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FILE —  
Governance

CRITICAL ISSUES

I. PARTICIPATION/REPRESENTATION

Achievement of Balance Between The Need for Maximum Democratic Citizen Involvement And The Need To Maintain The Integrity Of The New Community Plan.

II. SOCIAL

The Development Of Effective And Equitable Means To Make Services, Amenities, And Opportunities Available To New Community Residents At All Income Levels, Particularly Low And Moderate Income And Minority Group Residents.

III. SERVICE DELIVERY

The Social Services That Should Be Provided And Their Cost To Various Income Groups Under Various Financing Plans And The Equitableness Of Various Plans Particularly With Respect To The Paying Ability Of Low And Moderate Income Families.

IV. GOVERNMENTAL RELATIONS

The Form Of Governmental Structures, Both Internal And External, And The Relationships Between The Two With Emphasis On Municipal Services, Expenditure Levels, Plan Adoption, And Implementation Of The Plan.

V. ECONOMIC/FISCAL

The Economic Impact--Beneficial Or Adverse--Of A New Community On Its Residents, Especially Low And Moderate Income and Minority Residents, As A Function Of The Developer's Economic Modeling Scheme.

VI. LEGAL

The Legal Implications For New Community Governance Of The Conveyance Instruments Used In New Towns.

VII. INNOVATION

The Handling Of Innovative Techniques (Social, Economic, And Political) By HUD, Local Jurisdictions, And Developers With Respect To New Community Governance.

## CRITICAL ISSUES AND STUDY QUESTIONS

### I. PARTICIPATION/REPRESENTATION

Achievement of balance between the need for maximum democratic citizen involvement and the need to maintain the integrity of the new community plan.

1. How many tiers of internal organization are needed to promote adequate community participation?
2. Should there be special arrangements for renters, public housing tenants, institutional residents, and residents of surrounding areas?
3. What kinds of participation approaches are possible to facilitate citizen participation in influencing the new community plan and the implementation of the plan?
4. How can effective representation and participation be developed relative to short- and long-range future planning decisions in new communities?
5. What decision making powers would citizens have at each governmental level under various governance schemes? What powers should citizens have?
6. What constitutes effective community representation? Is there an optimum size at each organizational level that would facilitate citizen representation?
7. At what point should the residents of a new community control the governing mechanisms?
8. Under what sets of circumstances should new communities become self-governing?
9. What mechanisms should be developed to facilitate community participation/representation, over and above existing mechanisms? What mechanisms can be created internally by the developer and the residents, and what mechanisms can be created externally by local, State, and Federal governments?



## II. SOCIAL

The Development Of Effective And Equitable Means To Make Services, Amenities, And Opportunities Available To New Community Residents At All Income Levels, Particularly Low And Moderate Income And Minority Group Residents.

1. If most new communities are to be racially integrated, how are they organized socially to foster the "melting pot syndrome?"
2. How can the political power of low and moderate income groups and minority groups be maximized in new communities?
3. What services, amenities, and opportunities should new communities contain/provide to meet the needs and interests of their residents, particularly low and moderate income and minority group residents?
4. What are the respective responsibilities of the developer and the local, State, and Federal governments in providing and/or requiring the provision of such services, amenities, and opportunities?
5. What steps are necessary, and who should take them, to ensure that the services, amenities, and opportunities available in new towns are known to and used by low and moderate income and minority group residents?

## III. SERVICE DELIVERY

The Social Services That Should Be Provided And Their Cost To Various Income Groups Under Various Financing Plans And The Equitableness Of Various Plans Particularly With Respect To The Paying Ability Of Low And Moderate Income Families.

1. Should new service delivery systems be designed specifically to serve the needs of the new community residents or should the system encompass the whole jurisdiction?
2. What are the direct costs (user fees) and the indirect costs (assessments, taxes, travel time and expense, etc.) for social services? How do these costs affect families in various income groups?
3. Can low and moderate income families afford to use the services that are available? If their ability to use the services is limited because of financial reasons, what new means, if any, could new communities use to alleviate this problem?

4. Pre-servicing: what services should be in place before the residents demand them? What are the political, statutory, and economic limitations?
5. Should the financial, administrative, and developmental aspects of the service delivery systems and institutions be the responsibility of (1) a government agency, (2) the developer (if so, at what point, if any, should control of the service be transferred to the residents?), or (3) the new community residents?
6. What is the impact of service delivery on the local jurisdiction and its residents?

#### IV. GOVERNMENTAL RELATIONS

The form of governmental structures, both internal and external, and the relationships between the two with emphasis on municipal services, expenditure levels, plan adoption, and implementation of the plan.

1. What State measures are being adopted to assure effective local jurisdiction involvement in new community development and governance?
2. How can new communities best relate to: (a) local governments? (b) State government? and (c) the federal government?
3. What Federal government programs can new communities use to promote the intergration of services provided by the developer, private agencies, the local jurisdiction, and the State?
4. What "trade-offs" can be arranged between developers and State and local government with respect to the provision of municipal and social services?
5. What controls should State and local government exert over new community development? What traditional controls (e.g. zoning, building codes, and so forth) should State and local government modify to permit new community development?
6. What means to influence the development and implementation of a new community plan should State and local government offer to residents and to the residents of surrounding areas?



V. ECONOMIC/FISCAL

The Economic Impact--Beneficial Or Adverse--Of A New Community On Its Residents, Especially Low And Moderate Income and Minority Residents, As A Function Of The Developer's Economic Modeling Scheme.

1. How does economic modeling affect the development process of new communities? How does it affect the local jurisdiction? the developer? and the residents?
2. To what extent do economic modeling and marketing considerations influence the provision of social services and amenities?
3. What economic benefits and/or opportunities are available to new town residents that are not available in traditional developments?
4. What economic costs and other burdens do residents of new communities have that residents of traditional developments do not have?

VI. LEGAL

The legal implications for new community governance of the conveyance instruments used in new towns.

1. What is the legality and/or constitutionality of new community conveyance instruments?
2. Do the conveyance instruments place any limitations on resident participation and representation particularly with respect to low and moderate income and minority families?
3. To what extent, if any, do the conveyance instruments promote a tyranny of the minority?
4. Do the conveyance instruments have any effect on the desirability of establishing local self-government?
5. Do the conveyance instruments inhibit, prohibit, limit, or delay the ability of residents to establish local self-government?
6. Are there alternative means which could be used to establish new towns governance institutions? That is, are there ways of creating these institutions and mechanisms that would not make them dependent on the conveyance and covenant instruments as the source of their power?

## VII. INNOVATION

The handling of innovative techniques (social, economic, and political) by HUD, local jurisdictions, and developers with respect to new community governance.

1. What innovative techniques for community governance are being used or planned in new towns? How successful do they appear to be? Which ones could be used outside of a new community and which are suitable for only a new town?
2. What roles have local, State, and Federal government played in developing and implementing these new methods? What roles should governments play in designing, responding to, and participating in innovations?



Attachment

New Towns and Large-Scale Developments Included  
in the USCM/IMC New Towns Governance Study

1. Greenhills, Ohio
2. Radburn, New Jersey
3. Columbia, Maryland
4. Deltona, Florida
5. Foster City, California
6. Irvine, California
7. Lake Havasu, Arizona
8. Montgomery Village, Maryland
9. Reston, Virginia
10. San Lorenzo, California
11. Thousand Oaks (Concjo/Janss), California
12. Amherst, New York
13. Lysander, New York
14. Jonathan/Cedar-Riverside, Minnesota
15. Park Forest South, Illinois
16. Riverton, New York
17. St. Charles Communities, Maryland
18. Fort Lincoln, Washington, D. C.
19. Soul City, North Carolina