



METRO

Agenda

MEETING: METRO COUNCIL GREATEST PLACE WORK SESSION
DATE: March 19, 2008
DAY: Wednesday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

Meeting Objectives:

- Council direction on draft scenario framework proposal for New Look tracks
- Council input on Regional Transportation Plan scenarios
- Updates on Performance Based Growth Management, Focusing Investments, and Urban and Rural Reserves

2:00 PM I. Discuss How to Use Scenarios to Frame Key Policy Decisions

- Roundtable Discussion on “Making the Greatest Place Scenario Proposal” (attached) – Robin McArthur/Andy Cotugno (Dick Walker, Sonny Conder, and Dennis Yee will join roundtable)
- Review and Discuss Regional Transportation Plan Scenario proposal (attached) – Kim Ellis/Tom Kloster

3:30 PM II. Performance Based Growth Management – Councilor Hosticka

Status of resolution (attached)
Discuss examples (hand-out at meeting)
Next Steps

4:00 PM III. Status of Focusing Investment Activities

Upcoming Investment Track Events (attached)
Communications Consultant
Mayor’s Institute (event brief attached)
Placemaking Summit (hand-out at meeting)
Economic Trends Analysis Work Scope and Committee Structure (attached)
Event Brief for Peer-Review Panel for 50-year Range Forecast (hand-out at meeting)

4:45 PM IV. Urban and Rural Reserves– John Williams

- Debrief from March 14th Reserves Steering Committee Meeting
- Next Steps

ADJOURN

Making the Greatest Place Scenario Proposal

March 11, 2008

Purpose:

In order to provide the Metro Council and the region as a whole with better information about the implications of different policy choices, Metro staff has been working to formulate a series of questions to answer with MetroScope and the travel demand model. These scenarios are also critical components to designing a performance-based growth management system.

The modeling of these scenarios will occur throughout 2008 and 2009 and will be scheduled to coincide with *Making the Greatest Place* work programs. Staff anticipates that some, though not necessarily all, scenario results could be used to engage local jurisdictions and stakeholders in a discussion of the cumulative importance of regional and local actions. Eventually, scenarios will be refined to reflect regional agreement on the prioritization of public investments, the recalibration of capacity expectations, reserve areas, the Regional Transportation Plan, the High Capacity Transit Plan, and neighboring community growth plans.

As an initial step, a new MetroScope Base Case is being developed that will include:

- The 2035 RTP Financially Constrained System of Investments
- 19 square miles of new urban growth areas in Clark County
- Additional rural residential capacity attributable to possible Measure 49 claims

Phases for scenarios:

Three rounds of scenarios are contemplated. Each has a different purpose:

1. Cause and effect scenarios will be conducted through September 2008 and are intended to help staff to better understand the impacts of different policy choices on where and when growth will occur. This understanding will provide illustrations for the regional discussion of which policy actions matter most. The cause and effect understanding gained through these scenarios will be essential for designing subsequent “hybrid alternative” scenarios that will bear greater resemblance to realistic policy alternatives.
2. Hybrid alternative scenarios will be conducted September 2008 through December 2008 and are intended to test promising combinations of policy alternatives. These hybrid alternative scenarios will provide the region with a means to consider our long-term aspirations and the policy combinations that are most likely to get us there. These hybrid scenarios will also inform the development of a “recommended alternative” scenario.
3. Recommended alternative scenario – During 2009, a scenario will be developed that reflects regional agreement on the prioritization of public investments, the recalibration of capacity expectations, reserve designations, the Regional Transportation Plan, the High Capacity Transit Plan, and neighboring community growth plans. This scenario will inform the next Urban Growth Report and subsequent growth management and transportation decisions.

Guiding principles for scenarios:

- Scenarios should be different enough that they illustrate policy choices and frame the boundaries of the political landscape; don't create a scenario just for the sake of creating a scenario.
- The two models, MetroScope and the travel model, each have their own strengths and weaknesses and should only be used to answer the questions that they are adequately equipped to answer.
 - MetroScope should be used for answering questions about the consumption of land for employment and housing (e.g. type, location, timing, efficiency, prices, basic commute distance, infrastructure costs, household greenhouse gas emissions).
 - The travel model should be used to answer questions about travel behavior, system performance and the function of the transportation system (mode share, travel distance, travel delay, travel-related greenhouse gas emissions).
 - Scenario assumptions and results should be easy to explain – do not test too many policy variables in one scenario.

Questions to answer with “cause and effect” scenarios:

Urban and rural reserves

- How does the size, location, and timing of a UGB expansion affect where and when growth occurs (within centers and corridors and elsewhere)?

Development costs

- Does the use of impact-based SDCs that are based on location efficiency lead to a more compact urban form?
- In which center and corridor locations are development incentives most effective for encouraging higher densities.

Urban amenities

- Are investments in urban amenities an effective means of encouraging growth in centers and corridors?

Regulatory barriers to density

- Do current building height limits in centers and corridors match future market demand?

Neighboring communities

- How will neighboring community growth plans affect where and when growth occurs in the Metro region?

Transportation investments (see attached RTP scenario summary for more details)

- How do community transportation solutions (e.g. TDM, TSM, land use, boulevards, TOD, freight bottlenecks, connectivity) affect urban mobility, community building, land use, and urban form?
- How does a focus on high-capacity transit solutions affect urban mobility, community building, land use, and urban form?

- How does a focus on throughway solutions affect urban mobility, community building, land use, and urban form?
- How does a focus on system management solutions affect urban mobility, community building, land use, and urban form?

What should our performance indicators do?

- Indicators should be empirical / quantifiable, track progress towards 2040 goals and be relevant to the decision making process
- Indicators should also address contemporary concerns such as greenhouse gas emissions
- Indicators should be available at several geographic scales and by 2040 design type
- In addition to informing decision makers, indicators should describe quality of life and cost of living (daily experiences).
- Indicators should help to understand the relative effectiveness of Metro and/or local policies
- Performance indicators should serve as an educational tool
- Though interesting, indicators that cannot be reasonably influenced by Metro and/or local policies should not be the focus
- Some indicators should allow for comparison with other metropolitan areas of similar size and between different areas within the Metro region
- Traditional indicators such as refill rate, capture rate, and primary commuter VMT will continue to be reported
- Indicators should not be limited by the data currently available. In order to provide the Metro Council and the region with the information that is most relevant, gaps should continue to be identified and new sources of data should be developed accordingly.

How scenario results will be presented

- As a general rule, reports should strive to be approximately 1/3 text, 1/3 graphs, and 1/3 pictures/maps.
- Outcomes should be illustrated at both the regional and local level whenever possible.
- Data should be available by 2040 Design Type.
- Visualizations of what density could look like at the local level should be developed.

Scenario Glossary

(As used by the agency-wide performance measures with comparisons to the RTP framework)

Term	Definition	Example	Comparison to RTP
Goal / objective	Used interchangeably; a broad statement of desired outcomes; usually ambitious, and not usually measurable. Objectives are usually more specific than goals.	Accommodate growth equitably in a compact metropolitan form.	RTP explicitly distinguishes between goals and objectives.
Regional indicator	A quantitative measure that describes progress or lack thereof towards stated goals.	Refill rate	The RTP uses “performance measure” to describe quantitative measures. However, in the RTP framework, “performance measure” may be used interchangeably to mean “regional indicator” or “key performance indicator.” The RTP takes indicator to mean a conceptual or qualitative descriptor that may be tracked over time (e.g. access to jobs).
Strategy	Policies or actions that Metro and its partners may undertake to achieve goals (presumably, these strategies will positively influence progress as reported by the regional indicators).	Use incentives to encourage development in centers and corridors.	The RTP uses the term “potential actions” to define policies or actions that Metro and its partners may undertake to achieve goals.
Key performance indicator	A quantitative measure that describes the degree to which a particular strategy has been implemented (what Metro and its local partners are accountable for). ¹	Amount of development incentive available per dwelling unit in centers and corridors.	In the RTP framework, “performance measure” may be used interchangeably to mean “regional indicator” or “key performance indicator.”

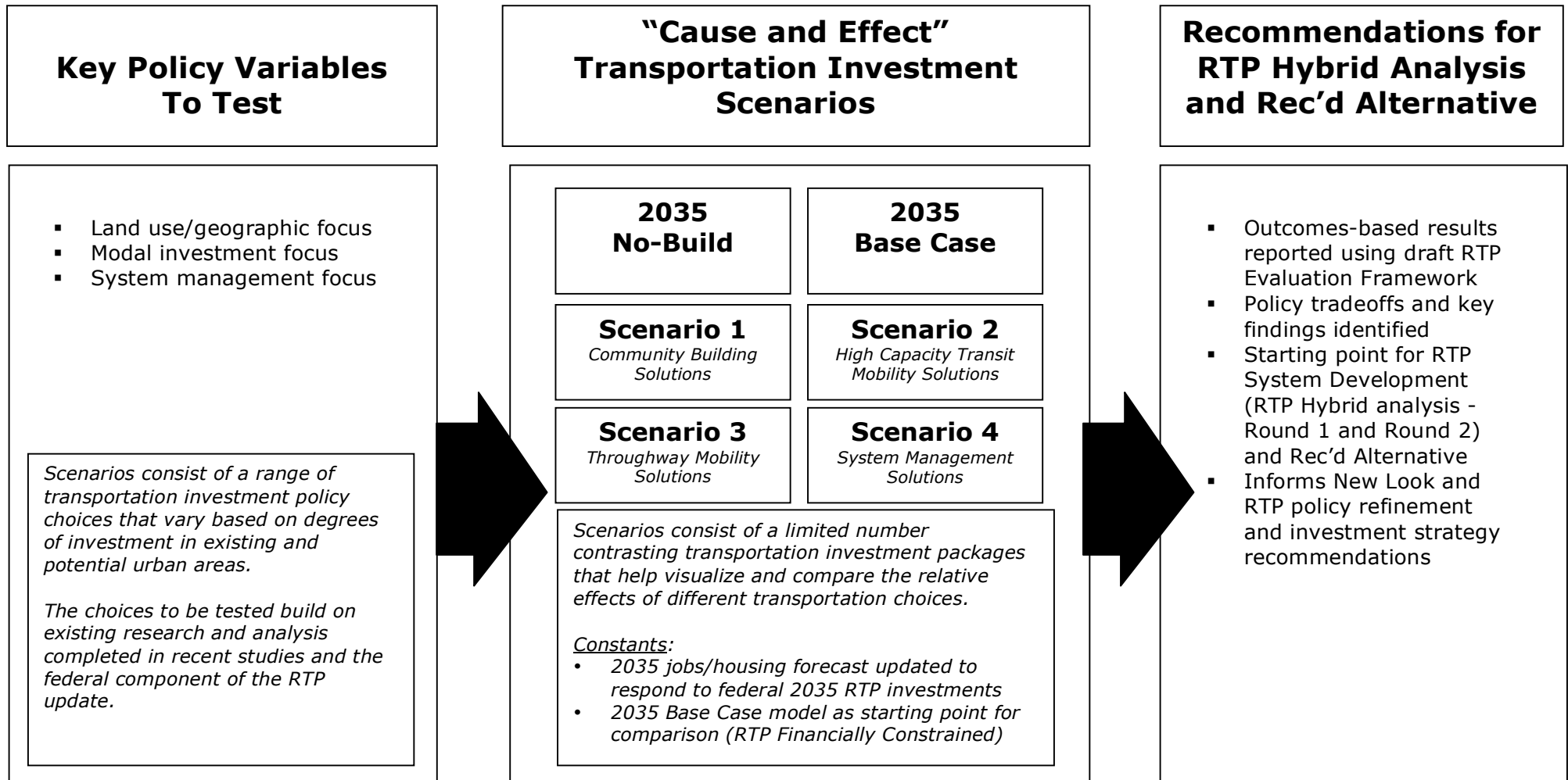
¹ Key performance indicators are not likely to be scenario outputs. Rather, these help to establish linkages between strategies and outcomes.

Preliminary Working Draft – 3/12/08

RTP Transportation Investment Scenarios Analysis

Objectives:

- Evaluate distinct transportation investment policy choices that frame the boundaries of the political landscape and public opinion.
- Test RTP policies to better understand the effect of different transportation investments packages on travel behavior and development patterns.
- Test proposed performance measures to determine which measures can best evaluate whether the transportation system is successful in meeting regional goals and policies for urban mobility and community building.
- Evaluate the relative effect and cost of different transportation investments packages in order to recommend what combinations of investments, tools and strategies are needed to best support the 2040 Growth Concept and RTP Goals.
- Provide recommendations to guide RTP System Development (“RTP hybrid analysis” and development of recommended alternative).



Overview

The RTP Transportation Investment Scenarios analysis will be conducted simultaneously with other *Making the Greatest Place* "Cause and Effect" Scenarios. The Metro Policy Advisory Committee (MPAC), the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council will provide direction on the general construct and principles to be used to develop RTP Investment Scenarios.

What We Are Trying To Learn

- What strategic transportation investments, in which key locations, best support the 2040 vision for vibrant communities, a healthy economy, transportation choices, and a healthy environment in an equitable and fiscally sustainable manner?
- How will future growth affect the reliability of our transportation system in providing for goods movement and access to work, school and other daily destinations?
- How do investments in major highways and transit affect travel behavior in the region? How well do these types of investments reinforce land use and urban mobility objectives?
- What is the maximum potential for reducing drive-alone travel and optimizing performance of the existing transportation system, assuming implementation of the 2040 Growth Concept and a strategy for accommodating additional future growth?
- What indicators can best monitor whether the transportation system is successful in meeting region goals and policies.

Timeline

The RTP Scenarios will be used to inform both the New Look and RTP efforts. The timeline for completing the scenarios is aggressive to meet the RTP schedule, with the general development components scheduled as follows:

January – June 2008	<i>Develop proposed RTP outcomes evaluation framework</i>
April-May 2008	<i>MPAC, JPACT and Metro Council confirm scenarios design principles and policy questions to be addressed in scenarios analysis</i>
June-August 2008	<i>Prepare and analyze investment scenarios using EMME/3 demand model, GIS and Metroscope¹</i>
August-September 2008	<i>Compile transportation analysis and summaries in RTP investment scenarios report and identify New Look/Making the Greatest Place and RTP recommendations</i>
October-November 2008	<i>RTP Scenarios Analysis Report and recommendations released for discussion</i>
December 2008	<i>RTP System Development Phase begins</i>

¹ Staff is working to determine whether sufficient resources exist to conduct Metroscope analysis of transportation scenarios within this timeframe.

Preliminary Policy Variables to Test in RTP Transportation Investment Scenarios

Scenario 1 Community Building Transportation Solutions

Focus on packages of projects and programs that fully implement the throughway, arterial, bicycle, pedestrian and regional transit network connectivity concepts called for in the RTP.

Policy variable examples to be tested this concept:

- 6-lane throughways.
- LRT to regional centers and frequent bus service on all major arterials.
- 4-lane major arterials spaced 1-mile apart and 2-lane minor arterials and collectors spaced ½-mile apart.
- New throughway overcrossings to meet major/minor arterial spacing guidelines.
- Grade separation of railroad and arterial street network.
- Build out of the regional bicycle and pedestrian systems, including regional trails with a transportation function.

Scenario 2 High Capacity Transit Mobility Solutions²

Focus on regional transit connections identified in the 2040 Growth Concept (e.g., Milwaukie LRT, Oregon City LRT, Clark County LRT) to fully implement and test regional transit network concept called for in the RTP.

Policy variable examples to be tested this concept:

- LRT to regional centers, e.g., Washington Square LRT, Milwaukie LRT, Oregon City LRT, Clark County LRT.
- HCT connections to Forest Grove, Damascus and Mt. Hood Community College.
- Frequent bus service on all major arterials.
- HCT connections to Washington County employment centers.
- Streetcar circulators in all regional centers.
- Suburban-to-suburban transit service connections.
- Expanded transit pass programs, including fareless squares in the central city and regional centers.
- Commuter rail to Salem and Newberg.
- System designs to address bottlenecks in the system.
- Build out of new regional bicycle and pedestrian system connections to transit.

² Additional transit investment scenarios analysis will be conducted through the High Capacity Transit System Plan Alternatives Analysis to test different levels of high capacity transit and bus service coverage and frequency.

Scenario 3

Throughway Mobility Solutions

Focus on expanded and new throughway connections identified in the 2040 Growth Concept (e.g., I-5/99W Connector, Sunrise Corridor, I-84/US 26 connector) to test the RTP throughway system concept called for in the RTP.

Policy variable examples to be tested this concept:

- Throughways widened **up to 8 lanes** as needed to address congestion and freight bottlenecks.
- New throughways connections **up to 8 lanes** as needed (e.g., I-5/99W Connector, Sunrise Corridor, I-84/US 26 connector).
- Throughway network assumptions to be informed by current status of corridor studies.
- A "B" version of this scenario could include value pricing on selected heavily traveled throughway corridors.

Scenario 4

System Management Solutions

Focus on aggressively optimizing and managing the demand of the existing transportation facilities and services in the region to fully implement and test the RTP Transportation System Management and Operations (TSMO) Concept.

Policy variable examples to be tested this concept:

- Value pricing on throughways system.
- Freight-only dedicated throughway lanes.
- Expanded parking management programs in the central city, regional centers and town centers.
- Implementation of the 2008 Transit Investment Plan, South Metropolitan Area Rapid Transit (SMART) Transit Plan and C-TRAN transit plan.
- Expanded transit pass programs, including fareless squares in the central city and regional centers.
- Build out of the regional bicycle and pedestrian systems, including regional trails with a transportation function
- Signal timing on major arterial routes.
- Expanded ramp metering on throughways.
- Access management of major arterials and removal of throughway interchange access to meet Oregon Highway Plan (OHP) interchange spacing standards.

DRAFT 89 (WITH MTAC CHANGES)
BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AFFIRMING A)	RESOLUTION NO. 08-_____
DEFINITION OF “SUCCESSFUL REGION” AND)	
COMMITTING METRO TO WORK WITH)	Introduced by Councilor Carl Hosticka
REGIONAL PARTNERS TO IDENTIFY)	
PERFORMANCE INDICATORS AND)	
TARGETS AND TO DEVELOP A DECISION-)	
MAKING PROCESS TO CREATE SUCCESSFUL)	
COMMUNITIES)	

WHEREAS, the preamble to Metro’s Charter states that Metro shall undertake “...as its most important service, planning and policy making to preserve and enhance the quality of life and the environment for ourselves and future generations...”; and

WHEREAS, the concept of “quality of life” is given further clarification in the 2040 Growth Concept, the Regional Framework Plan and Metro Council Goals and Objectives; and

WHEREAS, to preserve and enhance the quality of life for current and future generations, growth management policies should be based upon measurable performance toward the achievement of regional goals and objectives; and

WHEREAS, Title 9 (Performance Measures) of the Urban Growth Management Functional Plan states that the Metro Council shall adopt and periodically revise performance measures to be used in evaluating and adjusting, as necessary, Metro’s functional plans, the urban growth boundary (UGB), and other regional plans; and

WHEREAS, the region has an increasing ability to measure its success in realizing its goals, to use performance measures and to understand the likely effects of different policy options; and

WHEREAS, state law currently requires Metro to determine the capacity of the region’s UGB every five years, using a precise methodology set forth at ORS 197.296, and to add capacity if the UGB does not have sufficient room to accommodate population and employment growth forecasted for the next 20 years; and

WHEREAS, the current approach to growth management causes the region to apply a level of analytical precision to long-range population and employment forecasts that does not account for the dynamic nature of housing and employment needs and markets; and

WHEREAS, the current approach can lead to UGB land allocations that do not help to create great communities that enhance the quality of life for ourselves and future generations; and

WHEREAS, this cyclical approach has also had the effect of diverting the region’s attention and resources from critical, shorter-term efforts to build livable communities within the region’s centers and corridors and, instead, has directed scarce resources to a continual analysis of need to add to the region’s long-term development capacity by adding land from outside the UGB; and

WHEREAS, despite the passage of approximately 13 years since its adoption, support for the 2040 Growth Concept remains strong among local governments and the general public, and

WHEREAS, the 2040 Growth Concept also holds promise for addressing contemporary and pressing concerns, such as the region's rapid population growth and its contributions to global warming, and for directing investments in infrastructure in a time of limited funds; and

WHEREAS, in order to establish performance measures to inform future growth management decisions, the region should affirmatively state its vision of long-term success in creating a livable region and its constituent communities; and

WHEREAS, a performance-based approach to growth management will be most successful if jurisdictions throughout the region participate in its development and integrate it into their decision making; and

WHEREAS, Metro and its regional partners intend to use a performance-based approach to help determine whether and where to (1) allocate growth to and within the UGB; (2) invest in communities within the UGB; and (3) expand the UGB; now, therefore

BE IT RESOLVED that the Metro Council

1. Affirms a definition of a successful region and its constituent communities, as set forth in Exhibit A, attached hereto.
2. Commits, based on the principles articulated in Exhibit B, to working with all of our regional partners to identify the performance indicators, targets and decision making process necessary to create successful communities.

ADOPTED by the Metro Council this _____ day of _____, 2008

David Bragdon, Council President

Approved as to form:

Daniel B. Cooper, Metro Attorney

Exhibit A
To Resolution No. 0809-????

A Definition of Successful Communities

Goal Statement:

Regional and local policies and actions are aligned to create vibrant, sustainable communities that have the following characteristics:

Great Communities

- ☐ Population and job growth is focused in existing and planned downtowns and centers, ~~along busy streets along transit corridors~~ and near transit stations, thereby reducing growth pressures on existing single-family residential neighborhoods and rural lands.
- People ~~make~~ use of ~~multiple~~-viable transportation options that enhance communities and preserve the environment.
- ~~Diverse transportation and housing options that are equitably distributed throughout the region create an affordable cost of living for all. People can choose from diverse and affordable housing options that are equitably distributed throughout the region. There are no slums or ghettos in the region.~~
- ~~Because of a~~ compact urban form with mixed uses, ~~allows~~ people of all ages ~~to~~ have schools, employment, recreation, ~~open space~~ and retail options within walking distance of home.
- Communities have sound governance and finance systems in place that ~~are able to~~ provide needed urban facilities and services.
- ~~Throughout the region, people can walk to public open spaces.~~
- A rural buffer of productive farm and forest lands and natural areas surrounding the Metro region helps neighboring cities to retain their unique identities.

Vital Economy

- A high quality of life attracts and retains employers that provide a plentiful supply of family-wage jobs ~~for people of all education levels.~~
- The reliable and efficient movement of people and goods helps to sustain the region's economic competitiveness.
- Educational and work force training opportunities are available to educate children and to attract, train and retain current and future ~~residents~~ workers.
- Healthy, productive farm and forest lands create strong rural economies.
- The region's compact urban form saves public and private money on energy, public facilities and services.
- ~~Employers choose from sites that meet their business needs.~~

Healthy Environment

- The region's urban form and transportation options ~~minimize contributions to global warming~~ foster reductions in greenhouse gas emissions from existing and newly urbanizing communities.
- Residents' health and quality of life are enhanced by exceptionally clean air and water.
- Healthy ecological systems are integrated into the urban setting.

Exhibit B

To Resolution No. 0809-????

Performance Based Growth Management

Guiding Principles

1. The new growth management approach should be outcome-oriented, with the outcomes endorsed through regional commitment to a definition of performance or outcome.
2. Performance or outcome should be defined in a way that is readily measurable and has clear cause-and-effect linkages with policy choices.
3. Strategies should be aligned at the regional, local, state and federal level to support progress toward achieving the outcomes desired for the region and to effectively leverage private investment.
4. The new approach should rely on an integrated set of policy and financial tools, including public investments, land supply decisions, local zoning and other strategies.
5. The new approach should be transparent, allowing for explicit weighing of community values and desired outcomes.
6. A combination of measures will be used to assess progress toward meeting the region's goals and will inform decisions about which policy tools are needed to achieve the desired outcomes.
7. Changes to state statute and administrative rules may be needed to fully implement this approach.
8. The new approach will link performance measures reporting directly with growth management decisions.
9. Measurements should accommodate local aspirations and should support equitable outcomes across the region while also achieving region-wide goals.

Investment Track Upcoming Events

Overall purpose: To motivate local communities to think boldly about where and how they grow in the next 50 years

April

- *Planning Directors Meeting*
Purpose: To coordinate efforts relating to periodic review issues including economic development, housing, public facilities and services, transportation, urbanization and natural resources
- *Neighboring Communities Meeting*
Purpose: To continue discussions of long-term aspirations of neighboring communities for use in scenario work and Placemaking events
- *50-year Range Forecast*
Purpose: To get peer review of the 50-year population and employment forecast from a diverse group of users and experts that will be used for Reserve and Placemaking efforts

May

- *Mayor's Institute on City Design*
Purpose: To bring four mayors in the region together with design experts to find solutions to the most critical urban design challenges facing their cities
- *Infrastructure Workshop (at MPAC)*
Purpose: To review comparative infrastructure costs, financing gaps and possible solutions
- *Design and Development Code Workshop (NOTE: this isn't on the schedule yet - this may move to June)*
Purpose: To introduce and highlight tools and solutions contained in the Design and Development Code Tool Kit (second installment of Community Investment Tool Kit)

June/July

- *Placemaking Summit*
Purpose: To gain a common understanding of shared values and how jurisdictions are implementing Region 2040 in their communities and to increase awareness of innovative tools to achieve 20- and 50-year visions

Mayors' Institute on City Design May 7-9, 2008

Program Background:

The Mayors' Institute on City Design (MICD) is sponsored through a partnership of the National Endowment for the Arts, the American Architectural Foundation, and the United States Conference of Mayors. The goal of the program is to help transform communities through design by preparing mayors to be the chief urban designers of their cities. The MICD program sponsors national sessions of the Mayors Institute each year, and works with other partners to host regional sessions geared for smaller cities. Metro, PSU and the University of Oregon have received a \$50,000 grant from MICD to host session of the Institute in Portland May 7-9, 2008.

Portland Session:

The Portland MICD session will be a two and a half day program (Wednesday evening through Friday evening) bringing together a group of eight mayors from the Northwest and a select group of planners, architects, landscape designers, developers, and other experts. The session will begin with a welcoming reception and keynote address at the University of Oregon's new White Stag facilities. Invitations to this event will be open to a broad audience of local elected officials, staff, university students and faculty, and the local design community. Maurice Cox, Director of Design for the National Endowment for the Arts, will deliver the keynote address.

The main proceedings of the Institute are a closed-door event for eight participating Mayors and the eight selected resource team members. This is intended to provide an intimate setting where the mayors can speak candidly regarding issues confronting their communities, and gain insight from discussions with their peers and the resource team. Each Mayor will present a case study of a particular issue their community is facing. After a short presentation by each Mayor, the resource team and Mayors work together to explore possible approaches and solutions to the issues. Interspersed with the case studies will be short (20 minute) presentations by each of the design professionals on a range of topics.

Invited Oregon Mayors:

Mayor Bemis
Mayor Bernard
Mayor Dirksen
Mayor Kidd
Mayor Norris

Mayor Andrews, City of Newberg

Note: Mayors are eligible to participate in the Mayors' Institute sessions only if they have at least one year remaining in their term. For the Portland session, the MICD program has agreed to allow four slots for mayors from the metro region, one other slot for an Oregon mayor outside of the region, and three slots for mayors from other western states.

Councilor Involvement:

Opening reception & keynote at the White Stag – Wednesday, May 7, 5:00 – 8:00

Closing dinner at the Chinese Garden – Friday, May 9, 6:30 – 9:00

Depending on interest, we may also be able to arrange for councilors join with the mayors and resource team for lunch on either May 8 or 9.

Economic and Employment Trends Study

Stakeholders and Technical Committee Role and Responsibilities

March 10, 2008

The analysis of economic and employment trends will provide data for consideration in multiple upcoming investment and land use decisions in the region. The study will:

- Examine the performance of land currently identified for job use and past land use trends
- Assess the changing nature of employment and how future trends will affect the employment demand
- Identify innovative solutions enabling Metro and its partners to better reconcile market demand with investment and land use decisions.

The problem statement that this effort will address is attached.

In order to incorporate the perspectives of different economic sectors to evaluate past and assess future trends, this study will involve a public and private partnership. Metro staff will serve as the project manager in this collaborative effort, with the assistance of a stakeholders committee and a technical committee. Both committees will advise Metro staff in the preparation of the economic and employment trends and will not function as policy advisors. The Metro Council will evaluate and consider potential policy tools to support the changing economic and employment trends in the region, along with its regional partners.

Gerry Uba, at Metro, will serve as the project manager for this study.

Stakeholders Committee

Stakeholders Committee Role: The role for the stakeholders committee is to:

- Review the Problem Statement for this study and identify any concerns or issues that need to be addressed in the course of the study.
- Review the project funding and identify additional funding sources, if any.
- Review and comment on the study products at major milestones, including:
 - **Milestone 1:** Past regional and subregional economic and employment trends.
 - **Milestone 2:** Factors affecting historic and current land use trends for employment, including land supply, zoning, market factors, infrastructure and other.
 - **Milestone 3:** The regional 20 and 50- year employment forecast and implications for the region of the changing nature of the economy.
 - **Milestone 4:** Analysis of the relationship between the changing nature of employment and the current policies, investments and land use decisions to support these changes at the subregional and regional level.

- Assist in framing how the results of the study should be presented to Metro Council, MPAC and JPACT to begin to formulate solutions.
- Share the results of the study with your own stakeholder community and share the comments and expertise with the Stakeholder committee.

Stakeholder Committee Meetings: The Stakeholders Committee will meet approximately four times during the course of the study, timed to coincide with the major milestones between March 2008 and March 2009.

Stakeholder Committee Membership: Individuals are invited to participate on the stakeholder committee who represent major sectors of the regional economy and affect the policies that affect them. The list of stakeholders is attached. Other stakeholders may be added to the list as the study progresses, if needed.

Technical Committee

Technical Committee Role: The TC will work closely with the Metro project manager and consultants to review and prepare the results of the study to the Stakeholder Committee.

Technical committee members will:

- Assist to develop the scope of work for consultant services
- Participate in the consultant selection process
- Provide expertise on methodology and resources needs to accomplish the tasks
- Review draft materials for accuracy and appropriateness
- Assist in preparing results and findings for the Stakeholder committee
- Providing the consultant and the project team with available information to support the analysis, and
- Coordinating the study with other analysis ongoing in the region

Technical Committee Membership: The technical committee will include representatives of those organizations that are funding the study and that bring a unique expertise into the economic and employment trends in the region. The Technical Committee members are indicated on the attachment.

Meetings: The TC will meet monthly or as needed during the duration of the study between March 2008 to March 2009.