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METRO

**Agenda**

| | |
|---|---|
| MEETING: | METRO COUNCIL GREATEST PLACE WORK SESSION |
| DATE: | April 10, 2008 |
| DAY: | Thursday |
| TIME: | 2:15 PM |
| PLACE: | Metro Council Annex |

**CALL TO ORDER AND ROLL CALL**

Meeting Objectives:

- Update Council on stakeholder response to scenario proposal
- Final Council review of Regional Transportation Plan (RTP) scenario construct
- Council direction on "local aspirations" element of "Investing in Our Communities" track
- Council direction on Economic and Employment Trends Work Program
- Update Council on Performance Based Growth Management, Infrastructure, and Urban and Rural Reserves Work Programs

I. Using Scenarios to Frame Policy Choices (40 minutes)
- Review Revised Scenario Framework (attached)
- Review revised RTP scenario construct (attached)
- Next Steps

II. Council Direction on "Investing in Our Communities" Work Program Elements (45 minutes)
- Upcoming Events
- Review and Comment on Draft Work Program Outline (hand-out)
- Event Brief for July Placemaking Summit (hand-out)
- Brownfields Update
- Mayors' Institute on City Design (attached)

III. Council Direction on Economic and Employment Trends Work (45 minutes)
- Framing the issues/questions
- Next Steps

IV. Updates on Other New Look Elements (30 minutes)
- Event Brief for Joint MPAC/Infrastructure Service Provider Workshop (hand-out)
- Urban Land Institute Event Brief (hand-out)
- Performance Based Growth Management – schedule update and next steps
- Urban and Rural Reserves: update on preliminary study areas; steering committee progress report

**ADJOURN**

# Making the Greatest Place Scenario Proposal

**April 2, 2008**

## Purpose:

In order to provide the region 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. Scenario results will 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.

## Phases for scenarios:

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

| | Spring 2008 | Summer 2008 | Fall 2008 | Winter 2009 |
|---|---|---|---|---|
| **Cause and effect scenarios:** Understand the impacts of different policy choices on where and when growth will occur and the functioning of the transportation system. | | | | |
| **Hybrid alternative scenarios:** Consider our long-term aspirations and the policy combinations that are most likely to get us there. | | | | |
| **Preferred alternative scenario:** Reflects regional agreement on the prioritization of public investments, the recalibration of capacity expectations, reserve designations, the RTP, 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.

## Model inputs and outputs:

An understanding of inputs and outputs is helpful in considering what policy questions to explore with scenarios.

Inputs can be thought of as a set of policy "levers" that can be tested. For example, zoning designations or UGB expansions are inputs. The model will take them as a given and see how future households and employers might respond. These inputs may alternately be based on existing conditions (e.g. existing zoning) or may be manipulated in order to answer "what if" questions (e.g. what if we remove building height limits in corridors?).

Outputs are the performance indicators (results) that are reported from a scenario. For example, measures of housing affordability or greenhouse gas emissions are outputs. A standard set of performance indicators will be developed in consultation with local jurisdictions, technical experts, and other stakeholders. This same set of performance indicators will be reported for all scenarios.

## Policy levers (inputs) to be tested with "Cause and Effect" scenarios:

The questions listed below identify the inputs or policy "levers" to be tested with scenarios. Generally, performance indicators (outputs) are not articulated in these questions. This simplification is intended to avoid an ever-growing list that poses different combinations of input questions and output questions.

Urban and rural reserves

- How does the size, location, and timing of a UGB expansion affect where and when growth occurs?
- What are the outcomes of a no expansion scenario?

Development costs

- In what ways does the use of variable infrastructure costs (based on location efficiency) affect urban form?

- In which center and corridor locations are development incentives most effective for encouraging efficient use of land for residential and employment uses?
- In what ways is the targeted use of incentives more effective than the blanket use of incentives across all centers and corridors (as tested in previous scenarios)?

Urban amenities

- What are the outcomes of investments in urban amenities in various centers and corridors?

Regulatory barriers to density

- In what ways do current zoning regulations (e.g. building heights or prohibitions against mixed uses) limit infill and redevelopment potential in centers and corridors?

Neighboring communities

- How will the growth of neighboring communities affect the Metro region?
- How will our region's growth patterns affect neighboring communities?

Transportation investments (see RTP scenario summary for more details)

- How does a focus on investments that increase connectivity for all modes of travel affect urban mobility, community building, land use, and urban form?
- How does a focus on investments that build out 2040 Growth Concept high-capacity transit connections and expand complementary regional transit service affect urban mobility, community building, land use, and urban form?
- How does a focus on investments that add new capacity and connections to throughway system affect urban mobility, community building, land use, and urban form?
- How does a focus on investments that optimize the existing system and manage system demand affect urban mobility, community building, land use, and urban form?

## What should our performance indicators (model outputs) do?

- Indicators should be empirical / quantifiable, track progress towards 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. Following are examples of this type of visualization.

Photo-visualizations courtesy of Fregonese and Associates

Before policy/investment actions

After policy/investment actions

**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.

# M E M O R A N D U M

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METRO

DATE: April 2, 2008

TO: Metro Council, JPACT, MPAC and Interested Parties

FROM: Kim Ellis, Principal Transportation Planner

SUBJECT: 2035 Regional Transportation Plan – "Cause and Effect" Transportation Investment Scenarios Proposal

**********

This memorandum outlines a recommended approach for analyzing the 2035 Regional Transportation Plan (RTP) "cause and effect" transportation investment scenarios. The analysis will evaluate the effects of distinct transportation policy choices on the future of the Portland metropolitan region. TPAC and MTAC have reviewed the proposal and support moving forward with the analysis.

## Action Requested

- Provide input on the overall approach and policy variables to be tested in each scenario.
- Confirm RTP investment scenarios construct.

With Council, MPAC and JPACT support, staff will move forward to conduct the analysis.

## Overview

The 2035 Regional Transportation Plan (RTP) "cause and effect" transportation investment scenarios will evaluate the effects of distinct transportation policy choices on the future of the Portland metropolitan region. The analysis will be conducted simultaneously with other *Making the Greatest Place* "Cause and Effect" land use scenarios described in a separate document. The results of the analysis will be reported using the RTP Outcomes-Based Evaluation Framework being developed by Metro staff and the RTP performance measures work group.

Recommendations for the *Making the Greatest Place* effort and RTP policy refinements will be developed based on what is learned through this analysis. The RTP investment scenarios analysis is also intended to be a starting point for the System Development Phase of the RTP process, which includes analysis of 2 to 3 "hybrid" alternatives in 2009. The "hybrid analysis" in 2009 will consider "blended" packages of transportation investments together with different levels of funding and, to the extent possible, land use variations identified through the Urban/Rural reserve track of the *Making the Greatest Place* effort. The "hybrid analysis" will draw from the current RTP investment pool and new ideas/strategies explored in the "Cause and Effect" scenarios to develop more realistic, yet ambitious combinations of transportation investments to implement the 2040 Growth Concept vision and meet state planning requirements. The analysis will inform development of a recommended "state" system of transportation investments and identification of the tools and actions needed to best support the 2040 Growth Concept vision for land use, transportation, the economy and the environment.

## Purpose

The RTP investment scenarios analysis is intended to provide policy makers with better information about new 2035 RTP policies and the implications of different transportation policy choices. Major objectives of the analysis are to:

- 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.
- 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 other regional goals and policies.
- Provide recommendations to guide RTP System Development ("RTP hybrid analysis" and development of recommended alternative).

## Questions to Answer with RTP "Cause and Effect" Investment Scenarios

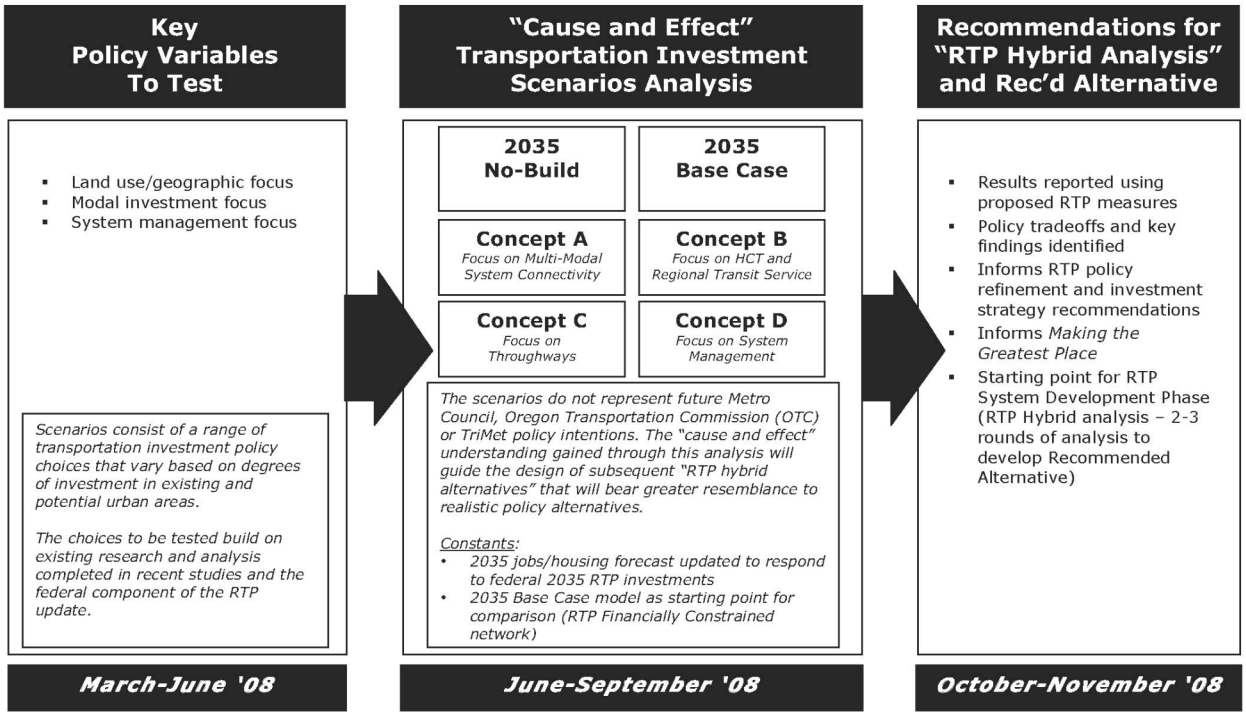
The RTP scenarios will help answer policy questions that forecasted growth and fiscal constraints in the region raise about our ability to protect the region's quality of life and economy for current residents and future generations, including:

- What strategic transportation investments, in which key locations, best support the 2040 Growth Concept 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 and development patterns in the region? What effect do these investments have on neighboring communities?
- What is the maximum potential for reducing drive-alone travel and optimizing performance of the existing transportation system?
- What indicators can best monitor whether the transportation system is successful in meeting regional goals and policies?

## General Construct and Scope

This analysis will examine a series of four conceptual motor vehicle and transit systems for their ability to serve forecast 2035 population and employment growth and support the 2040 Growth Concept. Each of the four scenarios is based on a "What if" policy-theme focus from the 2035 RTP, resulting in a distinct mix and level of transit service, motor vehicle system investments and system management strategies in each scenario. *All scenarios will have significantly more service and system investments than the "No Build" system of investments*. **Figure 1** shows the general construct and timeline for this analysis.

**Figure 1. RTP Investment Scenarios Construct and Timeline**




Each scenario is initiated by a "what if" question:

- *Concept A* - What if we focused our investments on increasing connectivity for all modes of travel?
- *Concept B* - What if we focused our investments to build out the high capacity transit connections identified in the 2040 Growth Concept and to expand regional transit service to complement the new HCT connections?
- *Concept C* - What if we focused our investments on adding new capacity and connections to the region's throughway system?
- *Concept D* - What if we focused our investments on optimizing the existing system and managing demand?

The four scenarios complement one another, and will be compared to the results of a 2035 No Build scenario and a 2035 Base Case scenario that were developed during the federal component of the 2035 RTP update.[1] The 2035 No-Build assumes no new revenue or investments beyond what has already been committed to transportation projects and programs in the region. The 2035 Base Case scenario assumes the 2035 RTP Financially Constrained System of projects and programs adopted by JPACT and the Metro Council in December 2007. **The scenarios do not represent future Metro Council, Oregon Transportation Commission (OTC) or TriMet policy intentions.**

[1] Modeling for the 2035 No Build and 2035 Base Case scenarios was conducted during December 2006-January 2007. The 2035 No-Build assumes no new revenue or investments beyond what has already been committed to transportation projects and programs in the region. The 2035 Base Case scenario uses the 2035 RTP Financially Constrained System of projects and programs.

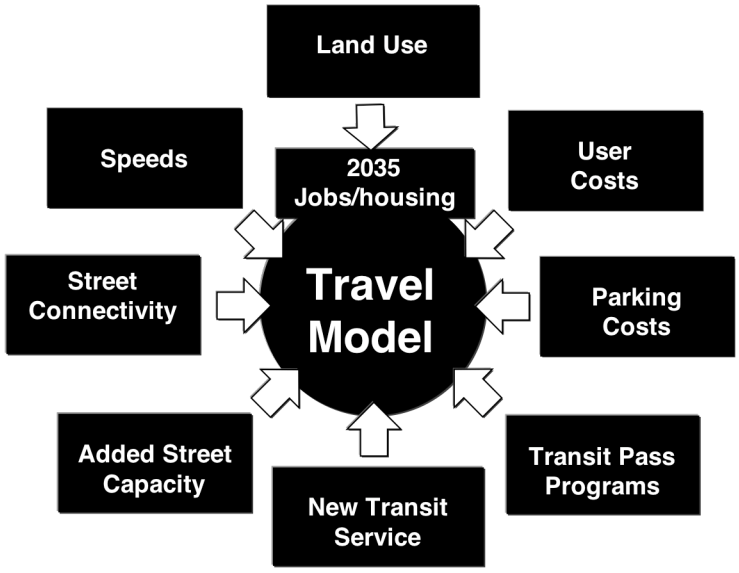
## Methodology

MPAC, JPACT and the Metro Council will provide direction on the policy variables to be tested in each of the scenarios. The RTP scenarios will be developed with the regional travel demand model for the purpose of modeling and analysis. The Metroscope model will be used to evaluate the land use and economic effects of each of the transportation networks. This approach will allow a comprehensive analysis of the relative strengths and weaknesses of each scenario in achieving the RTP goals approved by MPAC, JPACT and the Metro Council in December 2007.

**Summary of Regional Travel Demand Model**

The Metro regional travel demand model forecasts travel volumes, with assignments executed in EMME/3. For travel forecasting purposes, land use assumptions are broken down into geographical areas called transportation analysis zones (TAZs). The EMME/3 model is not sensitive enough to test which policy/pricing/regulatory change is the best, but it can help demonstrate the overall effect of packages of investments. The 2035 land use assumptions will be held constant in the travel demand model for each scenario. In addition, the cost of various forms of transportation, including parking and transit fare costs, and levels of street connectivity are also assigned to each TAZ based on regional transportation and land use policies. The inputs are shown in **Figure 2**.

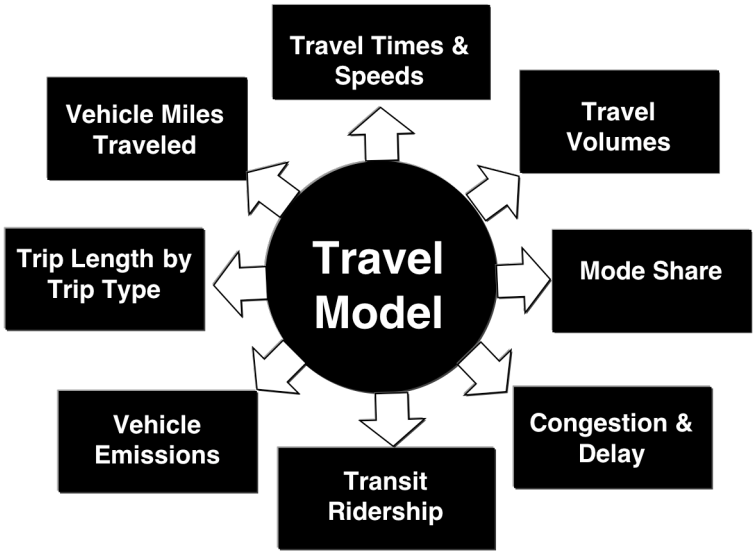
**Figure 2. Regional Travel Demand Model Inputs**




The regional travel demand model then estimates the number of trips that will be made, the distribution patterns of the trips throughout the region, the likely mode used for the trip and the actual roadways and transit lines used for motor vehicle and transit trips. Traffic volume projections from these simulations help assess transportation system performance. A broad array of model outputs can be generated using the regional travel demand model, including network miles, vehicle miles traveled, travel volumes, transit ridership, transportation-related vehicle emissions, total trips by trip type (purpose) and mode, trip lengths, travel delay and demand-to-capacity ratios (level-of-service) of motor vehicle and transit links.

The outputs can be reported at different geographic scales – region-wide, corridor-level and, in some cases, by 2040 Design Type. *Due to the macro-scopic nature of the regional model, the model does not effectively analyze walking, biking or local street traffic volumes at detailed analysis levels.* A sample of potential regional travel demand model outputs are shown in **Figure 3**.

**Figure 3. Regional Travel Demand Sample Model Outputs**




*Note: Performance of each scenario will be compared using a set of key indicators and related performance measures being developed by the RTP Performance Measures Work Group.*

**Summary of Metroscope Model**

Metroscope is a simulation model developed for testing planning policies in the urban land and real estate market. It utilizes extensive data describing attributes of the region's land and economic growth potential in order to mimic the responses of homeowners, renters, commuters, developers and business entrepreneurs to changes in the different attributes – where will people choose to live, work, travel, build new communities and engage in commerce. Data attributes include: land and real estate value, vacant buildable land, redevelopment and infill land, environmental conditions, transportation network features, development trends and population and employment growth projections.

*Note: Land use and economic effects of each scenario will be compared using a set of key indicators and related performance measures being developed by the RTP Performance Measures Work Group.*

Metroscope includes a built-in transportation model that simulates levels of travel demand and congestion for the region's road and transit system. The transportation model outputs from Metroscope are not as extensive as the outputs that can be drawn from the regional travel demand model, thereby limiting Metroscope's ability to provide detailed information about travel behavior in the region. Metroscope is capable of providing extensive information about the effects of transportation investments on development patterns throughout the region.

While the technical evaluation of the RTP scenarios will generate an extensive array of data, the analysis will focus on more generalized questions of how each scenario responds to basic concerns about growth in the region as expressed in the proposed RTP Outcomes-Based Evaluation Framework. Performance of each scenario will be compared using a set of key indicators and related performance measures being developed by the RTP Performance Measures Work Group. Planning-level cost estimates for each scenario will be developed by Metro, in partnership with ODOT and TriMet.

## Process and Products

The RTP Investment Scenarios Analysis will inform the *Making the Greatest Place* effort and state component of the RTP update. Recommendations for the *Making the Greatest Place* effort and RTP policy refinements will be developed based on what is learned through the analysis. The analysis is also intended to be a starting point for developing a recommended "state" system of transportation

improvements and programs. The "cause and effect" understanding gained through this analysis will guide the design and analysis of subsequent "RTP hybrid alternatives" that will bear greater resemblance to realistic policy alternatives in Winter/Spring 2009.

The findings from the analysis will be discussed at a joint JPACT, MPAC and Metro Council workshop in October 2008. Policy conclusions reached at this joint meeting will provide direction to Metro, ODOT, TriMet and local agency staff on the "hybrid alternatives" to be analyzed during the System Development Phase in 2009.

The policy conclusions from the scenarios analysis will be summarized in an RTP Investment Scenarios Analysis report. The report will serve as a tool in RTP public involvement activities beginning in Winter 2008. The first major public outreach for the state component of the RTP update will be a series of workshops – called "structured conversations" – to be held with freight and business interests and community-based organizations. The workshops will be designed to gather input on funding strategies and investment priorities to be included in the "state" system of investments in 2009. The RTP investment scenarios analysis report will serve as an important background document for these workshops.

## Timeline

The timeline for the scenarios analysis is designed to meet the Making the Greatest Place and RTP schedules:

| | |
|---|---|
| ***January – June 2008*** | *Develop proposed RTP outcomes-based evaluation framework & performance measures* |
| ***April 2008*** | *MPAC, JPACT and Metro Council confirm RTP scenarios construct and policy questions to be addressed in scenarios analysis* |
| ***June-August 2008*** | *Prepare and analyze investment scenarios using regional travel demand model and Metroscope*[2] |
| ***August-September 2008*** | *Compile transportation analysis and summaries in RTP investment scenarios report and identify Making the Greatest Place and RTP recommendations* |
| ***October 2008*** | *RTP Scenarios Analysis Report and recommendations released for MPAC, JPACT and Metro Council discussion* |
| ***December 2008*** | *MPAC, JPACT and Metro Council confirm RTP System Development principles and evaluation criteria* |
| | *System development task begins* |
| ***January-March 2009*** | *Prepare and analyze 2 to 3 RTP "hybrid" investment alternatives using regional travel demand model* |
| ***April 2009*** | *Compile transportation analysis and summaries in RTP Hybrid Analysis report and identify Making the Greatest Place and RTP recommendations* |
| ***May 2009*** | *RTP Hybrid Analysis Report and recommendations released for MPAC, JPACT and Metro Council discussion* |
| ***June 2009*** | *MPAC, JPACT and Metro Council confirm RTP plan elements and direct staff to prepare updated 2035 RTP for public review* |

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

# Transportation Policy Variables to Test[3]

## Concept A Focus on Multi-Modal System Connectivity

Focus on multi-modal connections throughout the region to test the RTP arterial, bicycle, pedestrian and regional transit service connectivity concepts.

*Construct variables to be tested in this concept:*

1. 4-lane major arterials spaced approximately1-mile apart and 2-lane minor arterials and collectors spaced approximately ½-mile apart, where reasonable.
2. Throughway overcrossings spaced approximately two miles apart, where reasonable, to improve access to centers and address congestion at interchanges.
3. Grade separation of railroad and arterial street network.
4. Implementation of the 2008 Transit Investment Plan, South Metropolitan Area Rapid Transit (SMART) Transit Plan and C-TRAN transit plan.
5. Local transit circulators in regional centers.
6. Build out of the regional bicycle and pedestrian systems, including regional trails with a transportation function.

## Concept B Focus on High Capacity Transit (HCT) and Regional Transit Service[4]

Focus on build out of high capacity transit connections identified in the 2040 Growth Concept (e.g., Milwaukie LRT, Washington Square LRT, Oregon City LRT, Clark County LRT) and service expansions to complement new HCT connections to test RTP regional transit network concept.

*Construct variables to be tested in this concept:*

1. Transit system designs to improve coverage, speed and frequencies, address bottlenecks in the system and expand inter-urban connections.
2. HCT connections as defined in the HCT Study, including connections to all regional centers, inter-urban commuter rail to points outside the region and local aspirations.
3. HCT and streetcar network assumptions to be informed by current status of corridor studies.
4. Park-and-ride facilities and transit stations tied to new HCT service.
5. New and expanded frequent bus service on major arterials and 2040 corridors to support new HCT service, including new suburban-to-suburban connections and connections to employment areas (minimum 15-minute service most hours of the day).
6. Expanded streetcar system to complement HCT in the central city and regional centers.
7. Build out of new regional bicycle and pedestrian system connections to transit.

[3] Due to the macro-scopic nature of the regional model, the model is not able to effectively analyze some construct variables such as the provision of bicycle and pedestrian facilities or local street connections.

[4] 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.

# Transportation Policy Variables to Test

## Concept C Focus on Throughways

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.

*Construct variables to be tested in this concept:*

1. Throughways widened up to 10 through lanes as needed to address congestion and freight bottlenecks.
2. Interchange designs restructured as needed to accommodate additional throughway lanes.
3. New throughways connections up to 6 through lanes as needed (e.g., I-5/99W Connector, Sunrise Corridor, I-84/US 26 connector).
4. Throughway network assumptions to be informed by current status of corridor studies.
5. A "B" version of this concept includes value pricing of new capacity on selected heavily traveled throughway corridors.

## Concept D Focus on System Management

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

*Construct variables to be tested in this concept:*

1. Value pricing and/or high occupancy vehicle (HOV)/freight-only lanes on selected heavily traveled throughway corridors to address congestion and freight bottlenecks.
2. Expanded ramp metering on throughways.
3. Signal timing on major arterials.
4. Transit signal priority and other transit-related system management strategies.
5. Access management of major arterials and removal of throughway interchange access to meet Oregon Highway Plan (OHP) interchange spacing standards.
6. Expanded transit pass programs, including "reduced fare zones" in the central city and regional centers.
7. Expanded parking management programs in the central city, regional centers, town centers and employment areas.

# 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.

**Portland Session**
Metro, Portland State University, 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. The Portland MICD session will be a two and a half day program (Wednesday evening through Friday evening) bringing together a group of ten mayors from the West and Northwest and a select group of planners, architects, landscape architects, developers, and other experts.

The main proceedings of the Institute are a closed-door event for the participating Mayors and members of the resource team. The Institute 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 leading design and development experts. During the Institute, each Mayor will present a case study highlighting a particular urban design challenge his or her community is facing. Following each case study presentation, the resource team and Mayors work together to explore possible approaches and solutions. Interspersed with the case studies will be short (20 minute) presentations by each of the design and development professionals on a range of topics pertinent to the case studies.

**Seven Takes on Cities: Urban Challenges, Design Innovations**
The Mayors' Institute session in Portland will kick off with a welcoming reception and roundtable discussion at the University of Oregon's new facilities in the renovated White Stag building. Invitations to this event will be open to a broad audience of local elected officials and city staff, university students and faculty, the design and development community and the public. The seven visiting members of the resource team will share their thoughts regarding the key challenges facing cities today, and will highlight various design approaches and innovations that they feel hold promise for cities of the future. Randy Gragg, editor of *Portland Spaces* will serve as moderator for this roundtable discussion.

**Participating Mayors**
The Honorable Kaaren Jacobson, City of Bozeman, Montana
The Honorable Sandi Bloem, City of Coeur d'Alene, Idaho
The Honorable Richard Kidd, City of Forest Grove, Oregon
The Honorable Shane Bemis, City of Gresham, Oregon
The Honorable Ken Miyagashima, City of Las Cruces, New Mexico
The Honorable Jim Bernard, City of Milwaukie, Oregon
The Honorable Bob Andrews, City of Newberg, Oregon
The Honorable Alice Norris, City of Oregon City, Oregon
The Honorable Marty Blum, City of Santa Barbara, California
The Honorable Len Augustine, City of Vacaville, California

**Resource Team**

| | |
|---|---|
| Rudy Barton | Chair, Department of Architecture, Portland State University. |
| Maurice Cox | Director of Design, National Endowment for the Arts, former Mayor of Charlottesville, VA, Associate professor of Architecture at University of Virginia, principal with RBGC architecture. |
| Catherine Crenshaw | President, Sloss Development. |
| Michael Freedman | Principal, Freedman, Tung and Bottomley. |
| Donald Genasci | Principal, Donald B. Genasci and Associates, and Adjunct Professor of Architecture, University of Oregon. |
| Scot Hein | Chief Urban Designer, City of Vancouver, BC and Professor, School of Community and Regional Planning, University of British Columbia |
| Jane Jenkins | President, Downtown Boulder Business Improvement District, and Chairman, International Association of Downtowns. |
| Margie Ruddick | Principal, Wallace, Roberts, & Todd. |
| Jeff Schnabel | Professor, Department of Architecture, Portland State University. |
| Michael Singer | Principal, Michael Singer Studio. |
| Donald Stastny | Principal, StastnyBrun, and Adjunct Professor, School of Urban and Regional Planning, Portland State University. |

**Councilor Participation**

Opening reception & keynote at the White Stag – Wednesday, May 7, 4:30 – 7:30
Depending on interest, we may also be able to arrange for councilors to attend the closing dinner at the Chinese Garden (Friday, May 9, 6:30 – 9:00) or to join the mayors and resource team for lunch on either May 8 or 9.

# Performance-Based Growth Management
## Schedule for major work tasks and products

| Major work tasks | Spring 2008 | Summer 2008 | Fall 2008 | Winter 2009 | Spring 2009 | Summer 2009 |
|---|---|---|---|---|---|---|
| **Refine concept:** Shared MPAC, MTAC, Council understanding of concept and willingness to pursue further. | Process:<br>Discussions of concept with MTAC, MPAC, Council, other stakeholders<br><br>Product:<br>Mock article that describes future decisions and their outcomes (using indicators).<br>Shared understanding of concept. | | | | | |
| **Resolution:** Regional agreement on high-level outcomes | Process:<br>Work with small number of advisors to write exhibit to resolution. Review draft resolution with small groups from MPAC, MTAC, C4, etc. | Product:<br>Adopted resolution that defines performance (desired high-level outcomes) and commits the region to developing and implementing a PBGM system. Present outcomes at place making summit. | | | | |
| **Scenarios:** Shared understanding of the importance of regionally coordinated strategies (investments etc). | Process:<br>Review scenario proposal with MTAC, MPAC, Council.<br>Conduct cause and effect scenarios. | Process:<br>Conduct cause and effect scenarios<br><br>Product:<br>Report on cause and effect scenario results.<br>Present results at place-making summit. | Process:<br>Hybrid scenario modeling<br><br>Product:<br>Report on hybrid scenario results. | Process:<br>Preferred alternative scenario modeling<br><br>Product:<br>Report on preferred alternative scenario results. | | |
| **Past performance & future trends**: Identify the indicators that are most informative in measuring progress | Product:<br>Newsletter and full reports that document past employment and housing trends. | Product:<br>Report on past performance at place-making summit event. | Product:<br>Report that documents future employment trends.<br>Employment tool kit | Product:<br>Range forecast | | Product:<br>UGR |
| **Collaborative decision-making framework** | | Process:<br>Tentative ID of legislative changes that might be needed.<br>Convene group of regional thinkers to design a decision-making framework. | Product:<br>Report on how to align the region's strategies.<br>Regional agreement on performance targets and decision triggers.<br>Legislative changes, if needed. | | | |

# Performance-Based Growth Management
## Engagement strategy for major work tasks

| Major work tasks | Group, date, purpose |
|---|---|
| **Refine concept:**<br>Shared MPAC, MTAC, Council understanding of concept and willingness to pursue further. | WCRCC – April 7 – Intro to PBGM concept. |
| **Resolution:**<br>Regional agreement on high-level outcomes | MTAC – April 2 – Review new schedule, strategy for writing resolution.<br><br>MPAC – April 9 - Review new schedule, strategy for writing resolution.<br><br>Metro Council – April 10 - Review new schedule, strategy for writing resolution.<br><br>Small groups of MTAC members, C4, others – April – Craft concise outcome statements for resolution.<br><br>MTAC – May – Consideration of resolution, recommendation to MPAC<br><br>MPAC – May – Consideration of resolution, recommendation to Council<br><br>Metro Council – June – Consideration of resolution<br><br>Placemaking Summit – July 18 – present high-level outcomes from resolution |
| **Scenarios:**<br>Shared understanding of the importance of regionally coordinated strategies (investments etc). | MTAC – April 2 – review scenario proposal<br><br>MPAC – April 9 – review scenario proposal<br><br>Metro Council – April 10 – update on MTAC and MPAC comments on scenario proposal<br><br>Placemaking Summit – July 18 – present results of several scenarios (incentives, infrastructure, urban design) |
| **Past performance & future trends**:<br>Identify the indicators that are most informative in measuring progress | Greatest Place newsletter recipients – Spring – summary of past performance<br><br>Placemaking Summit – July 18 – report on past performance<br><br>DLCD, legislature – date TBD – statutory performance measures and corrective actions |
| **Collaborative decision-making framework** | |