



METRO

Agenda

MEETING: METRO COUNCIL WORK SESSION ON MAKING THE GREATEST PLACE
DATE: November 14, 2007
DAY: Wednesday
TIME: 1:30 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

- 1:30 PM I. Welcome/Meeting Purpose**
- Provide direction on placemaking communications/engagement strategy
 - Provide direction on next phase of urban and rural reserves work
 - Further refine performance based growth management concept
- 1:35 PM II. Placemaking Communications/Engagement Strategy**
- Road Map Framework
 - Debrief from Regional Roundtable
 - Comments on Placemaking Communications/Engagement Strategy Worksheet Lisa Miles/Patty Unfred
- 2:20 PM III. Direction on Urban and Rural Reserves – Councilor Harrington**
- A. Reminder of “Lead Councilor Rights and Responsibilities” on Reserves
 - B. Status of Reserves Steering Committee
 - Structure, responsibilities, next steps
 - C. Work Program Milestones (sent under separate cover)
 - D. Rulemaking Status – Randy Tucker/Dick Benner
 - Highlight and discuss key issues/schedule
- 3:10 PM IV. Performance Based Growth Management – Councilor Hosticka**
- A. Showcase “Linking Investments With Our Vision” Primer
 - B. Comments on Draft Performance Based Growth Management One-Pager
 - C. Discuss Construct for Performance Based Growth Management

ADJOURN

DRAFT

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

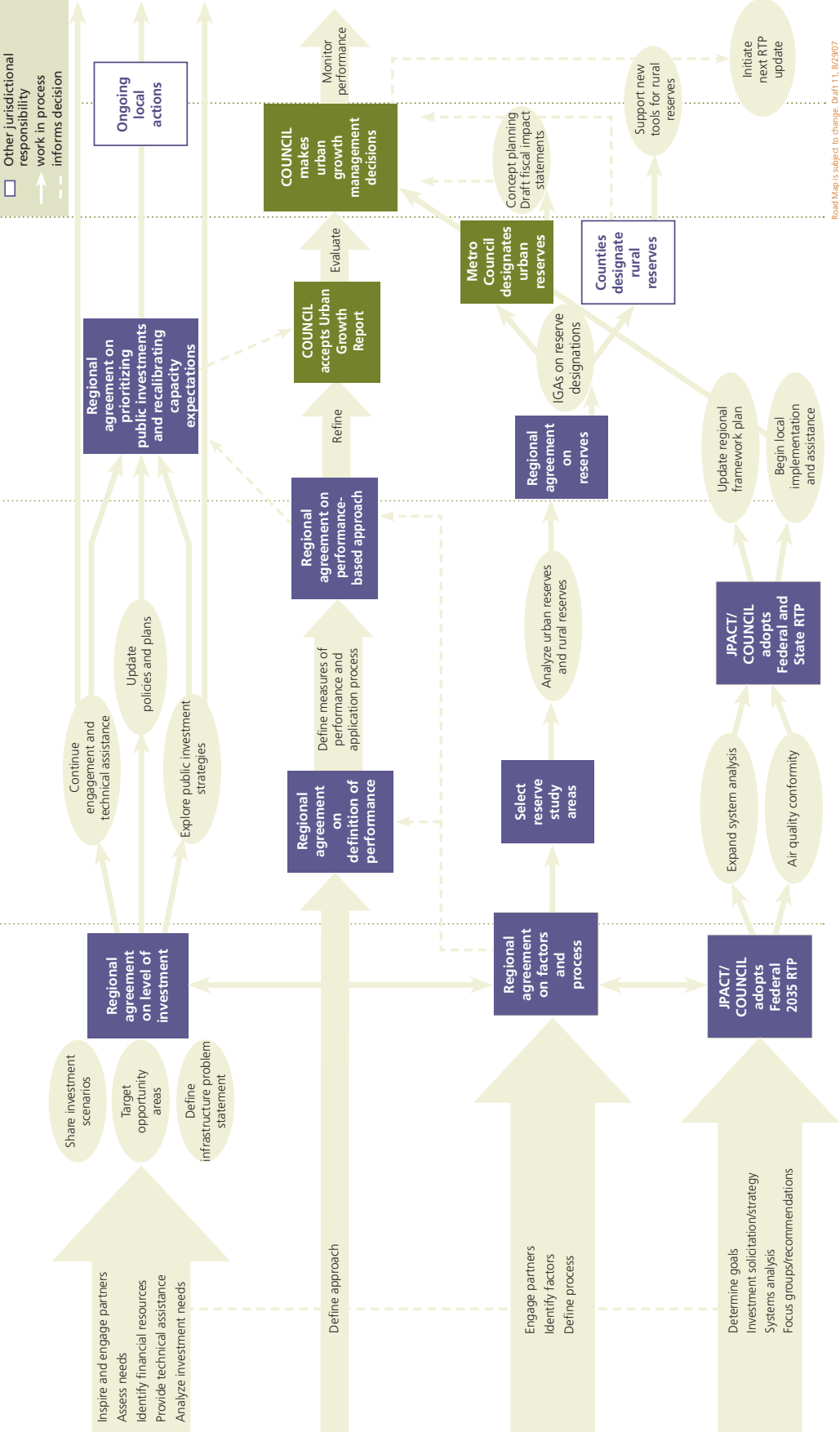
2007		2008			2009		2010		2011
WINTER	SPRING	SUMMER	FALL	WINTER	SPRING	FALL	SPRING	FALL	Future
<i>Engage, Identify Tools and Prioritize Investments</i>		<i>Approve Methodology/Seek Agreements</i>			<i>Apply/Evaluate</i>		<i>Decisions</i>		<i>Future</i>
Focus: centers, corridors and employment areas		Focus: urban and rural reserves			Focus: urban performance				

- 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

- 2. PERFORMANCE-BASED GROWTH MANAGEMENT**

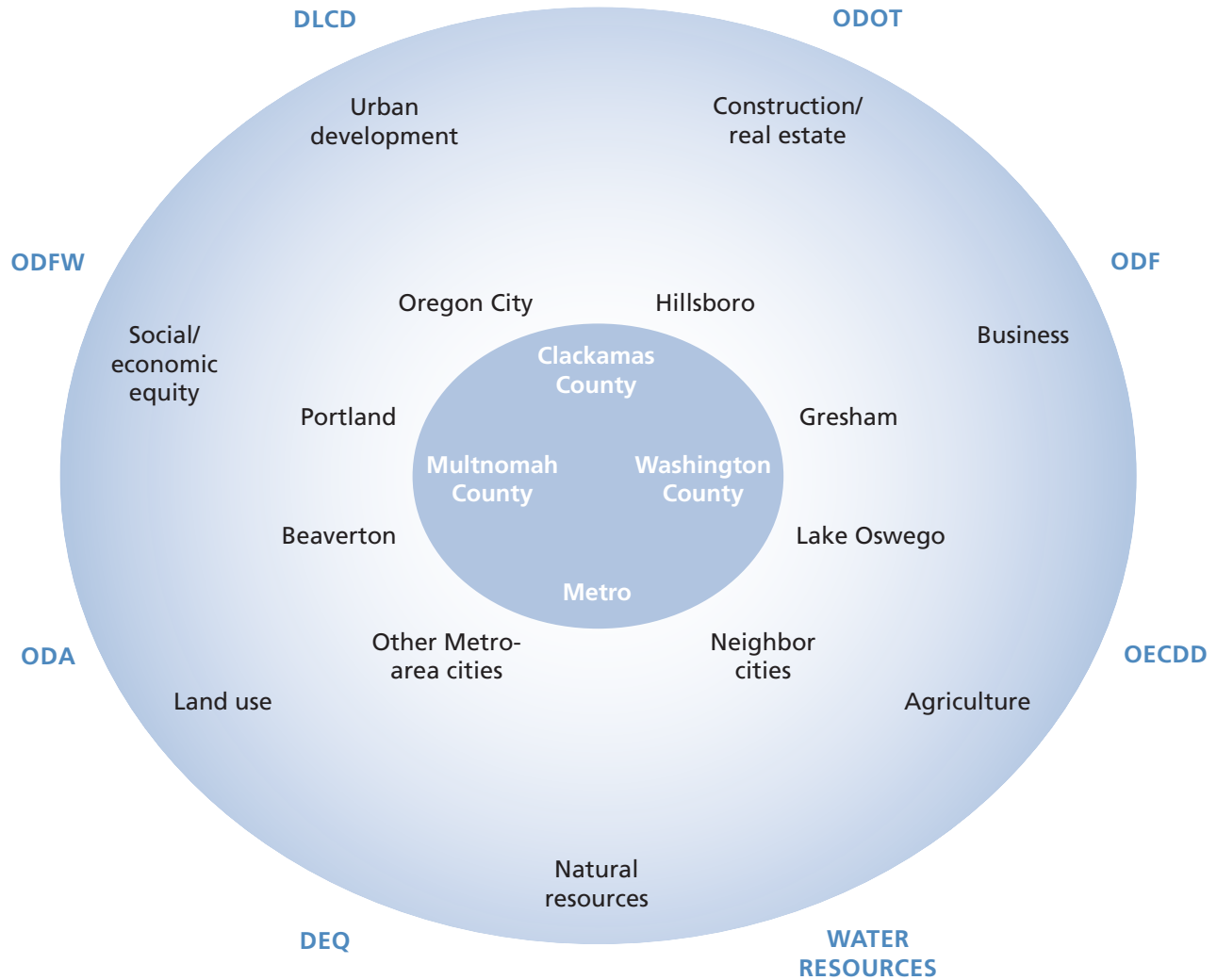
- 3. NEIGHBORING CITIES AND COUNTIES**
- 4. URBAN RESERVES**
- 5. RURAL RESERVES**

- 6. REGIONAL TRANSPORTATION PLAN (RTP)**



Reserves Steering Committee

Conceptual draft



- Four votes (Metro and counties); all others non-voting
- All decisions unanimous
- All members need to be authorized to represent their entity
- Decisions that require governing body approval are tentative (e.g., IGAs)
- Committee has authority to make all other decisions
- Charge is limited to creating IGA on urban and rural reserves
- Independent chair or facilitator

**Metro Council Project Proposal / Work Plan
Part One: Council Project Proposal**

11) Project Title

Urban and Rural Reserves

12) Lead Councilor

Kathryn Harrington

13) Council Liaisons

The entire Council will play a role in the urban and rural reserves project

14) Project Begin Date

August 2007

15) Estimated Date of Completion

2009

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

Metro and regional leaders have identified the need for a different approach to selecting areas for urban expansion and for bringing these areas into the urban growth boundary. With the successful passage of House Bill 2051 and Senate Bill 1011, the region is poised to embark on a collaborative process that will utilize the results of the three Shape of the Region work elements to frame a more thoughtful regional approach to how we plan for growth through the designation of linked urban and rural reserves. Recent experience suggests that one of the unexpected outcomes of the current UGB process is less than desirable, and often impractical, urban form. Further, the current system lacks consideration of the type of community we are trying to create when we expand the UGB. Agricultural land, which receives high value in both the culture and the economy of the region, lacks long-term certainty that urbanization won't eventually limit its productivity. Finally, the current requirements do not directly reflect the value of natural areas in their own right. Though the current system allows for urban reserve designation, it does not allow for a transparent analysis of broad urbanization criteria nor does it include a role for rural reserves.

This project also includes outreach to the neighbor communities of the region through the Transportation Growth Management (TGM) Grant Metro recently received for the 2007-2009 biennium. The purpose of this grant project is to increase coordination with communities outside of Metro's jurisdictional boundary regarding transportation and land use issues that will influence the future urban and rural form of the northern Willamette Valley.

Successful completion of this project proposal will result in a new process for identifying appropriate land for urbanization purposes that incorporates local community vision and regional needs, provides certainty for rural landowners and neighbor communities, and respects the natural features that shape the sense of place for the region.

This project proposal represents three phases: Department of Land Conservation and Development (DLCD) rulemaking, identification of reserve study areas and refinement and adoption of urban

reserves in coordination with county adoption of rural reserves in 2009. This project proposal does not include the necessary additional analysis of urban reserve areas leading to a UGB expansion decision in 2010. This project does assume the creation of a Regional Reserves Committee, chaired by representatives of Metro and Clackamas, Multnomah and Washington counties, and to include representatives of other major state and regional stakeholder groups. This group will review proposed reserve study areas, regional reserve issues and recommend urban and rural reserve areas for consideration by Metro and the counties.

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

Rulemaking

- What are the key outcomes Council desires through the DLCD rulemaking process? Are there specific tools or measures that are necessary to guide the identification of reserve areas?

Reserve Study Area identification

- Are there specific locations or types of land that should not be urbanized, no matter the consequences for other parts of the region?
- Are there specific locations of land that should be urbanized to complement existing urban areas, or locations that need additional analysis?

Refinement and Designation of Urban Reserves & Coordination with Rural Reserves

- What are the specifics of the written agreement, such as the roles and responsibilities for the designation of urban and rural reserves that will provide the framework for the coordination between Metro and its partners?
- What level of analysis will the Council be comfortable with for both the identification and the refinement of reserve areas? Specifically, what level of fiscal analysis is necessary to make the most informed decision?
- What level of coordination is necessary and achievable with neighboring cities and counties?

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

- An approach to designating urban and rural reserves in a linked structure as defined by SB 1011 that meets the growth management needs of Metro, neighboring communities and counties and cities within the Metro jurisdictional boundary. The approach is developed through a DLCD rulemaking process.
- Written agreements between Metro and the counties within the metropolitan area, and adjacent counties if they are willing, that outlines the process and roles and responsibilities to designate reserves along with growth management and implementation actions that are essential for the long-term success of the reserves.
- Successful guidance of the reserves process and recommendations for urban and rural reserve areas that reflect broad support from a Regional Reserves Committee chaired by Metro and county representatives.
- Designation of urban and rural reserves as defined in the written agreement(s), adopted by Metro and the three counties, and approved by Land Conservation and Development Commission (LCDC) for utilization in future growth management decisions.

- Increased coordination with the neighboring communities of the greater region on the future urban and rural form of the northern Willamette Valley.
- A broad level of regional urban and rural land stability that provides certainty for the citizens of the greater region.

9) Connection to Council Goals and Objectives

This project is connected to all four Council Goals:

- 1) Great Places: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play,
- 2) Environmental Health: The region's wildlife and people thrive in a healthy urban ecosystem,
- 3) Economic Vitality: Residents and businesses benefit from a strong and equitable regional economy.
- 4) Smart Government: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

10) Resources Required / Budget Implications

This Council Project Proposal will exceed the level of resources available in the FY0708 budget. The adopted FY0708 budget includes fewer resources in FY0708 than was available for the FY0607, yet the magnitude of the work is greater. For FY0708, staff estimates the need for another FTE to manage the Reserves process and an additional \$100,000 for the analysis and preliminary selection of reserve study areas. Staff estimates the resource needs for the Reserve analysis to increase in FY0809 to approximately \$500,000 due to the greater level of analysis leading to Council designation of Urban Reserves. These costs do not include extensive public engagement, scenario modeling or the costs of close collaboration with the Counties in the analysis and designation process. These, and other factors could increase the budget impacts of this work.

Approval of this project proposal implies additional financial commitment by the Council, or would require a revision of expectations and/or a reallocation of resources from other work program areas.

STAFF REPORT

RESOLUTION NO.07-3860, [Designating Council Projects and Confirming Lead Councilors and Council Liaisons and sunsetting their predecessors, August 2007.](#)

Date: August 16, 2007

Prepared by: Michael Wetter

BACKGROUND

This resolution recognizes that as Council Projects (policymaking projects formally designated by the Metro Council) successfully complete their original scope, they often lead to new, more focused and well-defined policymaking initiatives. At this point, it makes sense to recognize the success of the original Council Project, sunset it, and initiate its successor.

The Shape of the Region and Neighbor Cities Council Projects have completed their original scopes and laid groundwork for two new policy initiatives, the Performance Growth Management and Urban and Rural Reserves. This resolution sunsets the Shape of the Region and Neighbor Cities projects in their original form and establishes Council Projects for Performance Growth Management and Urban and Rural Reserves. Similarly, the Public Opinion Research for Conservation Education / Regional System Council Project has completed its original scope and laid groundwork for a new policy initiative, which is embodied in the Exploration and Framing of Conservation Education and Natural Areas Maintenance Bond Measure Council Project. This resolution sunsets the original proposal and initiates its successor. Greenspaces Policy Advisory Committee (GPAC), a Metro Council appointed committee, has completed its original scope and laid the groundwork for the Realizing the Parks and Natural Areas Network Council Project, which is put forth as a Council Project in this resolution.

Urban and Rural Reserves Lead Councilor Rights and Responsibilities Discussion Draft

The lead councilor is responsible for the following roles:

- Work with the Metro Council to identify “guiding principles” and political and communications strategy for the project. Guiding principles are the outcomes, positions, and direction for the project that are held and agreed to by the council as a whole. Discussion of guiding principles and political and communications strategy is particularly important at the onset of the project, but it is recognized that the discussion will be continued as the project evolves, issues emerge, new information becomes available and councilors speak with their constituents. As part of these discussions, the lead councilor will also seek to understand the positions and philosophies of individual councilors on the project’s key elements.
- Represent Metro Council on the external urban and rural reserves committee.
- Serve as co-chair of the committee?
- Advise staff on how to best support the council and committee with information and analysis.
- Work with the Council President, the Metro Council and staff to develop a plan and schedule for work sessions and councilor briefings at key points in the project.
- Work with the Metro Council to establish positions on key issues that arise during committee work. Work with staff and Metro Councilors to develop options or recommendations. Bring issues of significance to the Council for discussion and possible vote. Get feedback on key issues as they develop, using work sessions and informal communications with individual councilors. Tailor communications according to the level of interest of individual councilors, the disparity among opinions held by councilors and the significance of the issues currently being addressed.
- Moderate work session discussions on the project. In taking on the role of moderator, the lead councilor wears two “hats”, a “moderator hat” and a “work session participant hat”. When moderating, the lead councilor will present issues, facilitate discussion, call for straw votes when appropriate, and facilitate councilor input in a receptive and unbiased manner. When expressing an opinion or advocating for a position, the lead councilor will clearly indicate that she has put on her “work session participant hat” and is speaking her individual opinion as one of seven Metro Councilors.

- Take point on behalf of council in negotiation and communications with committee members. Use shuttle diplomacy as necessary.
- Represent Council in advising staff on management of the communications strategy including stakeholder relations, media relations, events and summits, citizen engagement and political strategy.
- Work with the Council President, Metro Councilors and staff to identify the most appropriate and effective messengers for different venues and groups. Serve as spokesperson for the council as appropriate with media, elected officials, MPAC and other stakeholders and groups.

Metro councilors will:

- When speaking to outside groups on behalf of the council as a whole, councilors, including the lead councilor, will represent the council's position (to the degree that it has taken one). When the Metro Council has yet to take a position on an issue, the councilors will indicate this. When presenting a personal opinion, councilors will clearly indicate it as such.
- Metro Councilors and staff will keep the lead councilor apprised of their positions on issues relating to the project.
- Individual councilors will work with local stakeholder groups, media and citizens in their individual districts. They will keep the lead councilor apprised of pertinent points made by all parties in these meetings and communications.

Roles in the “Guiding Principles” and “Convene” Phases: Reserves Project

Project Phase	Task	Council President	Lead Councilor	Individual Councilors	Council Majority	COO
Guiding Principles	Identify “guiding principles” and political strategy for the project		R		D	
Convene	Determine who should be convened and whether formally or informally	R			D	R
	Determine rules of engagement	R			D	R
	Chair meetings of the external committee		P?			
	Represent Metro Council on the committee		P			
	Advise staff on how to best support committee and the council with information and analysis		D	I		
	Represent Council in advising staff on execution of the communications strategy including stakeholder relations, media relations, events and summits, citizen engagement and political strategy.	I	P	I		
	Establish positions on key issues that arise during committee work		R		D	
	Develop a plan for work sessions and councilor briefings at key points in the project		R		D	
	Moderate work session discussions on the topic		P			
	Taylor communications according to the level of interest of individual councilors, the disparity among opinions held by councilors and the significance of the issues currently being addressed.	P	P	P		P
	Take point on behalf of council in negotiation and communications with committee members. Use shuttle diplomacy as necessary		P			
	Work with the Council President, Metro Councilors and staff to identify the most appropriate and effective messengers for different venues and groups.	R	D	I		
	Serve as spokesperson for the council as appropriate to convey the council’s position on the project with media, elected officials, MPAC and other stakeholders and groups.	P	P	P		
	Keep the lead councilor apprised of positions on issues relating to the project.			P		
	Keep the lead councilor apprised of relevant points made by all parties in meetings and communications relating to the project.			P		

Role Definitions

<p>Recommend. People or groups in this role gather input and make a recommendation, providing data and analysis to support the recommendation. Recommenders consult with those who provide input, hearing and incorporating their views as well as building buy-in along the way.</p>	<p>Decide. This person or group is the formal decision maker, ultimately accountable for the decision, for better or for worse, and has the authority to resolve any impasse in the decision-making process and to commit the organization to action.</p>
<p>Agree. Individuals or groups in this role have veto power over the recommendation. Exercising the veto triggers a debate between themselves and the recommenders, which should lead to a modified proposal. If that takes too long, or if the two parties simply can’t agree, they can escalate the issue to the person who plays the “Decide” role.</p>	<p>Perform. Once a decision is made, a person or group of people will be responsible for executing it. In some instances, the people responsible for implementing a decision are the same people who recommend it.</p>
<p>Input. These people or groups are consulted on the decision. This is a two-way street, the person with the “decide” role seeks them out for their views, but they also have a responsibility to proactively communicate with the person in the “Decide” role. Because the people who provide input are typically involved in implementation, recommenders have a strong interest in taking their advice seriously. No input is binding but this shouldn’t</p>	

undermine its importance. If the right people are not involved and motivated, the decision is far more likely to falter during execution.	
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