strategy to support existing places, infrastructure dollars may be inadvertently allocated to

support development that encourages historic property demolition or speeds up the conversion of working lands from rural uses to those that support large-scale residential or commercial uses.

Creating a policy structure to take care of existing assets and investments can help preserve, reuse, and position historic buildings to anchor new investment. It can also help redevelop brownfields and vacant properties to accommodate growth as well as allow existing businesses to receive the support they need to retain workers and expand to meet new needs.

Strategy 2.a. Invest public and private funds in existing places

Fix-it-first

Communities can employ a “fix-it-first” approach to infrastructure spending in order to help existing places thrive. A fix-it-first approach means that communities will prioritize public funding to repair, restore, and conduct preventive maintenance on existing infrastructure, including buildings, roads, and water and sewer lines, before building new infrastructure. This approach can encourage and attract development in areas that are already served by existing infrastructure, making existing communities more vibrant and saving on future maintenance costs. This approach can also

GOAL 2: HELP EXISTING PLACES THRIVE

Strategy	Tools & Policies	
2.a. Invest public and private funds in existing places	<ul style="list-style-type: none"> • Fix-it-first • Historic Preservation and the Main Street Approach • Parks and natural resource areas as destinations 	<ul style="list-style-type: none"> • Streets and streetscape improvements • Targeted new development
2.b. Encourage private sector investment	<ul style="list-style-type: none"> • Infill development incentives • Overcoming barriers to infill 	<ul style="list-style-type: none"> • Redevelopment readiness certification • Split-rate tax
2.c. Build on past community investments	<ul style="list-style-type: none"> • Adaptive reuse 	<ul style="list-style-type: none"> • School rehabilitation
2.d. Foster economic development in existing downtowns	<ul style="list-style-type: none"> • Local business survey 	<ul style="list-style-type: none"> • Business recognition program



Photos courtesy of Conservation Development, LLC

Renovating existing buildings can help preserve a community's historic assets, as these before and after photos of the James Dean House in Rosemont, New Jersey, illustrate.

help preserve historic infrastructure, such as bridges, that may have historic or economic development value.

Historic Preservation and the Main Street Four-Point Approach®

Communities can revitalize older, traditional business districts by encouraging historic preservation. Well-preserved private homes, examples of rural traditions such as barns, or important downtown structures enable both residents and visitors to feel a sense of place. Federal and state tax credit programs facilitate diverse preservation efforts. The Main Street Four-Point Approach of the National Trust for Historic

Preservation provides a useful framework for redevelopment efforts, specifically in older downtowns.³² This approach focuses on strategically combining historic preservation efforts with marketing the businesses in historic downtown areas as a way to generate additional economic investment. The strategy embraces distinctive architecture, fosters a pedestrian-friendly environment, promotes local business ownership, and creates a sense of community. El Dorado, Arkansas, winner of the 2009 Great American Main Street Award, found that the Main Street approach created jobs, resulted in more locally owned small businesses, drew residents from throughout the county as well as tourists to the revitalized downtown, and gave the community a renewed sense of place.³³



Photo courtesy of National Trust for Historic Preservation

El Dorado, Arkansas, won the Great American Main Street Award in 2009. Investing in preserving and revitalizing the downtown has created jobs and drawn tourists as well as residents.

Parks and natural resource areas as destinations

Parks and other natural resource areas, such as wildlife refuges and conservation areas, have many economic, ecological, and social benefits. Parks improve residents' physical and psychological health, strengthen communities, and make neighborhoods more attractive and vibrant places to live, work, and play. They increase citizens' frequency of exercise and can increase neighboring property values. Investing in existing parks can make them destinations, drawing residents and visitors alike to help the towns around them thrive. Many rural communities have local or state parks that can serve as community assets. Other rural communities serve as gateways to larger natural resource amenities, such as National Parks or National Forests. Whether a local, downtown park or a national treasure, parks are destinations that should be highlighted and built upon. The Finger Lakes region in



STREETSCAPE IMPROVEMENTS IN VICTOR, IDAHO

In 2006, Victor, Idaho—a city of about 1,200 residents, located in Teton County, just west of Jackson, Wyoming—began to address the pedestrian safety challenges of having its Main Street also function as a state highway. A wide roadbed and high truck and car traffic created an unpleasant experience for pedestrians and a disincentive for quality future development in the downtown area. Presented with ideas on how to create a boulevard through the Environmental Protection Agency’s (EPA) Smart Growth Implementation Assistance program, Victor’s leaders

worked with the Idaho Transportation Department to stripe its Main Street in a way that reduced truck and automobile speeds, created on-street parking to serve adjacent businesses, and set the stage for additional streetscape improvements, including the medians necessary to create a boulevard.¹

¹ Project Summaries. U.S. EPA Smart Growth Assistance program. Cities of Victor and Driggs, Idaho. “Growing Our Own Communities.” http://www.epa.gov/smartgrowth/sgia_communities.htm#id

central New York state has highlighted its parks as destinations, drawing visitors to local, state, and National Parks to see scenic gorges and waterfalls and helping to build the tourist economy, which supports small bed-and-breakfasts, cafés, restaurants, and local craft stores throughout the region.

Street and streetscape improvements

Street retrofits and streetscape improvements in business districts can make downtowns more appealing to residents and visitors and can help attract more patrons to local businesses. Ensuring that streets support multiple modes of transportation, including walking, cycling, and transit, can enhance town centers by making them more accessible to all populations while also limiting or slowing automobile traffic. Streetscape improvements include street paving, side-



Streetscape improvements can help draw people to a community’s downtown area. In Idaho, Victor’s Main Street, shown here before and after improvements, was renovated with assistance from the EPA’s Smart Growth Implementation Assistance program. The improvements have helped lower traffic speeds and provided enough parking to serve local businesses.

Photos courtesy of Charlier Associates, Inc., City of Victor



Parks and natural resources areas can be significant community assets. Taughannock Falls State Park in Tompkins County, New York, shown here, provides residents with a scenic place to swim and hike and draws tourists to the area.

Photo courtesy of Anna Read

walk improvements, street lighting, directional signs, trees and planters, street furniture, and trash receptacles that can improve the appearance of a downtown corridor or Main Street and thereby attract more people. State Departments of Transportation (DOTs), metropolitan planning organizations, and regional planning commissions often have funding available for streetscape improvements.³⁴ In New Jersey, NJDOT has awarded between \$750,000 and \$3 million (depending on legislative appropriations) to jurisdictions that have participated in the New Jersey State Development and Redevelopment Plan. The funding is available for projects that enhance pedestrian and bicycle features, make streetscape improvements, and rehabilitate transportation structures. In 2009, the state also announced a Transportation Enhancement grant program through NJDOT, funded through the American Recovery and Reinvestment Act (ARRA), which has \$19.5 million available to communities for “non-traditional transportation projects,” including streetscape improvements.³⁵

Targeted new development

By targeting new development into existing growth areas or downtown corridors, where infrastructure already exists, communities can ensure that private investment generates the maximum benefit for the community while avoiding the expense of providing new infrastructure that is required for greenfield development. Strategically designating existing areas to receive new development in a comprehensive plan (and ensuring that local ordinances support that plan) can save taxpayers money and provides predictability to developers looking for an appropriate place to build.

Strategy 2.b. Encourage private sector investment

Infill development incentives

Current policies and regulations may inadvertently create incentives to build on greenfields by making infill and redevelopment more costly than developing on the outskirts of an existing town. To remedy this situation, communities should review their land use policies and regulations to ensure that there are incentives for infill and brownfield development and disincentives for greenfield development. Examples include faster project approval and reduced impact fees.

Overcoming barriers to infill

Existing codes and ordinances may make it difficult to accomplish infill development and brownfield redevelopment. Where infrastructure already exists, communities may need to revise their existing policies or adopt new ones that enable infill development to occur. The Land-of-Sky Regional Council in North Carolina, with a grant from the EPA, evaluated existing policies in the four-county region and examined how to overcome barriers to infill.³⁷ Cities and counties in the region have been removing these barriers, facilitating brownfield redevelopment, and creating new amenities on underused and abandoned sites. This kind of project often generates excitement, which can jump-start additional private-sector investment.

Redevelopment readiness certification

Communities can send a message to potential investors that they are ready for reinvestment by demonstrating *redevelopment readiness*. The concept of redevelopment readiness certification is that a commu-

INVESTING IN PRESERVING RURAL TOWNS AND LANDSCAPES IN KENTUCKY 

Kentucky has a long history of preserving its historic and cultural resources. The state’s first preservation organization was founded in 1978. It has evolved into Preservation Kentucky, a statewide organization focused on providing educational opportunities related to preserving historic and cultural resources. Preservation Kentucky now administers the Rural Heritage Development Initiative (RHDI), a pilot program of the National Trust for Historic Preservation.

RHDI, which is funded through a grant by the W.K. Kellogg Foundation and matching funds from private donors and county governments, focuses on five goals in eight central

Kentucky counties. The program works to “create a regional approach to implementing historic preservation and economic development” strategies, including developing the heritage tourism industry, developing local businesses that reinvigorate Main Streets and reflect the unique culture and heritage of the region, and preserving farmland and historic farms while developing new local markets for farm products. By investing both public and private funds, Preservation Kentucky has helped the state’s rural communities thrive.¹

1 Preservation Kentucky. <http://www.preservationkentucky.org/>

nity has formally taken the necessary steps to ensure that private investment in redevelopment will not be hindered by existing zoning regulations or other land use policies. First put into place by the Michigan Suburbs Alliance in 2005, the state-funded program consists of an eight-step process that included community visioning, training for public officials, evaluation and streamlining of development regulations and tools, marketing, and plan review processes.³⁸ While not yet widely in use, this model is flexible enough to be applied in diverse areas in need of investment, including in rural communities.

Split-rate tax

Split-rate or two-rate property tax policies divide the property tax into two parts, focusing one part of the tax rate on building value and improvements and the other part on the value of the land. This type of tax reduces the tax on the building, creating incentives for maintaining and improving properties, and increases the value of land, reducing land speculation and encouraging infill development. While the split-rate tax is a promising strategy for rural areas, very few states allow jurisdictions to adopt it. The two-rate tax has been particularly successful in Pennsylvania, where it has been allowed since 1913. Nearly 20 cities have adopted it, and most saw an increase in building permits issues after adopting the two-rate tax, suggesting that it does, in fact, encourage infill development and lead to the revitalization of downtowns and town centers. Several other states also permit the use of a

split-rate tax. In Hawaii, it is allowed in all jurisdictions but has been adopted only in Kauai County. Virginia and Massachusetts allow split-rate taxation in specific jurisdictions.³⁹

Strategy 2.c. Build on past community investments

Adaptive reuse

Reusing existing buildings rather than demolishing the old and then building anew preserves historically important buildings and conserves energy and resources. Rehabilitation of existing buildings for public and civic space provides access to tourists as well as local residents who are curious about unique local cultural heritage. Throughout the country, historic rural sites such as barns and mills have been creatively reused in a way that preserves their historic significance while meeting modern needs such as office space, parking, or administrative centers. Federal and state tax credits as well as local policies like flexible building codes can help make such projects financially feasible.

School rehabilitation

As communities grow larger and/or older, they face the need for updated educational facilities. Neighborhood schools typically provide historic, sentimental, and even health and safety benefits to neighboring residents, whose children may be able to walk to school. Demolishing old school buildings in favor of



The three-story Albemarle High School building, located in a residential neighborhood in Albemarle County, North Carolina, one block from the central business district, has been a part of the community since 1924. Despite initial opposition from the school board, the community rallied to save the building from demolition. In 2002, it was renovated as Central Elementary School, and residents believe the renovation has contributed to the continued vitality of this rural community.

Photo courtesy of Albemarle Downtown Development Corporation



FOSTERING ECONOMIC DEVELOPMENT IN DOWNTOWN SWAINSBORO, GEORGIA

Swainsboro, a city with just under 7,000 residents in southeast Georgia—the “City Where Main Streets Meet”—has made downtown revitalization a priority. The city has established a Downtown Development Authority (DDA), whose main objective is “to foster a healthy, thriving economy in downtown Swainsboro.” The DDA has developed a full inventory of downtown businesses, noting that a range of business types is essential to a healthy and balanced local economy.¹

The city and the DDA have found creative ways to revitalize downtown Swainsboro. The city offered a façade grant program to encourage downtown businesses to make façade improvements (75 percent of businesses have done so) and converted the site of the old courthouse into a public plaza, creating a focal point in the downtown area. In 2009, the DDA, along with the city, the Chamber of Commerce, and the county’s Joint Development Authority (JDA), in conjunction with the local newspaper, radio stations, and several investment and

properties firms, launched the Creative Marketplace Competition. The competition is aimed at bringing new businesses downtown, further reducing the vacancy rate and diversifying the downtown business mix. It offers three awards, in the categories of retail, restaurant, and arts/entertainment. Winners receive three months of free rent, subsidized rent for the rest of the first year, \$5,000 in start-up money, and free advertising in the local newspaper and on the local radio station. Investing in its downtown has helped Swainsboro remain a vibrant rural community.²

1 City of Swainsboro. “Downtown Development Authority.” <http://cityofswainsboro.org/business/resources/downtowndevelopment/>

2 City of Swainsboro. “Creative Marketplace Competition.” <http://cityofswainsboro.org/whatsnewdowntown/downtown-projects/downtown-business-plan-contest/>

larger facilities outside existing neighborhoods forces staff, parents, and children to drive to school rather than have the option to safely walk or bicycle within the neighborhood. When new schools are required, old school buildings can be rehabilitated to other uses in order to preserve the important historic features of a community and build onto the fabric of the existing town.

Strategy 2.d. Foster economic development in existing downtowns

Local business survey

In order to foster economic development in existing downtowns, it is important to assess the assets and needs of the businesses that are located in the area. Knowing the strengths and weaknesses of the downtown business environment will help communities tailor economic development strategies and investments in ways that will be most useful to those businesses and help the community thrive.

Business recognition program

Communities can create a recognition program to reward businesses that add architectural and economic value to the community. A program could applaud impressive historic renovations or host a creative window display competition. Acknowledging the



Photo courtesy of US EPA

Economic development and investment in existing downtowns can help create strong community centers, support local businesses, and build the local economy. The Cotton District, in Starkville, Mississippi, draws residents to the downtown area for shopping, as well as community events and festivals.

important economic, cultural, and social roles that local businesses provide offers another incentive for those businesses to remain in the downtown. Other incentives might include recognition plaques or press conferences. Such strategies can create some favorable press about local businesses and promote healthy competition among them for future marketing efforts.

3

Goal 3: Create great new places

Build vibrant, enduring neighborhoods and communities that people, especially young people, don't want to leave.

Revitalization approaches are limited by the community's existing built environment. Population projections and a quick scan of the landscape show that many communities need new development, especially those in high-amenity recreation areas and those adjacent to metro areas. For these rural communities, therefore, the challenge is to build new places that both honor and reflect the rural legacy as well as generate economic, environmental, and community benefits for both new and current residents. Great new places are unlikely to be built with conventional codes and policies. For communities that seek to obtain the best outcomes from new development, a new regulatory framework must be put in place. By changing these frameworks, a community can begin to build vibrant, enduring neighborhoods and districts that will provide the opportunities necessary to retain current residents, especially young people, and attract new residents.

Strategy 3.a. Update strategic and policy documents to accommodate new growth through compact and contiguous development

Visioning

Before a community creates or updates its comprehensive plan or makes other important growth and development decisions, it is helpful for the community to undergo a visioning process to articulate a broad vision of itself into the future. The plan's goals, objectives, and strategies will support its realization. Visioning meetings can be held at places of importance to the community, illustrating the types of places that the community sees as contributing to its identity and sense of place.

Places worth preserving

Before deciding where great new places should be located, the community should consider which land and resources are important to conserve for economic, cultural, or ecological reasons. Conducting a green infrastructure assessment may help a community determine where development should and should not occur. By articulating valuable assets or qualities, it is easier for the community to determine locations that should be off-limits to future development.⁴⁰

GOAL 3: CREATE GREAT NEW PLACES

Strategy	Tools & Policies	
3.a. Update strategic and policy documents to accommodate new growth through compact and contiguous development	<ul style="list-style-type: none"> • Visioning • Places worth preserving • Designated growth areas 	<ul style="list-style-type: none"> • Infrastructure grid and transportation options • Distinctive local character
3.b. Reform policies to make it easy for developers to build compact, walkable, mixed-use places	<ul style="list-style-type: none"> • Policy alignment • Walkability • Parks and open space • Traditional neighborhood development • Form-Based Codes 	<ul style="list-style-type: none"> • Context-sensitive design • Green street design • Low-impact development
3.c. Recognize and reward developers that build great places using smart growth and green building approaches	<ul style="list-style-type: none"> • Smart growth recognition programs 	<ul style="list-style-type: none"> • Green building



Photo courtesy of National Trust for Historic Preservation

Community visioning is important to helping a community articulate a vision for its future and can provide the basis for comprehensive or master plans. Here, community members participate in a visioning process in Adams County, Pennsylvania.

Designated growth areas

Comprehensive plans should clearly identify designated growth areas, including hamlets, town or village centers, and neighborhoods, in order to target new growth into the areas that the community sees as best suited for the development of new places. This strategy also prevents haphazard sprawl onto land that has scenic qualities or is better used as productive, working land. Some of these areas may be designated as receiving areas in a transfer of development rights (TDR) program.

Infrastructure grid and transportation options

Placing infrastructure along a grid is not only efficient—it also allows for easy expansion. Assuming annexation policies support it, extending existing grids of roads, sewer, and water networks to new development land can provide significant cost savings and prevent or limit sprawling growth in the long-term. Good connectivity among roadways enables multiple routes of access and reduces traffic congestion. By considering existing road networks, transit service, and trails networks, the community can make an informed decision about how to utilize existing transportation infrastructure and minimize future automobile traffic and the associated pollution. Updating infrastructure plans to encourage compact development along a grid network can provide communities with significant savings. Horton, a town of just under 2,000 people in northeastern Kansas, has maintained a well-defined street grid and compact town center.

Building on the existing infrastructure grid also makes investing in transit more feasible. Transit options for rural communities differ somewhat from those typically associated with urban areas and can range from demand-responsive service to fixed-route bus systems, varying with the size and structure of the community. Bozeman, Montana, has successfully implemented a fixed-route bus system, Streamline, to serve residents, commuters, and students and faculty of Montana State University. A complementary fixed-route bus system, Skyline, now serves the ski-resort community of Big Sky, bringing tourists and seasonal employees to the community.⁴¹

Distinctive local character

It is important that great new places reflect the cultural character of the region. Articulating what makes nearby places distinctive and attractive helps ensure that new development reflects these important features and supports the region surrounding it. This may include enhancing community design along key commercial corridors, for example, to ensure that the image being projected to visitors is attractive and unique. Pierce County, Washington, has created rural center guidelines for neighborhoods, rural activity centers, and gateway community centers.⁴² These guidelines help preserve the distinctive local character while allowing for the development of great new places. Both traditional neighborhood development (page 26) and the Main Street approach (page 18) can be used to help create or maintain a distinctive local character.



Photo courtesy of Neil Hetherington, Western Transportation Institute

Transportation options can be difficult to support in rural communities, but building on an existing infrastructure grid and implementing either demand-responsive or fixed-route bus systems can be successful strategies. Bozeman, Montana, has a fixed-route system called Streamline.



PROTECTING RURAL CHARACTER THROUGH COMPACT GROWTH IN SIOUX FALLS, SOUTH DAKOTA

Sioux Falls, South Dakota, often called “the best little city in America,”¹ is at the center of one of the fastest growing metropolitan areas in the Midwest. In order to preserve its small-city character as well as the character of the rural areas surrounding it, the city has entered into joint zoning jurisdiction agreements with Minnehaha and Lincoln counties. The extraterritorial planning jurisdiction gives the city of Sioux Falls and the counties equal power in making decisions on zoning in the joint area.²

In December 2009, the city adopted the Shape Sioux Falls 2035 Comprehensive Master Plan. The plan has three main goals: to manage new growth effectively; to plan land use, urban form, and neighborhoods; and to improve overall community sustainability.³ It defines areas for future annexation, as well as areas outside the growth boundary “where the existing rural character is to be maintained.” Additionally, the plan

notes that “both city residents and the rural community have a fundamental interest in preventing scattered and haphazard development in outlying areas.” The plan also ensures that as Sioux Falls expands, the city and the counties are working closely together to plan rural area development policies. Through its comprehensive planning efforts and joint planning jurisdictions, which promote collaborative planning between the city and surrounding rural communities, Sioux Falls is ensuring that it will create great new places while maintaining its character and protecting the surrounding working lands.

1 CNN Money.com. “Best Places to Launch a Business—Sioux Falls, SD,” http://money.cnn.com/smallbusiness/best_places_launch/2009/snapshot/314.html.

2 City of Sioux Falls. “Joint Zoning Jurisdiction.” http://www.siouxfalls.org/Planning/long_range/master_plans/joint_jurisdiction.aspx

3 City of Sioux Falls. “Shape Sioux Falls 2035.” <http://www.siouxfalls.org/Planning/shape>



Photo courtesy of Charlier Associates, Inc.

Rural communities, like Gold Hill, Colorado, can achieve their visions for growth through policy alignment.

Strategy 3.b. Reform policies to make it easy for developers to build compact, walkable, mixed-use places⁴³

Policy alignment

Once the vision is translated into the comprehensive plan, the community’s zoning ordinance and other policy documents should be updated to ensure that the community vision can be achieved. For example, in many communities, zoning ordinances do not allow mixed-use, compact, walkable communities to be built by-right. To foster the development of great new places, zoning ordinances and/or overlay

zones should actively encourage mixed-use, compact, walkable neighborhoods without the need for time-consuming and unpredictable code amendments or variances. Such an approach creates powerful incentives for the private sector to build what the community wants. Form-based codes, discussed on page 27, provide an option for policy alignment.

Walkability

New neighborhoods that have a grid-like street network equipped with sidewalks and bike lanes encourage residents to walk or bicycle to their destinations. Compact and mixed-use developments are also important components of walkability, ensuring that essential destinations are centrally located and accessible. Walking and bicycling benefit public health, reduce pollution, and create more livable neighborhoods. From economic, environmental, community, and public health perspectives, the development pattern of new rural towns and villages should allow for safe and convenient walking and bicycling opportunities. Distances between rural communities certainly make walking and bicycling more challenging. A good trail system that links neighborhoods with rural routes and downtown destinations in nearby communities can serve as a recreational or tourism resource as well as a commuter route that is protected from higher-speed roads. Trail systems have been shown to provide economic and social benefits to adjoining areas. The Katy Trail, a 225-mile long trail that runs along the former



The MKT trail, an 8.8-mile spur of the Katy Trail, connects the trail system and many of the small towns along the trail, to Columbia, the fifth largest city in the state and home to the University of Missouri.

Photo courtesy of Molly Read

Missouri-Kansas-Texas (MKT) Railroad line—much of it following the Missouri River—begins in suburban St. Charles, Missouri, and runs across the state, connecting many of the former railroad towns with larger towns and cities and providing a major recreational amenity for bicyclists and joggers.⁴⁴

Parks and open space

Planning parks and open space into the design of new places is important for a variety of reasons. Parks are not only essential community amenities but also provide important economic, ecological, and public health benefits. Building in a requirement for all new

development to contribute to parks is easier and more cost-effective than trying to install parks in already developed areas. Thurston County, Washington, requires that all new rural residential developments designate a minimum of 60 percent of the development area as a resource use parcel, which can be a natural area or used for passive recreation space or agriculture, and developers also receive density bonuses for incorporating additional open spaces into new residential developments. As described earlier, linking these amenities to existing or planned trail systems further adds to their value as destinations.

Traditional neighborhood development

Compact, walkable, mixed-use development, which is located in areas that communities have identified as the best place for growth, can be supportive of better economic, environmental, community, and public health outcomes. Traditional neighborhood development (TND) is an efficient way to accommodate a community’s demand for housing, retail, and other new development. From a regional perspective, when a portion of a community’s demand is accommodated this way, the pressure to convert working lands, forest, and green space into housing or other uses is reduced. Decreasing the market pressure to convert open space and working lands to development is one step toward achieving the land conservation outcomes many communities are seeking. This new urbanist strategy has been successful in rural communities like Crested Butte, Colorado, where a new TND residential development created 98 additional housing units that reflect the rural character and mining heritage of the town.⁴⁵

BUILDING A COMPACT AND WALKABLE COMMUNITY IN LITTLETON, NEW HAMPSHIRE 

Littleton, a town of just under 6,000 people nestled in the White Mountains, is a compact, walkable, and mixed-use small town that has a thriving downtown and many amenities for residents and tourists alike. In its master plan, the city notes that “the ability of future development to protect and enhance Littleton’s community character is an issue of both location and design.” As a result, Littleton has created a planning and policy framework that will help create great new developments while supporting Littleton’s existing neighborhoods. This effort began with the revitalization of the downtown area in the late 1990s. At this time, Littleton’s downtown was struggling with a storefront vacancy rate of 20 percent. The vacancy rate is now two percent. In addition to its thriving downtown, Littleton

has invested in a new industrial park—one of the largest in New Hampshire—that provides a range of employment opportunities for nearly one-fifth of the town’s residents. Littleton has also located sites for new residential developments, focusing on infill developments and new cluster or “open space” subdivisions, and it has made plans to extend the sidewalk infrastructure into newer developments.

Littleton has won a number of awards for maintaining its compact, walkable, mixed-use small-town character. It was recognized with a Great American Main Street Award for outstanding achievement in downtown revitalization as well as a New Hampshire Profile Community Award for “preserving, protecting, and promoting” the state’s spirit of independence.

Form-based codes

A relatively new approach to regulating development, form-based codes are used to achieve a specific urban form rather than designate specific land uses, as is typical in conventional zoning. Form-based codes can help a community support mixed uses, diverse housing options, and open space while also paying attention to design details such as streetscapes and façades. Because they are simpler to envision than conventional codes, form-based codes provide a community with a certain level of predictability about the public realm, whether applied to new or existing development. Georgia has made a statewide shift toward form-based codes, and small towns in the state, like Covington and Suwanee, have found form-based codes helpful to revitalizing town centers and preserving small-town character.

Context-sensitive design

Context-sensitive street design links roadway planning and design to adjacent land uses and neighborhood type. For example, when a driver is transitioning from a high-speed arterial to a downtown business district, he or she might find narrower streets lined with parked cars, which obligate slower speeds and a focus on courtesy and safety. Context-sensitive street design also includes a complete network of sidewalks and bike routes so that all have safe and affordable transportation options. A range of design characteristics like this can subtly change driver behavior and enhance the pedestrian experience. Context-sensitive design



Photo courtesy of US EPA

Parks can help draw residents downtown and serve as local landmarks that reflect community history.

can also highlight local history and heritage, as is the case with the new Cobblestone Street Interpretive Park in Booneville, Missouri. The park incorporates a historic cobblestone street—thought to be the first paved street west of St. Louis—that was rediscovered during site investigations for a new highway bridge. The park, developed in tandem with the highway bridge, has become a local landmark that reflects local history and helped revitalize the town’s waterfront.⁴⁶

Green street design

Green street design options are aimed primarily at environmental enhancement, although they have additional advantages. Typical strategies for green street design include reducing impervious surface cover to



Context-sensitive design, as illustrated by these street improvements in Keene, New Hampshire, can help link roadway designs to adjacent land uses and support a range of transportation options.

Photo courtesy of City of Keene



Residents can help determine priorities for preservation and new growth.

assist in stormwater management and reduce the heat island effect; using the public right-of-way for multiple purposes, such as trails that can permit both stormwater management and recreation; and strategic plantings to allow biofiltration to treat runoff and improve water quality. A more specific example might be a tree canopy that absorbs excess runoff, lowers roadway temperatures, and improves air quality. This kind of amenity not only reduces infrastructure demand but also can improve a community's appearance and help it support active transportation, including walking and bicycling.

Low-impact development

Like green street design, low-impact development (LID) uses natural landscaping to manage stormwater as close to its source as possible. Using strategies such as green roofs, rain barrels, and permeable pavements, LID can minimize the impact of built areas and promote natural water movement within an ecosystem or watershed. Within a compact area, this natural infrastructure (ideally native or drought-resistant) can reduce the impact of new development projects while also providing a natural landscape amenity that requires limited maintenance. LID is especially important in fragile ecosystems and places particularly prone to climatic events like droughts. LID practices should be implemented in conjunction with compact development in order to reap the most benefits. Colorado recently enacted two new laws, allowing rain barrels on private property.⁴⁷ Santa Fe County, New Mexico, established an ordinance requiring that all commercial developments collect 100 percent of roof drainage and that residential developments collect a minimum of 85 percent of roof drainage in cisterns. Rainwater harvesting helps address the important issue of water conservation in Santa Fe County's high desert climate.⁴⁸

Strategy 3.c. Recognize and reward developers that build great places using smart growth and green building approaches

Smart growth recognition programs

In many communities, developers are already working to build great new places. Publicly recognizing developers who build projects that are aligned with the community's vision can serve to both draw attention to local priorities and remind other developers that great new developments and community priorities are not necessarily at odds with one another. Many state smart growth organizations have existing recognition programs. Idaho Smart Growth began awarding its Grow Smart award in 2005.⁴⁹ Awards are given to communities or projects across the state that exemplify the principles of smart growth. Smart Growth Vermont has a biannual smart growth awards program, started in 2006, which recognizes redevelopment, infill, and historic preservation projects exemplifying the principles of smart growth.⁵⁰

Green building

Green building is gaining traction nationwide as an efficient and healthy alternative to conventional building practices, including siting, construction, renovation, operation, maintenance, and demolition. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ is the nationally accepted benchmark for green building. In addition to the Green Building Rating System, the U.S. Green Building Council developed the LEED for Neighborhood Development Rating System™, which integrates the principles of smart growth, new urbanism, and green building.⁵¹ By completing a LEED-certified project, developers can link their commitment to smart growth with other sustainable strategies and receive plaudits from peers in both the development and environmental communities. Minnesota has adopted statewide sustainable building guidelines. All new buildings and renovations on buildings larger than 10,000 square feet receiving funding from bond proceeds must exceed the requirements in the state energy code by at least 30 percent, work to achieve the lowest possible lifetime cost for the building, and attempt to make continual improvements to energy efficiency.⁵² These guidelines, which are intended to reduce energy costs, improve the health and well-being of building residents or occupants, protect the natural environment, and are compatible with LEED standards.

Next Steps

Rural is still an evolving term in the United States. Rural communities and rural lifestyles today look very different in many places than they did even 30 years ago. As today’s rural leaders struggle to deal with both internal and outside pressures, they should seek a balance that integrates old and new and links rural economic traditions with new innovations. Balanced approaches can help bridge the gaps between residents who prize natural resources and those who champion new growth as a measure of success.

The smart growth approaches outlined in this document are intended to provide some useful ideas for specific strategies that can build on a community’s assets and further enhance its sense of place. Before implementing the ideas in this report, each community must complete a process of self-evaluation and dialogue before the right combination of policies will become clear. Such a process may include the following steps:

- **Conduct an assessment of current conditions.** A community assessment may ask: What are the current environmental, economic, and social conditions of the community? How is the community connected to other communities in the region? What are the community’s best assets? What are its key challenges?

- **Engage in a collaborative visioning process** to help the community determine what it wants to be like in the future. A collaborative visioning process would include all stakeholders in the community and help define the desired future for the community. Visioning processes often result in visual representations of a community’s desired future—for example, a map illustrating key conservation areas and development areas.
- **Develop and implement policies** that will enable the community to achieve its vision. Once a community has developed a vision for its future, it must identify and implement policies and tools that will help achieve that vision.

Following a process like the one outlined above will help a community develop and achieve its vision for the future and accommodate and shape the type of growth that the community desires while preserving the community’s best assets and enhancing the quality of life.

Photo courtesy of City of Keene



As they grow, change, and diversify, rural communities can take control of their futures by assessing current conditions, engaging the community in a visioning process, and implementing smart growth policies to achieve this community vision.



Photo courtesy of NRCS



Photo courtesy of US EPA



PUTTING IT ALL TOGETHER: ALBEMARLE COUNTY'S COMPREHENSIVE STRATEGY

Albemarle County, Virginia, has adopted a comprehensive approach to addressing growth. This has enabled the county to direct growth in a way that maintains the community's rural character and quality of life, which are valued by residents.

Albemarle County, which is the most populous county in the Charlottesville metropolitan area, recognized that strategies for land preservation work better when complemented by policies and zoning regulations that promote better growth in places where the community has already invested in public infrastructure. The county contains many working farms and scenic natural features, including a portion of Virginia's Blue Ridge Mountains and Shenandoah National Park, but growth pressures remain strong. County leaders have adopted policies, including the establishment of designated growth areas in which infrastructure already exists, and have pursued strategies, such as the acquisition of conservation easements, to preserve rural character in places outside of designated growth areas. The county has also adopted a Neighborhood Model that requires new development to adhere to a set of 12 principles (see below), which ensure the livability of new neighborhoods.

The Neighborhood Model describes the recommended practices for new development based on 12 principles:

- Pedestrian orientation
- Neighborhood friendly streets and paths
- Transportation networks and interconnected streets
- Parks and open space

- Mixed uses
- Neighborhood centers
- Buildings and spaces of human scale
- Relegated parking
- Affordability with dignity
- Redevelopment
- Site planning that respects terrain
- Clear boundaries with the rural areas

Albemarle County provides an example of how to address development in a way that promotes economic growth in places that the community believes are best while maintaining the rural landscape that is central to the community's identity. Between 2000 and 2006, Albemarle County protected more than 5,000 acres of forest and farm land, including 286 mountaintop acres. At the same time, it began or completed plans using the Neighborhood Model to both accommodate growth in designated growth areas and complement the rural land protection strategies.

See also: <http://www.albermarle.org>.

See highlights of the Albemarle County Acquisition of Conservations Easements (ACE) program, http://www.albermarle.org/upload/images/forms_center/departments/community_development/forms/Rural_Area/ACE_Fact_Sheet_2006.pdf.

Endnotes

- 1 USDA ERS. "Measuring Rurality: New Definitions in 2003." <http://www.ers.usda.gov/Briefing/Rurality/NewDefinitions/>
- 2 These five typologies have been developed by the authors through discussions with a range of Smart Growth Network member organizations, including NACo, the National Main Street Center, and the U.S. Forest Service, as well as organizations outside the network. They are now viewed as generally accepted terms within the smart growth community for describing the range of rural towns, villages, and centers, particularly given their consideration of communities' built and natural environments and their role in broader regional economies.
- 3 USDA. "2007 Census of Agriculture: Demographics." http://www.agcensus.usda.gov/Publications/2007/Online_Highlights/Fact_Sheets/index.asp
- 4 Stein, S.M., McRoberts, R.E., Alig, R.J., Nelson, M.D., Theobald, D.M., Eley, M., Dechter, M., and Carr, M. Forests on the Edge: Housing Development on America's Private Forests, U.S. Forest Service, U.S. Department of Agriculture. General Technical Report No. PNW-GTR-636. 2005. <http://www.fs.fed.us/openspace/fote/fote-6-9-05.pdf>
- 5 Heimlich, R.E., and Anderson, W.D. Development at the Urban Fringe and Beyond: Impacts on Agriculture and Rural Land. Economic Research Service, U.S. Department of Agriculture. Agriculture Economics Report No. 803. 2001. <http://www.ers.usda.gov/publications/aer803/aer803.pdf>. May 31, 2005. p. 14
- 6 American Farmland Trust. "Farming on the Edge Report." <http://www.farmland.org/resources/fote/default.asp>
- 7 USDA. "Rural Population and Migration." <http://www.ers.usda.gov/Briefing/Population/>
- 8 Transportation Research Board, "NCHRP Report 582: Best Practices to Enhance the Transportation-Land Use Connection in the Rural United States" (2007). http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_582a.pdf
- 9 Van Eenoo, E., and Lamie, R.D. "How Use-Value Assessment Affects Real Property Tax Rates and Liabilities in Virginia." *Journal of ASFRMA*, 2001: 53–63. http://portal.asfma.org/userfiles/file/journal/vaneenoo53_63.pdf
- 10 American Farmland Trust. "Future of Farming Project: Working Paper and Statistics on Farmlands in Washington." <http://agr.wa.gov/FoF/docs/LandStats.pdf>
- 11 For more information on federal, state, and local tax incentives for donating conservation easements, visit the Land Trust Alliance Website: <http://www.lta.org>.
- 12 Larimer County. "Executive Summary: Right to Farm and Ranch Policy." http://www.co.larimer.co.us/policies/right_to_farm_summary.htm
- 13 Recommendations in this section are drawn from Tom Daniels, "Ideas for Rural Smart Growth, Promoting the Economic Viability of Farmland and Forestland in the Northeastern United States," pp. 8–12 (draft February 2008).
- 14 USDA. "2007 Census Report." February 2009. http://www.agcensus.usda.gov/Publications/2007/Full_Report/index.asp
- 15 Minnesota Office of the Revisor of Statutes. "2009 Minnesota Statutes: 17.101 Promotional Activities." <https://www.revisor.mn.gov/statutes/?id=17.101>
- 16 Blue Ridge Forest Cooperative. "Our Services." <http://www.blueridgeforestcoop.com/>
- 17 Western Governors' Association, Trust for Public Land, and National Cattlemen's Beef Association. "Purchase of Development Rights: Conserving Lands, Preserving Western Livelihoods." <http://www.westgov.org/wga/publicat/pdr.pdf>
- 18 The Nature Conservancy. "Conservation Easements: Conserving Land, Water, and Way of Life." http://www.nature.org/aboutus/howwework/conservationmethods/privatelands/conservationeasements/files/consrvtn_easemnt_sngle72.pdf
- 19 Arizona Land and Water Trust. "Land Acquisition." <http://www.alwt.org/whatwedo/landacquisition.shtml>
- 20 Oklahoma Agritourism. "Oklahoma's Growing Adventure." http://www.oklahomaagritourism.com/index.php?what_is_agritourism
- 21 Robert Liberty. "Smart Growth in the Countryside: Strengthening Rural Economies and Protecting Rural Lands," p. 3 (draft February 24, 2008).
- 22 The Farmers' Market in Downtown Lawrence. "Welcome to the Market." <http://www.lawrencefarmersmarket.com/>
- 23 "Snohomish County dedicates new biodiesel fuel." http://seattletimes.nsource.com/html/localnews/2008199030_biodiesel24m.html
- 24 Pruetz, R. "Ask the Author." *Zoning Practice*, October 2009. <http://www.planning.org/zoningpractice/ask/2009/oct.htm>
- 25 American Farmland Trust Farmland Information Center. "Fact Sheet: Transfer of Development Rights." http://www.farmlandinfo.org/documents/37001/TDR_04-2008.pdf
- 26 American Farmland Trust. "Montgomery County, MD TDR Program." http://www.preservethereserve.org/pages/tdr_program.pdf
- 27 State of Connecticut General Assembly. "Chapter 927a: Priority Funding Areas." <http://www.cga.ct.gov/2009/pub/chap297a.htm#Sec16a-35e.htm>
- 28 Robert Liberty. "Smart Growth in the Countryside: Strengthening Rural Economies and Protecting Rural Lands," p. 23 (draft February 24, 2008).
- 29 Oregon Department of Land Conservation and Development. "DLCD Farmland Protection Program." <http://www.oregon.gov/LCD/farmprotprog.shtml>
- 30 Arendt, R. *Rural by Design: Maintaining Small Town Character*. Planners Press, APA, 1994.
- 31 Caywood, T. "Backyard Greenery." *The Boston Globe*, December 24, 2006.
- 32 See the Main Street Four-Point Approach®: <http://www.preservationnation.org/main-street/about-main-street/the-approach/>.
- 33 National Trust for Historic Preservation. "El Dorado, AR." <http://www.preservationnation.org/travel-and-sites/travel/gamsa/el-dorado.html>
- 34 FHWA. "Funding for Streetscape, Urban Design, and Multimodal Improvements." <http://www.fhwa.dot.gov/planning/landuse/tools.cfm#funding>. The National Transportation Enhancements Clearinghouse also has information on funding opportunities for streetscape improvements: <http://www.enhancements.org/fundingsources.asp#5>
- 35 New Jersey Smart Choices. "NJ Funding Programs." <http://www.njsmartchoices.org/fdb/results?category=Streetscape%20improvements;NJDOT>. "NJDOT Announces Transportation Enhancement Grant Program." <http://www.state.nj.us/transportation/about/press/2009/040809.shtm>
- 36 Preservation Kentucky. <http://www.preservationkentucky.org/>
- 37 See "Stimulating Infill and Brownfield Development in the Land-of-Sky Region." <http://www.epa.gov/smartgrowth/losrc.htm>.

32 Putting Smart Growth to Work in Rural Communities

- 38 See the Michigan Suburbs Alliance Redevelopment Ready Communities Program: http://www.michigansuburbsalliance.org/redevelopment/redevelopment_ready_communities/
- 39 See Hartzok, A. "Pennsylvania's Success with Local Property Tax Reform: The Split Rate Tax," *American Journal of Economics and Sociology*, April 1997, http://findarticles.com/p/articles/mi_m0254/is_n2_v56/ai_19532081/?tag=content;coll, and Cohen, J. P. and Coughlin, C. C. "An Introduction to Two-Rate Taxation of Land and Buildings," Federal Reserve Bank of St. Louis *Review*, May/June 2005. <http://research.stlouisfed.org/publications/review/05/05/CohenCoughlin.pdf>
- 40 More information about green infrastructure assessments can be found at <http://www.greeninfrastructure.net>.
- 41 More information about the Streamline and Skyline bus systems can be found at <http://www.streamlinebus.com> and <http://www.skylinebus.com>.
- 42 Pierce County Planning and Land Services. "Zoning-Quick Answers." <http://www.co.pierce.wa.us/pc/services/home/property/pals/regs/zoning.htm>
- 43 For a good discussion of various code reform strategies, see *Creating a Regulatory Blueprint for Healthy Community Design*, ICMA Press, 2005.
- 44 Missouri Department of Natural Resources. "Katy Trail State Park." <http://www.mostateparks.com/katytrail/index.html>
- 45 Coburn Development. "Pitchfork." <http://www.coburndev.com/index.php/site/pitchfork/>, Maynard, M. F., Dreuding, M., and Hutchins, S. D. "Breaking the Rules: Good Neighbors." Residential Architect, Jan/Feb 2006. <http://www.residentialarchitect.com/industry-news.asp?sectionID=282&articleID=239086&artnum=2>
- 46 Context Sensitive Solutions. "Cobblestone Street Interpretative Park." http://www.contextsensitivesolutions.org/content/case_studies/480_cobble/#
- 47 Johnson, K. "It's Now Legal to Catch a Raindrop in Colorado." *The New York Times*, July 28, 2009. http://www.nytimes.com/2009/06/29/us/29rain.html?_r=1&scp=1&sq=colorado%20rain%20barrels&st=cse
- 48 Sammis, T. "New Mexico Climate." <http://weather.nmsu.edu/News/CLIMATE%20NL%20Summer%2009%20final.pdf>
- 49 Idaho Smart Growth. "Grow Smart Awards." <http://www.idahosmartgrowth.org/index.php/projects/awards/>
- 50 Smart Growth Vermont. "Smart Growth Awards." <http://www.smartgrowthvermont.org/help/awards09/>
- 51 USGBC. "What is LEED?" <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=222>
- 52 Center for Sustainable Building Research. "The State of Minnesota Sustainable Building Guidelines." <http://www.sustainabledesignguide.umn.edu/>





777 North Capitol Street, NE
Suite 500
Washington, DC 20002-4201

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide.

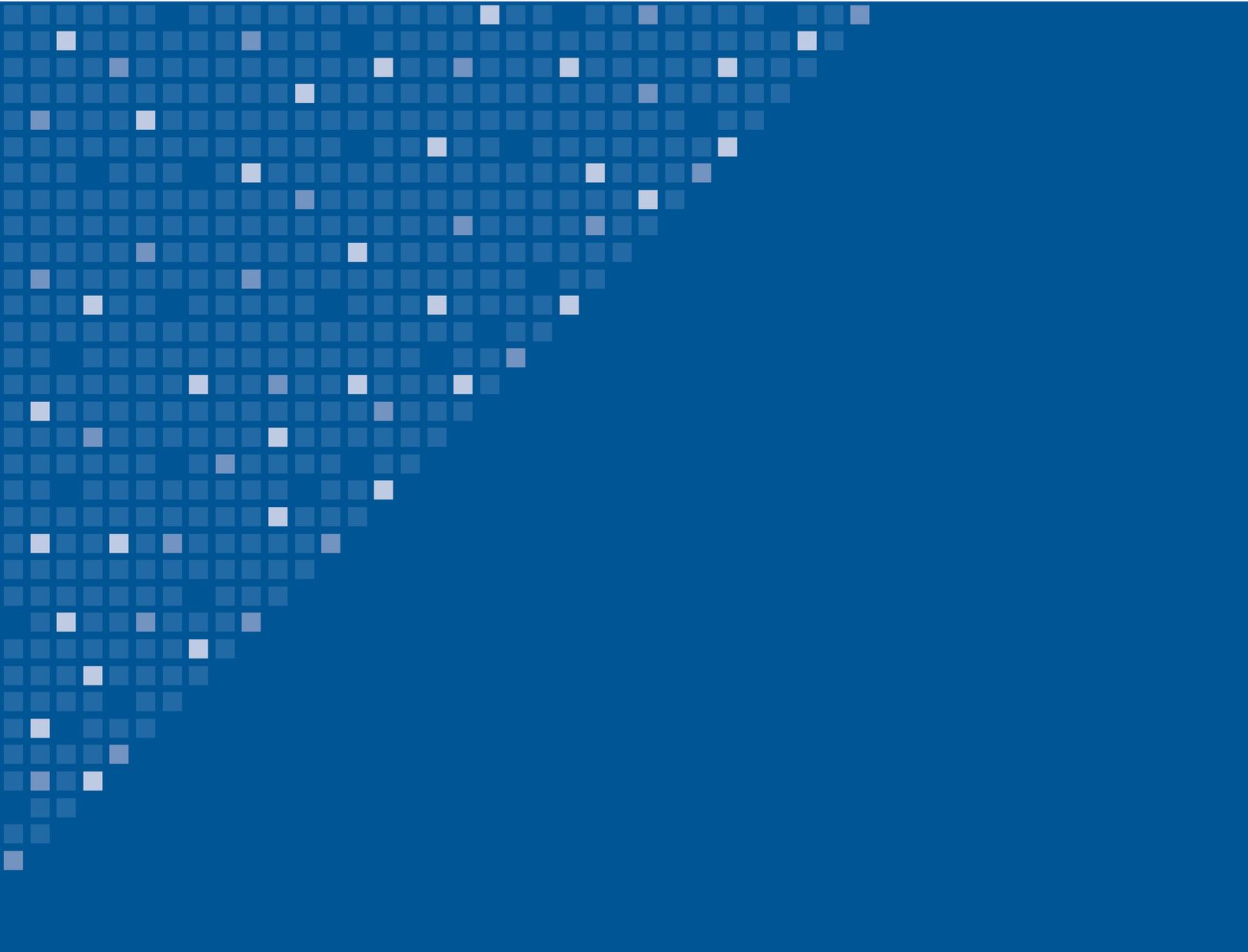


Table 1: Housing Mix/Density Safe Harbors

A. Coordinated 20- Year Population Forecast	B. Housing Density Safe Harbor Numbers are in Dwelling Units (DU) per net buildable acre	C. Housing Mix Safe Harbor (Percentage of DU that Must be <i>Allowed</i> by zoning)		
		Low Density Residential	Medium Density Residential	High Density Residential
Less than 2,500	<ul style="list-style-type: none"> Required Overall Minimum: 3 Assume for UGB Analysis: 4 Zone to Allow: 6 	70%	20%	10%
2,501 – 10,000	<ul style="list-style-type: none"> Required Overall Minimum: 4 Assume for UGB Analysis: 6 Zone to Allow: 8 	60%	20%	20%
10,001 – 25,000	<ul style="list-style-type: none"> Required Overall Minimum: 5 Assume for UGB Analysis: 7 Zone to Allow: 9 	55%	25%	20%
More than 25,000 but not subject to ORS 197.296	<ul style="list-style-type: none"> Required Overall Minimum: 6 Assume for UGB Analysis: 8 Zone to Allow: 10 	50%	25%	25%

- **Low Density Residential:** A residential zone that *allows* detached single family and manufactured homes and other needed housing types on individual lots in the density range of 2-6 units per net buildable acre (DU/NBA). The specified mix percentage is a maximum; a local government may allow a lower percentage.
- **Medium Density Residential:** A residential zone that *allows* attached single family housing, manufactured dwelling parks and other needed housing types in the density range of 6-12 units per net buildable acre. The specified mix percentage is a minimum; a local government may allow a higher percentage.
- **High Density Residential:** A residential zone that *allows* multiple family housing and other needed housing types in the density range of 12-40 units per net buildable acre. The specified mix percentage is a minimum; a local government may allow a higher percentage.
- **More than 25,000 but not subject to ORS 197.296:** The current population estimate for the city is less than 25,000 but the 20-year population forecast for the UGB is 25,000 or more. This safe harbor is not available for a jurisdiction subject to ORS 197.296 at the time of a UGB amendment.

**Table 2: Alternative Density Safe Harbors for
Small Exception Parcels and High Value Farm Land**

A. Coordinated 20-Year Population Forecast	B. Small Exception Parcels added to the UGB (Dwelling Units per net buildable acre)	C. High Value Farm Land added to the UGB (Dwelling Units per net buildable acre)
Less than 2,500	<ul style="list-style-type: none"> • Assume for UGB Analysis: 2 	<ul style="list-style-type: none"> • Required Overall Minimum: 5 • Assume for UGB Analysis: 6 • Must Allow: 8
2,501 – 10,000	<ul style="list-style-type: none"> • Assume for UGB Analysis: 4 	<ul style="list-style-type: none"> • Required Overall Minimum: 6 • Assume for UGB Analysis: 8 • Must allow: 10
10,001 – 25,000	<ul style="list-style-type: none"> • Assume for UGB Analysis: 5 	<ul style="list-style-type: none"> • Required Overall Minimum: 7 • Assume for UGB Analysis: 9 • Must Allow: 11
More than 25,000 but not subject to ORS 197.296	<ul style="list-style-type: none"> • Assume for UGB Analysis: 6 	<ul style="list-style-type: none"> • Required Overall Minimum: 8 • Assume for UGB Analysis: 10 • Must allow: 12

- The standard Housing Density Safe Harbor density assumptions apply to land within the existing UGB and to land within the expanded UGB that is *not* “Small Exception Parcels” or “High Value Farm Land.” The standard Housing Mix safe harbor in Table 1 must be applied to ALL land in the UGB, including Small Exception Parcels and High Value Farmland added to the UGB.
- High Value Farmland must be planned and zoned to achieve at least two units more per net buildable acre than required by the standard Housing Density safe harbor.
- A Small Exception Parcel is a parcel five acres or less with a house on the property.
- “Not subject to ORS 197.296” means that the current population estimate for the city is less than 25,000 but the population forecast is 25,000 or more. This safe harbor is not available for a jurisdiction subject to ORS 197.296 at the time of a UGB amendment.

**Table 3: Methodology to Calculate Housing Mix for the
“Incremental Housing Mix Safe Harbor” in OAR 660-024-0040(8)(i)**

Example 1: The developed housing mix in the UGB currently consists of 93% Low Density, 6% Medium Density and 1% High Density.

Step 1: 5% + 1% = 6% High Density Residential

Step 2: 10% + 6% = 16% Medium Density Residential

Step 3: Total for Medium and High Density: 6% + 16% = 22% Medium and High Density Residential*

Step 4: 100% - 22% = 78% Low Density Residential

Under the Alternative Housing Mix **safe harbor** in OAR 660-024-0040(8)(i), buildable land in the UGB must be Zoned to Allow:

Safe Harbor Housing Mix = 78% Low Density, 16% Medium Density and 6% High Density.

Example 2: The developed housing mix in the UGB currently consists of 91% Low Density, 9% Medium Density and 0% High Density

Step 1: 5% + 0% = 5% High Density Residential

Step 2: 10% + 9% = 19% Medium Density Residential

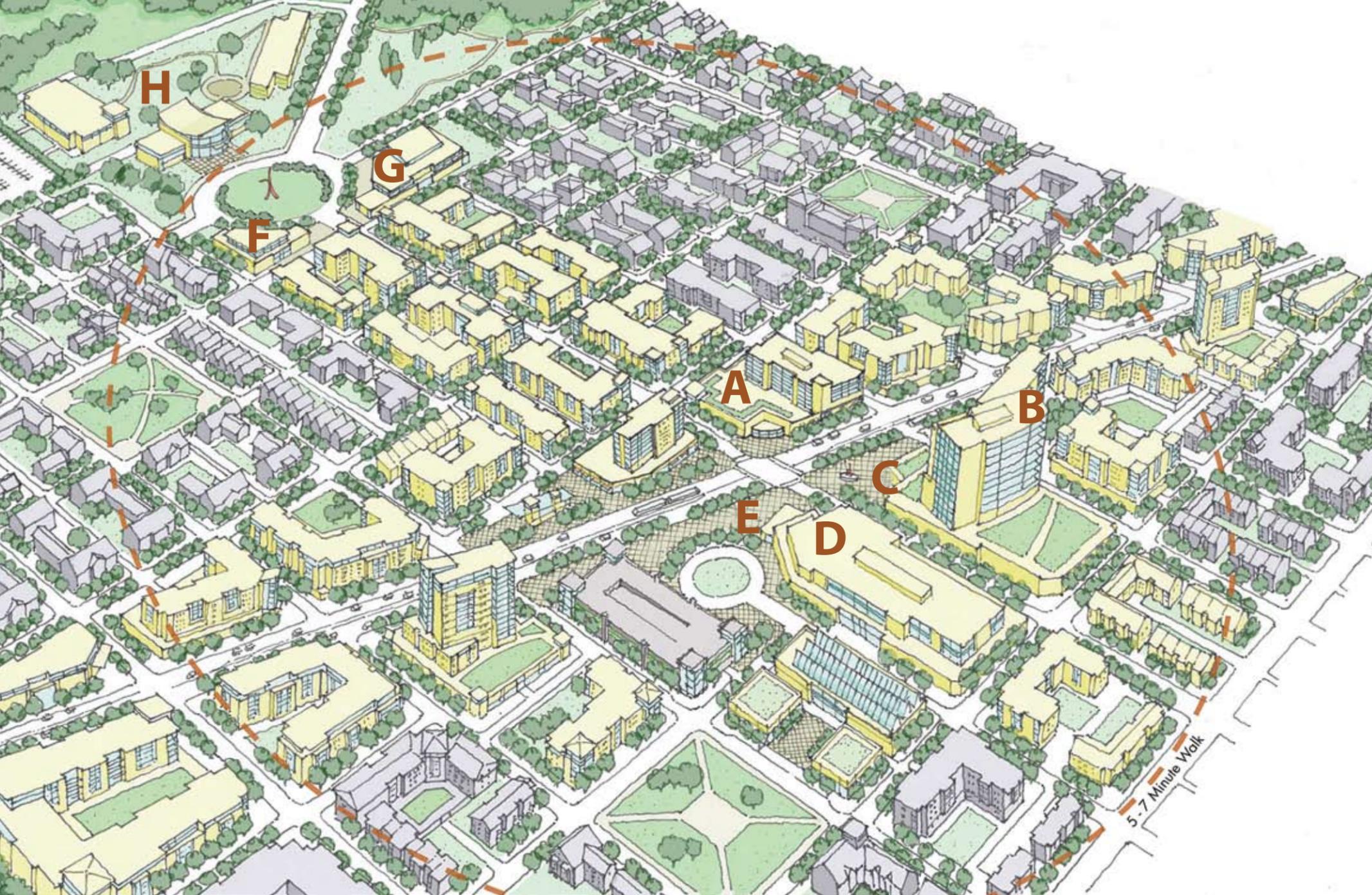
Step 3: Total for Medium and High Density: 5% + 19% = 24% Medium and High Density Residential*

Step 4: 100% - 24% = 76% Low Density Residential

Under the Alternative Housing Mix **Safe Harbor** in OAR 660-024-0040(8)(i), buildable land in the UGB must be Zoned to Allow:

Safe Harbor Housing Mix = 76% Low Density, 19% % Medium Density and 5% High Density.

* If current housing mix has two tiers instead of three (for example, Low Density Residential and Medium-High Density, or Single-Family and Multi-Family), apply the “Low Density Residential” safe harbor percentage for Low Density Residential or Single-Family, and apply the combined “Medium Density” and “High Density” safe harbor percentages of 10% and 5%, or 15%, to Medium-High Density or Multi-Family.



- A** Supermarket
- B** Office
- C** Library
- D** Community Medical Center
- E** Transit Station Plaza
- F** Community Center
- G** School
- H** Community College

The Supermarket as a Neighborhood Building Block

Redefining the notion of an anchor.

By Mark Hinshaw, FAICP, and Brian Vanneman

mendous shifts in attitudes and behavior. High levels of consumption are winding down because of the recession, but even before that many people were looking for other ways to live.

Now many people are looking for the small and beautiful. According to the U. S. Census Bureau, the average size of new homes has decreased for the first time in decades. Richard Florida has noted, too, that the “creative class” is eschewing the scattered suburban pattern in favor of denser urban living.

This past year, the first wave of the baby boom reached retirement age—a major milestone. Think what will happen when boomers begin to lose their driver’s licenses. Many of them will simply have to find new places to live where walking is possible and transit is available.

Environment and human health

President Barack Obama recently announced a national goal of a 17 percent reduction in greenhouse gases by 2020. To get there, we will have to make major changes in living patterns over time. But even without that goal, people have been

arterials. Nonetheless, the idea was so compelling that many neighborhoods in U.S. today have those precise traits. However, both the nation and family composition have changed tremendously in the past several decades.

What demographics tells us

Today, while the number of households in the U.S. has vastly increased, household size has declined dramatically—to around two people per unit. Our population is aging rapidly, with as many people older than 65 as under 18. And that shift will become even more pronounced in the next several decades as millions of older citizens live longer lives than ever before. Extensive research by Arthur C. Nelson, FAICP, at the University of Utah has called attention to these transformations in our culture.

At the same time, we are seeing trends seeking ways to reduce their own carbon footprint.

or at least 50 years, Americans have held fast to the ideal of a neighborhood that essentially derives from the one described by Clarence Perry in 1929: a geographic area bounded by arterial streets, with a school in the center and shops and apartments along the edges. Although this classic map is now considered quaint because of its unworkable intersections, random street pattern, and odd scraps of public space, it has endured and informed countless subdivisions. Popular literature and even blogs refer to some variant of this neighborhood unit as if it were sacrosanct.

What a super-market-centric neighborhood might look like. Dashed lines define the area’s boundary. Left: The grocery store as hangout.

What the nostalgia buffs don’t take into account is that the classic pattern was meant to accommodate families with four or five children. With families like that, communities might logically locate an elementary school, playgrounds, and a community center within walking distance of homes.

Unfortunately, this construct all but mandated automobile use for shopping and other tasks, offered no recognition of transit, relegated people living in high-density housing to noisy streets, and created isolated enclaves separated by wide



Photo by Mark Hinshaw, drawing by Mike Kimelberg, ACE

Alternatives

Several other urban food-selling formats are emerging besides the full-service grocery, each suited to different aims and local contexts: farmers markets, food co-ops, healthy corner stores, and a new crop of small urban grocers, with about half the size of the traditional footprints.

Fresh and Easy markets, introduced in the U.S. in 2007 by British retail giant Tesco, has made an impression in some cities. The stores are much smaller (10,000 to 13,000 square feet), and emphasize high-quality prepared foods, quick in-and-out trips, and daily purchases such as produce, flowers, cheese, and wine. Many shoppers find the size—with 5,000 different products rather than 40,000—more manageable. Safeway, Whole Foods, Giant Eagle, and even Wal-Mart are looking to imitate the Fresh and Easy model, which now operates about 100 stores in California, Arizona, and Nevada.

Food co-ops and healthy corner stores are proliferating as well. While these local business and nonprofits may be desirable neighborhood anchors, they also require an entrepreneurial spirit, time, and determined community organizing. As a rule, larger stores tend to be owned and operated by national or regional chains, while smaller stores are locally owned. And, just as store sizes differ, so do the metrics related to them, such as the supporting population, the number of parking spaces, and the area of the required site.

Want to cook with a local chef? You can do that at some local grocery stores.



footprint, often by walking, bicycling, or taking transit.

Researchers at the University of British Columbia have found that residents who live in denser, mixed use neighborhoods drive up to 30 percent less than people living in outlying areas. The Oregon-based Climate Trust suggests that households can cut their carbon footprint in half by sticking with a single car and living in denser housing. They can halve their footprint again by having no car. A recent study published by CEOs for Cities found that homes within denser, mixed use, and more walkable neighborhoods have generally maintained significantly higher values compared with outlying locations—despite the recession.

Combine all that with the slow food movement, restaurants featuring local products, farmers markets, and rooftop and community gardens. Community plans are beginning to recognize the interdependence of land use, energy use, affordable housing, public health, social equity, and the supply of food. Some cities are working to get grocery stores into lower income neighborhoods that have little access to fresh food at reasonable prices.

With all these new trends, perhaps it's time to look at a new neighborhood model, one that allows people to live complete lives without depending on cars. Such a neighborhood might not be carbon-neutral, but at least carbon-reduced.

A new neighborhood building block

One idea is for the grocery store and its siblings to reemerge as cornerstones of great places to live. Americans already are seeking grocery stores for wholesome food and personal connections.

One of the nation's most successful greenfield new urbanist developments, Orenco Station outside of Portland, Oregon, was based on this principle: "the ability to walk to a quart of milk," as developer Rudy Kadlub put it. The neighborhood features a grocery store close to housing, offices, and other retailers.

A study completed there last year found that half of the Orenco residents surveyed "report walking to a local store to shop five or more times a week, compared to only five percent of respondents in the typical suburb who report that level of walking."

In downtown Houston, a 2004 survey found that "residents and workers consider a grocery store to be the missing element of downtown," and that for Houston residents over 40, grocery shopping was ranked as the second most popular *leisure* activity. Last December, following years of planning and sweat equity, the long-anticipated Byrd's Market & Cafe opened in downtown Houston. "Nothing says downtown like a neighborhood grocer," says Angie Bertinot, director of marketing for the Houston Downtown Management District.

Houston and Portland are not unique: One of the amenities urban residents most desire is a grocery store.

Hanging out

Supermarkets have become social spaces. Some include espresso bars and seating so shoppers can eat a meal on the spot. People hang out, read, and meet friends—even when buying groceries isn't part of the trip. The New Seasons markets in Portland, Oregon, host special nights for wellness classes, Scrabble, yoga, and crafts. Clearly, they're not your mother's supermarkets.

Meanwhile, many grocery corporations are rethinking their business model, giving up the long-standing template of a single-story box surrounded by acres of asphalt. Increasingly, these markets are going into mixed use developments with little or no parking.

The December 2009 issue of *New Urban News* reported on a couple of supermarkets being built as part of mixed use developments in Washington, D.C., as if that were a major innovation. But in some cities, such as Portland, Chicago, Seattle, and Vancouver, where public investments and growth policies have emphasized urban infill for some time, this trend has been prevalent for years—in the latter two cities for more than a decade. The Seattle area alone has more than a dozen mixed use developments that incorporate full-service supermarkets.

In the past, the lack of parking was often cited as a factor that kept markets out of urban neighborhoods. This is because for decades markets assumed that every customer would arrive by car. But this view seems to be changing rapidly as well. Some recent markets have provided only a few dozen stalls, far fewer than the

standard rule of thumb. Some provide no parking at all. And these stores are doing quite well. The recently opened IGA market in downtown Seattle has not a single parking stall; customers tote their purchases home in cloth sacks.

It's one of a growing number of urban markets that cater to shoppers who carry two bags of groceries out by hand every few days, rather than transporting 10 bags by car twice a month. Buying fresh also means buying more frequently. Some chains now deliver right to your door, with purchases made on the Internet. In San Francisco, Mollie Stone's Market provides a free shuttle bus to the store on demand—a service that is especially popular with seniors.

Carbon-reduced, market-centric

Let's conceive of a neighborhood with enough customers to support a contemporary supermarket with a relatively typical 45,000 square feet of floor space. They get there by foot.

While we're at it, let's reconsider a quarter-mile as the ideal walking distance between home and the store. Recent studies by the University of California, Berkeley, have shown that many people will walk much farther for daily needs. Many years ago, researcher William H. Whyte concluded that people will walk farther if the walk is interesting. So let's make the walk more interesting, even if somewhat longer. No parking lots, no blank walls; parks, gardens, and public spaces instead. And let's provide a true Main Street.

The neighborhood would also have convenient schools, but they would not be central. There might be a compact branch of a community college catering to adults—a format we are beginning to see in many places. And there would be a range of other civic buildings and spaces, such as a library, community center, a village green or square, and perhaps a community health clinic.

A supermarket would be at or near the center of the neighborhood. Interestingly, achieving enough density to support a full-service market, with most of its customers arriving on foot, is also enough to support other services. A contemporary market requires the support of 8,000 to 10,000 people (or around 4,000 households). According to economic rules of

thumb, that number of people is sufficient to support at least another 50,000 to 80,000 square feet of shops and services.

This would translate into a two-sided street three or four blocks long—a quite walkable "main street" (equivalent to the principal streets in both classic small towns and mature neighborhoods.) In this model, the neighborhood is contained within a radius of four or five blocks (1,500 to 1,700 feet) from the main street. Each end of the main street would be anchored by community uses.

This is our catchment area. It resembles one suggested by Christopher Alexander and his coauthors in the seminal 1977 book about architecture, *A Pattern Language*. But in contrast to old neighborhood models, the main street is at the center, rather than a school. Further, traffic is brought right into the center, rather than kept to the edges, to provide access and activity. And while the model does not depend on transit, accommodation could be made for buses, commuter rail, streetcars, light rail, or a combination.

This model is distinct from the new urbanist "transect" in that a wide range of medium- and high-density urban housing, as well as low-, mid-, and high-rise development, could coexist within one relatively small geographic area. This pattern reflects the messy vitality of many different types of uses, building types and sizes, and human activities within a condensed area.

Visualizing the model

The model we are describing allows residents to use automobiles very little or not at all, and it offers a range of housing choices—the two critical factors in reducing household carbon emissions. Housing would range from town houses around the edge to high-rise apartments near the center. Some buildings would have live-work units on the ground floor. Office buildings would provide incubator

space for both mature and start-up businesses.

We imagine all residents living within walking distance of the main street, which is anchored by a supermarket. Various types of public space—parks, public squares, greens, and community gardens—would be located throughout the neighborhood. Public uses are clustered at one end of the main street: schools for both children and adults, a community center, and a park shared by all these institutions. Office buildings, a library, a civic square large enough for a regular public market, and health services are located at the other end of the main street. Dedicated bicycle lanes or shared lanes are found on many streets. Transit could offer access to jobs elsewhere in the region.

For those who need to drive, some on-street parking stalls would be set aside for shared electric vehicles and charging posts. Rooftops would be used for photovoltaic arrays and wind turbines, green roof systems for water absorption and to cultivate crops and raise chickens.

Although the neighborhood recognizes the needs of various household types, there is a particular accommodation for an aging population. Finally, below-market rate housing units, many built by nonprofit organizations, would be distributed throughout the 100-block area.

Clearly, a new model for neighborhoods is in order. And it shouldn't hark back to nostalgic notions of life in the 19th century but instead should address, head-on, the challenges of this century. The neighborhood suggested here attempts to combine principles of environmental, social, and economic sustainability with concepts of density, diversity, and demographic change.

■ Mark Hinshaw is the director of Urban Design for LMN Architects in Seattle. Brian Vanneman is a senior associate at Leland Consulting Group, a market economics firm in Portland, Oregon.

RESOURCES	
IN PRINT	<i>A Pattern Language: Towns, Buildings, Construction</i> , by Christopher Alexander, Sara Ishikawa, and Murray Silverstein, was published in 1977. "The Next 100 Million," by Arthur C. Nelson, FAICP, and Robert Lang (<i>Planning</i> , January 2007).
ONLINE	Climate Trust: www.climatetrust.org . Healthy corner stores: www.healthycornerstores.org .