

# A G E N D A

600 NORTHEAST GRAND AVENUE PORTLAND, OREGON 97232-2736



**METRO**

TEL 503-797-1540 FAX 503-797-1793

**MEETING: METRO POLICY ADVISORY COMMITTEE**

**DATE:** August 9, 2006

**DAY:** Wednesday, 5:00-7:00 p.m.

**PLACE:** Metro Council Chamber/Annex

NO	AGENDA ITEM	PRESENTER	ACTION	TIME
	CALL TO ORDER	Kidd		
1	SELF INTRODUCTIONS, ONE MINUTE LOCAL UPDATES & ANNOUNCEMENTS	All		5 min.
2	CITIZEN COMMUNICATIONS FOR NON- AGENDA ITEMS			2 min.
3	CONSENT AGENDA • June 14, June 28 & July 26, 2006	Kidd	Decision	3 min.
4	COUNCIL UPDATE	Hosticka	Update	5 min.
5	JPACT UPDATE	Cotugno	Update	5 min.
6	NEW LOOK • Forum Summary • Work Program Update • Shape of Region o Characteristics of Great Communities o Test Areas for Characteristics	McArthur Deffebach O'Brien County Staff		90 min.

**UPCOMING MEETINGS:**

MPAC: August 23, 2006 meeting cancelled

September 13, 2006

MPAC Coordinating Committee, Room 270: August 9, 2006

For agenda and schedule information, call Kim Bardes at 503-797-1537. e-mail: bardes@metro.dst.or.us

MPAC normally meets the second and fourth Wednesday of the month.

To receive assistance per the Americans with Disabilities Act,  
call the number above, or Metro teletype 503-797-1804.

To check on closure or cancellations during inclement weather please call 503-797-1700.

## METRO POLICY ADVISORY COMMITTEE MEETING RECORD

June 14, 2006 – 5:00 p.m.

Metro Regional Center, Council Chambers

**Committee Members Present:** Chuck Becker, Nathalie Darcy, Rob Drake, Andy Duyck, Dave Fuller, John Hartsock, Jack Hoffman, Tom Hughes, Richard Kidd, Charlotte Lehan, Alice Norris, Wilda Parks, Chris Smith

**Committee Members Absent:** Ken Allen, Richard Burke, Bernie Giusto, Margaret Kirkpatrick, Diane Linn, Tom Potter, Larry Sowa, Erik Sten, Steve Stuart, (Multnomah Co. Special Districts – vacant, Governing Body of School District –vacant)

**Alternates Present:** Laura Hudson

**Also Present:** Mayor Robert Austin, City of Estacada; Hal Bergsma, City of Beaverton; Ron Bunch, City of Gresham; Bob Clay, City of Portland; Carol Chesarek, Citizen; Valerie Counts, City of Hillsboro; Danielle Cowan, City of Wilsonville; Kay Durtschi, MTAC; Gil Kelley, City of Portland; LEEANNE MacColl, League of Women Voters; Irene Marvich, League of Women Voters; Pat Ribellia, City of Hillsboro; David Zagel, TriMet

**Metro Elected Officials Present:** Liaisons – Carl Hosticka, Council District 3,

**Metro Staff Present:** Kim Bardes, Miranda Bateschell, Sonny Conder, Andy Cotugno, Robin McArthur, Lydia Neill

### 1. SELF-INTRODUCTIONS, ONE MINUTE LOCAL UPDATES & ANNOUNCEMENTS

Chair Richard Kidd, called the meeting to order at 5:06 p.m. Chair Kidd asked those present to introduce themselves.

### 2. CITIZEN COMMUNICATIONS FOR NON-AGENDA ITEMS

There was none.

Due to lack of quorum at this time, the Chair skipped to agenda item No. 5.

### 5. NEW LOOK

#### 5.1 Regional Forum

Robin McArthur, Long Range Planning Director, reviewed the agenda for the Regional Forum and spoke to why elected officials should attend as well as stakeholders. She distributed the new look mailer and asked the members to take extras to pass out in their jurisdictions. She outlined the three (3) planned exercises for the forum.

### 4. COUNCIL UPDATE

Councilor Carl Hosticka said that the Panel of Economic Advisors would be meeting at the convention center on June 16, 2006 from 8:30-4:00. He reviewed the agenda for that meeting. He said that the Metro Council had recently been spending most of their time on the Metro budget and measure 37 issues.

### 3. CONSENT AGENDA

Meeting Summary for May 24, 2005:

Motion:	Mayor Rob Drake, City of Beaverton, with a second from, Commissioner Andy Duyck, Washington County, moved to adopt the consent agenda with the minor revision pointed out by Chris Smith regarding the quorum and vote at the last meeting.
Vote:	The motion passed unanimously.

#### 5.2 Investing in our Communities: Tools Discussion

Lydia Neill, Principal Regional Planner, distributed an updated version of the spreadsheet that had been included in the packet and that spreadsheet is attached and forms part of the record. She reviewed the importance of the matrix and discussed how she would like the exercise to run.

The members split into two groups and discussed the tools outlined in the matrix. Afterwards a member from each group gave a summary of their discussion. Jack Hoffman gave the first report and Mayor Rob Drake gave the second report.

#### 5.3 Research Findings

Dick Bolen, Data Resource Center Manager, gave a report on research findings regarding the New Look Forecast. He said that those findings would be used as a base case on new look work and related work on the New Look effort in the fall. He reviewed the handout that had been placed at the back of the room, which is attached and forms part of the record.

There being no further business, Chair Kidd adjourned the meeting at 7:12 p.m.

Respectfully submitted,



Kim Bardes  
MPAC Coordinator

ATTACHMENTS TO THE RECORD FOR JUNE 14, 2006

The following have been included as part of the official public record:

<b>AGENDA ITEM</b>	<b>DOCUMENT DATE</b>	<b>DOCUMENT DESCRIPTION</b>	<b>DOCUMENT No.</b>
<b>#5 New Look</b>	June 2006	Flyer for 2006 Regional Forum – New Look at Regional Choices	061406-MPAC-01
<b>#5 New Look</b>	6/14/06	Memorandum from Lydia Neill to MPAC re: Investing in Our Communities Exercise	061406-MPAC-02
<b>#5 New Look</b>	6/14/06	Summary of report: Creating the Base Case Forecast for the New Look, a spatial allocation of projected regional population and employment growth	061406-MPAC-03

## METRO POLICY ADVISORY COMMITTEE MEETING RECORD

June 28, 2006 – 5:00 p.m.

Metro Regional Center, Council Chambers

**Committee Members Present:** Chuck Becker, Nathalie Darcy, Andy Duyck, Dave Fuller, John Hartsock, Richard Kidd, Wilda Parks, Chris Smith

**Committee Members Absent:** Ken Allen, Richard Burke, Rob Drake, Bernie Giusto, Jack Hoffman, Tom Hughes, Margaret Kirkpatrick, Charlotte Lehan, Diane Linn, Alice Norris, Tom Potter, Katherine Ruthruff, Erik Sten, Steve Stuart, (Multnomah Co. Special Districts – vacant, Governing Body of School District –vacant)

**Alternates Present:** Martha Schrader

**Also Present:** Ron Bunch, City of Gresham; Al Burns, City of Portland; Danielle Cowan, City of Wilsonville; Shirley Craddick, City of Gresham; Kay Durtschi, MTAC; Jon Holan, City of Forest Grove; Irene Marvich, League of Women Voters; Doug McClain, Clackamas County; Pat Ribellia, City of Hillsboro; Melody Thompson, City of Canby; Rick Winterhalter, Clackamas County

**Metro Elected Officials Present:** Liaisons – Robert Liberty, Council District 6    others in audience: Rod Park, Council District 1

**Metro Staff Present:** Kim Bardes, Dan Cooper, Andy Cotugno, Chris Deffebach, Paul Ehinger, Kathryn Sofich

### 1. SELF-INTRODUCTIONS, ONE MINUTE LOCAL UPDATES & ANNOUNCEMENTS

Chair Richard Kidd, called the meeting to order at 5:11 p.m. Chair Kidd asked those present to introduce themselves.

### 2. CITIZEN COMMUNICATIONS FOR NON-AGENDA ITEMS

There was none.

### 3. CONSENT AGENDA

Meeting Summary for June 14, 2006

Deferred to the next meeting due to lack of quorum.

### 4. COUNCIL UPDATE

Councilor Robert Liberty said that the Metro budget had been formally approved. He reported that 19 jurisdictions had signed the intergovernmental agreement for the Construction Excise Tax. He announced that there would be a Headquarter Hotel meeting with POVA on the following day. He gave a report on the Hillsboro Get Centered! event that had taken place on Tuesday, June 27, 2006. He reviewed the Metro Council agendas for the last meeting in June and the meetings for July.

## **5. JPACT UPDATE**

Andy Cotugno, Metro Planning Director, distributed a handout titled “Regarding the Prioritization Summary of Potential ODOT Region 1 Modernization Projects.” That handout is attached and forms part of the record. He reviewed the projects outlined in the handout and explained that this was mid-point in the process.

## **6. SOLID WASTE DISPOSAL SYSTEM PLANNING**

Mike Hoglund, Solid Waste & Recycling Director, reviewed a large map displayed at the front of the room that showed waste facilities locations – both Metro and private, as well as the two landfills. He then reviewed the materials included in the meeting packet, mainly focusing on the study/report submitted by the consultant hired to look into the feasibility of a fully private system, a fully public system, or the continuation of the current hybrid system. Mr. Hoglund outlined the time frame for the study and presentation of the findings to the Metro Council.

Rick Winterhalter, Waste Reduction Coordinator for Clackamas County, talked about how Clackamas County administered their solid waste program and how that intersected with the Metro run solid waste program.

Chris Smith, Multnomah County Citizen, said that as centers were developed with greater density planners should give thought to waste collection routes and practices. There was discussion about the hybrid system currently in use versus a totally private system.

Councilor Rod Park asked Mr. Hoglund to explain the flow of waste material from user to recycler or landfill. Mr. Hoglund used a large display at the back of the room to explain the process.

Councilor Park addressed issues surrounding resource management. He said that a rough estimate of contracts showed that there was 7 or 8 billion dollars. He said that was why this was such an important issue.

There was discussion about looking at the solid waste disposal system as a revenue source for planning or infrastructure costs.

Mr. Hoglund said that he would be back in August or September with a recommendation on the ownership model and to update the MPAC members.

## **7. NEW LOOK: SHAPE OF THE REGION**

Chris Deffebach, Long Range Planning Manager, gave an update on the Regional Forum.

Chair Kidd expressed his admiration for the work on the forum exercise and how well it was put together. He said he was looking forward to the presentation of the results from that exercise. There was discussion about the difficulty level of the exercise and the real world issues that had to be wrestled with. Comments centered on the need for more time to actually do the exercises versus how much time was spent on explaining the exercise.

Chair Kidd said that there would be a follow-up Regional Forum in December.

Mayor Chuck Becker, City of Gresham, asked when the forum exercise results would be available.

Ms. Deffebach said that it could be 2-3 weeks.

Mayor Melody Thompson, City of Canby, gave a presentation on the City of Canby. Mayor Thompson's notes are attached and form part of the record.

There being no further business, Chair Kidd adjourned the meeting at 6:54 p.m.

Respectfully submitted,



Kim Bardes  
MPAC Coordinator

ATTACHMENTS TO THE RECORD FOR JUNE 28, 2006

The following have been included as part of the official public record:

<b>AGENDA ITEM</b>	<b>DOCUMENT DATE</b>	<b>DOCUMENT DESCRIPTION</b>	<b>DOCUMENT NO.</b>
<b>#5 JPACT</b>	6/26/06	Prioritization Summary of Potential ODOT Region 1 Modernization Projects 2008-11 STIP	062806-MPAC-01
<b>#7 New Look</b>	6/27/06	Notes from Mayor Melody Thompson regarding the City of Canby for her "Neighboring Cities" presentation	062806-MPAC-02
<b>Misc.</b>	6/28/06	Letter from City of Gresham, Mayor Chuck Becker, to Mayor Kidd and MPAC re: Metro New Look Project- Investing in Our Communities	062806-MPAC-03
<b>Misc.</b>	6/28/06	MPAC Tentative 2006 Agenda Items	062806-MPAC-04
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## METRO POLICY ADVISORY COMMITTEE MEETING RECORD

July 26, 2006 – 5:00 p.m.

Metro Regional Center, Council Chambers

**Committee Members Present:** Chuck Becker, Nathalie Darcy, Rob Drake, John Hartsock, Jack Hoffman, Tom Hughes, Richard Kidd, Charlotte Lehan, Wilda Parks, Chris Smith

**Committee Members Absent:** Ken Allen, Richard Burke, Andy Duyck, Dave Fuller, Bernie Giusto, Margaret Kirkpatrick, Diane Linn, Alice Norris, Tom Potter, Katherine Ruthruff, Erik Sten, Steve Stuart, (Multnomah Co. Special Districts – vacant, Governing Body of School District –vacant)

**Alternates Present:** Laura Hudson, Martha Schrader

**Also Present:** Robert Austin, City of Estacada; Ron Bunch, City of Gresham; Carol Chesarek, Citizen; Bob Clay, City of Portland; Valerie Counts, City of Hillsboro; Shirley Craddick, City of Gresham; Kay Durtschi, MTAC; Dale Jutila, City of Gresham; Mike Kohlhoff, City of Wilsonville; LeeAnne MacColl, League of Women Voters; Irene Marvich, League of Women Voters; Doug McClain, Clackamas County; Pat Ribellia, City of Hillsboro; Christina Rosan, MIT Student; Andy Smith, Multnomah County; David Zagel, TriMet Planner

**Metro Elected Officials Present:** Liaisons – Carl Hosticka, Council District 3    others in audience: Rod Park, Council District 1; David Bragdon – Metro Council President

**Metro Staff Present:** Kim Bardes, Miranda Bateschell, Dick Benner, Dan Cooper, Andy Cotugno, Chris Deffebach, Robin McArthur, Lydia Neill, Ted Reid

### 1. SELF-INTRODUCTIONS, ONE MINUTE LOCAL UPDATES & ANNOUNCEMENTS

Chair Richard Kidd, called the meeting to order at 5:07 p.m. Chair Kidd asked those present to introduce themselves.

### 2. CITIZEN COMMUNICATIONS FOR NON-AGENDA ITEMS

There was none.

### 3. CONSENT AGENDA

Meeting Summary for June 14 & 28, 2006

Deferred to the next meeting due to a lack of quorum.

### 4. COUNCIL UPDATE

Councilor Carl Hosticka said that the Council was trying to convert the New Look effort into an official Council Work Program. He said that staff would soon be bringing that proposal to an MPAC meeting. The Ag/Urban committee had reached the point where they would have reports ready for the next MPAC meeting. He said that Metro was trying to figure out if there was anything to do about health care on a regional level. He talked about the situation as it now stood and how there was a need to have health care respond to community needs. He said that Metro was merely trying to determine if this was an issue that the agency should pursue, or if there might be another entity that could head the effort.



## **5. SYSTEM DEVELOPMENT CHARGES**

Robin McArthur, Regional Planning Director, gave some background information on System Development Charges (SCDs) and referred to the packet material.

Dale Jutila, Gresham Department of Environmental Services, gave a PowerPoint presentation on System Development Charges: A foundation for Gresham's current & future communities. Copies of the slides from this presentation are attached and form part of the record. There was discussion about SDCs and how different jurisdictions collect SDCs and how they make up the difference on what is collected and what is paid out.

Mike Komlhoff, Wilsonville City Attorney, gave a presentation on SDCs for the City of Wilsonville. Mr. Komlhoff talked about the SDC fees for Wilsonville and the different ways that they can be used to fund Wilsonville projects. He distributed a document, Community Development Staff Report – Sewer Rates and Systems Development Charges. That document is attached and forms part of the record.

## **6. TITLE 4**

Richard Benner, Metro Attorney, reviewed the material included in the meeting packet regarding Title 4. He informed the members that MTAC had been reviewing this issue and that they would be forwarding a recommendation. He said that recommendation would probably go before the MPAC body a few times for discussion. Then MPAC would be asked to forward their recommendation to the Metro Council.

Mayor Rob Drake, City of Beaverton, asked if there was more to the issue than presented in the packet memorandum.

Mr. Benner said that MTAC had considered the possibility of this issue getting bigger than just creating a process to make map corrections. He said MTAC was very careful about criteria and struggled to find flexibility without being too vague. He said that MTAC felt that the bar to change designations should be set high.

Chris Deffebach, Long Range Planning Manager, reviewed some highlights of the MTAC discussions relating to Mayor Drake's question.

There was discussion about changing land designations and the potential consequences that could develop.

There being no further business, Chair Kidd adjourned the meeting at 6:44 p.m.

Respectfully submitted,



Kim Bardes  
MPAC Coordinator

ATTACHMENTS TO THE RECORD FOR JULY 26, 2006

The following have been included as part of the official public record:

<b>AGENDA ITEM</b>	<b>DOCUMENT DATE</b>	<b>DOCUMENT DESCRIPTION</b>	<b>DOCUMENT NO.</b>
<b>#5 SDC</b>	July 2006	New Tools Community investment incentives	072606-MPAC-01
<b>#5 SDC</b>	July 26, 2006	System Development Charges: A foundation for Gresham's current & future communities Dale Jutila – Gresham Department of Environmental Services	072606-MPAC-02
<b>#5 SDC</b>	March 28, 2006	Community Development Staff Report	072606-MPAC-03

# M E M O R A N D U M

600 NORTHEAST GRAND AVENUE | PORTLAND, OREGON 97232 2736  
TEL 503 797 1700 | FAX 503 797 1794



METRO

**DATE:** July 28, 2006  
**TO:** MTAC  
**FROM:** Lydia Neill, Principal Regional Planner and Miranda Bateschell, Assistant Regional Planner  
**RE:** August 2<sup>nd</sup> agenda item: SDC discussion

## Background

A number of discussions took place before the June Regional Forum to determine which strategies will be most useful in stimulating development in centers and corridors. These discussions will help determine the breadth of the Tool Kit for Investing in Our Communities. As a follow up to these discussions, a workshop-like series is being developed to share information and stimulate additional discussion with MPAC and MTAC. Metro staff will prepare basic information and schedule local experts to provide short presentations on different aspects of the topic and pose specific policy questions to stimulate discussion by MPAC. Staff will then take the issues and questions expressed at MPAC to MTAC in order to develop technical recommendations for using these tools most effectively in the region's centers and corridors.

The intent is to elicit sharing of information regarding successful programs and determine if different approaches are warranted. Additional topics may emerge, but the summer/fall topic areas are:

- *System Development Charges (8/02)* – reimbursement and strategies to use them as an incentive
- *Vertical Housing Tax Abatement Program (9/20)* – how jurisdictions are using the program, pros/cons, and opportunities?
- *Good Design and Use of Design Review (tentatively scheduled for 10/04)* – where can we find good infill development? Examples of successful design review programs
- *Urban Renewal and Tax Increment Financing (tentatively scheduled for 10/18)* – successful examples of these tools, types of projects, trials and tribulations

## The uses of SDCs

SDCs provide the most common source of funds for capital improvements in Oregon. Some jurisdictions provide SDC waivers for certain types of development projects such as affordable housing. Jurisdictions can also create graduated SDC schedules basing the fee on the location and type of the development. This accounts for the fact that smaller units at higher densities cost less to service, as do units located centrally where infrastructure is already in place. Furthermore, other states and Canada also levy SDCs to fund infrastructure facilities as well as other services needed to manage growth such as libraries, fire and police facilities, shelters, and emergency medical care.

## Questions for discussion *(please come prepared to discuss the following questions):*

- Do SDCs cover 100% of the actual cost of infrastructure in your jurisdiction? If not, why?
- How old are your capital improvement plans?
- What modifications do you think would make SDCs more effective?
  - Is there an interest in graduated SDCs that are linked to the impact of the project on public facilities in order to promote compact development and efficient land use?
  - Is there support for changing legislation in order to levy SDCs for additional services such as schools, libraries, and police services?
  - Likewise, is there support for adding the planning costs involved in updating SDCs into the SDC fees - even if it requires a statutory change?
  - Other ideas or ways to better use SDCs as the policy exists now?

# M E M O R A N D U M

600 NORTHEAST GRAND AVENUE  
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**METRO**

DATE: July 28, 2006

TO: MTAC Members  
Interested parties

FROM: Tim O'Brien  
Senior Regional Planner

**RE: Great Communities Phase I Report**

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## **Background**

Attached please find a copy of the Great Communities Phase I Report: Defining Key Characteristics of Great Communities. The Cogan Owens Cogan consultant team completed this report as part of the requirements of a Technical Assistance grant from the Department of Land Conservation and Development. The objective of the Great Communities study is to identify what factors (beyond Goal 14 locational factors) related to land uses, governance, financing and public infrastructure must be considered to identify land areas that have the greatest potential for the creation of a carefully planned community in an efficient and timely manner with an identified governance structure in place.

The intention of this report is to highlight the key characteristics that make a community great under the five general headings of Community Design, Governance, Finance, Complete Communities and Innovation. In addition, limitations to the creation of great communities were also identified. The next step in the process is to take the identified characteristics and apply them to three test areas around the region.

Ultimately the results from the Great Communities study will be balanced with the results of the Agricultural Land Assessment being completed by the Department of Agriculture and the Natural and Cultural Landscape Features Assessment that Metro is completing to frame decision points for the leaders of the region on the future shape of the region.

**MTAC Review**

Please review the report with a specific eye towards identifying characteristics that may be missing or need additional clarification and which ones are the most important or urgent for use in the next application phase.

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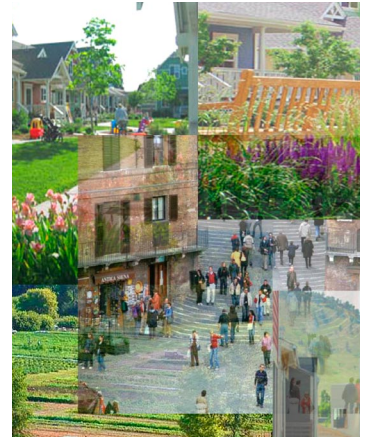
# GREAT COMMUNITIES



## What makes them great?

JULY 27, 2006

**Great communities share the attributes of innovation, energy, vitality and a self-perpetuating enthusiasm.** However, they are not created without intention, design and maintenance. Public and private investment is critical. Common characteristics are excellent community design, a transparent and proactive government, a vital economy, a full range of housing, employment, transportation, recreation, shopping, entertainment choices as well as attention to the environment. Great communities are defined by the flow of goods, services and people efficiently and easily throughout the region. By concentrating and allowing for an intensity of urban life, core attributes such as walkability are encouraged. People feel safe, services are accessible and paid for by a range of means. Public investment is a catalyst for private investment. Some great communities are relatively “young”, while others have evolved, developing and redeveloping over centuries.



### Background

The Portland Metropolitan region is recognized as a model for the planning of great communities, resulting from the regional urban growth boundary, resource land protection, a history of coordinated transportation investments and other innovations. Leaders from Clackamas, Multnomah and Washington Counties, Metro and the State of Oregon are undertaking an effort to identify characteristics of great communities as part of the New Look effort about regional choices. State land use law provides a variety of factors to consider when determining when and where to expand the urban growth boundary. Soil type is a primary consideration. The consulting team led by Cogan

Owens Cogan (COC) is helping define and apply key characteristics of great communities as part of the regional discussion about how to grow while maintaining the region's quality of life. This paper summarizes the results of the first phase: Defining Key Characteristics of Great Communities

To identify these characteristics, the consulting team:

- Developed a multi-disciplinary consulting team with expertise in governance, finance, land use, urban design, transportation and sustainable infrastructure
- Worked with a tri-county/state management team (PMT) to refine core study issues, focusing on governance and finance
- Utilized a group of graduate researchers in urban design and planning
- Recruited and coordinated review and comment by an advisory panel of experts in urban design and development, governance and finance; and
- Discussed findings with the PMT, advisory panel and regional Agriculture-Urban Coordinating Committee (AUCC)



## Findings

Vision, political will and financing are recognized as foundational characteristics for great communities on an equal par with physical infrastructure (roads, pipes, power lines, etc.), the built environment and service delivery (water, energy, transit, etc.). Team members recognize that both this hardware (infrastructure, built environment, services) and the software (social infrastructure, governance, finance, public investment) are essential for the development of great communities. Great communities are found at all scales—ranging from neighborhood to full-service cities. They are defined by their unique combination of characteristics rather than a specific land use mix, e.g., a certain percentage of residential, commercial and industrial land. Following are the key characteristics of great communities identified thus far.



**Great communities are safe, comfortable and interesting. Businesses and people flourish in safe, healthy, stimulating environments. Attributes include:**

- Walkability, supported by compact development, pleasant routes, close-by destinations, safety and multiple connections to transit, services and other modes of travel
- Quality architecture and urban design that reflect natural and local attributes and terrain
- Density levels to support urban environments. Suggestions range between .5 to more than 1

floor-to-area ratio (FAR), or at least 10 units per acre. These densities will naturally vary according to differing scales and sizes of communities—neighborhood, village, small city, large city, etc.

- Safe and secure transportation choices to local and regional destinations
- Active public spaces, including public art, festivals, events
- Buildings and infrastructure that incorporate ecological design principles
- Parks, open space and other natural features that are connected at the local and regional scale
- Differing design strategies for developments at different scales and uses
- Accessible recreational opportunities
- Integration of urban development with the agricultural and forest-based economic activity of the surrounding landscape
- Legibility—ease of understanding where spaces begin and end







## GOVERNANCE

**Systems should support local initiatives and capitalize on**

**opportunities. They should not suffer from “paralysis by analysis.”**

**Governance can be provided effectively through a range of organizational structures, (e.g. city councils, special districts, county commissions, neighborhood associations), ideally with the following attributes:**



- Open, accessible and transparent processes
- Leadership, political will and vision
- Effective, timely decision-making
- Accountability
- Volunteerism and public/community/business involvement
- Active civic institutional organizations (e.g., schools, hospitals)
- Public-private-institutional governance and partnerships
- Regional cooperation
- Emergency service provision

development objectives

- Citizens willing to support government for desired services

Among the wide range of financing tools available:

- Conditioning new development
- Plan/design/build development financing
- Private governance/leadership
- Public infrastructure investments to encourage private development
- Public-private partnerships with legal and financial accountability
- Purchase and/or transfer of development rights (TDRs) for land assembly
- Tax-increment financing (TIF) and other value-capture financing techniques
- Statewide, regional TIF districts
- Local taxes (e.g., gas)
- Use of state income tax “kicker”
- System Development Charges (SDCs)
- Transfer taxes, especially for windfall situations
- Tax base sharing
- User fees



More than one method will likely be needed to provide adequate service delivery.



## FINANCE

**Financing strategies vary locally and maximize opportunities to**

**fund services in an equitable manner.**

**Attributes include:**

- Stable, predictable, equitable, efficient funding
- Property tax policy designed to achieve





## 4 COMPLETE COMMUNITIES

**Great communities come in all sizes—ranging from neighborhoods to cities and are “complete” from the user’s perspective. They reflect the following core components:**

- Housing, employment and recreational options for all sizes of households and people of all ages so that people can live close to their jobs, families and communities of choice.
- Economic prosperity
  - ✓ Build on local strengths in global markets
  - ✓ Emphasize special local/regional economic clusters and niches
  - ✓ Support access to research, development, and technology transfer
  - ✓ Support education and training to build on local advantages
- Quality kindergarten through 12th grade education, training and workforce development for a strong workforce and civically engaged society
- Affordable utilities and attainable services (childcare and education) to minimize commute times and increase choice
- Context-sensitive, integrated multi-modal



transportation networks so that residents and employees can use a range of connected travel (walking, transit, streetcar, etc.) options rather than having to rely on single-occupancy vehicle use, which can be time-consuming, polluting and expensive

- Availability of affordable commercial and employment spaces to encourage start-up businesses
- Farmers’ and public markets as a result of a functional urban-rural relationship, and small value-added businesses
- Diverse cultural and recreational opportunities
- Lifelong learning applied to continuous improvement of each community

## 5 INNOVATION

**Great communities are recognized for their innovation and ability to redevelop and renew themselves over time, adapting to changing circumstances and economic conditions. Attributes of great sustainable communities include the attributes mentioned above, and:**

- Innovations in sustainable infrastructure, from the building to the community scale
- Ecological services: using the ecosystem to provide flood protection, solar and natural energy flows, water and sewer management, stormwater management, etc.
- Sustainable industry cluster development, e.g., green building, value-added agricultural products and renewable energy



## Research Process

To guide the research, we worked with Doug Kelbaugh, Dean of the School of Urban Design, University of Michigan, Professor Kit McCullough and a team of graduate student researchers to identify and examine great communities. We identified core attributes to describe the working draft key characteristics. The full research protocol is included in the appendices.

After reviewing the results of the students' research on great communities, COC developed a reference matrix as a guide to 20 fact sheets developed from their work and a PowerPoint presentation to inspire discussion with the PMT, the project advisory panel and the AUCC. The fact sheets and the PowerPoint presentation also are included in the appendices.

Through the research review and work, the consulting team concludes that great communities are defined by the flow of goods, services and people efficiently and easily throughout regions. By concentrating and allowing for an intensity of urban life, core attributes such as walkability are encouraged. People feel safe; services are accessible and paid for by a range of means. Public investment is a catalyst for private investment. Examples researched tend to recommend adding onto the edge of successful communities, rather than constructing communities from scratch, though the latter is possible, and notable successful examples exist. Advisory panel members agreed that the Portland Metro region should be on a list of exemplary great communities nationally, citing the regional Urban Growth Boundary, resource land protection, a history of transportation investments and other innovations.

## Limitations

Nationally, limitations to creation of great communities include the following:

- State and regional land use laws, regulations and practices
- Tax limitations, such as the Oregon examples of Measures 5, 47 and 50, that can strain local government's ability to capture appreciated value and provide services
- Property rights initiatives such as Measure 37
- Workforce/travel limitations; workforce shortages and a lack of local housing for employees, including those who provide essential public services (education, police, fire, health care, etc.)
- Jobs/housing imbalance; long commute times
- Public resistance to annexation
- Small-scale land ownership patterns/parcelization



- Fiscal policy that discourages land development for employment
- Public and business resistance to paying for services
- Skepticism about the appropriateness of private governance and financing mechanisms for developments

Although private developments can help overcome some of these limitations, they are subject to

fewer controls regarding the public interest such as affordability and access. They do, however, bring capital, energy and innovation, but, as with all investments, must include mechanisms for maintenance over time.

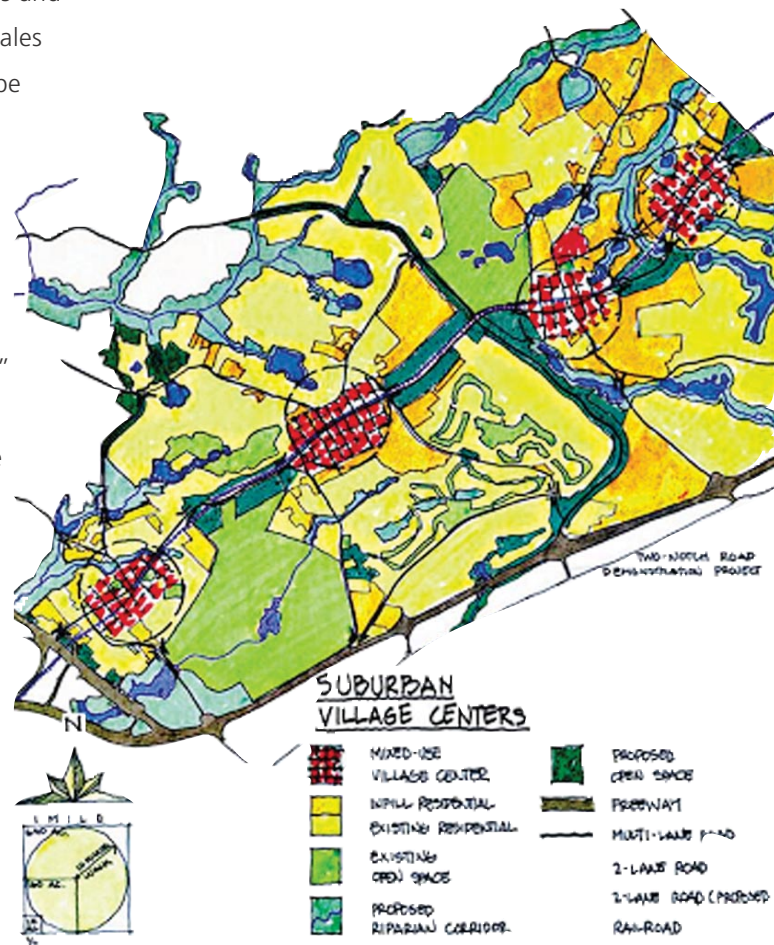
## Next Steps

The next steps in our research include development of criteria for selecting sample areas to test these characteristics, and defining a package of tools and approaches that can be applied to different scales of communities. Other possible questions to be investigated in Phase 2:

- How best to bring lands “on line” for development and what factors or criteria should the region use to prioritize land for urbanization
- Definition of the scale and “building blocks” for great communities
- How to transition, condition and encourage development while minimizing the impact on adjacent farm, forest and natural resource areas and support the development of great communities in urban areas
- Identification of any state laws that limit the development of great communities in Oregon

## Appendices

- A:** Research protocol
- B:** Overview matrix and case study fact sheets
- C:** June 14 PMT meeting results
- D:** June 14 AUCC meeting results
- E:** June 14 PowerPoint presentation
- F:** Membership lists (PMT, Consulting Team, AUCC, Advisory Panel)



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