

Metro Charter Committee

PO Box 9236 • Portland, OR 97207 • 273-5570

RETREAT AGENDA

DATE: September 14, 1991
DAY: Saturday
TIME: 8:30 a.m. - 4 p.m.
PLACE: Clackamas Community College, Community Center, 19600 S.
Molalla Avenue, Oregon City. *

* Directions: From I-205 take Exit 10, Park Place/Molalla. Go south. Turn left at the fourth stop light. Follow the signs for the college. The Community Center is a one-story brick building with a flag pole out front.

Morning Session

- A. Opening remarks by the Chair (15 min.)
Purpose/Objectives of the Workshop

- B. Opening Exercise: Scoping the Vision--Committee members with facilitator
 - (1) Collecting your thoughts (30 min.)
 - Mini-break (5 min.)
 - (2) Roundtable sharing your thoughts (90 min.)
 - Break (15 min.)

- C. Committee Discussion: Key Concepts--Committee members with facilitator
 - (1) Small group discussion (45 min.)
 - (2) Small group reports (30 min.)
 - Lunch Break--noon (30 min.)

Afternoon Session

- D. Committee Discusstion--with facilitator: Review of Key Concepts (30 min.)
- Mini-break (5 min.)

E. Committee Discussion--with facilitator: Key Functions

(1) Small group discussion (45 min.)

(2) Small group reports (30 min.)

Break (15 min.)

F. Committee Discussion--with facilitator: Review of Key
Functions (30 min.)

Mini-break (5 min.)

G. Wrapup/Next Steps--Chair with facilitator (15 min.)

Adjournment

2. KEY FUNCTIONS

FUNCTION	METRO LEAD	METRO SUPPORT	COUNTY LEAD	CITY LEAD	OTHER LEAD
1) Transportation Planning					
2) Transportation Operations					
3) Transportation Funding					
4) Growth Mgmt. Planning					
5) Land Use Planning					
6) Functional Planning Authority					
7) Urban Growth Boundary					
8) Solid Waste Disposal Mgmt.					
9) Key Public Facility Mgmt.					
10) Water Supply					
11) Water Quality					
12) Air Quality					
13) Affordable Housing					
14) Libraries					
15) Parks/Recreation					
16) Open Space					
17) Corrections					
18) Sanitary Sewers					
19) Storm Drainage					
20) Economic Development Facilitation					

Retreat Homework: please bring completed version to the Saturday workshop.

GOVERNANCE IN A REGIONAL VISION

1. GENERAL CONCEPTS

The Vision: The coming generations of residents of this metropolitan region will live in an area that offers a high quality of life, including such components as available economic and educational opportunity, personal safety, access to clean air and water, affordable housing, and reasonable mobility to work and other local destinations.

Question: If this vision is to be attained, an important factor will be the effectiveness of the governance of the region. If you were asked to write the scenario for how that governance should be exercised, what would you include as the most important concepts that should be reflected in the way the area is governed? (Please respond in "big picture" terms: the Committee will have opportunities later today and after this retreat to focus on the specific functions, structure and funding of regional government under a charter.)

- _____
- _____
- _____
- _____
- _____

Note: If you have any questions about this homework, please contact Don Barney, the facilitator, at 222-0146 on Friday. Try to keep your responses brief.

RETREAT SUMMARY
Metro Charter Committee
September 14, 1991

Ninety-Second Story

Personal responses were given by each to the question:

"What's the toughest situation you have faced as a member of a group that was working to complete a task?"

Governance in a Regional Vision

Before the session began, members were asked to respond in writing to the following general concepts:

"The Vision: The coming generations of residents of this metropolitan region will live in an area that offers a high quality of life, including such components as available economic and educational opportunity, personal safety, access to clean air and water, affordable housing, and reasonable mobility to work and other local destinations.

"Question: If this vision is to be attained, an important factor will be the effectiveness of the governance of the region. If you were asked to write the scenario for how that governance should be exercised, what would you include as the most important concepts that should be reflected in the way the area is governed?"

Responses from individual Committee members, organized by subject:

A. Grassroots, local

1. System of governance that doesn't diminish democratic process. Citizens are at the top of the governance pyramid.
2. Policy set by elected officials at the local level.
3. High accountability to citizens, voters.
4. Reliance on local government for local decisions. Government closest to the people makes basic decisions and has the resources to implement them.
5. Elected officials making decisions about expenditure of public funds.
6. Cause a reconnect between voters and their elected officials.
7. Visibly responsible to the electorate.
8. Local governments retain sufficient authority to retain community identity.
9. Strong grassroots participation through neighborhood associations that are politically connected to their communities and with direct representation on local issues.

B. Regional

1. Water, transportation and sewerage utility services-- that are essential and requiring public money--to be provided/directed at regional level.
2. Consolidation of utility service deliver and increasing efficiency.
3. Regional decisions at regional level.
4. Additional functions of the regional government should be determined by a vote of an elected commission or body.
5. Adequate tools for effective regional government.
6. Strong regional planning.
7. Elect system at regional level.
8. Democratic system to develop regional government's procedure and ways of doing business.
9. Relationships of regional government with citizenry and other governments are clear.
10. Strong regional planning and coordinating authority and responsibility.
11. Stable regional funding sources, not vulnerable to planning and coordinating functions/decisions of government.
12. Effective allocations of responsibilities for regional growth management.

C. General Character

1. Equitable distribution of the cost of services among regional taxpayers, and between taxpayers and users.
2. Clarity of purpose.
3. Visionary.
4. Impervious to special interest influence.
5. Regional government that isn't overly parochial.
6. Flexibility for changing needs and priorities.
7. Clearly define powers between policy setting and administration.
8. Visible, accountable government structure.
9. Governmental policy decisions made openly by elected officials, not staff, appointed officials or consultants.
10. Efficient cost-effective and politically accepted organization of all service delivery.
11. Realism--structure to reality of service.
12. Community character--accommodate sub-regional differences.
13. Equitable taxing throughout region for services delivered.

D. Regional/local relationships

1. Regional policy set by local policy makers.
2. Mechanisms for regional consensus and arbitration.
3. Change tax structure to facilitate rational growth management.
4. Regional governance should not intrude into local affairs.

5. Maintain separation of planning and service delivery functions at regional and local levels.
6. Make regional government an equal partner with local government.
7. Strength and equality in local and regional systems.

E. Functions

1. Firm urban growth boundary is critical.
2. Protection of health and safety--environment.
3. Housing for increasingly diverse population.
4. Transportation system that produces tolerable access to work, home and recreation.
5. Well-defined urban growth boundary which allows density within and encourages satellite development outside.
6. Non-auto dependence--moving toward greater mode split, emphasis on transit, bicycles, etc.

Committee members then broke into two groups to decide what concepts they would want to see included in the way the area is governed.

Group 1: Cease, Egge, Look, Phelps, Regenstreif, Shoemaker, Myllenbeck

B. Regional

1. Regional decisions made at the regional level.
2. Effectiveness, responsiveness and cost as criteria for allocation of functions between local and regional governments.
3. Strong and effective tools for (a) regional planning and (b) growth management.
4. Need for stable regional funding.

C. General character

1. Visionary, forward thinking 20-50 years.
2. Clarity of purpose--responsive to change.
3. Accountable (to whom?).
4. Clear roles between policy and operations within agency.
5. Visibility--responsible to the electorate, making special interests visible.
6. Equitable distribution of cost of services among regional taxpayers, and between taxpayers and users.
7. Regional entity as vehicle for collection and distribution of revenues.
8. Clear democratic and visible method for adding functions.

D. Regional/local relationships

1. Local governments retain sufficient authority to preserve community identity and to perform local functions.
2. Development of better methods for regional/local coordination.

Group 2: Carnahan, Hales, Hennessee, Josselson, Myers, Tobias, Urbigkeit

- A. Grassroots, local
 - 1. Direct representation
 - 2. Community identity
 - 3. Accountability
- C. General character
 - 1. Clarity of purpose.
 - 2. Visionary.
 - 3. Impervious to improper special interests.
 - 4. Not parochial.
 - 5. Flexible.
 - 6. Visible and accountable.
 - 7. Policy and administration separation.
 - 8. Accommodation of sub-regional differences.

Instead of proceeding on with discussion of category elements Group 2 drafted a fundamental proposition which said:

Functions should be at an appropriate level--regional, sub-regional or local--with funding provided accordingly. A function should be regional only if there is no other way to fund it. Cost and benefit impacts determine level of government.

Group 2 also listed items in which one of more of them had questions or disagreement. These included:

- 1. Non-auto dependence.
- 2. Satellite cities outside the UGB.
- 3. Local & regional governments as equal partners.
- 4. Democratic system for developing procedure.

Full Committee conclusions of regional government characteristics

Group 1

Clear purpose
Visionary
No improper special interests

Not parochial
Flexible
Visible
Accountable
Policy & administration
separation
Accommodate sub-regional
differences

Group 2

Clear purpose
Visionary
Make role of interest groups
more visible

Flexible--responsive to change
Visible
Accountable (to whom?)
Clear roles for policy &
operations

Full Committee conclusions of regional government criteria

Group 1

Regional if no other way to do it or fund it
Costs & benefit impact determine levels of government for assignment

Group 2

Regional decisions at regional level
Effectiveness, responsiveness & cost (scale included) as criteria for allocation of functions between local & regional government

Full Committee goals for regional level character:

- o Equitable distribution of cost of services among regional taxpayers and between taxpayers and users.
- o Regional entity as vehicle for collection and distribution of revenues.
- o Clear democratic and visible method for adding functions.

Full Committee goals for local level character:

- o Local governments retain sufficient authority to preserve community identity and to perform local functions.
- o Better tools and stable funding for regional government.

Key Functions

Earlier in the day each Committee member was asked to fill out a matrix in which they would determine responsibility for certain functions go to Metro, counties; cities or other levels. 'Other lead' was usually interpreted as state or federal level.

Next, the Committee broke into two small groups in order to find consensus on the appropriate jurisdictions to perform the above functions.

Group 1: Derr, Egge, Josselson, Phelps, Regenstreif, Shoemaker, Urbigkeit

Transportation planning
Metro (regional) lead
Transportation operations
roads & streets unresolved
mass transportation regional
Transportation funding
mass transportation regional
surface transportation local, state or federal
Growth management planning
regional
Land use planning
unresolved but with strong regional role

Functional planning
 unresolved
Urban growth boundary
 regional
Solid waste
 regional
Key public facilities
 regional facilities should have regional management
Water supply (source)
 regional
Water quality
 state
Air quality
 state
Affordable housing
 unresolved
Sewers (basins)
 regional planning/coordination
Human resources
 state and/or county

Group 2: Carnahan, Cease, Hales, Hennessee, Look, Myers, Myllenbeck,
 Tobias
Transportation planning
 regional
Transportation operations
 regional for transit
 no consensus on roads
Transportation funding
 mostly federal & state
Growth management
 regional
Land use planning
 more definition needed
Functional planning authority
 some consensus for regional
Urban growth boundary
 regional
Solid waste
 regional for disposal, not collection
Key public facilities
 regional for regional recreational (events) facilities
Water supply
 regional for management of watersheds and storage, not
 distribution
Water quality
 more information needed with concerns about surface (Clean Water
 Act) and drinking water (Safe Drinking Water Act)
Air quality
 more information needed

RETREAT SUMMARY
Metro Charter Committee

Full Committee conclusions of regional government criteria

Group 1

Regional if no other way to
do it or fund it
Costs & benefit impact determine
levels of government for
assignment

Group 2

Regional decisions at regional
level
Effectiveness, responsiveness
& cost (scale included) as
criteria for allocation of
functions between local &
regional government