

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL WORK SESSION MEETING
DATE: June 14, 2005
DAY: Tuesday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | | |
|---------|----|---|--------------------|
| 2:00 PM | 1. | ADMINISTRATIVE/CHIEF OPERATING OFFICER
AND CITIZEN COMMUNICATIONS | |
| 2:15 PM | 2. | METRO -WIDE PERFORMANCE EVALUATION
PROJECT | Bertoni/
Lawson |
| 3:15 PM | 3. | BREAK | |
| 3:20 PM | 4. | NATURE IN NEIGHBORHOODS - HABITAT
FRIENDLY DESIGN | Ketcham |
| 3:50 PM | 5. | NATURE IN NEIGHBORHOODS TITLE 13 MODEL
ORDINANCE REVIEW INTERIM UPDATE | Wilkinson |
| 4:20 PM | 6. | COUNCIL BRIEFINGS/COMMUNICATION | |

ADJOURN

METRO-WIDE PERFORMANCE EVALUATION PROJECT

Metro Council Work Session
Tuesday, June 14, 2005
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: June 14, 2005 Time: 2:15 pm Length: 1 hour

Presentation Title: Final Report: Metro Performance Evaluation Project

Department: Human Resources

Presenters: Rachel Bertoni, Human Resources and Bruce Lawson, Fox Lawson Associates

ISSUE & BACKGROUND

At direction of Metro Council, the Human Resources Department has retained an outside consultant to work with Metro employees, managers and Senior Management Team to develop a fair and consistent agency-wide performance evaluation tool, which links to merit pay for non-represented employees. Bruce Lawson appeared before Council in the autumn to outline his project plan. At this meeting, Mr. Lawson will present his final report to Council.

OPTIONS AVAILABLE

N/A

IMPLICATIONS AND SUGGESTIONS

N/A

QUESTION(S) PRESENTED FOR CONSIDERATION

N/A

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __ Yes XX No
DRAFT IS ATTACHED __ Yes __ No

SCHEDULE FOR WORK SESSION

Department Director/Head Approval _____

Chief Operating Officer Approval _____

Agenda Item Number 4.0

NATURE IN THE NEIGHBORHOOD - HABITAT FRIENDLY DESIGN

Metro Council Work Session
Tuesday, June 14, 2005
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: 6/14/05

Time:

Length: 45 min

Presentation Title: Nature in Neighborhoods—Habitat Friendly Design Solutions--continued

Department: Planning

Presenter(s): Mike Faha, Greenworks; Joseph Readdy, Urbsworks; Paul Ketcham

ISSUE & BACKGROUND

The success of Metro's fish and wildlife habitat protection program depends on the support of local governments, stakeholders, and citizens. As part of the public review process, the Planning Department has contracted with five consultants to develop case studies to profile the application of functional plan and model ordinance performance and design standards under a variety of development circumstances. The goal of the case studies is to illustrate a possible outcomes of habitat protection and development using the model code, and to provide feedback about the workability and effectiveness of the model code.

Due to the timing of the contracts, the consultants used the COO recommended version of the model code. Metro contracted with the following consultants:

- Group MacKenzie--Industrial development
- OTAK—New area planning—residential
- David Evans Associates—Industrial redevelopment
- Urbsworks—Residential development
- Greenworks—Habitat-friendly development practices

Joseph Readdy, Vice President of Urbsworks, and Mike Faha, Principal of Greenworks, will present at the Council's June 14 Informal Session.

This presentation will conclude the Council presentations by the consultant groups.

OPTIONS AVAILABLE

Mr. Readdy and Mr. Faha will be available to answer questions about their case studies.

IMPLICATIONS AND SUGGESTIONS

The presentation on the Model Ordinance Review Interim Update will follow this presentation. Councilors may have follow-up questions about any of the case studies as they relate to provisions of the model code.

QUESTION(S) PRESENTED FOR CONSIDERATION

Are there lessons learned from any of the case studies that would lead to modifications of the model code to better achieve integration of habitat protection and urban development?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes __x__No
DRAFT IS ATTACHED __Yes x__No

SCHEDULE FOR WORK SESSION

Department Director/Head Approval _____

Chief Operating Officer Approval _____

***NATURE IN NEIGHBORHOODS TITLE 13 MODEL
ORDINANCE REVIEW INTERIM UPDATE***

Metro Council Work Session
Tuesday, June 14, 2005
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: 6/14/05

Time:

Length: 15 min

Presentation Title: Nature in Neighborhoods Title 13 Model Ordinance Review Interim Update

Department: Planning

Presenter(s): Wilkinson

ISSUE & BACKGROUND

The Council directed staff to form a subcommittee of MTAC to review the Title 13 Model Ordinance for technical changes to ensure the ordinance would be workable for local jurisdictions. A subcommittee including representatives from Gresham, Lake Oswego, Oregon City, Portland, Clackamas County, Clean Water Services, Water Environment Services (Clackamas County), Port of Portland, and the Audubon Society of Portland has been formed and is meeting weekly throughout June to accomplish their task of completing the review by July 1st. The Council is scheduled to consider these technical amendments to Exhibit E of Ordinance 05-1077A on July 14. Key issues that the subcommittee has identified for discussion are:

- Applicability - when and where the ordinance applies
- Process - local governments already have notice requirements
- Relationship to Title 3 Water Quality Resource Area standards
- Map verification
- Exemptions
- Planting standards for mitigation in Clear and Objective
- Disturbance area for low HCA in Clear and Objective
- Discretionary Review: Minimize (including Table 8 - habitat friendly practices)
- Discretionary Review: Mitigate
- MCDD and WHMP standards
- Utilities
- Roads

OPTIONS AVAILABLE

Councilors can ask staff for clarification and provide further direction to the Code Review Subcommittee, as needed.

IMPLICATIONS AND SUGGESTIONS

The Council will be asked to vote on technical amendments to Exhibit E of Ordinance 05-1077A at the July 14th meeting. This session will help the Council become familiar with the issues under consideration to facilitate a thorough discussion and preparation for the upcoming vote.

QUESTION(S) PRESENTED FOR CONSIDERATION

Are there additional areas of concern the subcommittee should consider?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes __x__No
DRAFT IS ATTACHED __Yes x__No

SCHEDULE FOR WORK SESSION

Department Director/Head Approval _____

Chief Operating Officer Approval _____

061405c-01

Final Report: Metro Performance Evaluation Project

Bruce Lawson

Metro Council Work Session
June 14, 2005



FOX LAWSON & ASSOCIATES LLC

Compensation and Human Resources Specialists

Agenda

- Background
- Best Practices
- Scope of Fox Lawson's Work
- Performance Evaluation Process
- Merit Pay Recommendations
- Training
- Continuous Improvement



FOX LAWSON & ASSOCIATES LLC

Compensation and Human Resources Specialists

Background

- Metro has been working on performance evaluation project for some time with outreach to employees and supervisors.
- Lack of consistent review process agency-wide.
- Opportunities to improve merit pay exist (non-represented employees).



Background

- Metro has had extensive employee involvement from the start of this project.
 - Focus groups to identify what Metro needs to do to improve performance evaluation process.
 - PEPAC steering committee to guide development of performance evaluation tool and recommend merit pay delivery changes.
 - Occupational Group Teams to develop specific and appropriate performance indicators.
 - Employee Briefings during Process; Materials Posted on Special IntraMet site.



Best Practices

Highlights, Auditor's Report (May 2004)

- Business Need
- Clear Links between Goals and Performance
- Meaningful Acknowledgement and Rewards
- Structured and Consistent Evaluation Tool
- Continuous Training
- Program Proponents Lead by Example
- Organizational Development Initiative
- Continuous Improvement



Best Practices

- Metro Council Goals and Objectives identify agency success factors which link to performance evaluation and merit pay.
 - Fiscal Prudence
 - Efficient and Transparent Business Operations
 - Recruit and Retain Competent Staff
 - Create Flexible and Creative Culture
 - Communicate Effectively and Constructively with Internal Stakeholders



Scope of Work

- Fox Lawson was hired to work with PEPAC to...
 - Develop a Performance Evaluation Tool (*criteria, indicators, ratings, forms, mechanics*)
 - Design an Approach to Merit Pay that Connected with the Evaluation Tool
 - Conduct Training (*train the trainer*)



Performance Evaluation

- Three performance criteria for all Metro jobs...
 - Quality of Work
 - Productivity
 - Stakeholder Satisfaction



Performance Evaluation

- Three levels of performance ratings
 - Consistently Exceeds Standards and Expectations (*“Exceeds” 80-100%*)
 - Consistently Meets and Sometimes Exceeds Standards and Expectations (*strong, solid, competent work; most employees*)
 - Needs Development/Improvement

Applied to each criterion, then globally to the entire year under review.



Performance Evaluation

- **Six Occupational Groups:**
 - Administrative Support
 - Maintenance and Trades
 - Paraprofessionals and Specialists
 - Professionals
 - Senior Management
 - Supervisors

- **Specific Indicators for Each Group**



Performance Evaluation

- *Example: “Stakeholder Satisfaction”*
Indicators for Administrative Support:
 - Suggests resources and options to stakeholders when appropriate.
 - Demonstrates flexibility and cooperation with stakeholders.
 - Responds to stakeholders in a timely manner and demonstrates a positive image of Metro to the public.
 - Treats stakeholders with empathy and respect.
 - Fulfills commitments to stakeholders.
 - Solicits and welcomes input and feedback from stakeholders.



Performance Evaluation

- The Evaluation Process...
 - Rollout to Employees (this year)
 - Initial Planning Sessions (supervisors and employees, individual goals and expectations)
 - Mid-Year Review (less formal meetings with employees recommended much more frequently)
 - Continued Communication and Feedback
 - Final Evaluation (link to merit pay for non-represented staff)



Reminder!

The Performance Evaluation process outlined above will be the same for represented and non-represented employees.

A separate stage, merit pay delivery, will be applicable to non-represented employees only.



FOX LAWSON & ASSOCIATES LLC

Compensation and Human Resources Specialists

Merit Pay Recommendation

- The purpose of a merit pay delivery system is to differentiate pay based on sustained performance level.
- Each year, need to consider current performance rating and current level of pay.
- Over time, sustained performance will continue to be recognized.



Merit Pay Recommendation

- Fox Lawson recommends a **Merit Matrix** approach to merit pay.
- Standard approach in many industries.
- Merit Increases based on two components, individual performance rating (CE, CM or ND) and position in range (quartile).



Merit Pay Recommendation

- Best design of Merit Matrix relies on a common evaluation date.
- After evaluations complete, HR can develop several merit matrices for consideration.
- Recommend using COLA budget and Merit budget together to fund the program fully. *No automatic pay increases—all pay increases based on merit.*



Training

- Fox Lawson will initiate training by:
 - Developing training materials
 - Providing “Train the Trainer” training to Metro HR staff

- Metro will maintain training by:
 - Training Employees
 - Training Supervisors and Managers
 - Implementing Program with Employees



Continuous Improvement

- Feedback on employee and supervisor understanding of and suggestions about the program. (*Internal Stakeholders*)
- Regular reports each year on program results.
- Analyze data, such as rating distribution by department or retention/rating correlation.
- As strategic budgeting takes hold, develop component for specific linkage to goals.
- Refine program as needed. *Tool serves agency needs, not vice versa.*



Title 13 Nature in Neighborhoods Model Ordinance Technical Review Update June 14, 2005

Purpose:

The Council directed staff to form a subcommittee of MTAC to review the Title 13 Model Ordinance for technical changes to ensure the ordinance would be workable for local jurisdictions.

Subcommittee members:

Tom Bouillion, Port of Portland	Mary Gibson, Gibson LLC
Bev Bookin, Bookin Group	Jim Labbe, Audubon Society of Portland
Shannon Buono, City of Portland	Doug McClain, Clackamas County
Astrid Dragoya, Clean Water Services	John Pettis, Gresham
Dan Drentlaw, Oregon City	Bob Storrer, Water Environmental Services (Clackamas County)
Denny Egner, Lake Oswego	

Meeting Schedule and Topics:

The subcommittee has been meeting weekly, and will continue through June to accomplish their task of completing the review by July 1st. MTAC will discuss the revised Model Ordinance on July 6th. The Council is scheduled to consider these technical amendments to Exhibit E of Ordinance 05-1077A on July 14. Key issues that the subcommittee has identified for discussion are:

1. Applicability - when and where the ordinance applies
 - Concern that the applicability of the ordinance is not apparent to a casual reader, better organization
2. Process
 - Concern that the model ordinance should not define process and notice requirements that are required by state law
3. Relationship to Title 3 Water Quality Resource Area standards
4. Map verification
 - Concern that the process described would be complicated to administer and expensive for the applicant
5. Exemptions
 - Review exemptions to ensure consistency and intent
6. Planting standards for mitigation in Clear and Objective
 - Concern that the standards for vegetation planting are too high
7. Disturbance area for low HCA in Clear and Objective
 - Review workability of applying disturbance area for SFR
8. Discretionary Review: Minimize (including Table 8 - habitat friendly practices)
 - Review requirements to minimize and incorporation of habitat-friendly development practices
9. Discretionary Review: Mitigate
 - Discuss qualitative determination of impact on ecological functions as the basis for mitigation
10. MCDD and WHMP standards
 - Ensure the incorporation of these special circumstances meets the needs of all parties
11. Utilities
 - Ensure that utility services can be provided while minimizing impact on HCAs
12. Roads
 - Discuss possibility of specific standards for roads constructed in HCAs

Nature in the Neighborhood

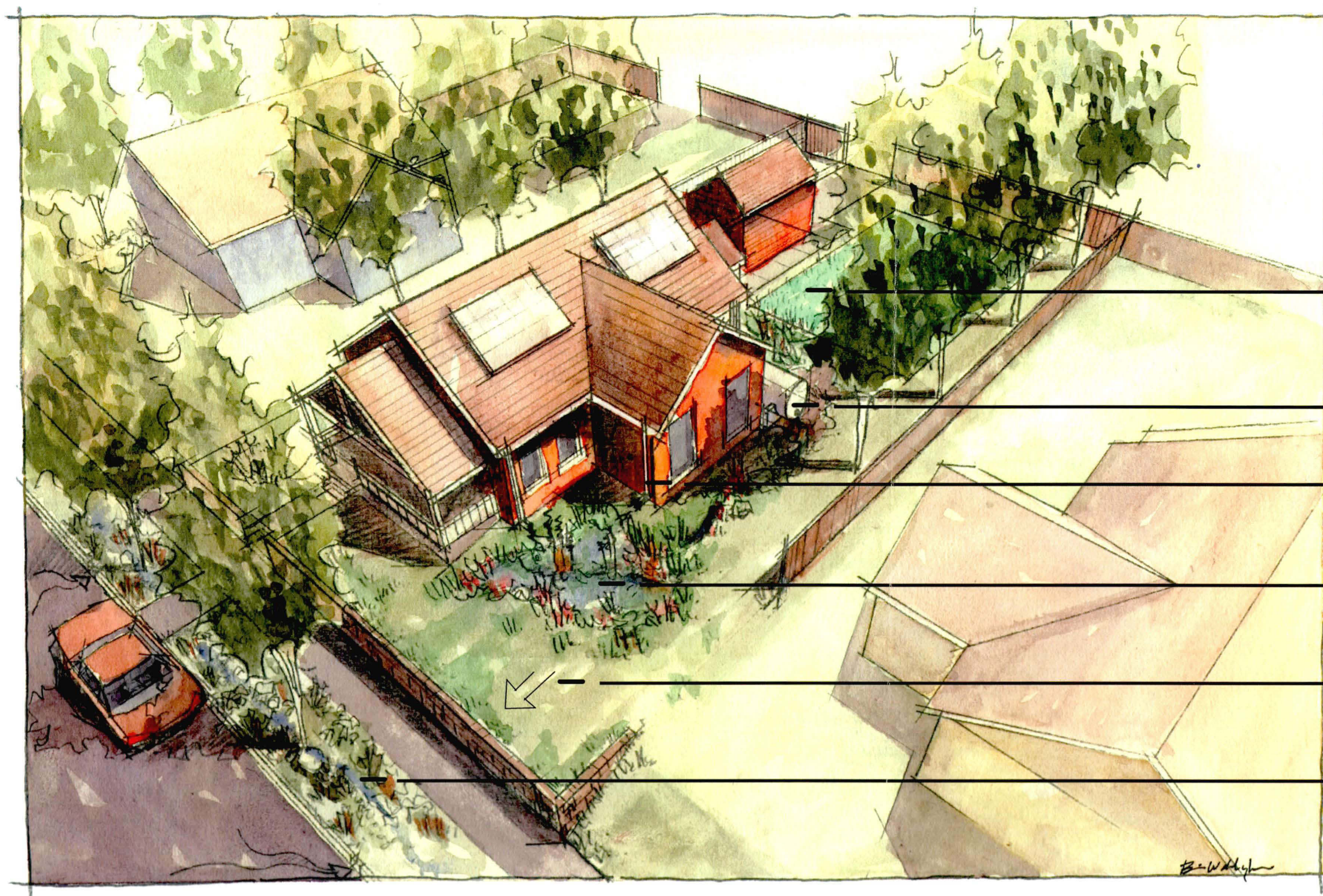
Habitat Friendly Design Solutions



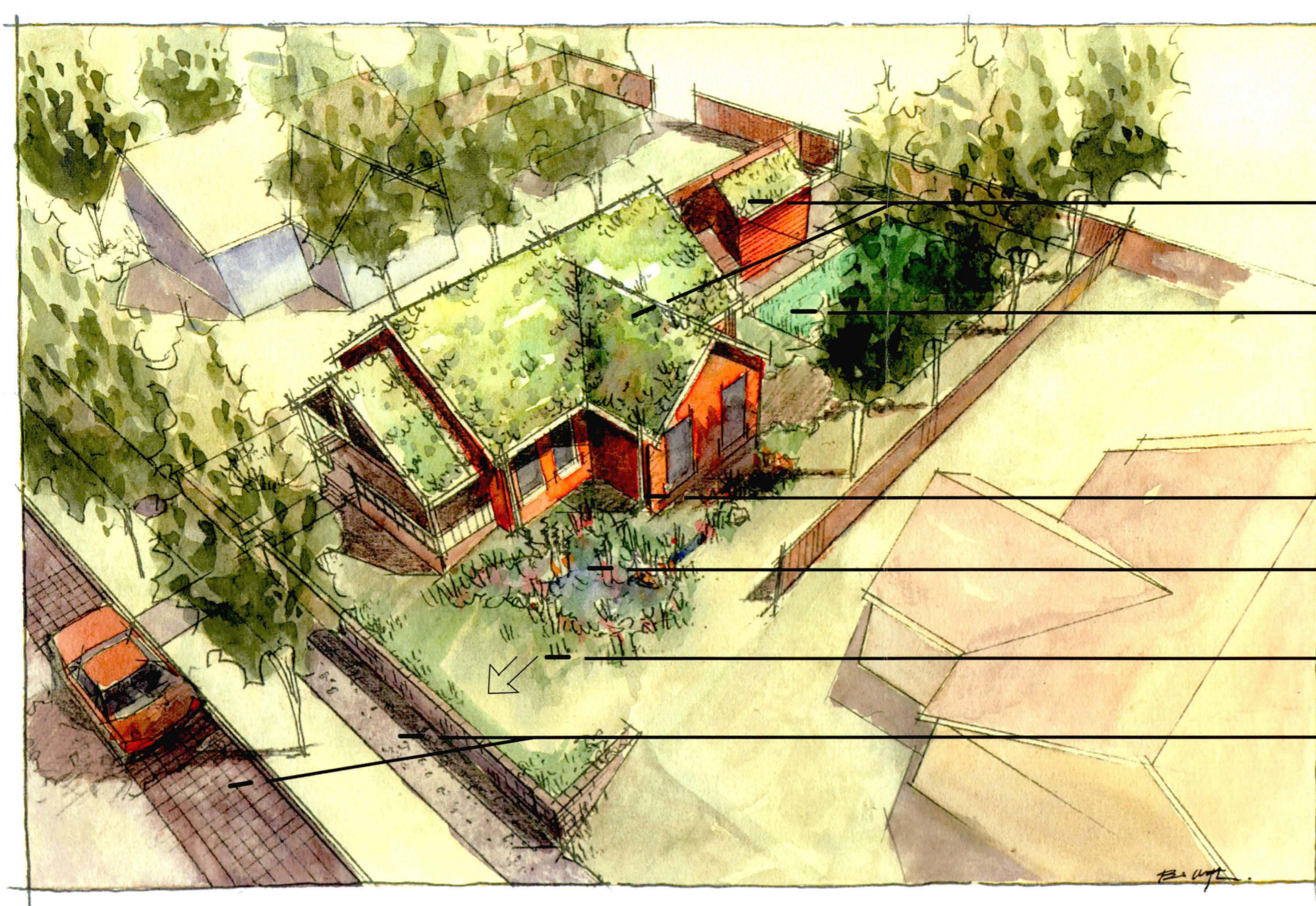
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- REDUCED LAWN AREAS
- STORMWATER RECLAMATION
• IRRIGATION & LAUNDRY
- DOWNSPOUT DISCONNECT
- ON-SITE DETENTION, TREATMENT &
INFILTRATION FACILITIES
- STORMWATER OVERFLOW TO PUBLIC
CONVEYANCE & TREATMENT SYSTEM
- BIO-SWAILES



GREEN ROOFS

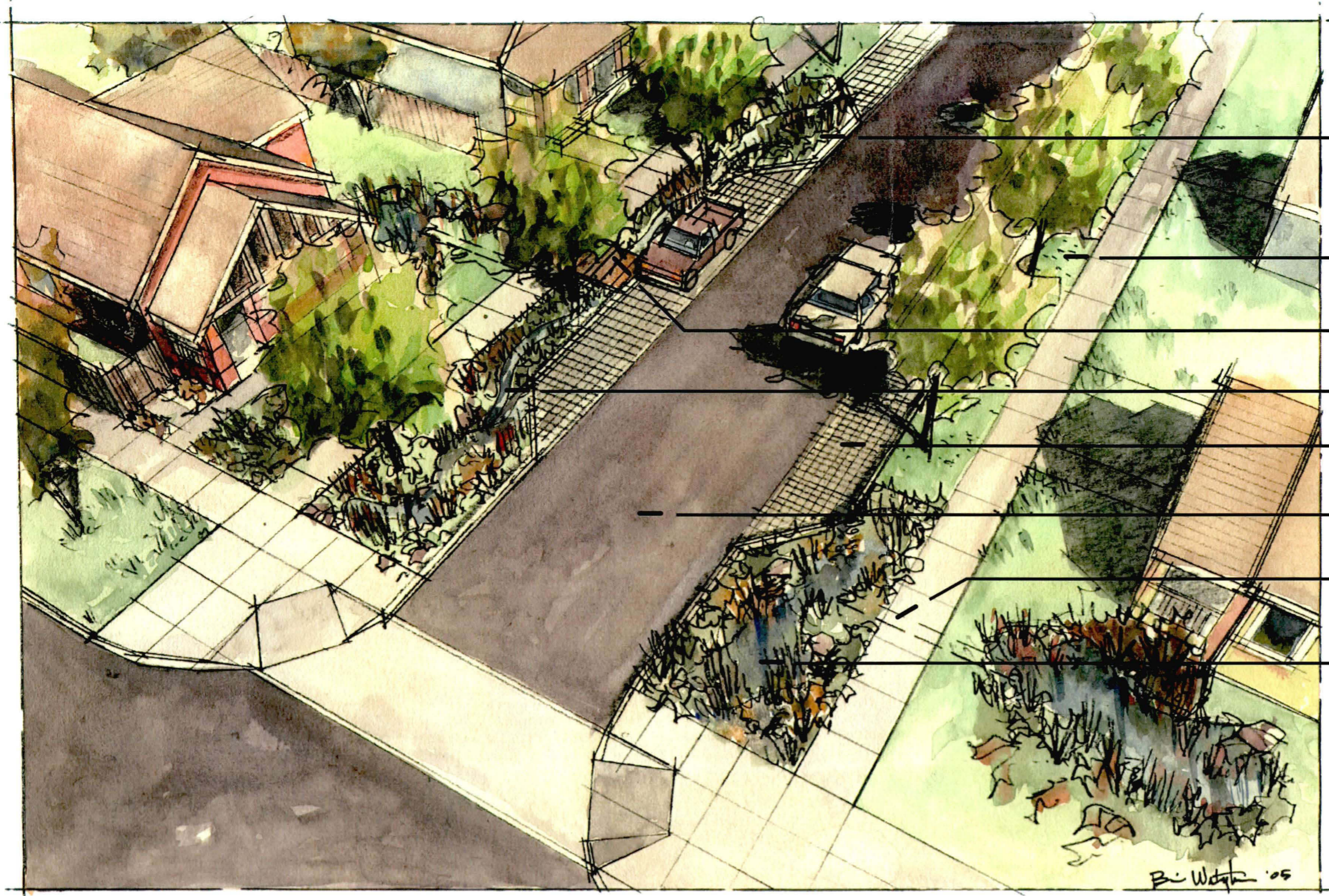
REDUCED LAWN AREAS

DOWNSPOUT DISCONNECT

ON-SITE DETENTION, TREATMENT
AND INFILTRATION

STORMWATER OVERFLOW
TO STREET

PERVIOUS PAVING
• PUBLIC RIGHTS-OF-WAY
• PRIVATE DRIVEWAYS &
WALKWAYS
• ALLEYS



- MID-BLOCK DETENTION, TREATMENT, AND INFILTRATION FACILITIES
- PLANTING STRIP
- PEDESTRIAN CROSSING
- BIO-SWALES
- PERVIOUS PAVING IN PARKING LANES
- PERVIOUS PAVING IN DRIVE AISLES
- STORMWATER OVERFLOW FROM RESIDENCE TO PUBLIC FACILITIES
- DETENTION, TREATMENT, AND INFILTRATION FACILITIES AT END-OF-BLOCK "BUMP-OUTS"



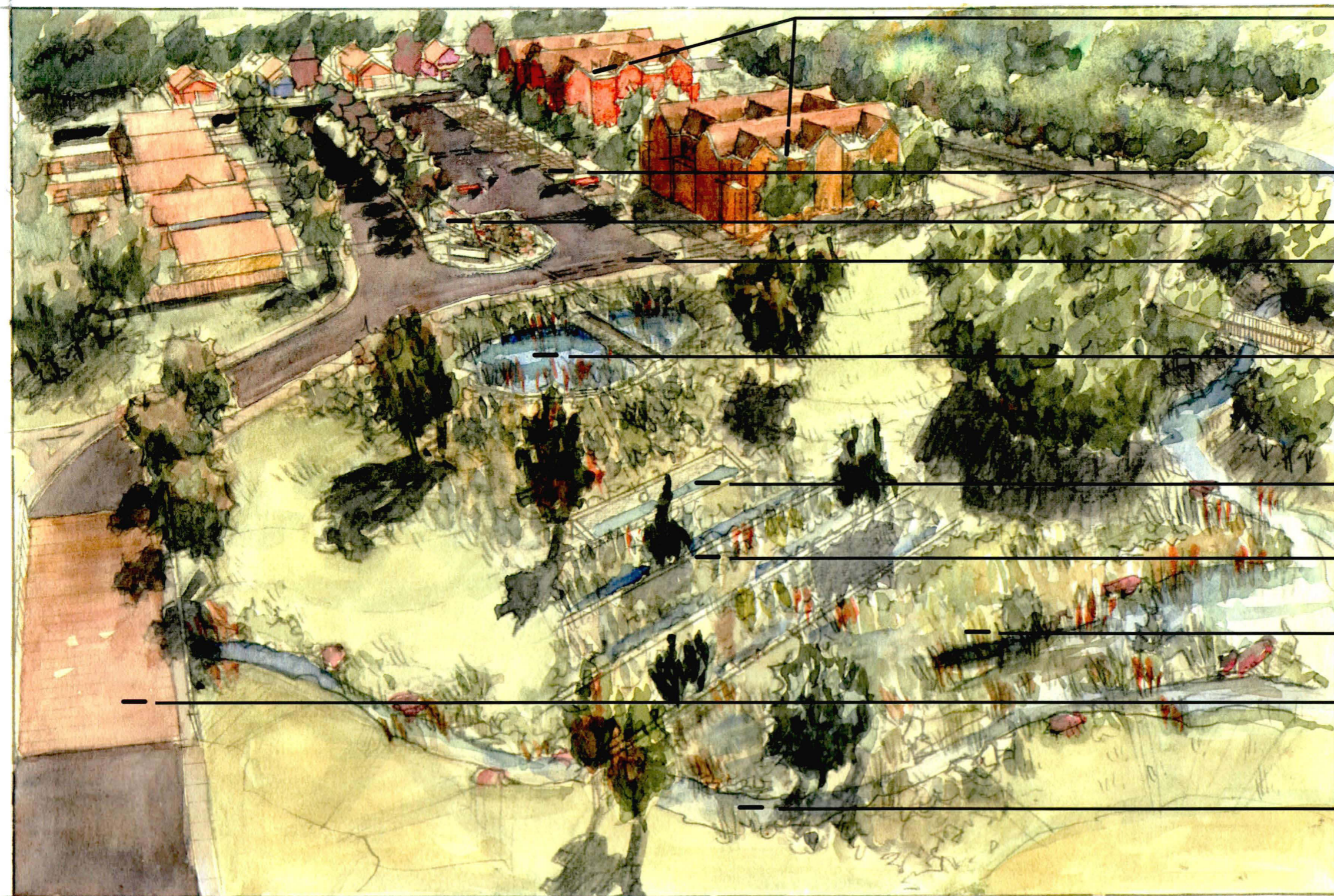
GREEN ROOFS
• IN-PLACE TREATMENT IN MULTI-FAMILY
AND MIXED-USE

PERVIOUS PAVING IN PARKING LANES

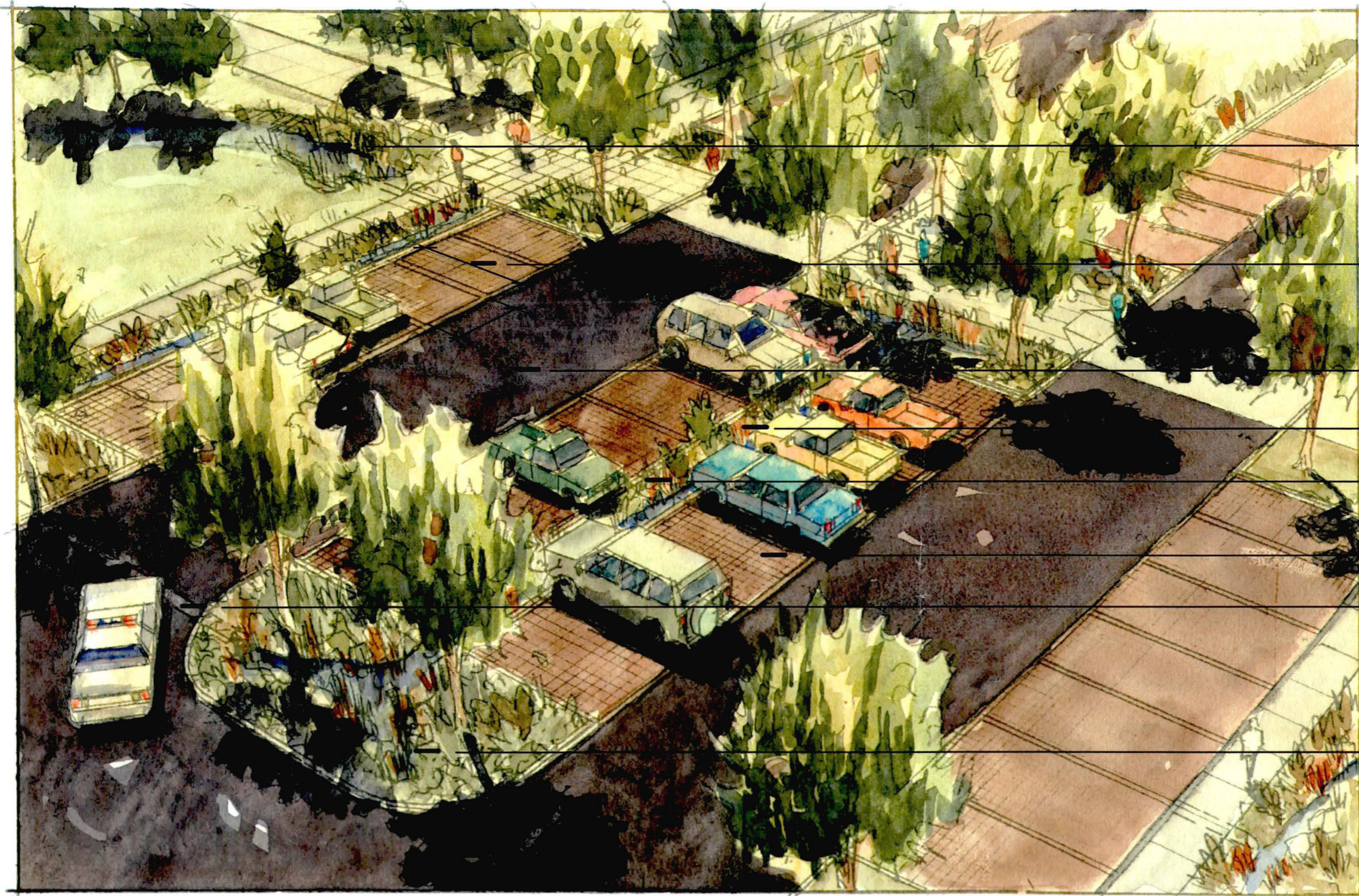
PEDESTRIAN CROSSING OVER SWALE

TREATMENT SWALES

DETENTION, TREATMENT, AND
INFILTRATION BASINS AT CORNERS AND
MID-BLOCK



- GREEN ROOFS
 - IN-PLACE TREATMENT IN MULTI-FAMILY AND MIXED-USE
- PERVIOUS PAVING IN PARKING LANES
- BIO-SWALES IN PARKING AREAS
- OVERFLOW CONNECTIONS
 - SURFACE RUNNELS OR BELOW-GRADE PIPES
- SEDIMENTATION & TREATMENT POND
- LEVEL SPREADER
- WIDE-BODY BIO-FILTER
- EXISTING OR NEW WETLANDS
- UTILIZE BRIDGES FOR STREAM CROSSINGS
- LOCAL STREAMS OR CREEKS



NEIGHBORHOOD OR REGIONAL
TREATMENT FACILITIES

REDUCE PAVING; SMALLER STALL
DIMENSIONS
• STANDARD; 8.5' X 15.5'
• COMPACT; 7.75' X 13.5'

REDUCE PAVING; NARROW AISLES
• 20' - 24' AISLE WIDTH

BIO-SWALES

CURB SCUPPER

PERVIOUS PAVING

CONNECT INFILTRATION BASINS
TOGETHER FOR GREATER CAPACITY

INFILTRATION BASINS AT END
OF PARKING AISLES

Nature in Neighborhoods

Presentation to Metro Council
14 June 2005

Joseph Readdy, AIA
Urbsworks, Inc. Architecture & Urban Design

06/14/05 - 04

Nature in Neighborhoods

Case study objectives

- Purpose

- Scope of this project

- Residential subdivision development

Project area

- Description

- Natural features

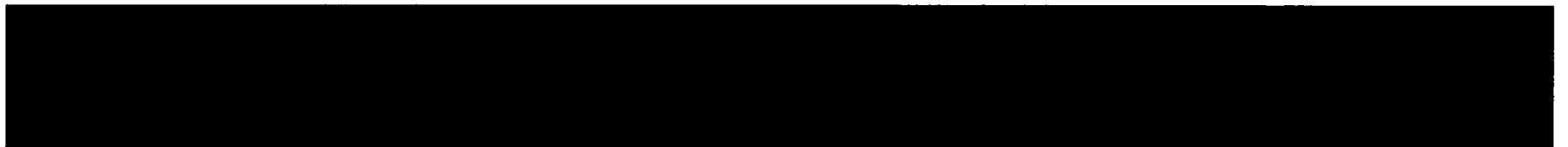
- Simplified project area

- Zoning

Matters of scale: from the neighborhood to the site

- Discretionary approach

Conclusion



Case study objectives **Purpose**

- Regional program
- Protect and restore fish & wildlife habitat
- Success depends upon support of:
 - Local Governments
 - Stakeholders
 - Citizens
- Illustrate feasibility of implementation of the functional plan and model ordinance
- Uses real-life conditions that exist in our region

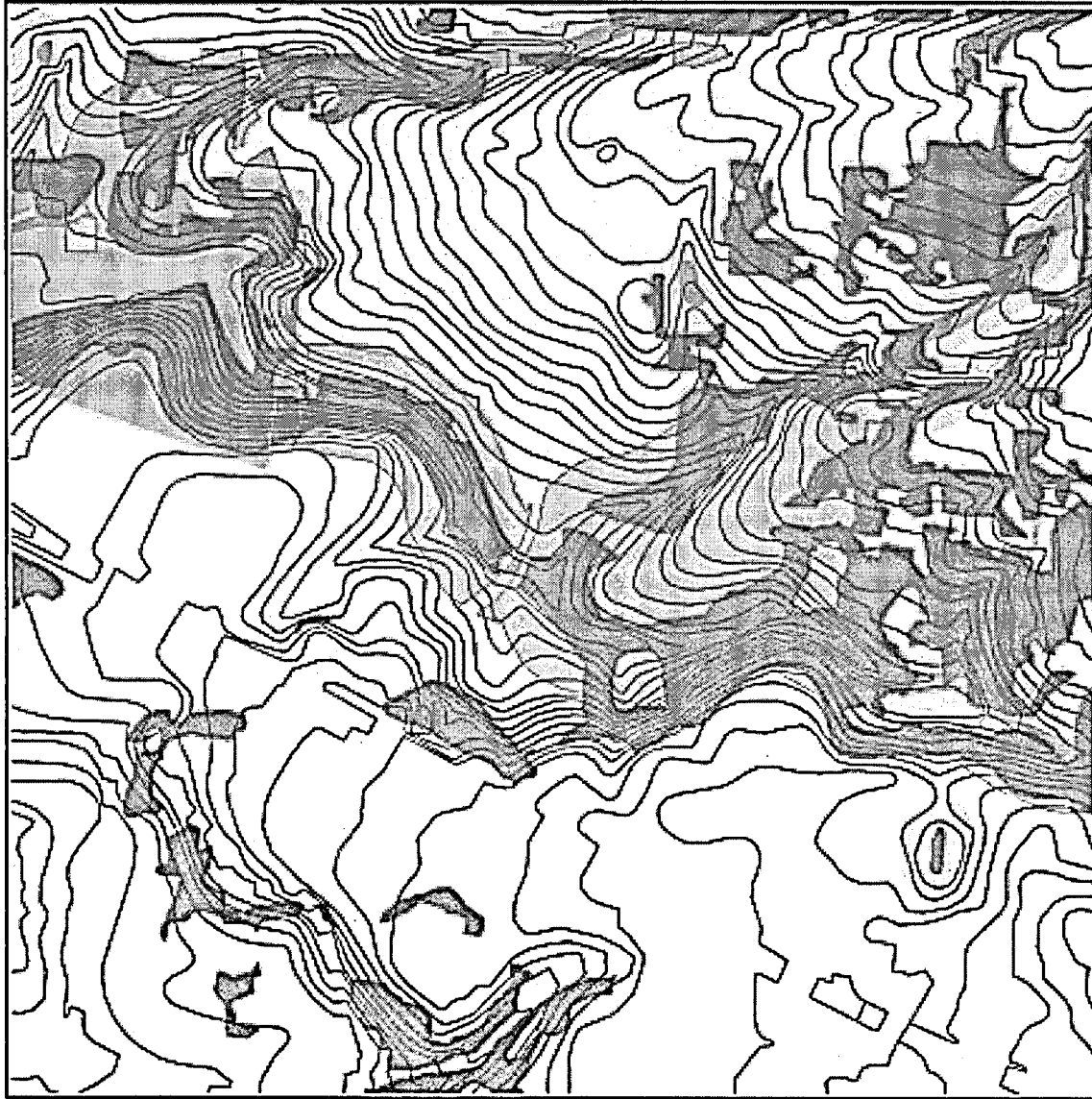
Case study objectives **Scope of this project**

- **Staff & consultant review of 'problem' areas:**
 - Chris Deffebach
 - Paul Ketcham
 - Carol Krigger
 - Justin Houck

- **Urbsworks**
 - Marcy McInelly
 - Joseph Readdy
 - Ryan Sullivan

Case study objectives **Scope of this project**

- 6,000 foot by 6,000 foot project site identified from several alternatives
 - 826 acres
 - Oriented around a stream system
 - Riparian and Upland habitat
- Benchmark for future evaluations for alternative project models
- Flexibility to explore alternative development patterns





Case study objectives **Scope of this project**

- Real-life conditions that present a good test of the model ordinance
- Start with residential development
- Future projects could include:
 - Mixed-use development
 - Town Center development
- Experimental conditions could be reset to evaluate other scenarios
 - Hillside development

Case study objectives **Residential development**

- Two flavors of residential design:
 - Conventional Suburban Development (homogeneous)
 - (Sub)urban development (heterogeneous)

Project area **2 Available Paths**

□ **Clear & Objective**

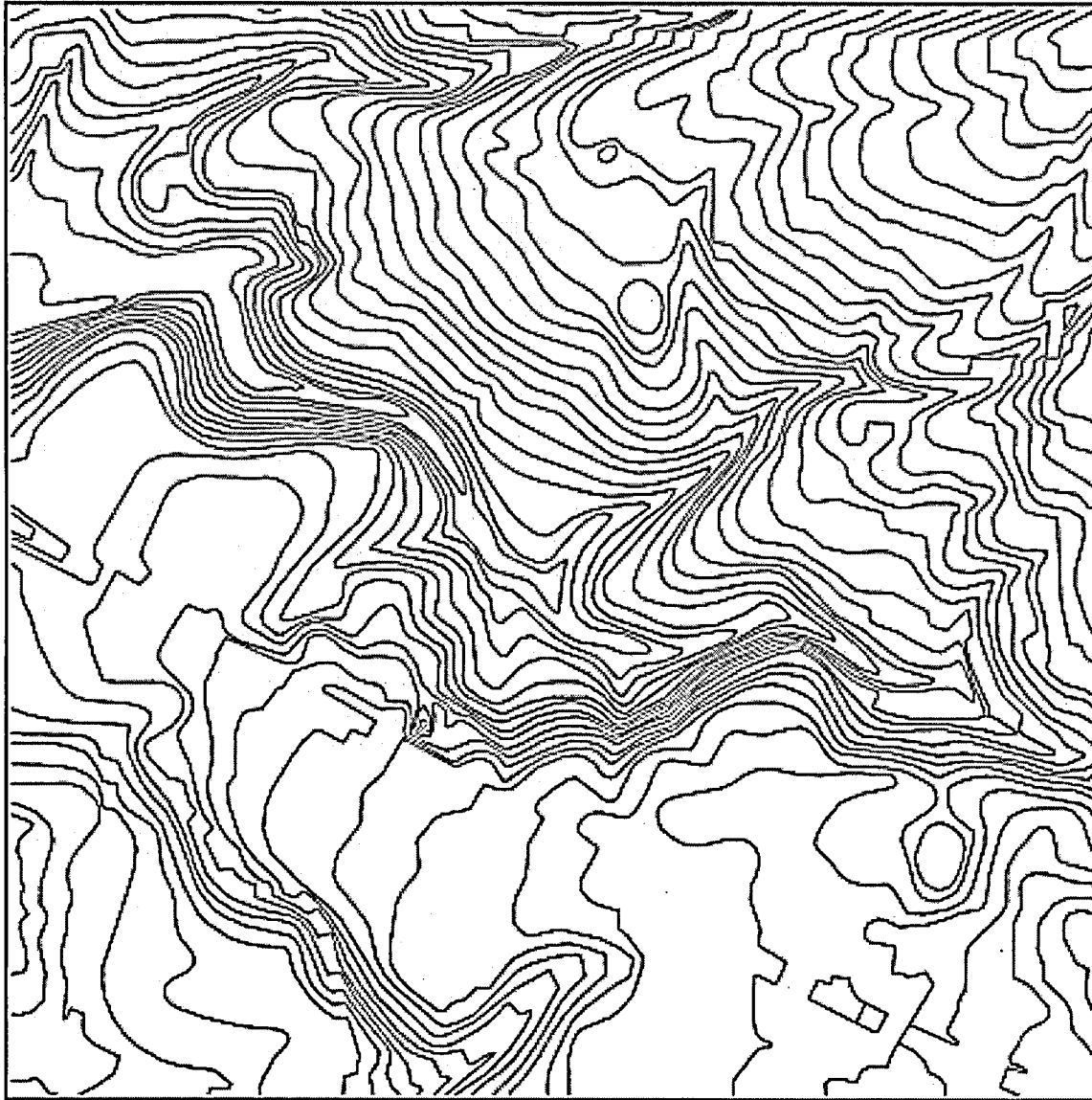
- The two flavors of clear & objective
 - » Straight
 - » Twisted

□ **Discretionary**

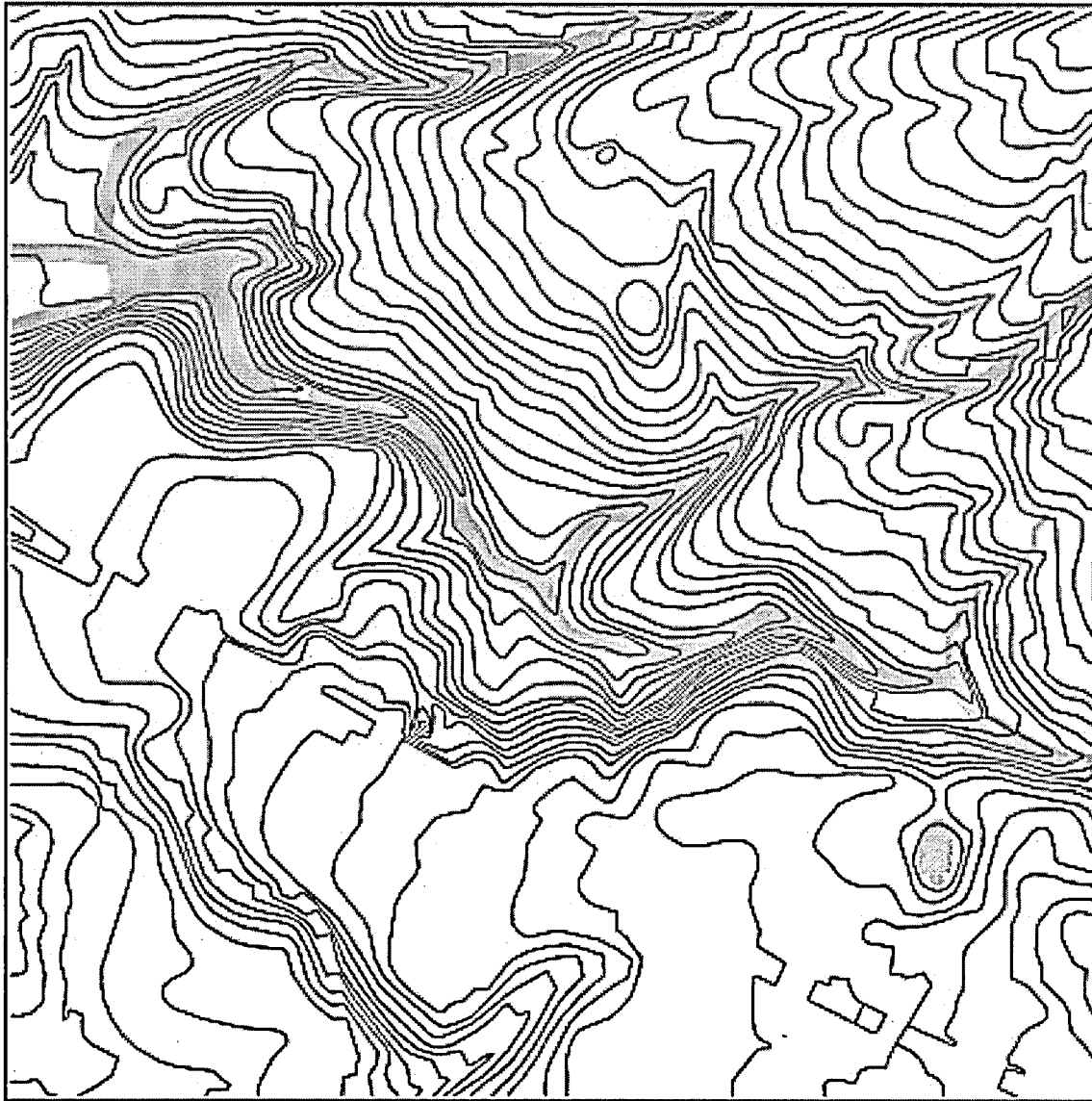
- The two flavors of discretionary
 - » Best possible outcome
 - » Worst case scenario

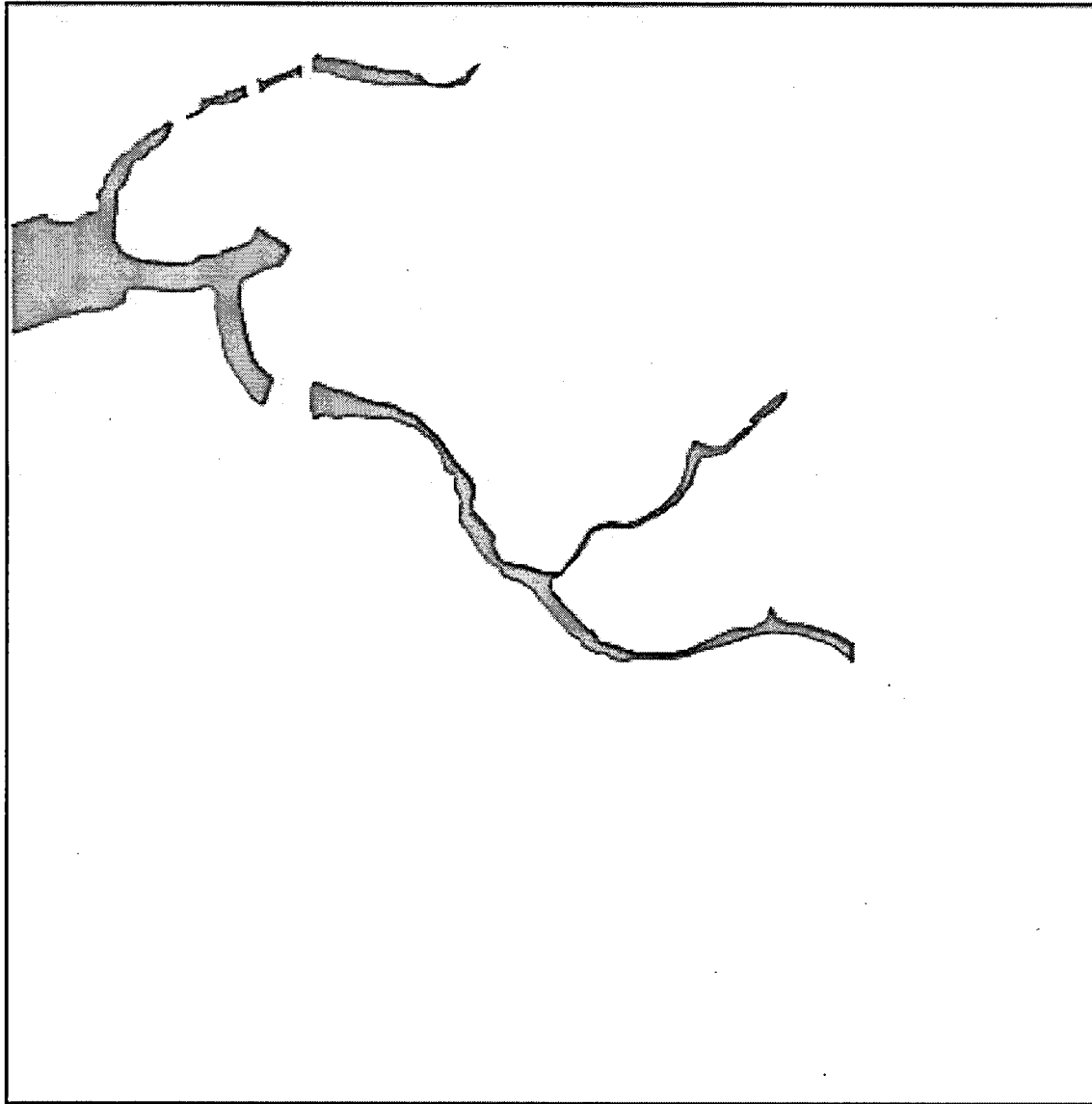
Project area **Project Area**

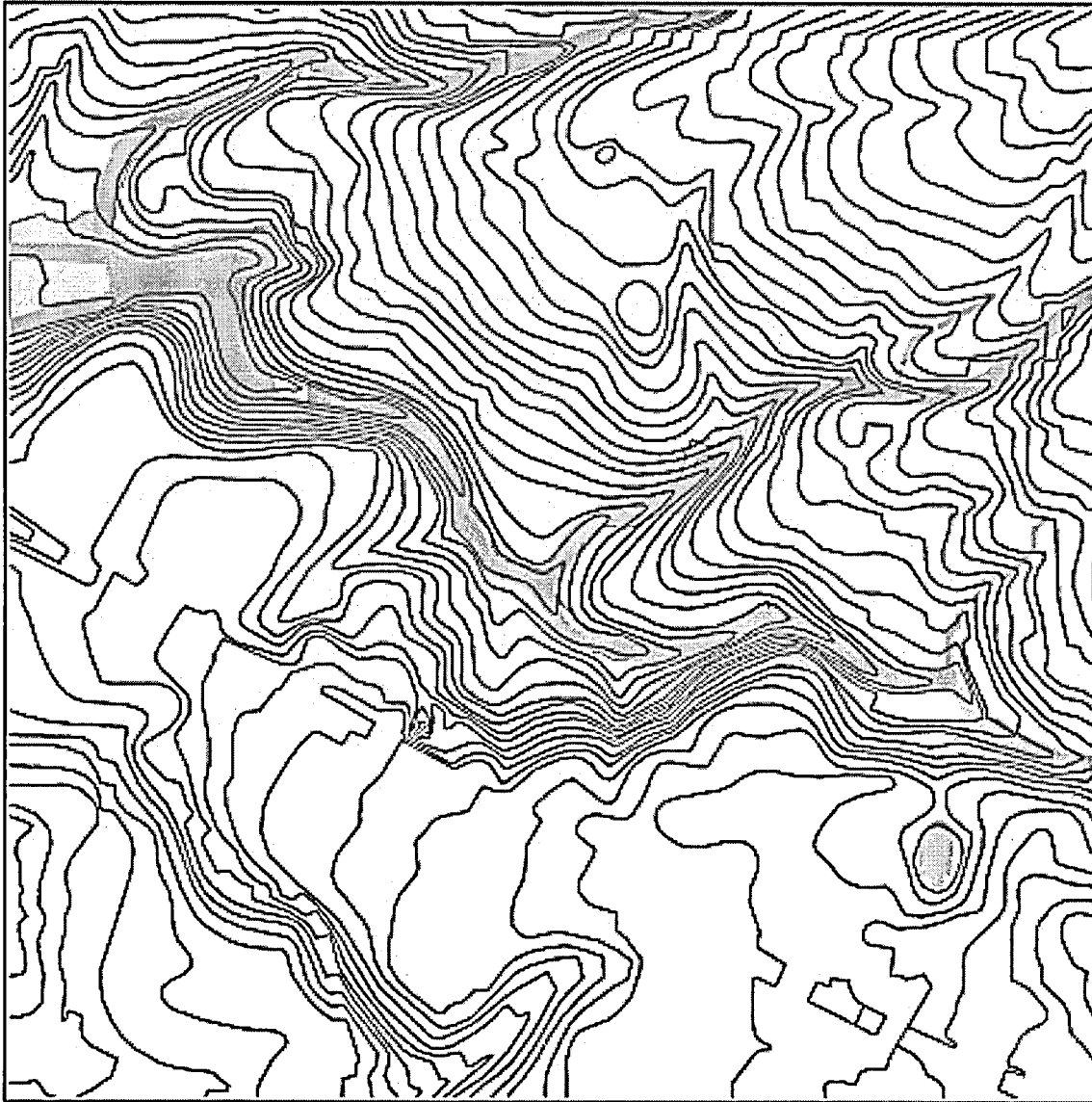
- 6,000 foot by 6,000 foot project area
- Natural Features
 - Boundary & contours
 - Title 3 Water Quality Management
 - 100-year flood
 - Wetlands
 - Conservation areas
 - Resource Classes
 - Slopes
 - Vegetation

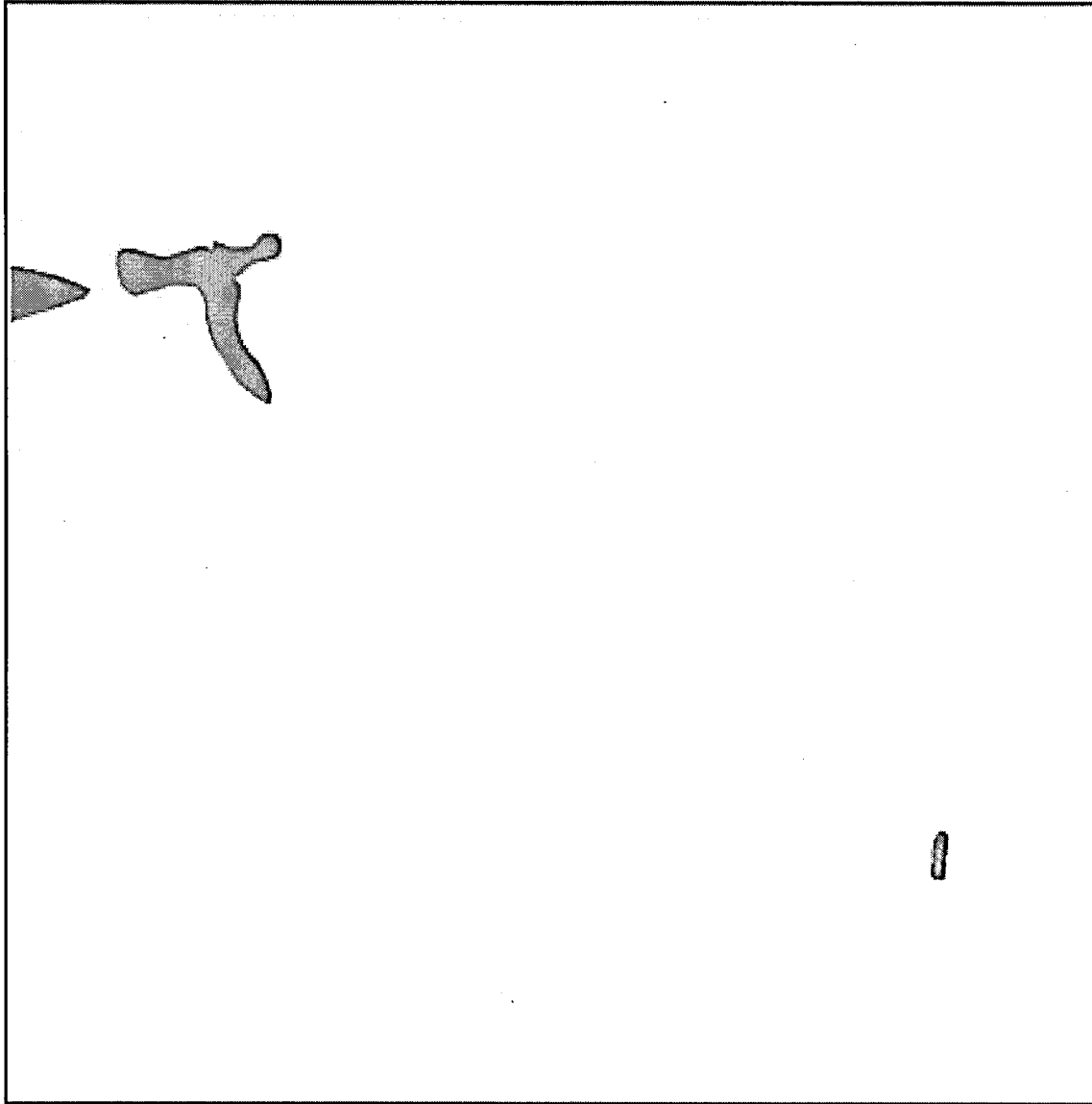


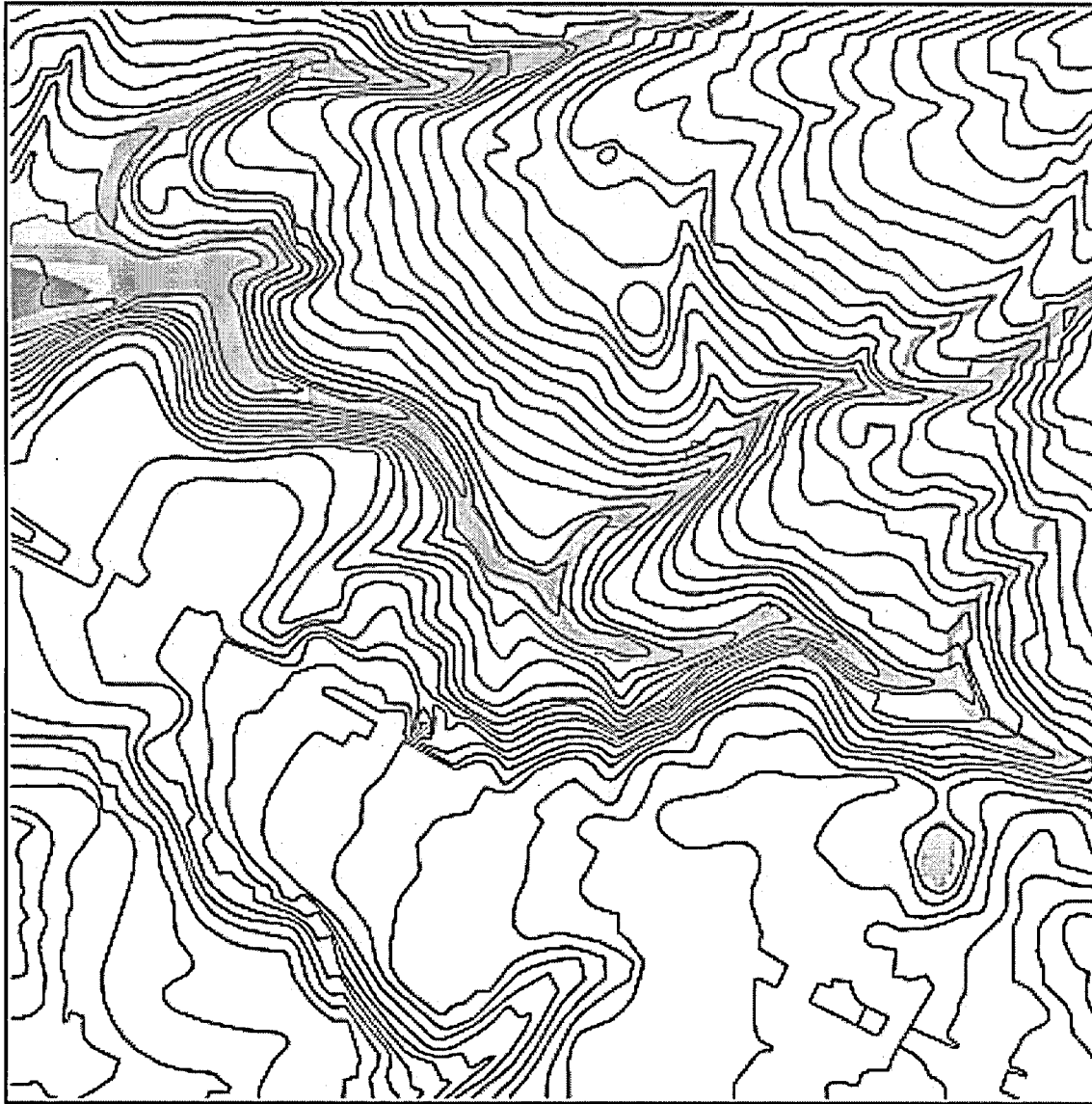


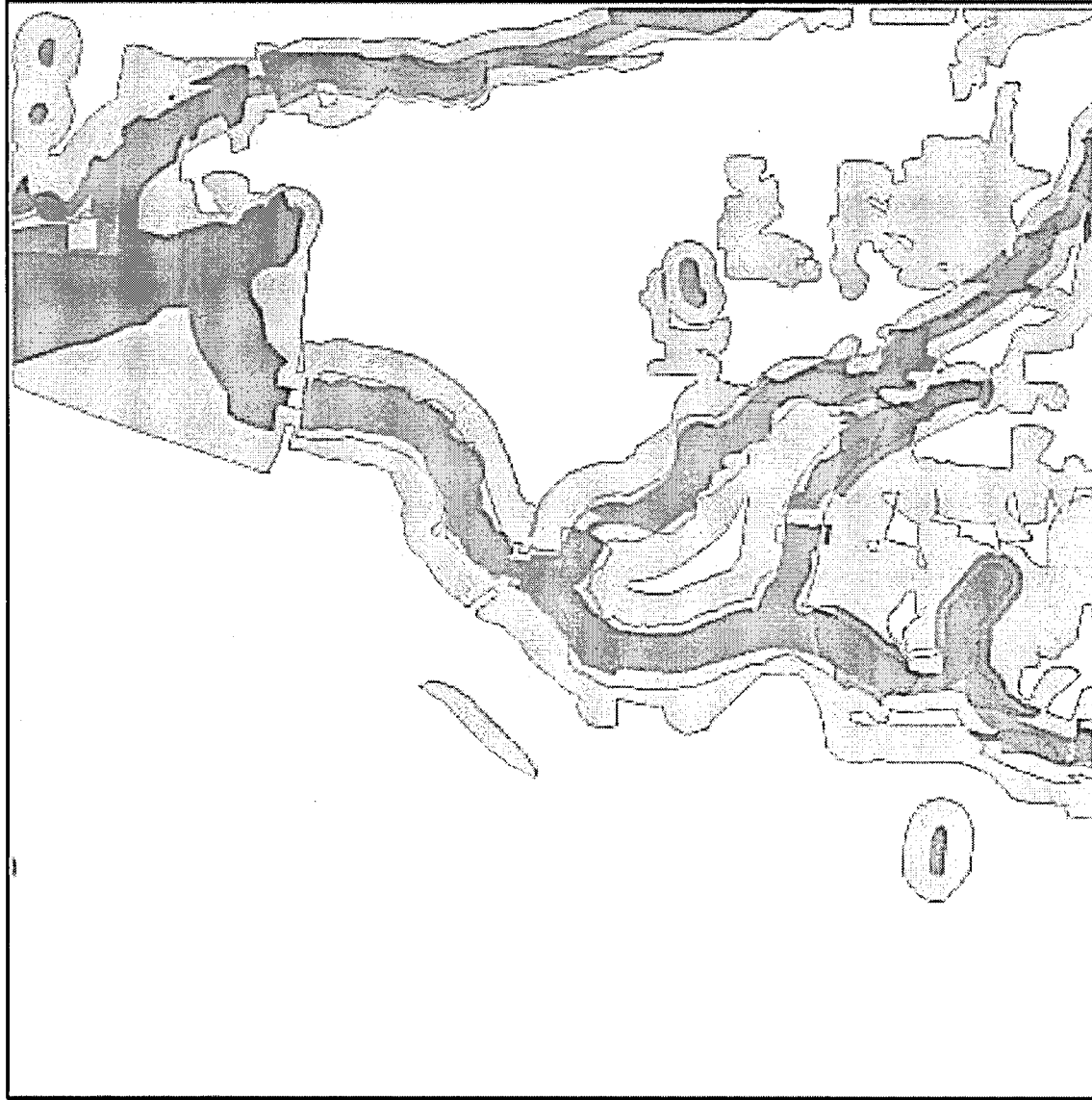


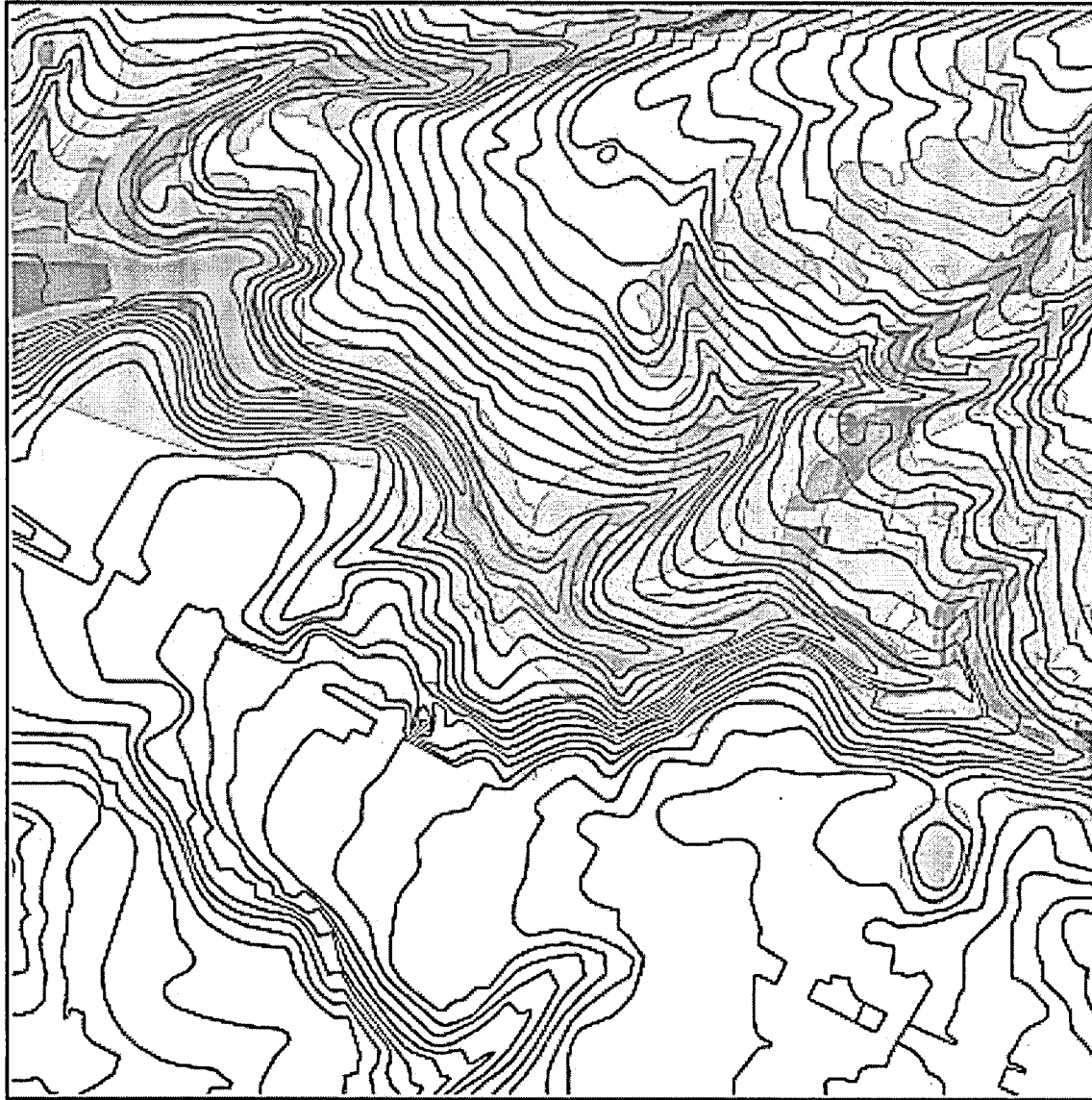


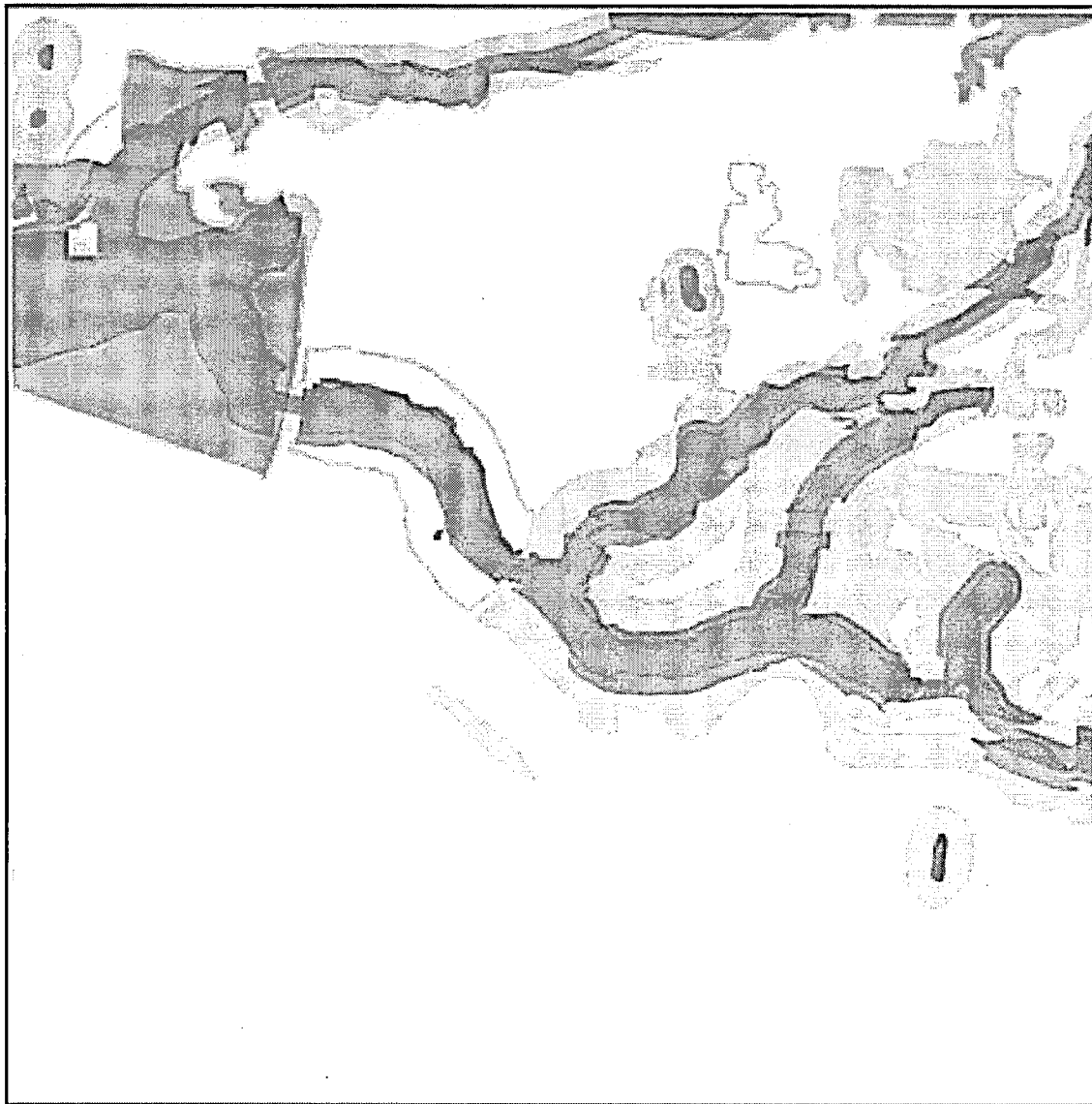


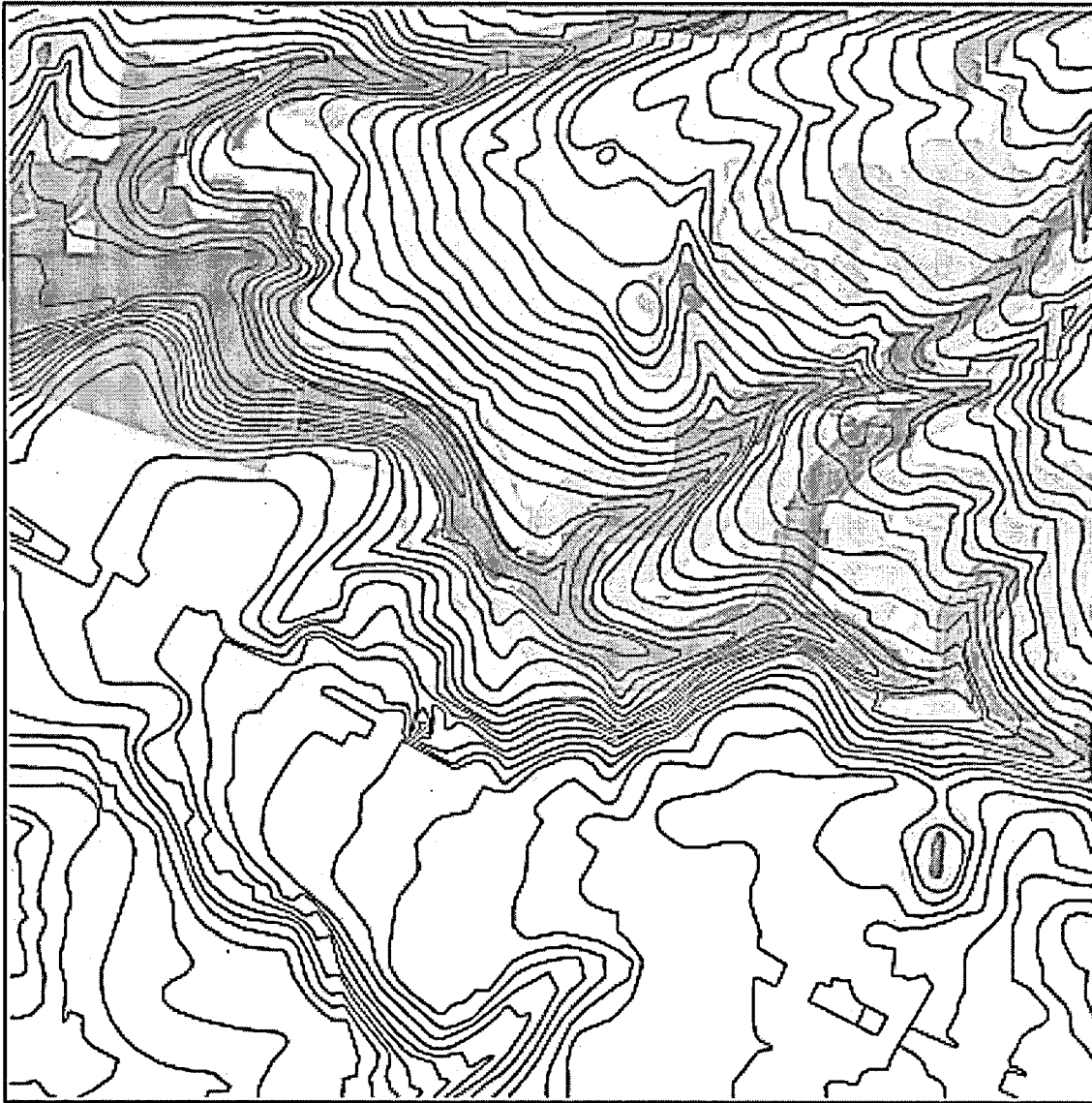




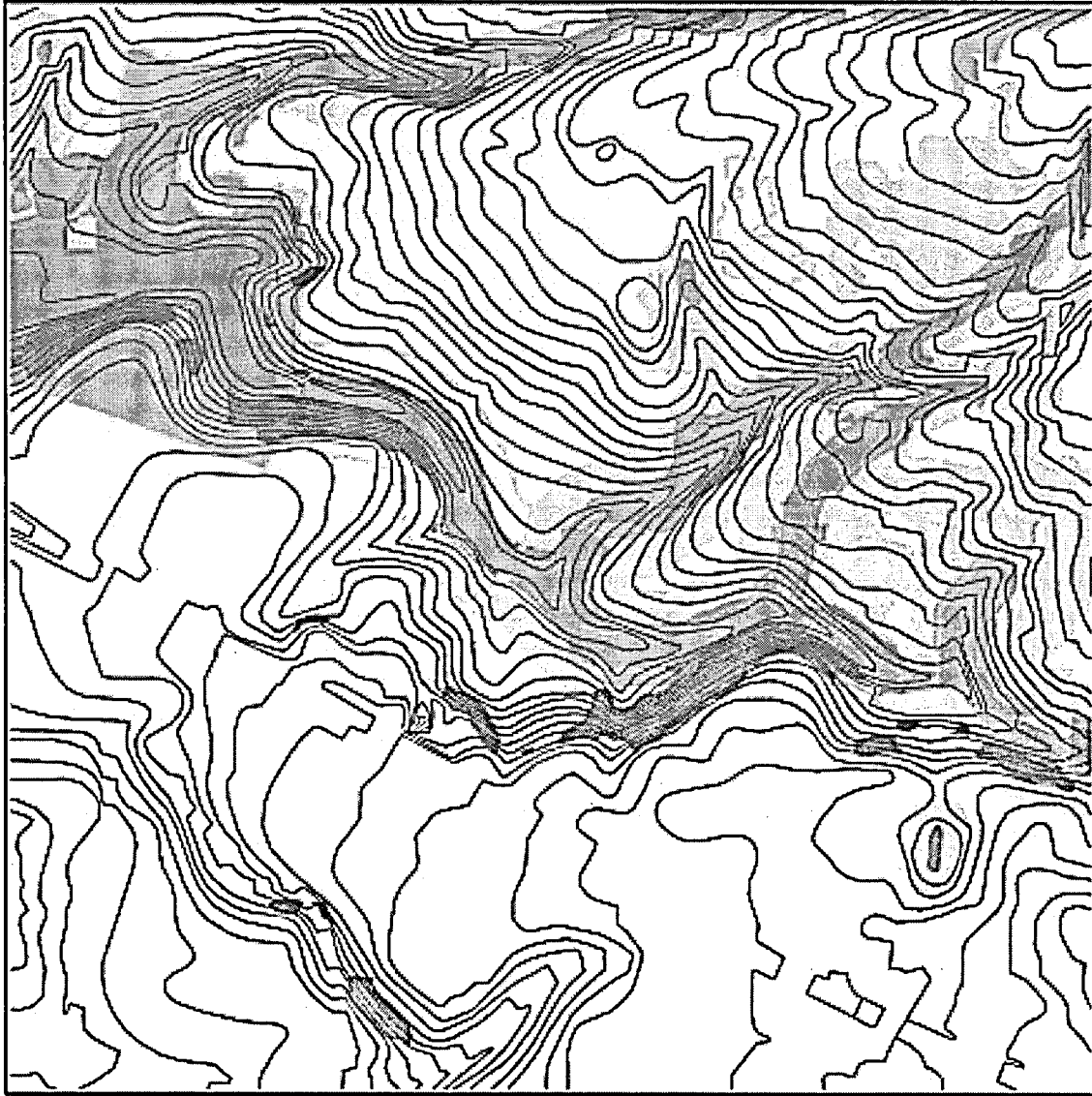


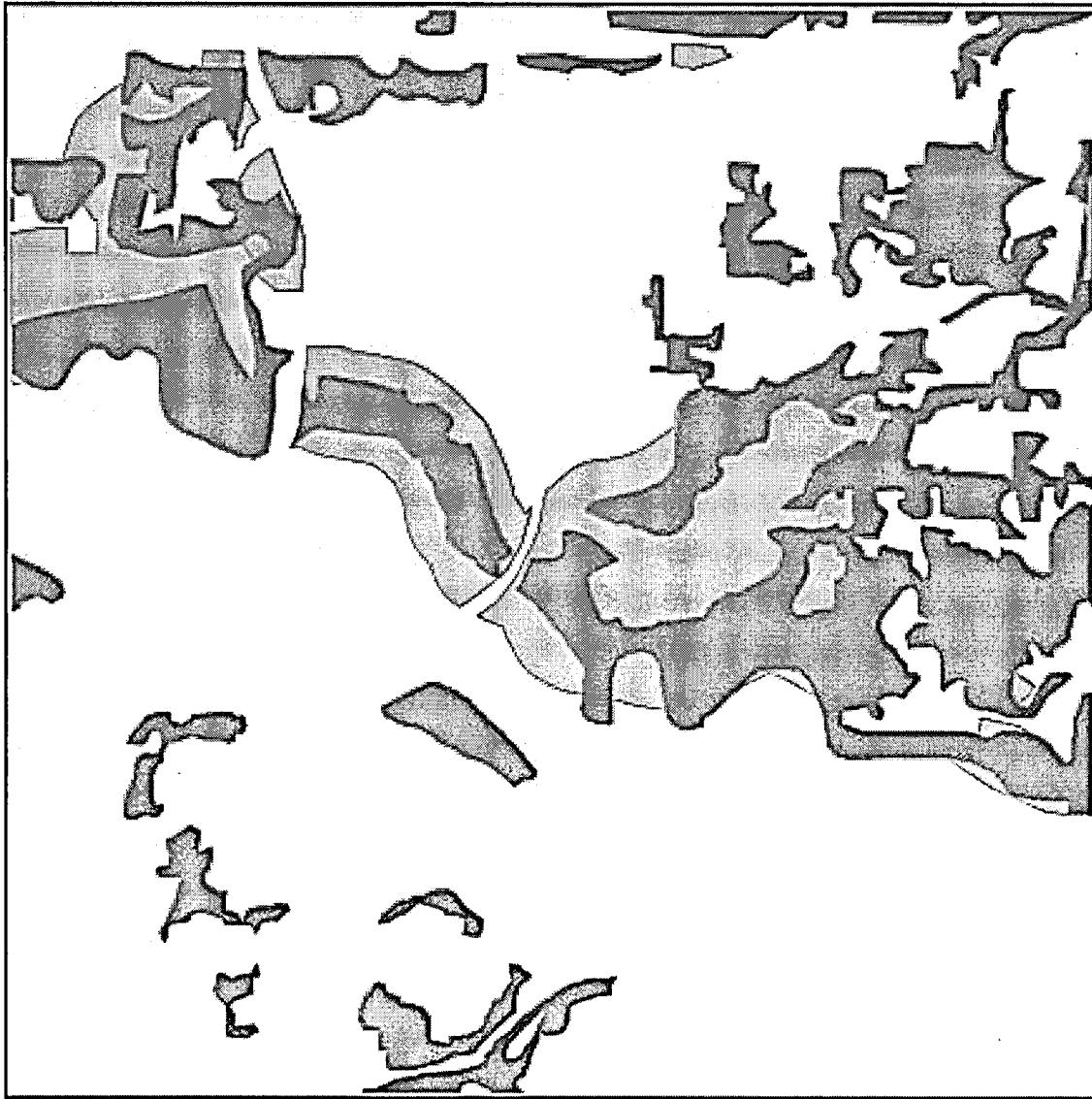


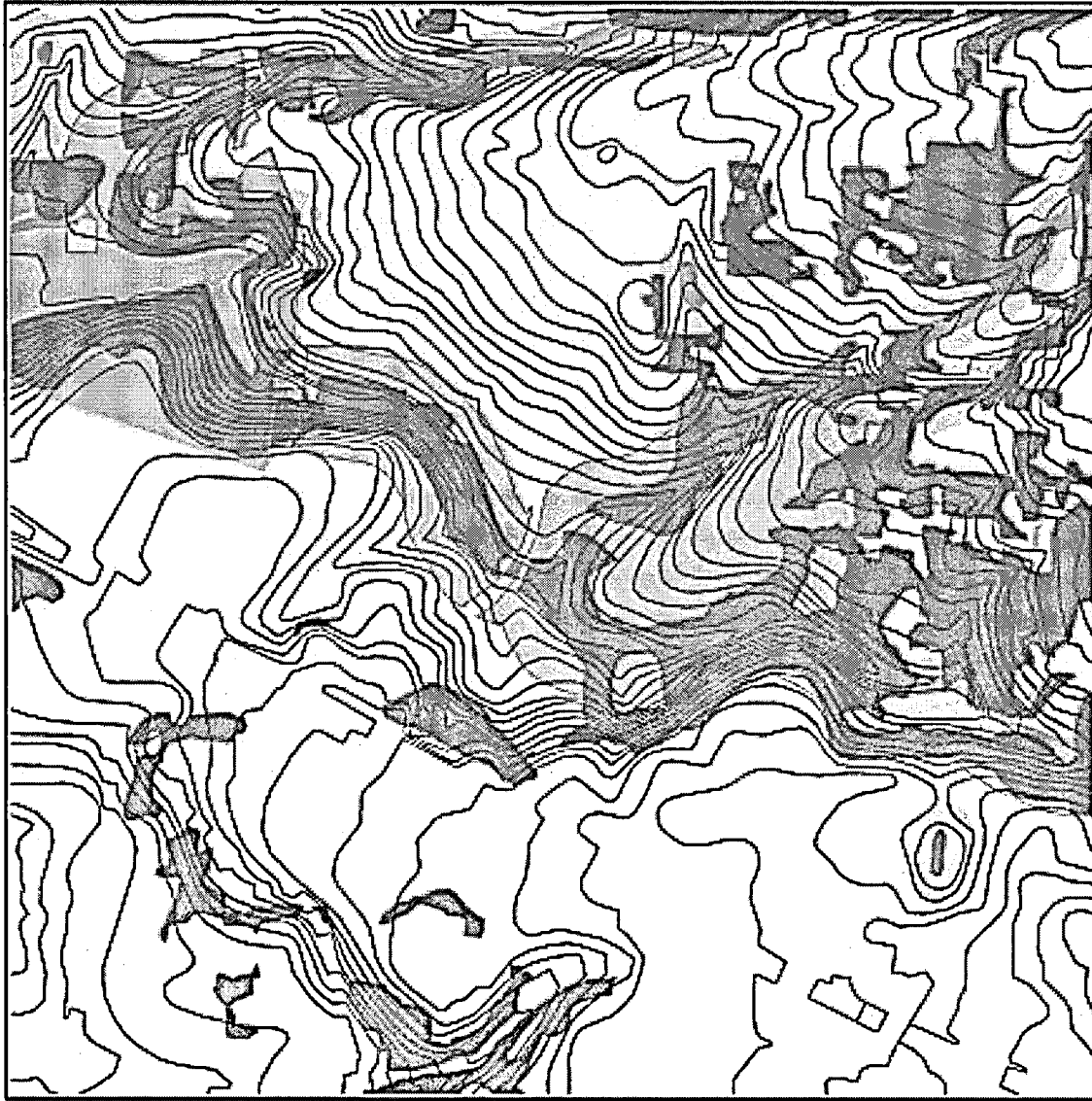












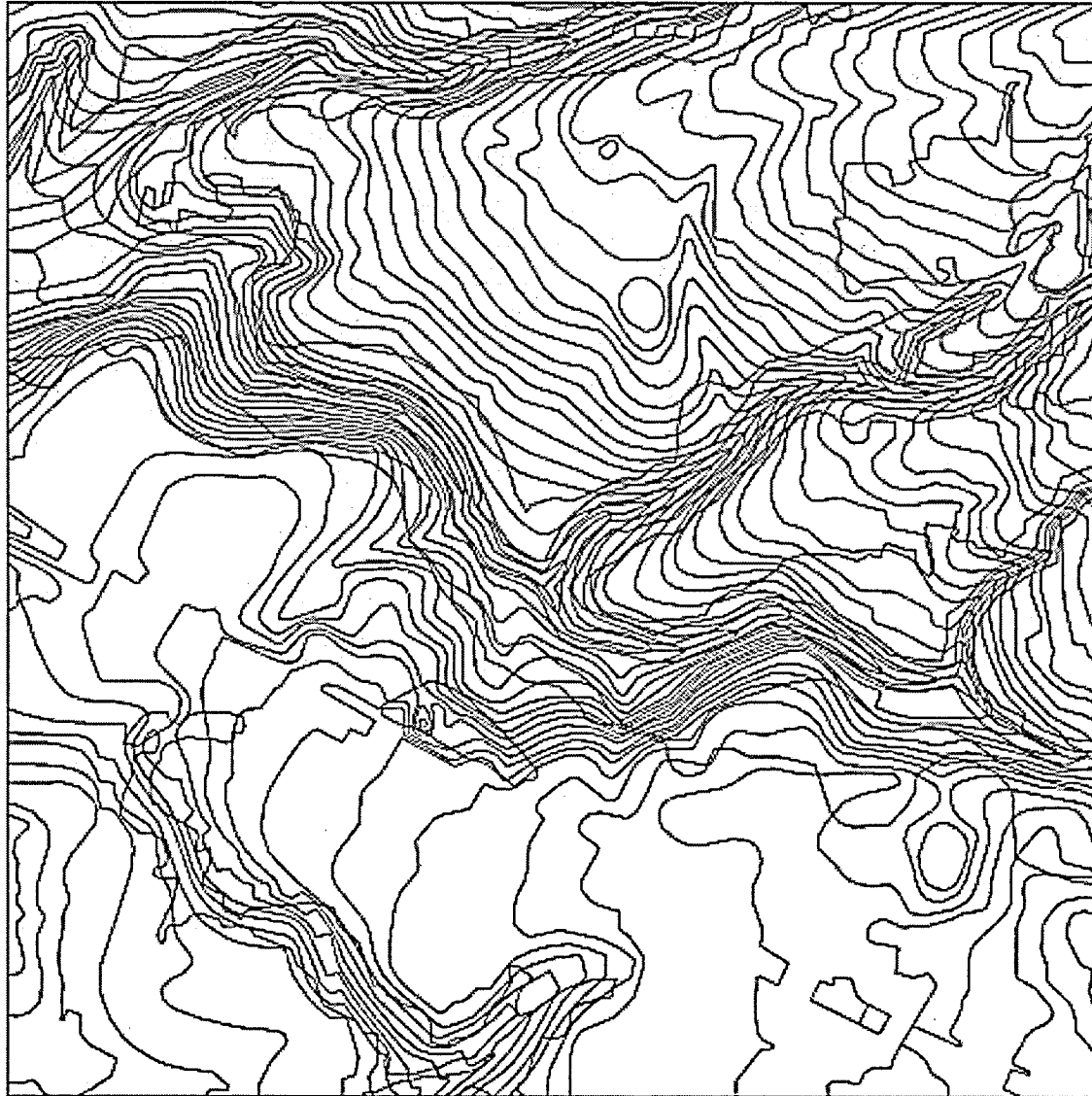
Project area **Simplified Project Area**

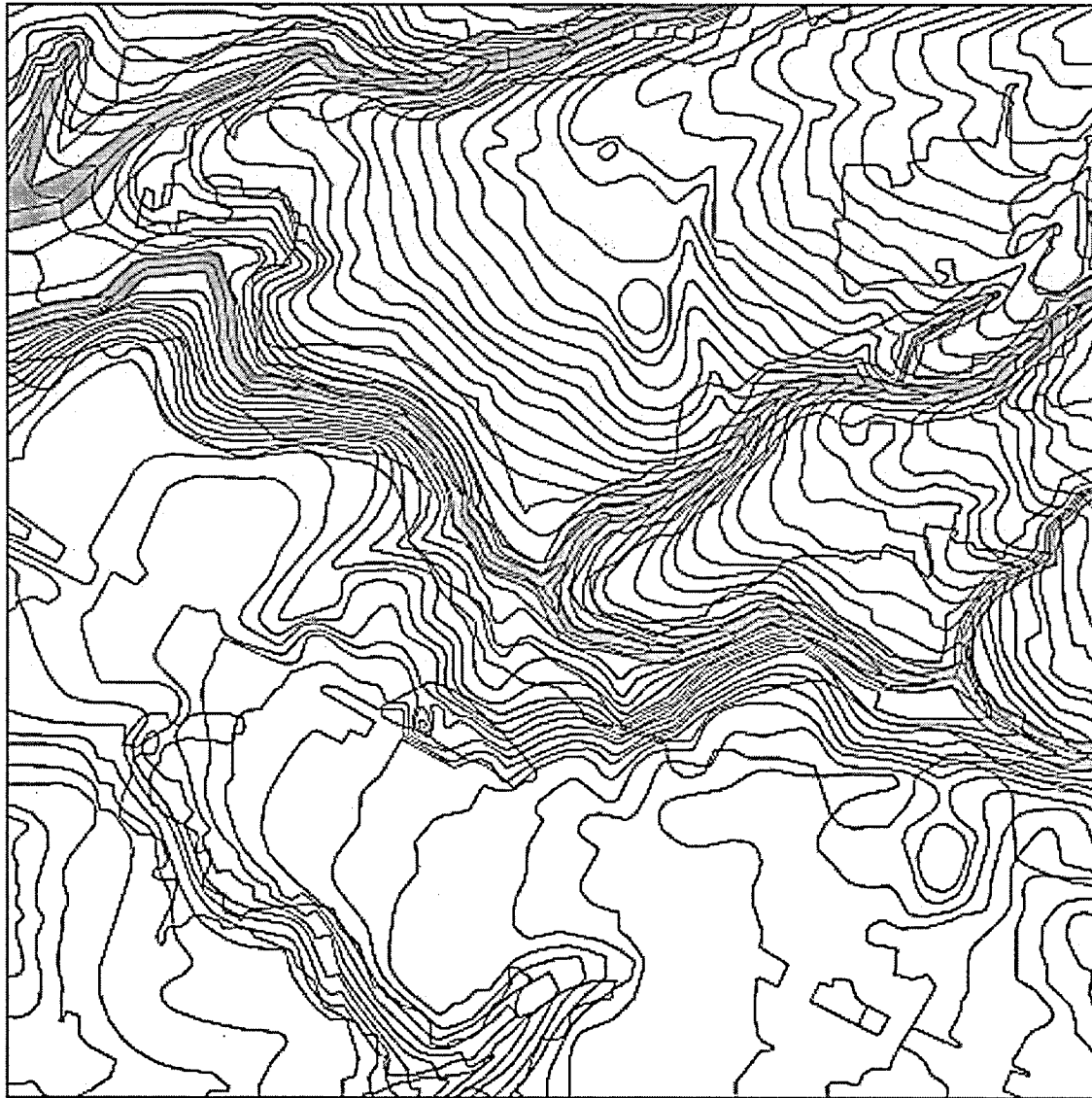
- High Value Habitat Conservation Area
- Moderate Value Habitat Conservation Area
- Low Value Habitat Conservation Area

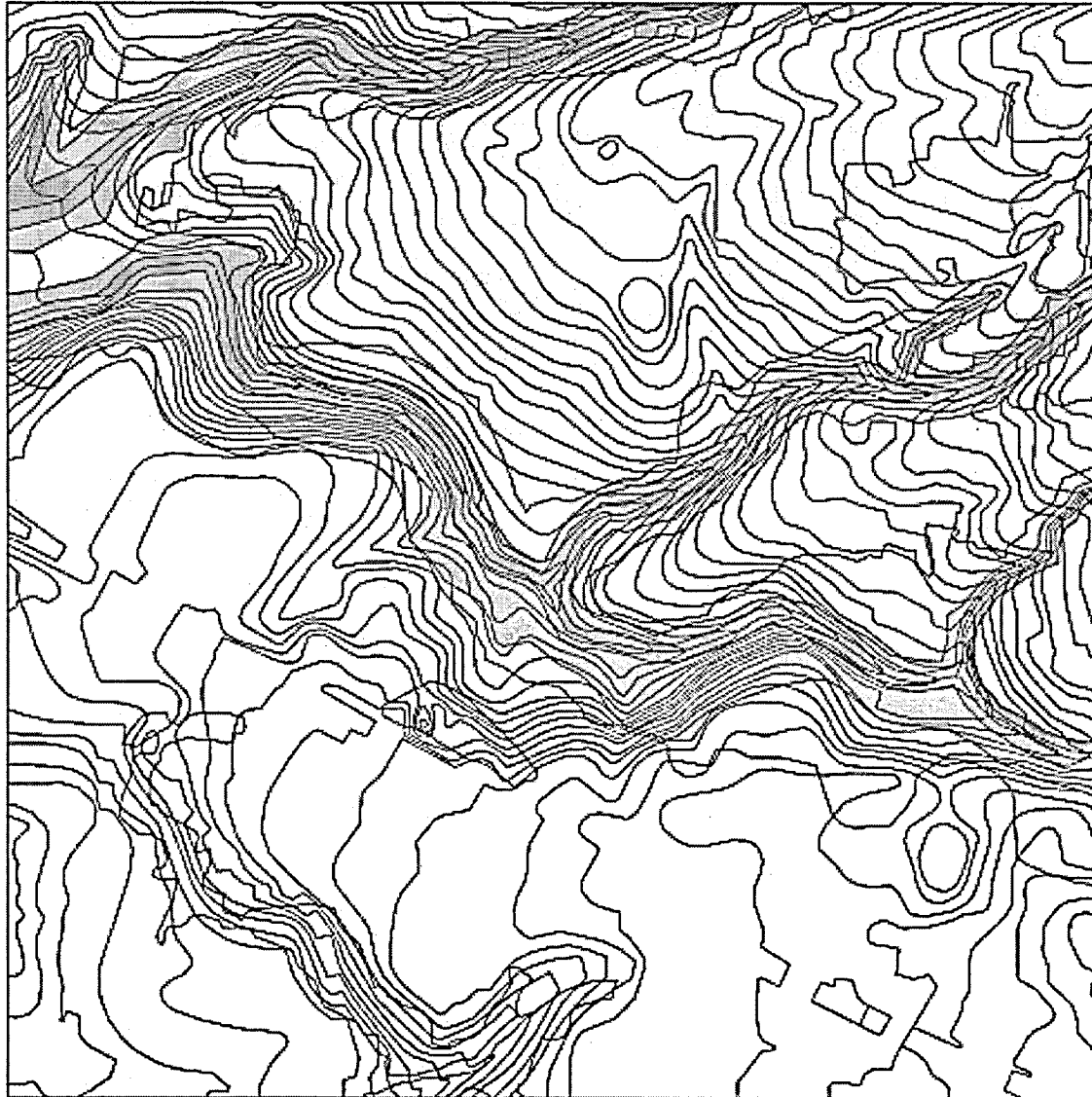
Project area **Natural features**

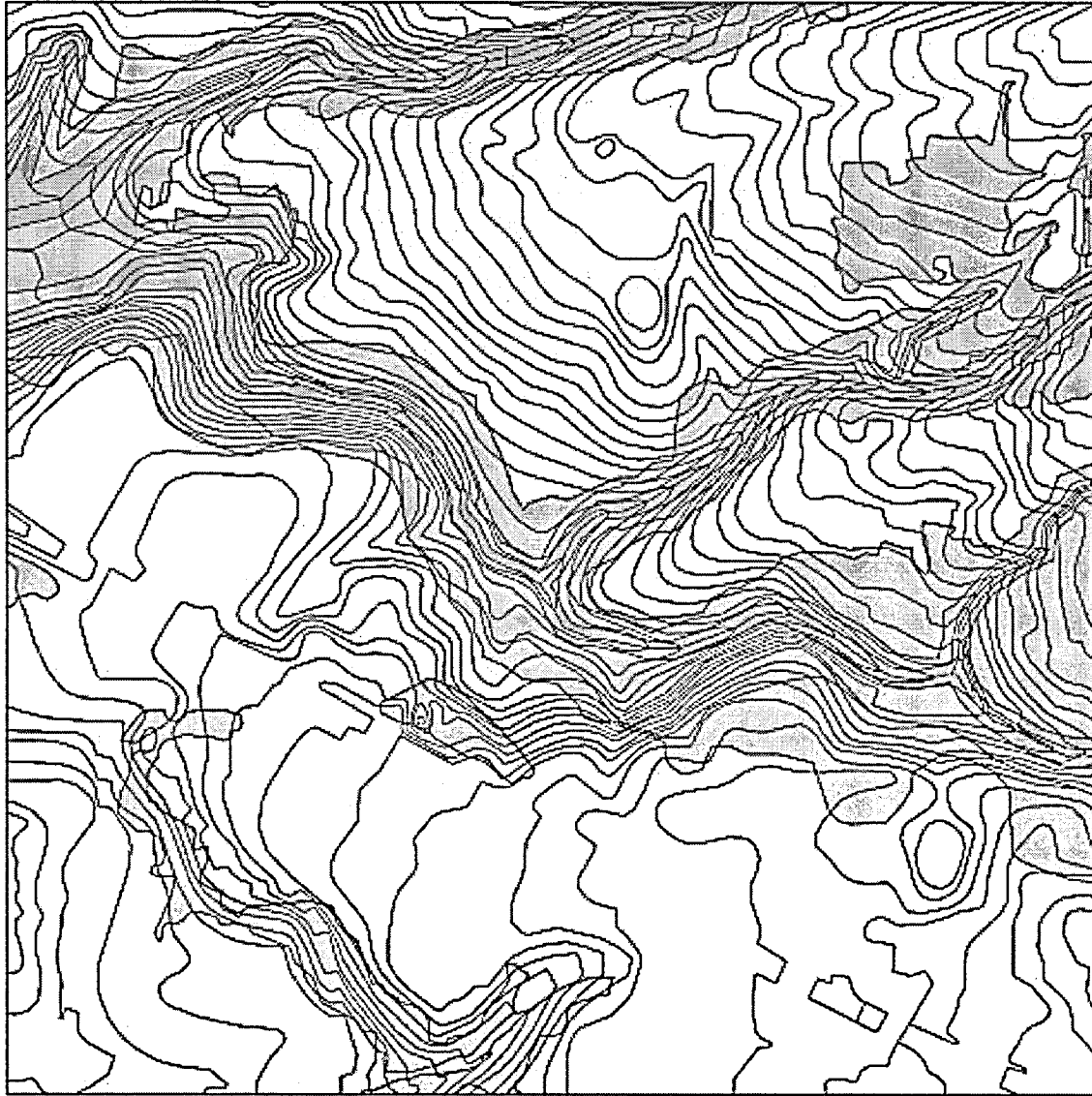
- High Value Habitat Conservation Area
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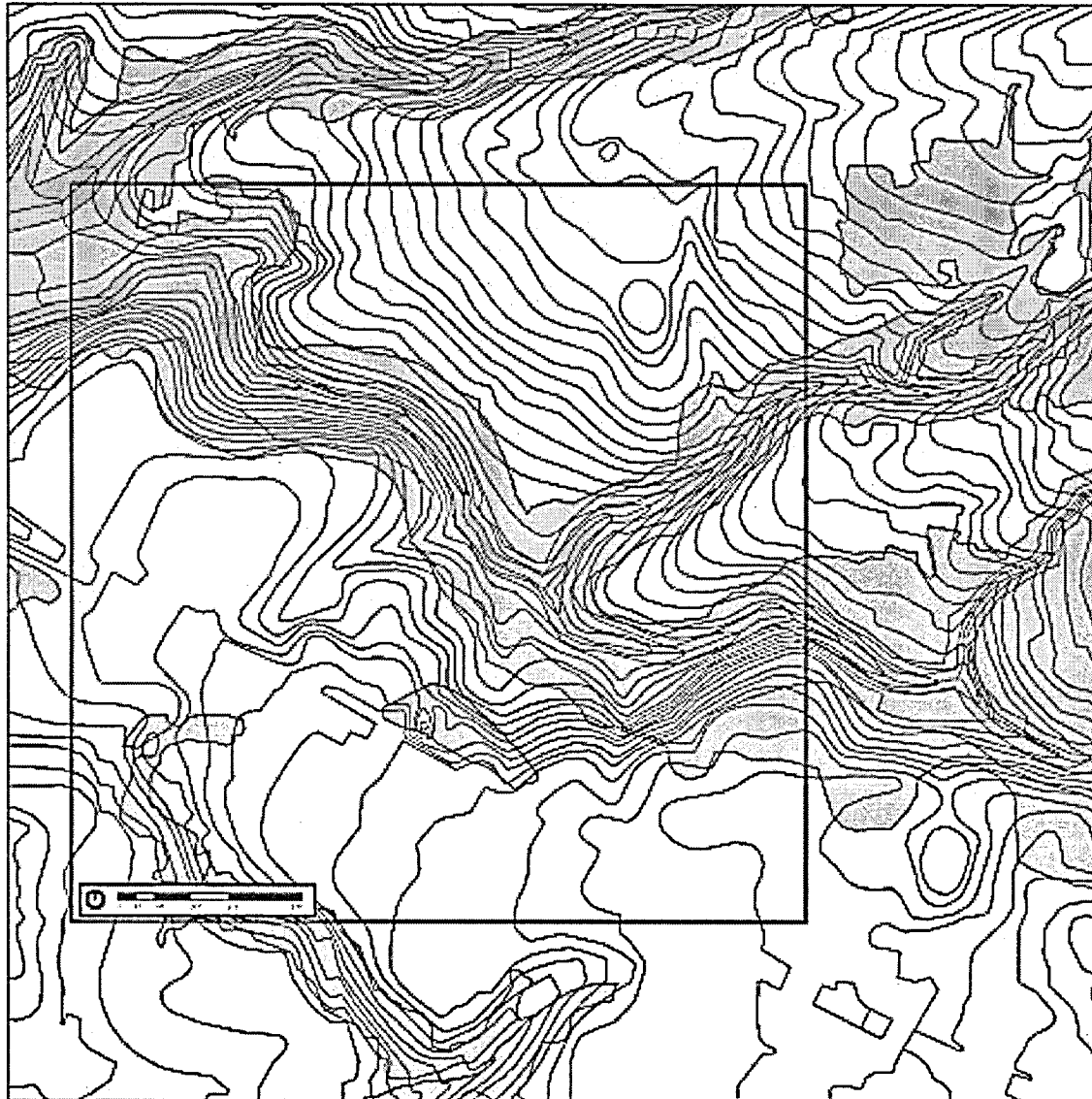
Model Ordinance addresses only High Value and Moderate Value HCAs











Project area **Zoning - Why this is significant**

- Local jurisdiction has to provide zoning and a system for accommodating the provisions of Section 7
- Clear & Objective approach (twisted) offers on-site density transfer within sites
- Goal is to avoid or minimize development within HCAs

Project area **Zoning**

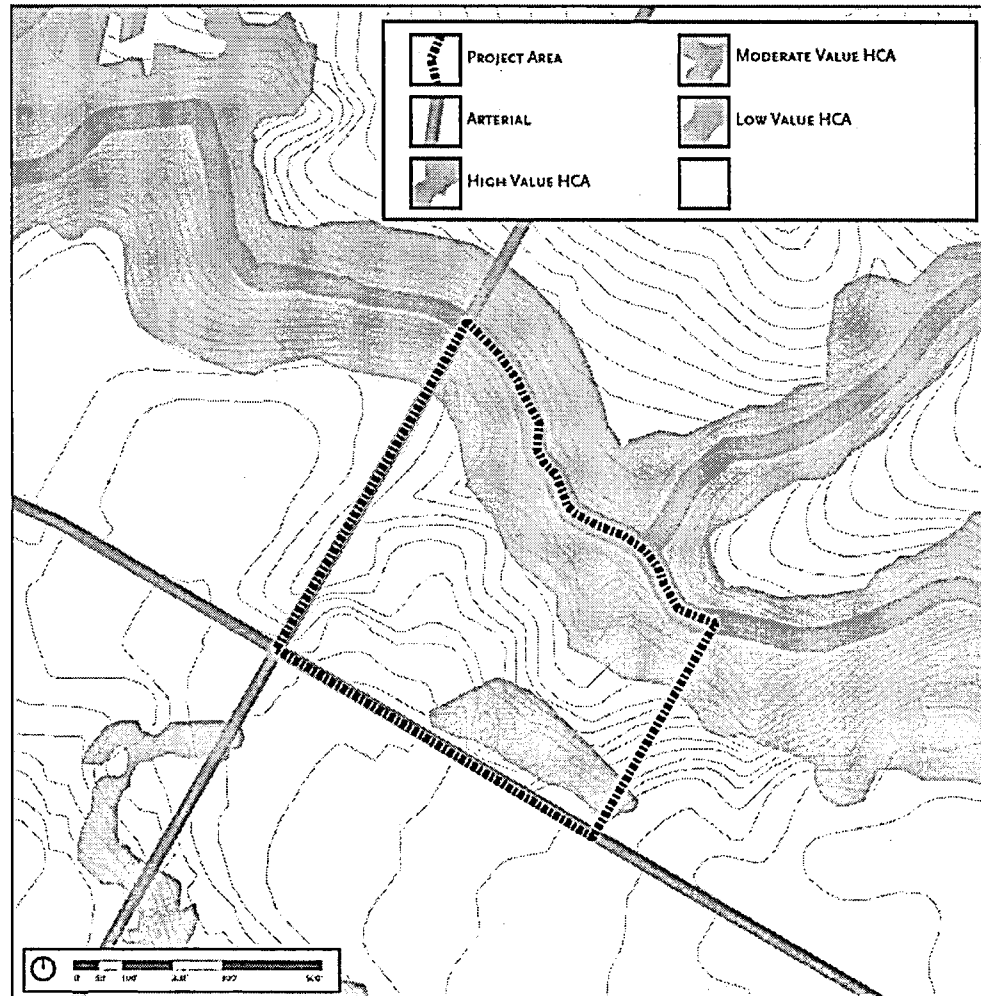
- **Section 7.D.3. Flexible Site Design. Residential**
 - In order to accommodate the transferred density, dimensional standards and lot sizes may be adjusted by 30 percent
 - All remaining HCAs shall be permanently restricted from development and maintained for habitat functions

Project area **Zoning**

- Section 7.D.4. Site Capacity Incentives
- Density Bonus
 - 25 percent for any development of four units or more, if 75 percent or more of the HCA is preserved
- Density Reduction
 - All permanently protected HCA areas can be excluded from calculations of minimum density
- Transfer of Development Rights
 - Optional procedure
 - Off-site development in residential zones
 - Maximum density equal to 200 percent of base zone

Project area **Zoning - City of Portland Comps**

- **Single-dwelling Residential**
 - R2.5
- **Multi-dwelling Residential**
 - R2 Zone - Low-density multi-dwelling residential
- **Land division (subdivision) approvals permit density reallocation and density transfer within a site**
 - New Columbia is an example of this at work



HABITAT RESOURCE BASE MAP

We worked with Metro to select a representative section of our metropolitan area for use as base for prototypical residential development under the new Title 13 Model Ordinance. The project area is slightly larger than one square mile.

The full range of GIS data was simplified to show the three levels of habitat conservation class (HCA): low, moderate, and high. HCA is a key determinant for development under the new ordinance.

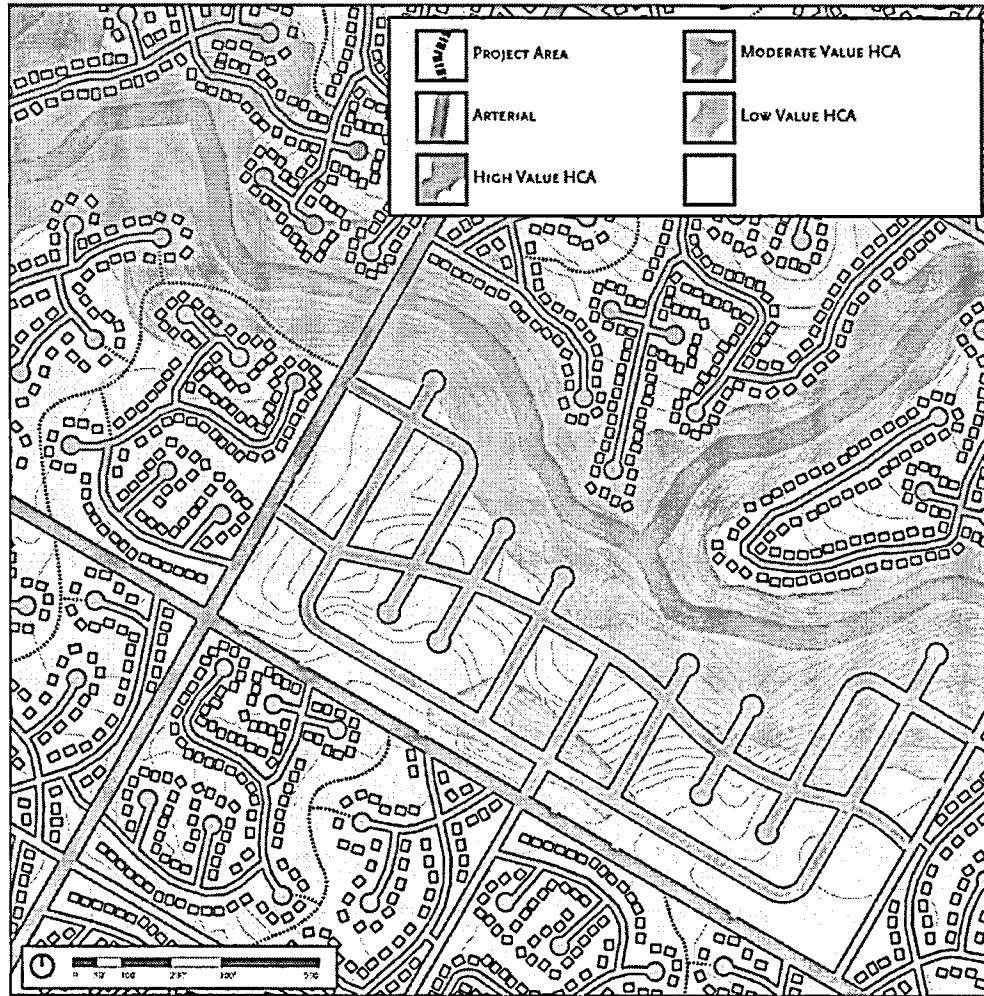
The prototype study area is characterized by a central stream system with intact riparian zone and mixed hardwood forest. Important considerations for development include:

- Protect important views, ridgelines, forest blocks, significant trees and sites of ecological significance.
- Use topography, landforms, and historic settlement features to establish boundaries and transition zones between developed areas.
- Consideration of slope and vegetation should figure prominently in the placement of buildings and should inform the preservation of important views both into and out of the site.

A crossroads of two major roads were assumed in the prototype study area as a frame of reference for future development scenarios.

Project area **Development Patterns**

□ **Conventional Suburban Development**

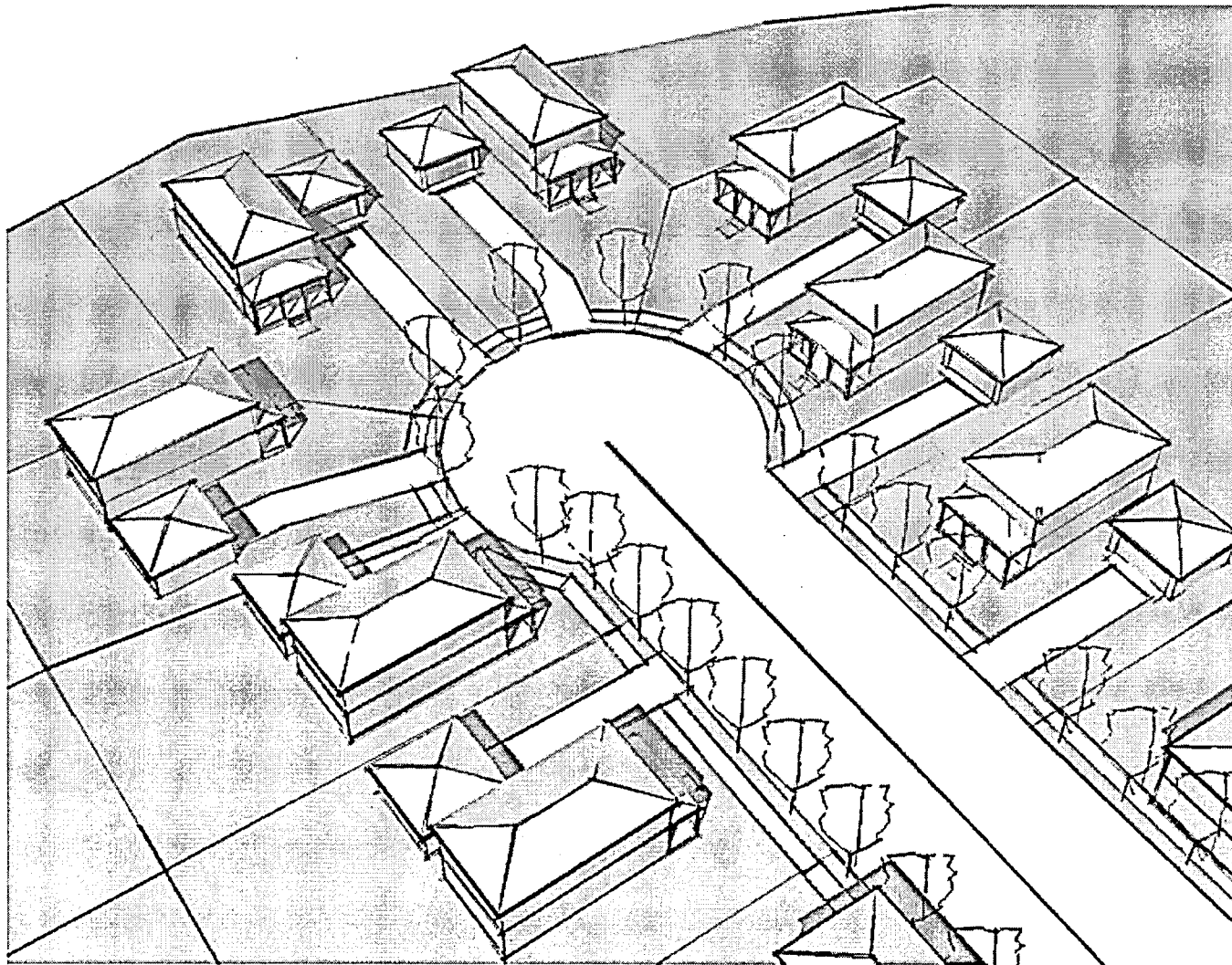


**DEVELOPMENT PROPOSAL VERSION 1:
CLEAR & OBJECTIVE
RESIDENTIAL SUBDIVISION**

PROJECT DESCRIPTION
Uses conventional subdivision form familiar to developers in the metropolitan region.

HABITAT
Stream fish and wildlife habitat preserved and enhanced.
Areas designated as high HCA preserved and enhanced.
Areas designated as moderate HCA selectively developed within limits of the Model Ordinance.
Resource areas connected by pedestrian trail system.

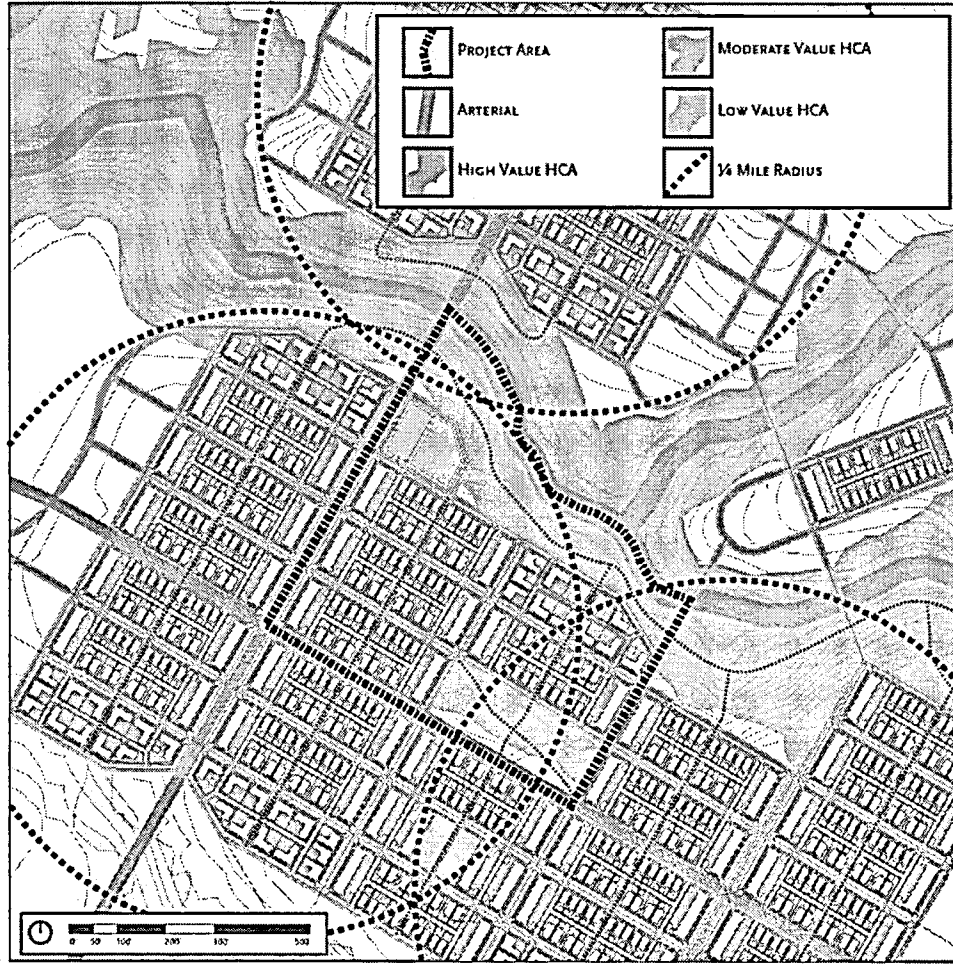
PLACEMAKING
Neighborhoods separated into nodes of residential development.
Single-dwelling residential development predominates.
Pedestrian trails provide alternative connection to natural resource areas and adjacent neighborhoods – alternative to the use of automobiles.



Project area **Development Patterns**

□ **New Urban Development**

- Heterogeneous development pattern
- Transit-supportive
- Walk-able
- Highest potential for preservation and restoration of Habitat Conservation Areas
 - » Lessons learned from CLF, Urban Greenspaces Institute, Portland Audubon Society, and Urbsworks - sponsored study



**DEVELOPMENT PROPOSAL VERSION 2:
CLEAR & OBJECTIVE
RESIDENTIAL SUBDIVISION**

PROJECT DESCRIPTION

Use a variety of lot sizes and housing alternatives from single-dwelling residential on large lots to row-houses and mixed-use buildings to minimize the intrusion into HCA zones.

Uses the provisions of the Model Ordinance to maximize development potential, including:

- ? Building setback flexibility;
- ? Flexible landscape requirements;
- ? Flexible site design; and
- ? Site capacity incentives

Compact development:

- ? Is a key strategy for preserving habitat;
- ? Promotes walk-able neighborhoods;
- ? Minimizes investment in infrastructure;
- ? Maximizes investment in transit; and
- ? Promotes urban vibrancy and vitality

HABITAT

Stream fish and wildlife habitat preserved and enhanced.

Areas designated as high HCA preserved and enhanced.

Areas designated as moderate HCA selectively developed within limits of the Model Ordinance.

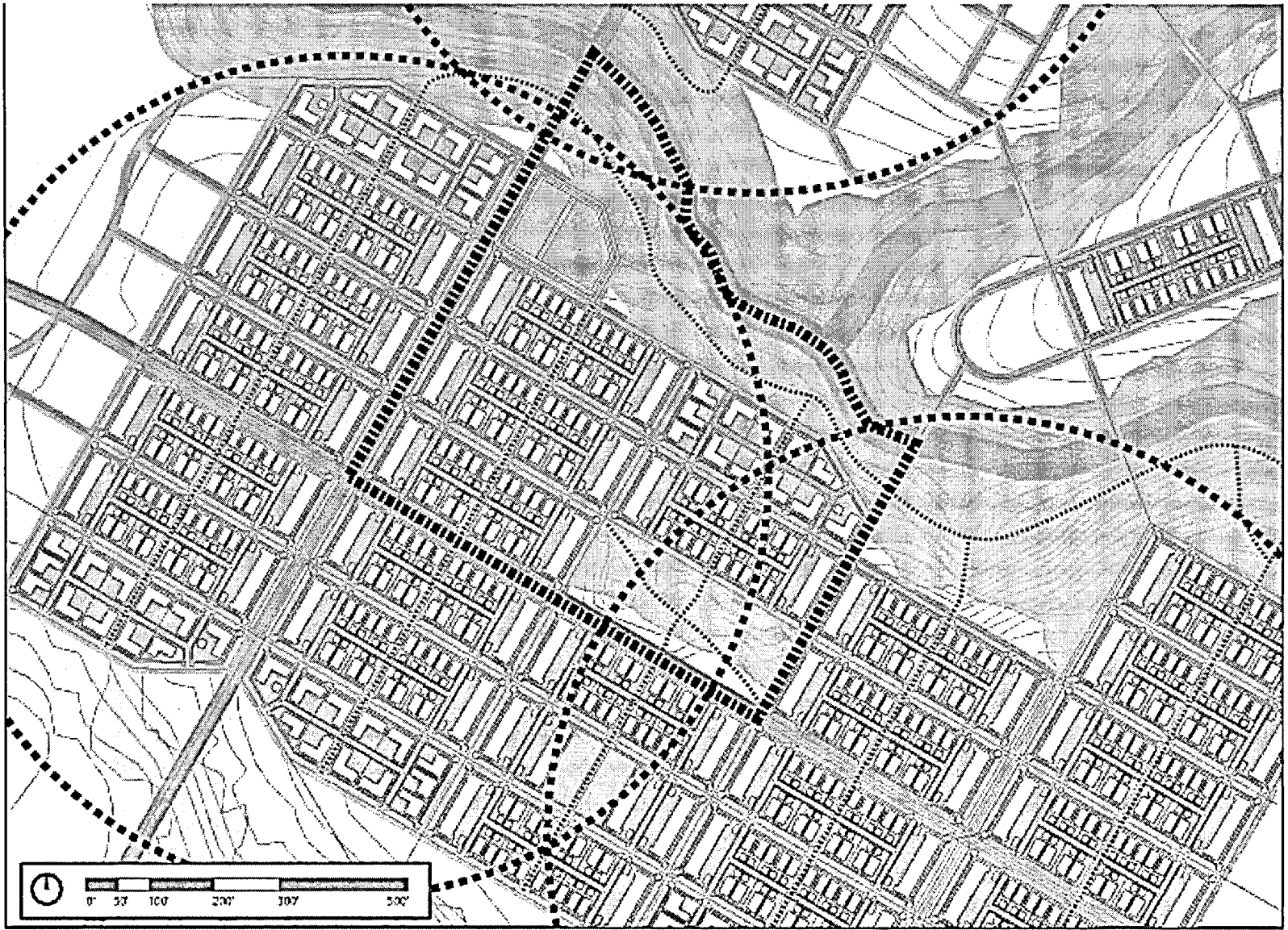
Resource areas connected by pedestrian trail system.

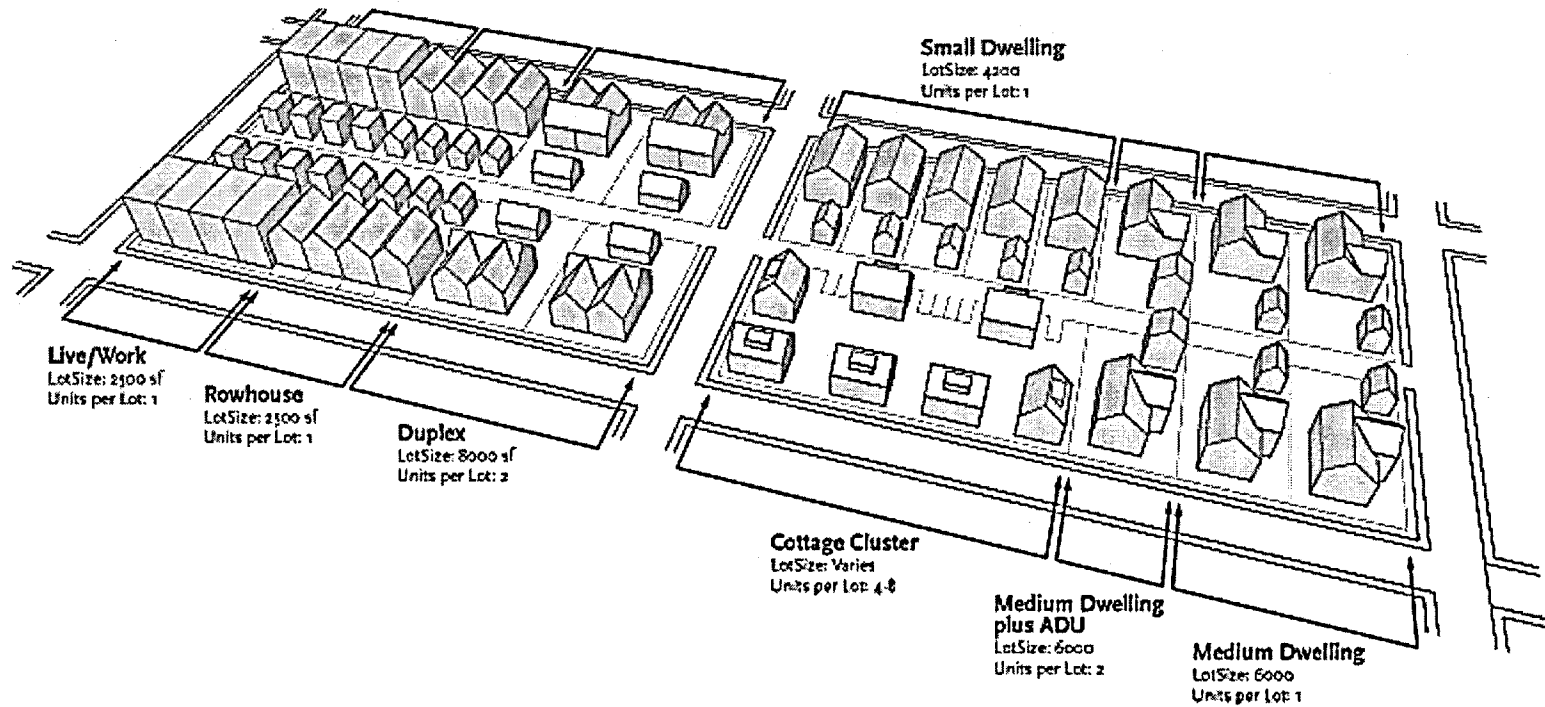
PLACEMAKING

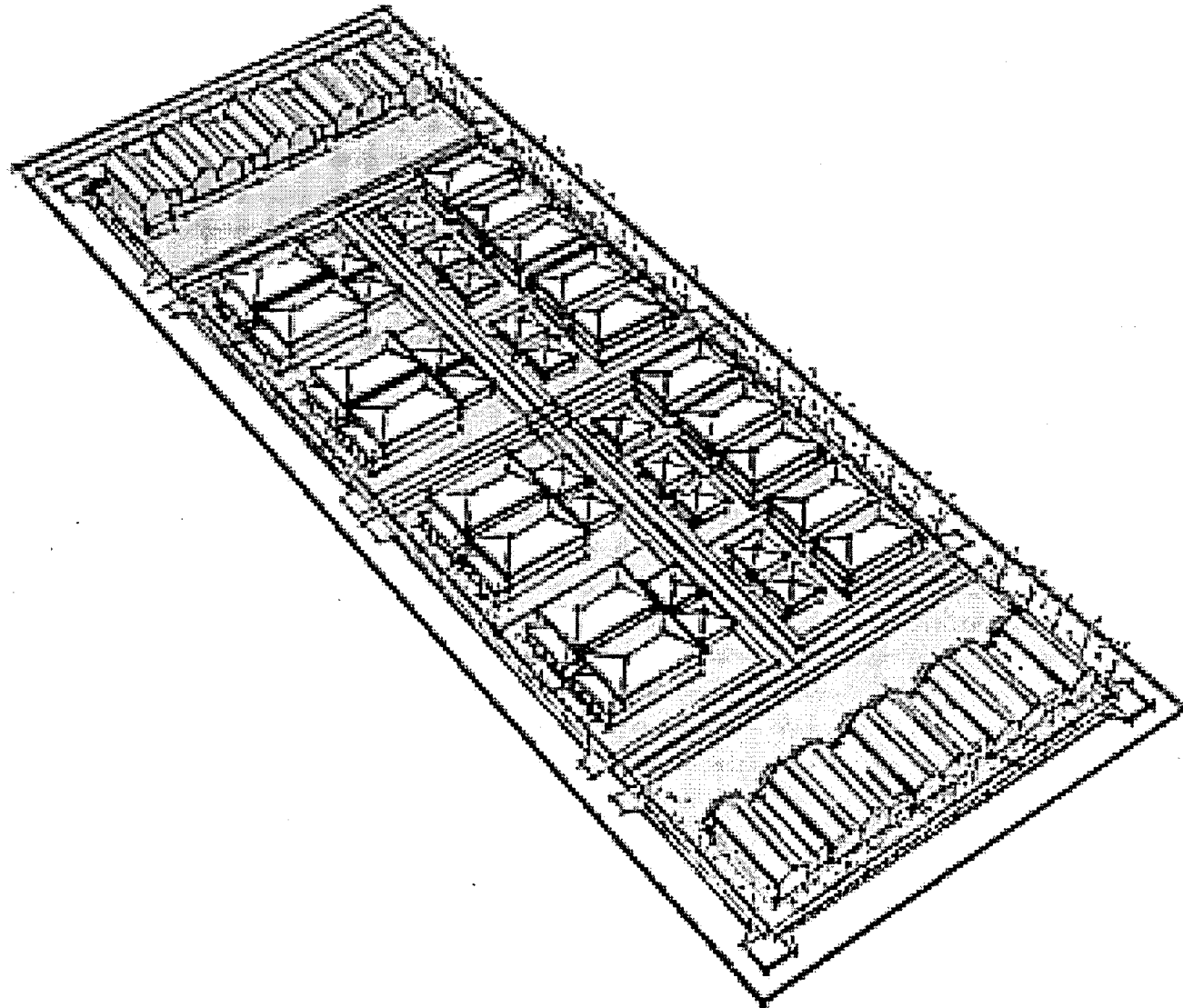
Set a new world standard "best" practice for high quality in all aspects of urban design.

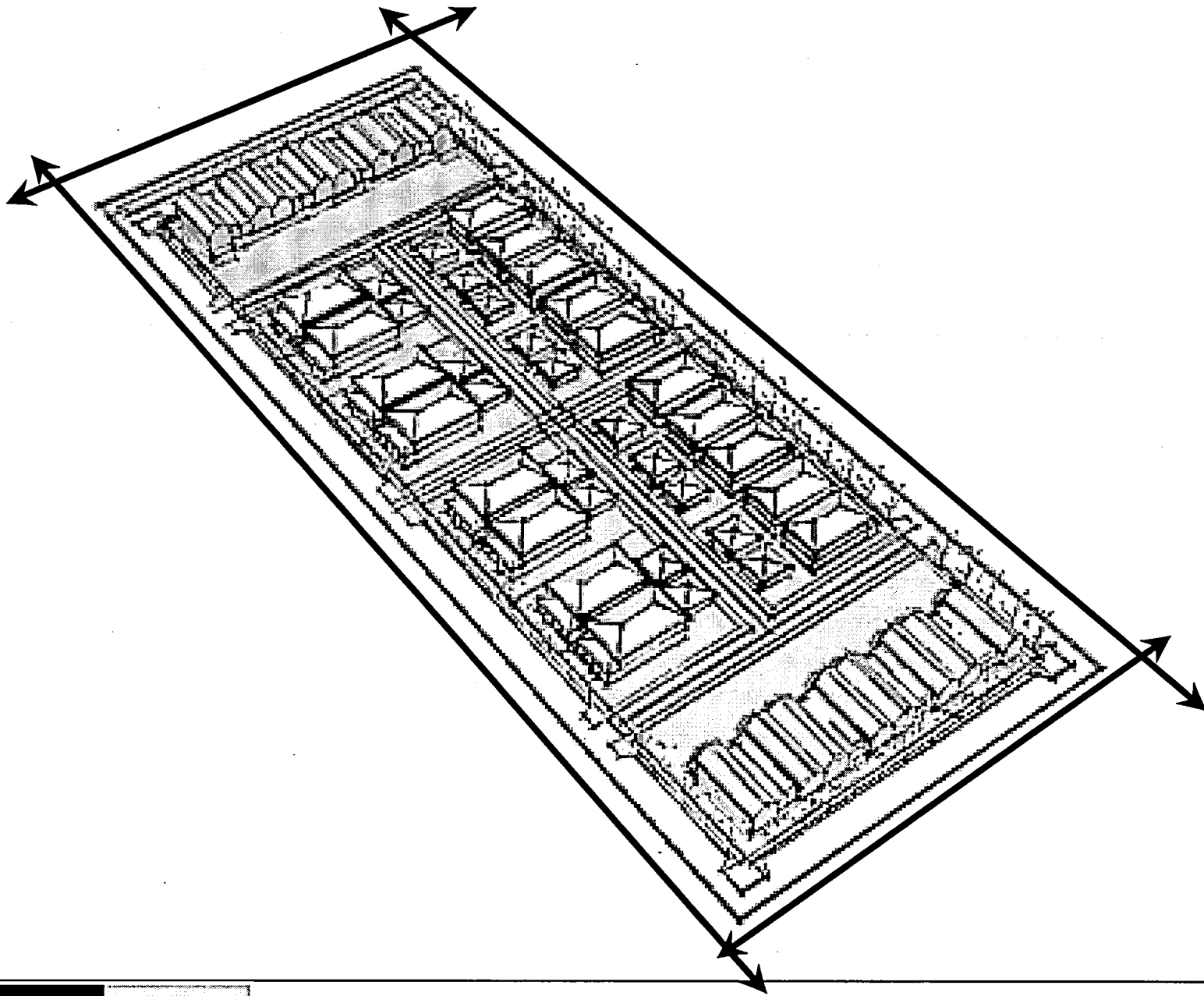
Some of the components of placemaking would include:

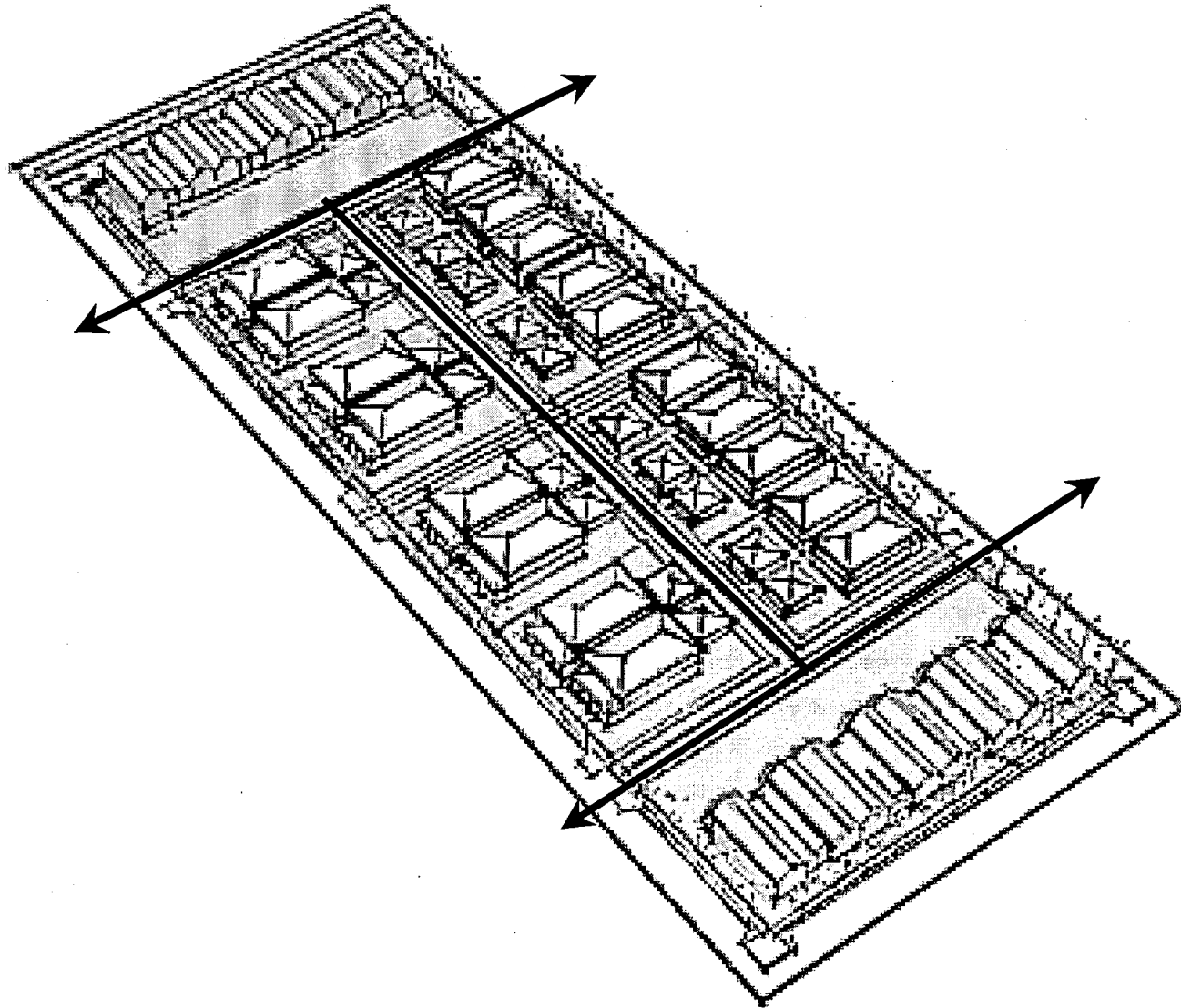
- Protect important views, ridgelines, forest blocks, significant trees and sites of ecological significance.
- Urban Design Quality. Design streets and buildings to provide vital urban spaces where transit service is frequent. Provide a mix of neighborhood-serving uses at transit nodes.
- Provide district, neighborhood, block, and parcel sizes and arrangements to ensure that a mix of uses and a mix of housing types can be incorporated into each neighborhood (and potentially each

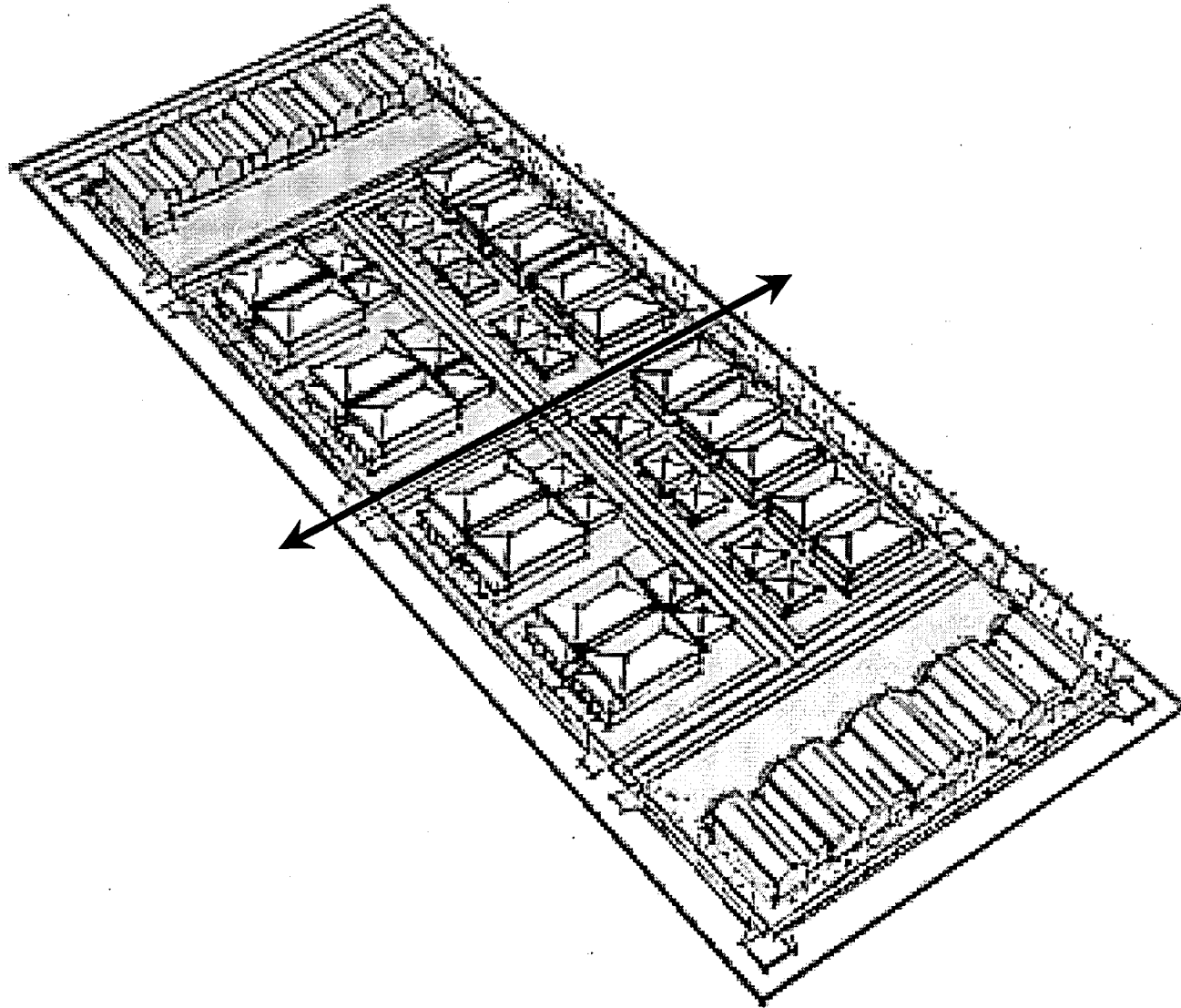


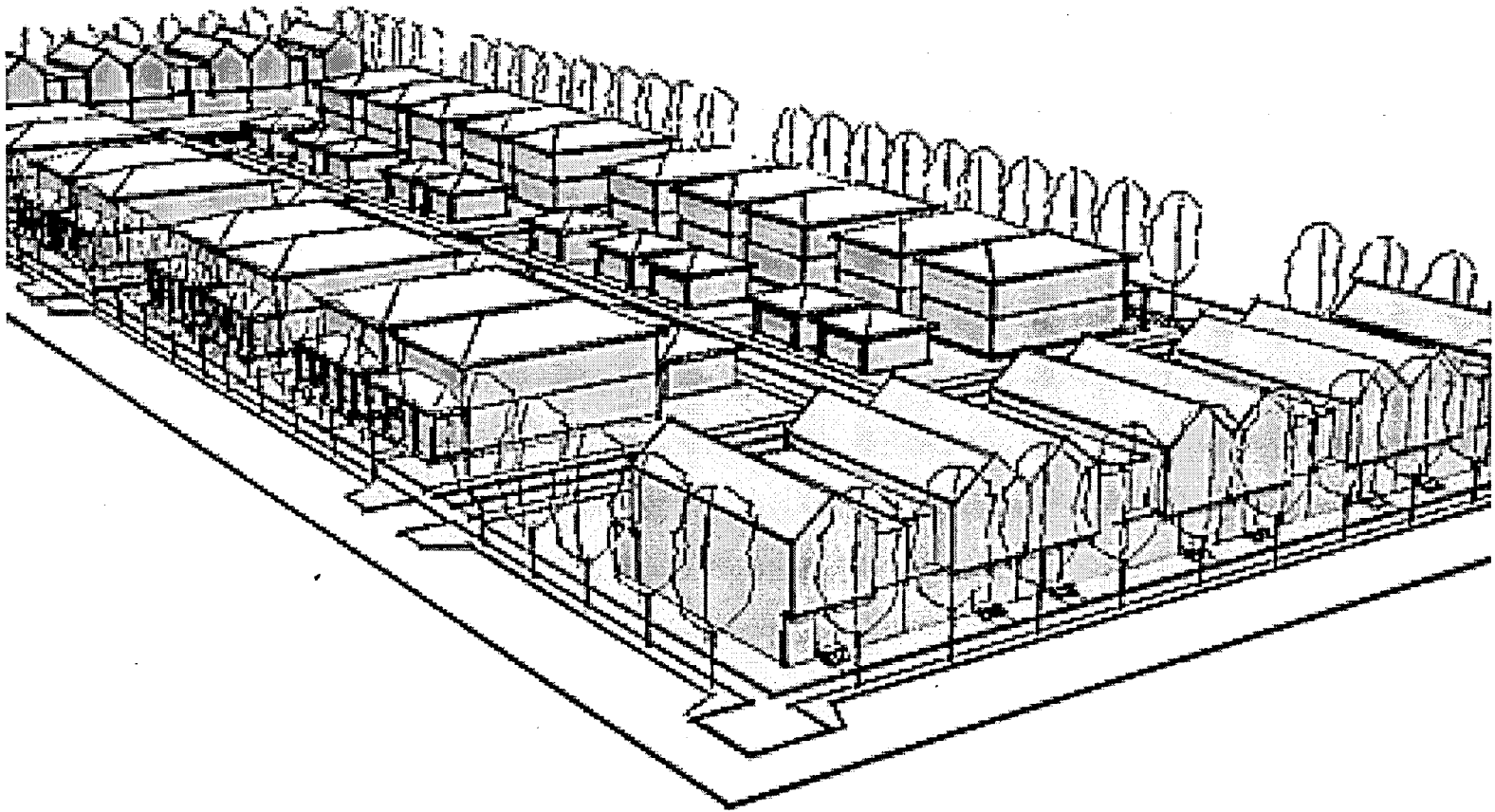


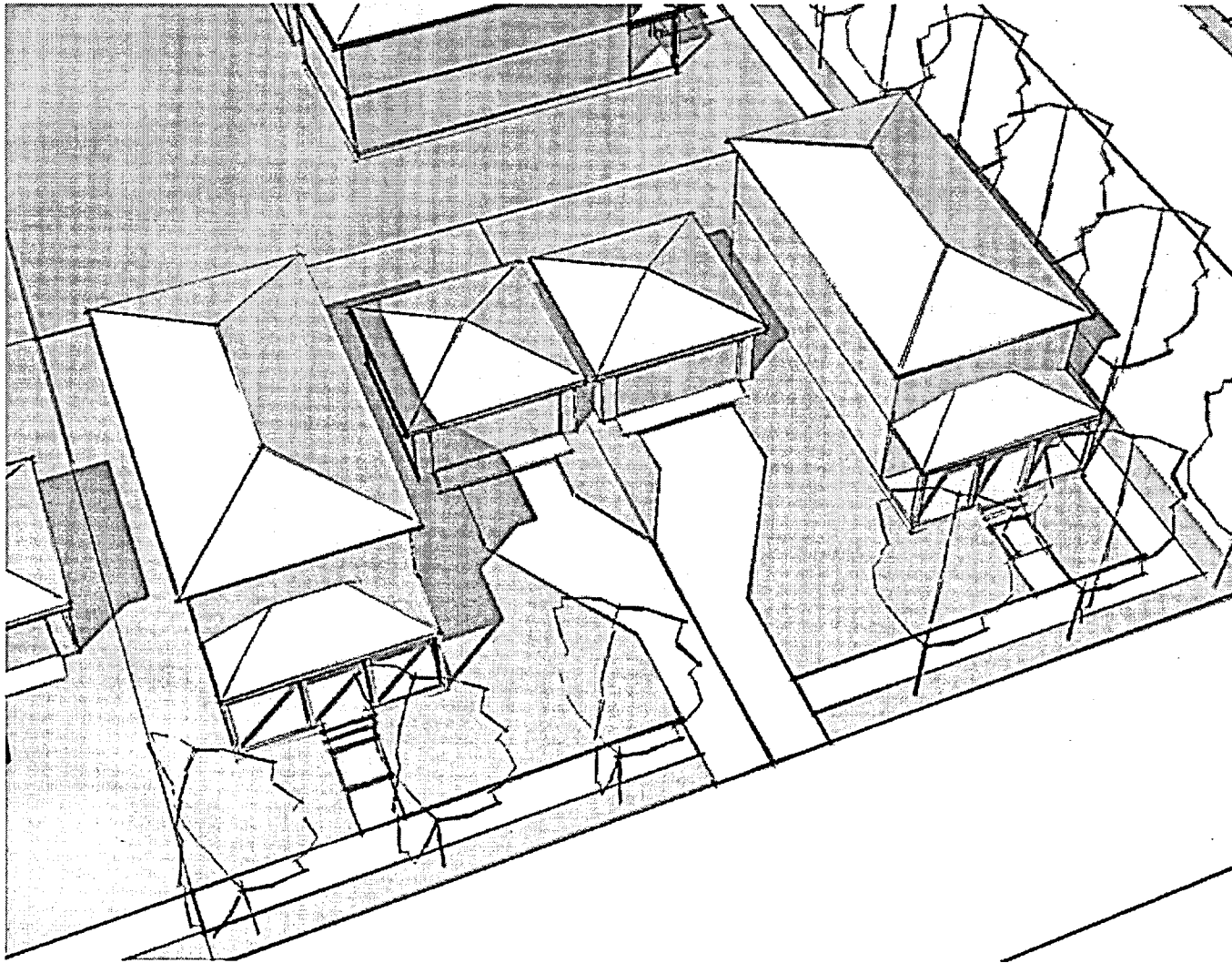












Conclusions **Lessons learned, next steps**

□ **New Urban Development**

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Project area **Development Patterns**

□ **Conventional Suburban Development**