

BEFORE THE METRO COUNCIL

DESIGNATING ADDITIONAL COUNCIL) Resolution No. 05-3628
PROJECTS AND CONFIRMING LEAD)
COUNCILORS AND COUNCIL LIAISONS FOR) Introduced by Council President David
FALL 2005) Bragdon

WHEREAS, the development and/or implementation of certain Metro projects have policy implications that require the attention of the Metro Council; and

WHEREAS, some projects with policy implications are of a scope and complexity that, for purposes of efficiency, benefit from the focused attention of a subset of the Council; and

WHEREAS, members of the Council have identified a list of such projects; and

WHEREAS, those projects identified have been defined and put forth in the form of project proposals, included in Exhibit A; and

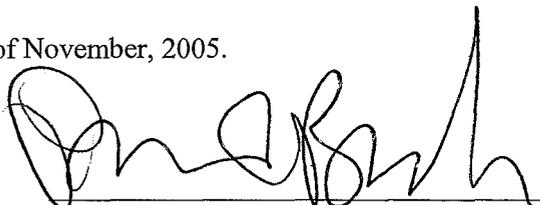
WHEREAS, the Council President, working with members of the council, has designated specific councilors to play lead and/or liaison roles on projects as specified in Exhibit A:

now therefore

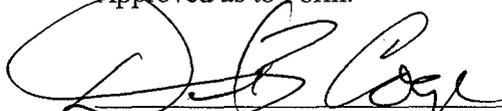
BE IT RESOLVED:

1. The Council confirms the project proposals, including the designation of projects, project definitions, lead councilor assignments, and councilor liaison assignments as specified in Exhibit A.

ADOPTED by the Metro Council this 17th day of November, 2005.


David Bragdon, Council President

Approved as to Form:


Daniel B. Cooper, Metro Attorney



Metro Council Project Proposal

1) Project Title

Investing in Our Communities

2) Lead Councilor

Robert Liberty

3) Council Liaisons

David Bragdon, Brian Newman

4) Project Begin Date

Underway

5) Estimated Date of Completion

December 2006

6) Project Description (What issue/problem will be addressed?)

The region spent considerable time and focused investments to determine broad policies that would shape regional growth, the 2040 Growth Concept. Now, several years after many of the policies have been in place and more growth is forecast than was initially expected, additional investment, both in financial terms and technical resources, is needed to implement 2040. Investment inside the urban growth boundary is critical to ensure that the 2040 Growth Concept is realized as envisioned and to reduce necessary expansions of the UGB. This project focuses on further developing the most efficient use of investments to support and enhance the type of development needed in centers, corridors, and employment areas to accommodate the growth in jobs and people the region is projected to receive. The focus is on ensuring that the existing urban landscape can meet 2040 objectives. Much has been learned from the TOD/Centers implementation program and the Get Centered! Campaign launched in 2005. These results and insights will be incorporated and expanded upon in ongoing TOD/Centers projects, Get Centered! programs, and policy review.

7) Policy Questions (What major policy questions must be answered?)

1. How can Metro and local governments create tools, funding, and policies that focus development in centers?
 - a. What strategic investments can be made (such as urban living infrastructure) that will change achievable pricing in centers so that mixed-use and higher density projects are economically feasible for the private sector? (*Consultant to investigate these issues under contract with TOD/Centers Program January-April 2006*)

- b. What potential funding sources may be available to help fund new investments in centers? What is the recommended strategy for pursuing these resources? What strings may be attached to these funds? What would be the potential strategy for creating a regional urban renewal authority or similar power? (*Consultant to investigate these issues under contract with TOD/Centers Program January-April 2006*)
 - c. What are the policy solutions to be implemented at the regional or local level that address barriers or create incentives to development in centers (e.g., parking, height limits, design requirements)?
 - d. Are policy changes in center locations or definitions needed? Should we prioritize our investments in Centers based on elements of success such as readiness and local leadership?
2. How do we shape UGB expansion policy to “level the playing field,” or better yet, to tilt the playing field to ensure development is focused in centers?
 3. How do we modify corridor policies to support investment in centers and accommodate needs for jobs and housing inside the UGB?
 4. How do we address social equity and create complete communities while focusing development within the UGB (e.g., ensuring workforce housing is available in accessible locations, addressing recommendations of HCTF)?
 5. How do we efficiently use land inside the UGB for employment and industrial uses (e.g., office land, brownfields)? Where should these uses be located? How should employment areas be developed (e.g., should retail to serve employment areas be allowed, and to what extent)?

8) Outcomes (What will result from the project? What must be in place for the project to be considered complete?)

1. **Centers Development:** Investment and development in Centers creates thriving, lively communities and supports the Growth Concept. Land use along Corridors has been shaped to support Centers and accommodate population growth. Important components include:
 - a. Built examples of higher-density, mixed-use development projects in Centers provide a tangible example for the public and create comparables that reduce risks for subsequent projects.
 - b. Capital improvement programs are in place at the local level to ensure that public infrastructure investment in Centers occurs and is used to leverage private investment.
 - c. Funding tools are in place to support public-private catalyst projects in Centers and TOD areas, including funding urban living infrastructure.
 - d. Developers and other stakeholders are investing in Centers as a result of ongoing education efforts and seminars.

- e. Catalyst public-private development projects create sufficient critical mass in Centers such that private development of this nature begins to occur on its own.
 - f. Design competition for Corridor development has changed aspirations and a pilot project motivates further development to accommodate housing in Corridors and support lively Centers.
2. **Process:** Cities, counties, and neighborhoods (public) have been involved in choice making through scenario development and review. The role of stakeholders, including the private sector and other entities such as urban renewal agencies, is clear, and strategies for increasing their involvement have been identified and implemented. Regional goals are fully embedded in local visions and plans and vice versa. Qualitative social and cultural components of Centers and other design types are considered.
- a. Scenarios are developed to evaluate potential locations and forms of growth (places and design types) given a specific set of employment and housing targets. Focus is on how choices affect urban form; visualization tools are used.
 - b. Scenarios explore various land use policies, capital investments, and the RTP/public transportation investments.
 - c. Scenarios demonstrate how existing single-family neighborhoods can be enhanced if growth is focused in Centers, Corridors and Employment Areas.
 - d. Scenarios demonstrate the impacts of expanding the UGB on the land inside and on potential new areas.
3. **Policy:** Metro has worked to refine and align policies throughout the region to fully support the 2040 Growth Concept. Policies focus development in existing urban areas in order to accommodate the 1.1 million people and 650,000 jobs that are projected to locate in the region by 2030 in a way that supports and enhances complete communities. Local leaders are guiding and supporting development in Centers.
- a. Jurisdictions have guidance and agree to revise codes to address barriers to appropriate development in Centers (e.g., revised parking policies and transportation investments support growth in Centers).
 - b. Jurisdictions are able to develop plans for Centers that include public investments and policies to encourage development and to comply with Title 6 of the Functional Plan, and have also considered zoning in Corridors to ensure Centers are supported.
 - c. Metro and local leaders better understand why privately funded Center-style development occurs in some places and not others.
 - d. Policies for affordable housing have been integrated into plans for development in Centers and other areas.
 - e. The role of employment areas are clarified with respect to accommodating office and potential conflict with centers is resolved.

- f. Revisions to the 2040 Growth Concept map are implemented, if needed, to reflect policy priorities. Consider flexibility to harness “market-created” Centers.

9) Connection to Council Goals and Objectives

Great Places, Strong Economy

10) Resources Required / Budget Implications

Staff will return in December with an estimate of resource and budget implications when the scoping phase of the 2040 New Look is completed.

Metro Council Project Proposal

Part One: Council Project Proposal

Project Title: 2035 Regional Transportation Plan: A New Look at Transportation

Lead Councilor: Rex Burkholder

Council Liaisons: Rod Park, Brian Newman

Project Begin Date: October 2005

Estimated Date of Completion: December 2007

Project Description (What issue/problem will be addressed?)

The Metro Council has initiated an update to the Regional Transportation Plan (RTP) that will be closely coordinated with the 2040 New Look and culminate with a new 2035 RTP in December 2007. The update will address new state and federal planning requirements, and incorporate new policy direction stemming from the 2040 New Look. The update will occur in phases, as dictated by state and federal planning requirements. It will also incorporate a new approach to developing the federal financial constrained system.

Using the “budgeting for outcomes” approach will reframe the discussion of public priorities and funding limitations that shape the development of the RTP to better address the disconnect between transportation funding constraints, future system needs in a rapidly growing region and the longstanding fiscal shortfall that results. This effort will identify how much citizens are willing to pay for transportation services and infrastructure in the Metro region and their priorities for improvements to the transportation system. The goal is a more streamlined plan that better advances regional policies and public priorities, while adopting more realistic revenue assumptions that have been traditionally used in the RTP.

The expanded effort will involve public opinion surveys, focus groups, town hall meetings, civic journalism and other public outreach strategies designed to provide a very broad sampling of public priorities. The expanded outreach activities would be largely conducted by contractors in 2006. A scope of activities has been developed by Metro staff, and will be released for proposals in late 2005.

Policy Questions (What major policy questions must be answered?)

- What set of integrated and coordinated investments in streets, arterials, highways, transit service, sidewalks, bikeways, demand management, and system management (e.g., incident response, intelligent transportation systems) would do the most to achieve our Region 2040 growth concept elements and economic and community development goals?
- How can the New Look scenarios best foster a broad discussion of distinct land use and transportation choices?

- How should the plan be updated to ensure it reflects the public's transportation priorities and their willingness to pay for those services and infrastructure?
- How can the current corridor-based planning approach in implementing the Region 2040 growth concept and RTP be improved to better integrate a comparative analysis of alternative investments in multiple corridors and/or modes?
- What indicators can best monitor whether the transportation system is successful in meeting regional goals and policies?
- What set of land use and transportation policies and tools should be adopted to protect the public's investment in the transportation infrastructure?
- What is the appropriate balance of regulations versus incentives in implementing the RTP?
- What is the role of the RTP in addressing local inequity in funding transportation?
- Should the RTP establish a comprehensive policy that links transportation investments to natural resources and wildlife corridor protection and restoration?
- How should demand management tools (e.g., parking management, value pricing, individualized marketing) be evaluated? How should the most effective tools be implemented?
- What policies and directives should guide regional funding cycles and investment strategies?

Outcomes (What must be in place for policy development to be considered complete?)

- **State of Transportation in the Region:** Produce the first annual report summarizing existing transportation conditions and finance trends.
- **Communication strategy and public participation plan:** Provide reasonable opportunities for stakeholders and interested parties to comment on the plan at key decision points and consult with state and local agencies responsible for land use, natural resources and historic preservation.
- **2035 Regional Transportation Plan:** Develop plan that includes:
 - adopted 2035 population/employment forecast
 - adopted 2035 revenue forecast
 - 2035 regional investment strategy
 - 2035 systems analysis
 - updated policies that meet federal SAFETEA provisions and statewide planning goals

- conformed financially constrained system that allows federally funded projects to advance
- updated performance indicators to monitor implementation
- updated new urban area and future corridor planning work program

- **2040 New Look Transportation Scenarios**

- **Proposed amendments to the Oregon Highway Plan and Transportation Planning Rule for RTP consistency**

Connection to Council Goals and Objectives

- Great places
- Economic vitality
- Smart government

Resources Required / Budget Implications

4.492 FTE for staffing: includes project administration; project management of RTP update and consultant contract; communication staffing for web site and publications development, project database development and on-going public outreach not conducted by consultant; travel forecast staffing for transportation modeling and air quality conformity; DRC staffing for population/employment forecast and other technical analysis; RTP section staffing for existing conditions analysis, financial analysis, technical analysis of modeling, and other ongoing update activities.

\$160,000 for a Request for Proposals (RFP) to be released for consultant services that will include: development of a detailed work program and expanded outreach activities such as public opinion surveys, focus groups, town hall meetings and other strategies designed to identify a very broad sampling of public priorities that will guide development of the 2035 RTP. The contractor will also use the “Budgeting for Outcomes” approach to soliciting transportation projects to be included in the plan.

Materials and services funding: \$29,000 for printing of State of Transportation in the Region annual report, various project newsletters and fact sheets, draft RTP document, newspaper and postcard notifications of decision points and public meetings, public meeting displays and other printing needs.

Metro Council Project Proposal

Project Title

Shape of the Region

Lead Councilor

Carl Hosticka

Council Liaisons

Rod Park & Brian Newman

Project Manager

Tim O'Brien

Project Begin Date

October 2005

Estimated Date of Completion

December 2006

Project Description (What issue/problem will be addressed?)

The most current population growth forecast indicates the region will need to accommodate a larger growth in population sooner than previously expected. The larger than expected population growth necessitates the region to look beyond the next UGB expansion cycle and to engage in a larger discussion of the desired future shape of the region. Implicit in this discussion is the placement of value on a number of factors such as habitat protection, critical agricultural landmass, regional equity, cost of development, urban lifestyle and transportation needs that must be decided in order to achieve a regionally supported view of how we will grow in the future. The 2040 Growth Concept provides shape to the region but it does not answer all "shape" questions that arise when the Metro Council faces a UGB expansion. This project will not decide where future growth will be directed but will determine the guiding factors or components of a vision that reflects regional values related to maintaining a sense of place while accommodating future growth. Barriers to achieving this vision will be identified as well as possible solutions to get beyond the identified barriers.

Policy Questions (What major policy questions must be answered?)

- 1) What is the geographic extent of the region that needs to be engaged in this larger discussion?
- 2) What strategies do we utilize to engage the region in this discussion in an efficient and cost effective manner? The 2040 Growth Concept directive of growing up not out is not in question, in fact the 2040 values and actions the region has implemented is the starting point for the discussion. One possible way to engage the region is outlined below.

- a. Develop three potential outcomes that geographically articulate our values relative to accommodating future growth.
 - i. Base Case: current UGB expansion policies and state hierarchy
 - ii. Outside/in: this future shape is characterized as looking solely at land types outside the UGB that we may want to preserve and protect. Possible land types, characteristics or policies that will define the shape include – agriculture land, fish and wildlife habitat, topography, flood plain, hard edges, and separation of communities.
 - iii. Inside/out: this future shape is characterized by not taking into consideration land types or policy considerations outside the UGB but only those factors inside the UGB that impact urban lifestyle. Possible factors include - jobs-housing balance opportunities, transportation needs/obstacles, commute times, provision of urban services, school impacts and centers development to identify future growth areas.
- b. Use these three alternative outcomes of growth to mold the region's discussion on the values for shaping the future of the region
- 3) Utilizing the discussion on the three alternative outcomes for growth what tradeoffs need to be resolved to form the desired shape of the region?
 - a. For example, are the areas where growth will be directed if rural reserves, hard edges and habitat protection are key components of the defined vision consistent with local community vision?
 - b. What trade-offs (including cost difference, VMT, air quality, centers development) are necessary to realize our values both inside and outside the UGB?
 - c. Is there a minimum amount of land that should be added to the UGB in order to create a livable community?
- 4) What tools do we have or can we develop to implement the desired vision? What are the obstacles to implementing the desired vision and what tools or strategies will the region need to move beyond the obstacles? Possible tools/strategies may include:
 - a. Investment strategies for transportation and utility infrastructure
 - b. Urban reserves and rural reserves
 - c. Legislation
 - d. LCDC rulemaking
 - e. Public/private partnerships
 - f. Out-right purchase
 - g. Other
- 5) How do we incorporate the Neighbor Cities project in this process?
- 6) How do we incorporate this body of work into the existing UGB cycle? Similarly, is a different UGB update cycle/process needed to ensure these factors can be considered?

Outcomes (What will result from the project? What must be in place for the project to be considered complete?)

- 1) A map of a long-term vision for the shape of the region that provides for more predictable and efficient UGB expansions.
 - a. Understanding of the costs and benefits of accommodating expected future growth through different development patterns.
 - b. Local partner/neighbor cities' understanding of how their vision for future growth fits into the overall growth vision for the region.
 - c. Understanding of the tradeoffs of different growth shapes, including how the tradeoffs of each shape impacts other portions of the region.
 - d. A set of regionally supported tools, policies and strategies that allow for a predictable UGB expansion process that also achieves the desired future shape of the Metro region.

Connection to Council Goals and Objectives

Smart Government

Resources Required / Budget Implications

Staff will return in December 2005 with an estimate of resource and budget implications when the scoping phase of the 2040 New Look is completed.

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Metro Council Project Proposal

Lead Councilor: Brian Newman

Council Liaisons:

Project Manager: Reed Wagner

Project Title: Concept and Comprehensive Planning

Project Begin Date: October 2005

Estimated Date of Completion: December 2006

Project Description (What questions will the project answer? What issue/problem will be addressed?):

Land brought in to the UGB is required to have a concept plan and a comprehensive plan that meets Metro requirements prior to being urbanized. Currently, jurisdictions in the UGB expansion areas are unable to fund these plans, thus delaying the growth anticipated for the region. This project will develop a program to allocate funds to jurisdictions to complete the concept and comprehensive planning for the areas brought into the UGB during 2002 and 2004 that have not yet fulfilled the Title 11 requirements. This project depends upon the outcome of the Expansion Area Planning Fund Committee's recommendation and Metro Council's subsequent decision to approve a funding source for concept planning.

The Expansion Area Planning Fund Committee consists of 11 regional leaders representing business, school districts, special districts and local jurisdictions. Over the course of two months, this committee will answer the questions:

- a. How large is the regional need for concept and comprehensive planning?
- b. How should the funds be distributed? Are certain areas prioritized?
- c. Should the funds accompany other resources?
- d. What role should Metro play?
- e. What role should local jurisdictions play?
- f. What mechanism should be used for capturing this fee?
- g. What administrative processes and costs should be considered in regards to this fee?
- h. What should be the time period for this fee, should it sunset?
- i. What mechanism should be used to satisfy long-term needs? How can this source of funding be more directly linked to the areas that benefit?
- j. Should this funding mechanism include a portion or additional percentage for construction of affordable housing across the region?

Outcomes (What will result from the project? What must be in place for the project to be considered complete?):

Completion of concept planning for the 2002 and 2004 additions to the UGB on or before the deadlines set for each planning area.

Recognition of the capacity and function of these areas for their ability to meet the employment and housing needs of the region in a way that supports community values.

Connection to Council Goals and Objectives:

Great Places

Resources Required / Budget Implications:

This project would be funded from a new funding source established by Council. If a new funding source is not established, Metro staff will continue to review local jurisdiction concept plans and bring the critical issues to Council as the concept planning work progresses over the next four years or more.

Metro Council Project Proposal

Lead Councilor: Robert Liberty

Council Liaisons: Carl Hosticka

Project Manager: Reed Wagner

Project Title: Windfall Tax: Farmlands, Fairness and Fine New Neighborhoods

Project Begin Date: September, 2005

Estimated Date of Completion: January, 2006

Project Description (What questions will the project answer? What issue/problem will be addressed?):

BACKGROUND

In August of this year, the Measure 37 task force presented recommendations to the Metro Council. This project is needed to discuss a possible remedy that addresses three important regional problems in relation to the task force's recommendations:

Issue 1

Measure 37 promised voters that landowners would be paid for reductions in value caused by government laws and regulation. To date, no landowner in the three-county region (if not the state) has been offered compensation.

Issue 2

Measure 37 waivers to allow residential and other development on approximately 12,000 acres of land in exclusive farm use and forest conservation zones in Clackamas, Multnomah and Washington Counties. The potential adverse consequences of this development for the implementation of the 2040 Growth Concept have been identified by the Council in its December 2004 resolution and amplified by the Measure 37 Task Force in its report in August. Consequences include degradation of the effectiveness of the urban growth boundary itself through leapfrog development, possible problems for the rural and urban transportation network and a threat to the economic viability of farming in the region with the resulting likelihood of wide-scale conversion of tens of thousands of acres of land just outside the UGB to rural development.

Issue 3

The absence of adequate funding to build civic improvements (“infrastructure”) in areas added to the urban growth boundary is frustrating the implementation of plans for the development of these new communities.

OPTIONS AVAILABLE

The proposed solution to these three issues is a tax on the windfall to property owners when their land is brought inside the UGB. In December 2002, the Council, by resolution, indicated that it intended to adopt a tax of this kind, applicable to future UGB expansions.

Tax on Value

The tax would be based on the increased value of property between two events. The second event might be the inclusion into the UGB while the first event is to be determined.

Use of Resources

- Easements on Measure 37 Claims: One half of the income would be used to buy conservation easements on farmland (and possibly farmland) that have valid Measure 37 claims. This would be a willing seller, willing buyer program.
- Civic Improvements/ Infrastructure: The other half of the income from the windfall tax would be used to pay for civic improvements likes schools, roads, sewers, plazas, and other items) in the UGB expansion areas from which the windfall tax would be collected. Because of the limit on Metro’s spending authority in its Charter, voter approval of this tax would be required.

Outcome (What will result from the project? What must be in place for the project to be considered complete?):

- Legal analysis of Windfall Tax
- Data value analysis of effected areas (expansion areas)
- Coordinated outreach report including letters of support
- Public Opinion study (polling on project questions)
- Resolution to council: Based on analysis, should this project move to “development of ballot measure” status?

Connection to Council Goals and Objectives:

Great Places

- Natural Areas, Park land and outdoor recreation infrastructure are available near housing and employment

Environmental Health

- Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained
- Our community is inspired to create a better future for wildlife and the environment

- Urban land is used efficiently and resource land is protected from urban encroachment

Economic Vitality

- Land is available to meet the need for housing and employment\

Existing Metro Policy Supporting This Proposal

- A. Metro Policy Supporting Compact, Efficient Development in UGB Expansion Areas
- Future Vision Statement 1995
 - 2040 Growth Concept
 - Regional Framework Plan 1997
 - Urban Growth Management Functional Plan (various years)
 - Former Master Planning requirement
- B. Metro Policy In Support of Protecting Farm and Forestlands In Surrounding Counties
- Metro Charter 1992
 - Future Vision Statement 1995
 - Regional Framework Plan 1997
 - Urban Growth Management Functional Plan (various years)
 - Metro Council Resolution on Measure 37 Task Force December 2004
- C. Metro Policy Supporting Taxing Increases in Value in UGB Expansion Areas
- December 2002 Council Resolution
 - December 2002 Council Ordinance adding provisions to Finance chapter of Metro Code
- D. Metro Policy and Actions Related to Landowner Fairness & Implementing Measure 37
- Revisions to proposed Goal 5 program (December 2004)
 - Council Resolution on Measure 37 Task Force (December 2004)
 - Measure 37 Task Force report (August 2005; NB no Council position on report yet)
 - Adoption of process for acting on Measure 37 claims against Metro (September 2005)

Resources Required / Budget Implications:

The project will be supported with existing Council staff as well as staff time and M & S designated to the Measure 37 project (approximately \$100k staff time and \$20k M & S).

Metro Council Project Proposal

Project Title

Neighbor Cities

Lead Councilor

Susan McLain (West) & Rod Park (East)

Council Liaisons

Project Manager

Tim O'Brien

Project Begin Date

January 2006

Estimated Date of Completion

December 2006

Project Description (What issue/problem will be addressed?)

Neighbor Cities are an identified component of the 2040 Growth Concept Plan. The growth of neighbor cities and counties both influences and is influenced by growth policies and transportation investments in the Metro area. Likewise, growth (or no growth) policies in these areas could affect the Metro region's growth policies and transportation investment strategies.

The Neighbor Cities are: Aurora, Banks, Boring, Canby, Estacada, Gaston, Hubbard, McMinnville, Mollala, Newberg, North Plains, St. Helens, Sandy, Scappoose, Woodburn, Yamhill-Carlton, Columbia County, Marion County and Yamhill County. Coordination with Vancouver and Clark County occurs through MPAC and the Bi-State Coordination Committee.

This project proposal revises the previous proposal the Council adopted by Resolution No. 05-3551 in March 2005. The main purpose of the previous proposal was to initiate engagement with the Neighbor Cities.

Policy Questions (What major policy questions must be answered?)

- 1) The main question is how to engage neighboring cities in the New Look Region 2040 process? Until this occurs, discussion of all other issues/concerns regarding growth impacts is not practical. Based on the previous efforts, the proposed methodology to encourage their participation is:

- a. Councilor McLain will have visited all of the neighbor cities on the west side by December 2005. These meetings will lay the groundwork for two hosted events Councilor McLain will schedule in January 2006.
 - b. Councilor McLain will host two events in January 2006 where she will solicit their input in the new look process. The west side neighbor cities have been separated into two groups for this purpose – Banks, North Plains, Gaston, Columbia City, Scappoose, & Columbia County and – Yamhill, Carlton, Newberg, McMinnville & Yamhill County.
 - c. Councilor Park will connect with the Neighbor Cities of Clackamas County through the Clackamas County Coordinating Committee monthly meetings that also include service districts. Councilor Park has previously met with the mayor of Woodburn, who subsequently participated in the last Mayors/Chairs forum.
 - d. The neighbor Cities mayors will be invited to the next Mayors/Chairs forum tentatively scheduled for February 2006.
 - e. Councilors McLain and Park may host a special meeting of the mayors of all the Neighbor Cities prior to the February Mayors/Chairs forum.
 - f. Engage others in the Neighbor Cities communities (and counties) such as chambers of commerce and the Willamette Valley COG.
- 2) What is the community vision for each of the Neighbor Cities?
 - a. What do they need to plan for in terms of growth or tax base to meet their community identity?
 - b. Are their growth goals similar to the State and Metro's growth assumptions for them?
 - c. Are tools or strategies needed to integrate Metro's goals and Neighbor Cities' goals?
 - 3) What are the collective issues – growth, transportation, and agriculture – that are important to both Metro and the neighbor cities?
 - 3) What neighbor cities issues will have the greatest impact on Metro?
 - a. How do Metro transportation investments affect the neighbor cities and vice-a-versa?

Outcomes (What will result from the project? What must be in place for the project to be considered complete?)

- 1) An understanding of the individual neighbor cities visions for themselves and how to integrate those visions with the New Look.
- 2) Active engagement from the neighbor city elected officials in Metro's review of the 2040 Growth Concept Plan and subsequent analysis for expansion of the UGB.
- 3) Partnership between Metro, neighbor cities, County Commissions, ODOT and the Dept. of Agriculture in identifying and resolving mutual interests of concern.

Connection to Council Goals and Objectives

Smart Government

Resources Required / Budget Implications

Staff will return in December with an estimate of resource and budget implications when the scoping phase of the 2040 New Look is completed.