

Great Communities Work Session

Wednesday, August 15, 2007

2:00 to 5:00 p.m.

-- REVISED --

Objectives:

- Council agreement on roadmap milestones and interrelationships of elements
- Initial Council brainstorm on public investment strategy
- Council discussion on communications and political strategy; establish positions on key issues for rule-making
- Council provided with budget choices for place-making and development services strategy

- I. Welcome/Meeting Purpose (5 minutes)

- II. Road Map Strategy Session (45 minutes) – Robin McArthur
 - Council agreement on sequence, timing and content of milestones for six elements

- III. Discuss Public Investment Strategy (60 minutes) – President Bragdon
 - Brainstorm on context and suggested elements of a strategy – Mike Jordan
 - Status of infrastructure assessment – Malu Wilkinson

- IV. Discuss Reserves Strategy (60 minutes)
 - Communications and Political Strategy – Mike Jordan
 - Provide direction to staff on key rulemaking issues – Randy Tucker
 - De-brief on political architecture discussions – President Bragdon, Councilor Harrington
 - Summarize next steps – Robin McArthur

- V. Updates (10 minutes)
 - Placemaking and development services budget choices – Malu Wilkinson



“Road Map” for Making the Greatest Place, 2007 – 2011

Work in Progress

2007

Engage, Identify Tools and Prioritize Investments

Focus: centers, corridors and employment areas

2008

Approve Methodology/Seek Agreements

Focus: urban and rural reserves

2009

Apply/Evaluate

Focus: urban performance

2010

Decisions

2011

Future

WINTER

SPRING

SUMMER

FALL

WINTER

SPRING

SUMMER

FALL

SPRING

FALL

- Metro Council decision
- Regional agreement
- Other jurisdictional responsibility
- work in process
- informs decision

1. FOCUS INVESTMENTS

- Build vibrant downtowns, main streets
- Stimulate development along corridors
- Redevelop brownfields
- Provide housing choices
- Create places for business to flourish
- Adopt public investment strategy and fund

Inspire and engage partners
Assess needs
Identify financial resources
Provide technical assistance
Analyze investment needs

- Share investment scenarios
- Target opportunity areas
- Define infrastructure problem statement

Regional agreement on level of investment

Continue engagement and technical assistance

Update policies and plans

Explore public investment strategies

Regional agreement on prioritizing public investments and recalibrating capacity expectations

Ongoing local actions

2. PERFORMANCE-BASED UGB

Define approach

Regional agreement on definition of performance

Define measures of performance and application process

Regional agreement on performance-based approach

Refine

COUNCIL accepts Urban Growth Report

Evaluate

COUNCIL makes urban growth management decisions

Monitor performance

3. NEIGHBORING CITIES AND COUNTIES

Engage partners
Identify factors
Define process

Regional agreement on factors and process

Select reserve study areas

Analyze urban reserves and rural reserves

Regional agreement on reserves

IGAs on reserve designations

Metro Council designates urban reserves

Concept planning
Draft fiscal impact statements

Counties designate rural reserves

Support new tools for rural reserves

4. URBAN RESERVES

5. RURAL RESERVES

6. REGIONAL TRANSPORTATION PLAN (RTP)

Determine goals
Investment solicitation/strategy
Systems analysis
Focus groups/recommendations

JPACT/ COUNCIL adopts Federal 2035 RTP

Expand system analysis

Air quality conformity

JPACT/ COUNCIL adopts Federal and State RTP

Update regional framework plan

Begin local implementation and assistance

Initiate next RTP update

6 POLICY ELEMENTS

Creating Great Places: Building aspirations, providing tools, increasing expertise

Status report: Following through on the toolkit release and the Vancouver study tour

Over the summer, Metro completed a number of efforts to increase aspirations and provide implementation support to further achieve the 2040 vision, including a second study tour to Vancouver BC, releasing the Financial Incentives Toolkit, and partnering with the Urban Land Institute to host an event to highlight our work on recalibrating system development charges. Local partner response and the Planning Department's strategic planning efforts have led us to re-orient and refocus to develop a more cohesive approach to support and increase local aspirations and provide technical assistance. Marketing the volumes of the Community Investment Toolkit is integral to this effort.

The Planning Department Strategic Plan identifies a need for Metro to be more customer-oriented and to provide placemaking and development services. The Community Investment Toolkit provides a mechanism to serve the needs of our local partners and support implementation of tools and policies that help achieve the benefits envisioned through the 2040 Growth Concept.

Marketing and distributing the Community Investment Toolkit

Our first priority is to get each volume of the Community Investment Toolkit in the hands of our local partners and provide them with the support they need to use them. We also want to be sure to provide a high quality product, with a controlled distribution, that reflects well on Metro both inside the region, throughout the state, and across the country.

- Demand for the Financial Incentives Toolkit has already required us to print 500 copies, response has been very positive. So far we have printed the document in-house, but producing larger numbers and at a higher quality will require outside printing.
- Following the policies for the "Livable Streets" handbooks, the distribution plan is to provide copies free of charge inside the region, provide copies for sale to those outside the region, and market the Community Investment Toolkit when all four volumes are complete (through our own website, APA, etc.).
- We are pursuing a partnership with DLCD to help support printing all four volumes of the toolkit to decrease Metro's production cost and expand the in-state distribution of the toolkit.

Events and activities to increase aspirations and build technical expertise

Based on our presentations to MPAC and MTAC, we know that there is some demand for Metro staff to visit city councils and work with local staff to explore implementing these tools. Based on recommendations from Vancouver study tour participants and as part of the Planning Department's effort to be more customer oriented, we propose to do the following to increase aspirations and build technical expertise.

- ***Community Investment Toolkit.*** Distribute copies (5) to each of our local partners with a letter from the Metro Council President. Staff will give presentations to city/county councils and staff as requested and as resources allow. Staff will also be available to respond to questions (phone calls and written information materials).
- ***Creating Great Places events.*** Staff will continue to pursue partnerships (e.g., ULI co-hosting SDC event) to host events that provide specific technical expertise, build aspirations,

and support local and regional collaboration. Examples include: SDC workshop for city managers and finance directors; Design/Code workshop to highlight next volume of Community Investment Toolkit.

- ⇒ **Price/Condon Debate.** Scheduled for September 26th, this should be a dynamic event featuring two heavyweight urban thinkers. Staff will work with other partners highlight and market this event to encourage broad attendance.
- ⇒ **Vancouver Region Case Study.** Staff will begin planning a one-day event for late Fall 2007 to explore in-depth a success story from the Vancouver Region (Newport Village, Port Moody) and highlight practices and strategies from cities throughout the Greater Vancouver Region that might be applied in communities here. Staff will convene an informal advisory committee of interested parties to provide feedback regarding the specific topics and format, and will pursue partnerships with ULI, TGM, and others to co-host or sponsor this event.
- **2040 Academy.** Staff will explore how to roll out this idea in order share key information and tools with local partners in customized, locally responsive format. The purpose of the 2040 Academy would be to help local elected officials, planning commissions, design review boards and staff better understand aspects of real estate economics that affect development in their community, and familiarize them with the range of federal, state, regional and local policies and tools that can help them to implement their community's development aspirations. This effort will initially be focused on Opportunity Areas, and may involve other partners such as ULI, PSU, or local experts.
- **Mayors Institute for City Design.** In collaboration with University of Oregon and Portland State University, we will seek to host a session of the Mayors Institute for City Design in Spring 2008, through a possible \$50k grant from the National Endowment for the Arts. This would enable Metro to bring a panel of nationally known urban design and development experts to the region to advise local mayors regarding their plans for development in Opportunity Areas.

Councilors play a key role

Metro Councilors are critical to increase aspirations, garner support and excitement for the Community Investment Toolkit, and local implementation of tools and policies to achieve the 2040 vision. Councilors can highlight the resources available and upcoming events as they visit local partners in forums throughout the region. Councilors can also serve to welcome participants at events and workshops Metro holds to further the creation of great places, and remind audience members of how the tools described in the toolkits can influence performance within the UGB.

Budgetary implications

Some of the work described has been completed using existing resources, some would be supported by the FY07/08 budget amendment submitted by the Planning Department, and some of the work is not currently funded or proposed for funding in this fiscal year. The budget is one place the Metro Council can indicate their level of commitment to support local implementation to create great places.

CURRENT BUDGET STATUS – Creating Great Places: Building aspirations, providing tools, increasing expertise

Topic	In approved FY 0708 budget	Proposed in Planning Department Budget Amendment for FY 0708*	Not funded or proposed for funding in FY 0708
Financial Incentives Toolkit	<ul style="list-style-type: none"> • Researched and written in-house • Designed with consultant help • Staff retained a consultant to further research methods for promoting vibrant communities with SDCs • Staff partnered with ULI and brought in speakers within existing FY 06/07 budget • Staff is available upon request to provide technical support and presentations to local partners on a limited basis (2-4 per month) 	Planning Amendments D, E, F support: <ul style="list-style-type: none"> • Additional events such as a proposed SDC workshop focused on finance directors and city managers 	<ul style="list-style-type: none"> • Additional technical assistance beyond 2-4 presentations/month
Design and Development Code Toolkit	<ul style="list-style-type: none"> • Currently being developed with consultant help within existing resources • At least two workshops will be held within the scope of the design/code consultant contract • Staff is available upon request to provide technical support and presentations to local partners on a limited basis (2-4 per month) 	Planning Amendments D, E, F support: <ul style="list-style-type: none"> • Event planning, design and production for this volume of the toolkit 	<ul style="list-style-type: none"> • Additional events beyond the two planned workshops • Additional technical assistance beyond 2-4 presentations/month • Further research on specific tools, such as parking, similar to the SDC work, is not funded within the FY 0708 budget
Employment/Industrial Lands Toolkit	<ul style="list-style-type: none"> • Will be researched and developed with consultant help within existing resources • Engagement with MTAC, MPAC and committee formed for employment lands study 	Planning Amendments D, E, F support: <ul style="list-style-type: none"> • Events similar to the SDC workshop • Event planning, design, materials and services, and toolkit production 	<ul style="list-style-type: none"> • Additional technical assistance • Further research on specific tools, or follow on studies
Emerging Communities Toolkit	<ul style="list-style-type: none"> • Staff is exploring costs/time to do this in-house 	Planning Amendments D, E, F support: <ul style="list-style-type: none"> • Event planning, design, materials and services, and toolkit production 	<ul style="list-style-type: none"> • Additional technical assistance
Creating Great Places events – aspiration building activities	<ul style="list-style-type: none"> • Currently funded to host Vancouver Region Case Study Event in Portland • Price/Condon Debate 	Planning Amendments D, E, F support: <ul style="list-style-type: none"> • Event planning, materials and services needed to conceive and carry out high caliber events to build aspirations • Additional events and sponsorship to bring qualified speakers to address key issues and inspire local partners 	<ul style="list-style-type: none"> • Study tours (Vancouver BC or other locations) to raise aspirations
2040 Academy		Planning Amendments D, E, F, G support: <ul style="list-style-type: none"> • Pilot 2040 Academy approach in 2-4 areas • Materials preparation (telling the story) • Organizing events and hiring trainers 	<ul style="list-style-type: none"> • Expand 2040 Academy to a broader audience, more communities • Develop curriculum, partner with university
Mayors Institute for City Design		Planning Amendments D, E support: <ul style="list-style-type: none"> • In kind staff and logistical support 	<ul style="list-style-type: none"> • Potential \$50k grant
2040 Opportunity Areas		Planning Amendment A supports: <ul style="list-style-type: none"> • Supports customer-service oriented, local 2040 implementation efforts in key locations 	

* In addition, Staff is pursuing a DLCD grant to support printing and distribution of the toolkit throughout Oregon, reducing the cost of the report through economies of scale.