

Metro | Agenda

Meeting: Metro Policy Advisory Committee (MPAC)
Date: Wednesday, July 28, 2010
Time: 5 to 7 p.m.
Place: Council Chambers

- | | | | |
|---------|-----|--|--|
| 5 PM | 1. | <u>CALL TO ORDER</u> | Charlotte Lehan, Vice Chair |
| 5:02 PM | 2. | <u>SELF INTRODUCTIONS & COMMUNICATIONS</u> | Charlotte Lehan, Vice Chair |
| 5:05 PM | 3. | <u>CITIZEN COMMUNICATIONS ON NON-AGENDA ITEMS</u> | |
| 5:10 PM | 4. | <u>CONSENT AGENDA</u> | |
| | * | <ul style="list-style-type: none">• Consideration of the MPAC Minutes for July 14, 2010 | |
| | * | <ul style="list-style-type: none">• MTAC Member Nomination | |
| 5:15 PM | 5. | <u>COUNCIL UPDATE</u> | |
| | 6. | <u>INFORMATION / DISCUSSION ITEMS</u> | |
| 5:20 PM | 6.1 | * Federal Sustainable Community Initiative and HUD Sustainable Communities Grant and Endorsement Letter – <u>INFORMATION / DISCUSSION</u> <ul style="list-style-type: none">• <i>Purpose</i>: Review HUD grant Declaration of Cooperation.• <i>Outcome</i>: Time for MPAC discussion in anticipation of committee recommendation to Metro Council scheduled for August 11. | Andy Cotugno |
| 5:45 PM | 6.2 | * Climate Prosperity Greenprint: Providing a Roadmap and Strategic Framework to Cohere and Accelerate Green Priorities and Jobs in the Portland-Vancouver Region – <u>INFORMATION/INPUT/DISCUSSION</u> <ul style="list-style-type: none">○ Background and Vision○ Actions and Strategies○ Governance and Implementation• <i>Purpose</i>: Information, input and discussion.• <i>Outcome</i>: Provide input on the proposed Climate Prosperity strategies and recommend other parties to engage in the development of the governance and implementation process. | Heidi Rahn
Rob Bennett,
Portland Sustainability Institute |
| 6:30 PM | 7. | <u>MPAC MEMBER COMMUNICATION</u> | |
| 6:40 PM | 8. | <u>ADJOURN</u> | Charlotte Lehan, Vice Chair |

* Material available electronically.

** Materials will be distributed electronically prior to the meeting.

Material provided at meeting.

All material will be available at the meeting.

For agenda and schedule information, call Kelsey Newell at 503-797-1916, e-mail: kelsey.newell@oregonmetro.gov.
To check on closure or cancellations during inclement weather please call 503-797-1700x.



2010 MPAC Tentative Agendas

Tentative as of July 21, 2010

<p><u>MPAC Meeting</u> July 14</p> <ul style="list-style-type: none"> • Analysis of potential UGB expansion areas <ul style="list-style-type: none"> ○ Infrastructure costs ○ Localization factors • Maintaining an Inventory of Large Industrial Sites Within the Region 	<p><u>MPAC Meeting</u> July 28</p> <ul style="list-style-type: none"> • Federal Sustainable Community Initiative and HUD Sustainable Communities grant - Information • Climate Prosperity Project
<p><u>MPAC Meeting</u> August 11</p> <ul style="list-style-type: none"> • Presentation of COO recommendation • Federal Sustainable Community Initiative and HUD Sustainable Communities grant - Action 	<p><u>MPAC Meeting</u> August 25</p>
<p><u>MPAC Meeting</u> September 8</p> <ul style="list-style-type: none"> • The Intertwine • Draft Ordinance to meet 20-year forecasted growth (discussion) <ul style="list-style-type: none"> • Investment Strategy • Actions to meet forecasted growth • Regional Framework Plan/Urban Growth Management Functional Plan amendments 	<p><u>MPAC Meeting</u> September 22</p> <ul style="list-style-type: none"> • Draft Ordinance to meet 20-year forecasted growth (discussion) <ul style="list-style-type: none"> • Investment Strategy • Actions to meet forecasted growth • Regional Framework Plan/Urban Growth Management Functional Plan amendments
<p><u>MPAC Meeting</u> October 13</p> <ul style="list-style-type: none"> • Draft Ordinance to meet 20-year forecasted growth (discussion) <ul style="list-style-type: none"> • Investment Strategy • Actions to meet forecasted growth • Regional Framework Plan/Urban Growth Management Functional Plan amendments 	<p><u>MPAC Meeting</u> October 27</p> <ul style="list-style-type: none"> • Draft Ordinance to meet 20-year forecasted growth (discussion) <ul style="list-style-type: none"> • Investment Strategy • Actions to meet forecasted growth • Regional Framework Plan/Urban Growth Management Functional Plan amendments

<p><u>MPAC Meeting</u> November 10</p> <ul style="list-style-type: none"> • Draft Ordinance to meet 20-year forecasted growth (discussion) <ul style="list-style-type: none"> • Investment Strategy • Actions to meet forecasted growth • Regional Framework Plan/Urban Growth Management Functional Plan amendments 	<p><u>MPAC Meeting</u> November 17</p> <ul style="list-style-type: none"> • Draft Ordinance to meet 20-year forecasted growth (recommendation to council) <ul style="list-style-type: none"> • Investment Strategy • Actions to meet forecasted growth • Regional Framework Plan/Urban Growth Management Functional Plan amendments
<p><u>MPAC Meeting</u> December 15</p>	



METRO POLICY ADVISORY COMMITTEE

July 14, 2010

Metro Regional Center, Council Chambers

MEMBERS PRESENT

Sam Adams
Pat Campbell
Jody Carson
Steve Clark
Nathalie Darcy
Dennis Doyle
Amanda Fritz
Jack Hoffman
Carl Hosticka
Dick Jones
Marilyn McWilliams
Charlotte Lehan, Vice Chair
Robert Liberty
Alice Norris
Rod Park
Wilda Parks
Richard Whitman
Jerry Willey, Second Vice Chair

AFFILIATION

City of Portland Council
City of Vancouver
City of West Linn, representing Clackamas Co. Other Cities
TriMet Board of Directors
Washington County Citizen
City of Beaverton, representing Washington Co. 2nd Largest City
City of Portland Council
City of Lake Oswego, representing Clackamas Co. Largest City
Metro Council
Clackamas County Special Districts
Washington County Special Districts
Clackamas County Commission
Metro Council
City of Oregon City, representing Clackamas Co. 2nd Largest City
Metro Council
Clackamas County Citizen
Oregon Department of Land Conservation & Development
City of Hillsboro, representing Washington County Largest City

MEMBERS EXCUSED

Shane Bemis, Chair
Matt Berkow
Tom Brian
Keith Mays
Charlynn Newton
Judy Shiprack
Steve Stuart
Mike Weatherby

AFFILIATION

City of Gresham, representing Multnomah Co. 2nd Largest City
Multnomah County Citizen
Washington County Commission
City of Sherwood, representing Washington Co. Other Cities
City of North Plains, representing Washington Co. outside UGB
Multnomah County Commission
Clark County, Washington Commission
City of Fairview, representing Multnomah County Other Cities

ALTERNATES PRESENT

Shirley Craddick
Paul Manson

AFFILIATION

City of Gresham, representing Multnomah Co. 2nd Largest City
Multnomah County Citizen

STAFF:

Dick Benner, Andy Cotugno, Councilor Kathryn Harrington, Robin McArthur, Kelsey Newell, Tim O'Brien, Ted Reid Sheena VanLeuven, Malu Wilkinson, Ken Ray.

1. CALL TO ORDER AND DECLARATION OF A QUORUM

Vice Chair Charlotte Lehan declared a quorum and called the meeting to order at 5:06 p.m.

2. SELF INTRODUCTIONS AND COMMUNICATIONS

Audience and committee members introduced themselves.

3. CITIZEN COMMUNICATIONS ON NON-AGENDA ITEMS

There were none.

4. CONSIDERATION OF THE MPAC MINUTES FOR JUNE 23, 2010

MOTION: Councilor Jody Carson moved, and Mr. Dick Jones seconded, to approve the MPAC minutes for June 23, 2010.

ACTION TAKEN: With all in favor, the motion passed.

5. COUNCIL UPDATE

Metro Councilor Robert Liberty updated the committee on:

- A new Metro natural area acquisition expanded Mount Talbert Nature Park by 23 acres and closed a gap in the park's north loop trail;
- A second series of public tours will be hosted this fall of the new Chehalem Ridge Natural Area;
- In June, Metro purchased its third property along Alder Creek, an important headwater of Rock Creek. There is now a block of 80 protected acres just beyond the urban growth boundary in western Multnomah County;
- Metro recently acquired two easements along the Marine Drive Trail in the city of Gresham. The properties, which sit by side, will allow the city to build more than 500 feet of trail;
- Last week JPACT and the Metro Council adopted a policy framework for the 2014-15 Regional Flexible Fund Allocations. The framework includes a two-step funding program that supports initial funding targets for existing regional programs such as transit-oriented development and high-capacity transit development, a \$1 million allocation to provide seed money so the region can compete for additional federal and state resources, and community investment funds for electric vehicle acquisition, green economy and freight initiatives, and active transportation projects. JPACT further amended the policy framework to require that step two projects address environmental justice issues. The Metro Council will appoint a joint task force of both business/freight and active transportation experts to look more holistically at the broad range of projects under Step Two and work with county coordinating committees to present to JPACT and the Metro Council a more balanced set of projects that considers the needs of all users; and

- Due to ongoing technical difficulties the Council Chamber wireless microphones will not be used until otherwise noted.

6. INFORMATION/ DISCUSSION ITEMS

6.1 Analysis of Potential Urban Growth Expansion Areas

Ms. Robin McArthur of Metro provided a brief background on the 2009 urban growth report, which identified the need for additional capacity to accommodate housing and industrial growth for the next 20 years.

Mr. Tim O'Brien of Metro presented on potential expansion areas if land does need to be incorporated into the UGB. He explained the methodology for narrowing down the 28,615 acres of urban reserves to approximately 8,000 acres for further study, noting that this acreage is being studied for both residential and industrial capacity and that any actual UGB expansion would only include a portion of the 8,000 acres. Jurisdictions have expressed interest in supporting new land through service and infrastructure provision in analysis areas 8A, 8B, 7B, 7D, 7I, 6A, and 5F. (See the UGB analysis areas map, included as part of the meeting record, for specifics.)

Committee discussion included:

- Whether impact on water resources is being factored in to an analysis of which lands to bring into the UGB;
- Concern that a third of the urban reserves land is already being studied for incorporation when it is intended to supply growth for 50 years;
- Whether the residential unit demand can be translated directly into an acreage demand;
- General support that a conservative approach to incorporating new land is best and that the focus should be on using land already within the growth boundary to better address costs of living, high costs of new infrastructure development, greenhouse gas emissions targets, and other factors;
- The idea that a decision based on the current economic climate would be shortsighted, and that instead this process should create a long-term vision for the future of employment and residential growth;
- Consideration of State laws and how they impact the process for analyzing lands to bring into the UGB; and
- Whether current projected housing densities are realistic or whether future densities might be higher, requiring less urban land.

Additionally, the committee briefly address Mayor Doyle's letter to the committee regarding UGB expansion. The committee agreed that further discussion would be necessary.

6.2 Maintaining an Inventory of Large Industrial Sites Within the Region

Ms. Malu Wilkinson and Mr. Ted Reid of Metro presented on the strategy for maintaining a supply of large-lot industrial sites to support the traded-sector economy. They outlined the process for identifying, maintaining, and replenishing an inventory of large sites.

Committee discussion included:

- How past incorporation of industrial land into the UGB affects the current need for sites;
- Whether some of the qualifications for sites to be included in this inventory are too restrictive;
- The distinction between general industrial sites and large-lot sites being considered here, and the different needs of each type of site;
- The option for inclusion of brownfields in the large-site inventory; and
- MPAC's role in UGB expansion.

7. MPAC MEMBER COMMUNICATIONS

There were none.

8. ADJOURN

Vice Chair Charlotte Lehan adjourned the meeting at 7:09 p.m.

Respectfully submitted,



Recording Secretary

ATTACHMENTS TO THE PUBLIC RECORD FOR JULY 14, 2010:

The following have been included as part of the official public record:

ITEM	DOCUMENT TYPE	DOC DATE	DOCUMENT DESCRIPTION	DOCUMENT No.
6.1	Handout	07/01/2010	2010 Capacity Ordinance: Process for evaluating urban reserve areas for inclusion in the UGB	071410m-01
6.1	Map	06/28/2010	UGB Analysis areas	071410m-02
6.2	Handout	07/07/2010	Memo: To: MPAC From: Malu Wilkinson, Ted Reid Re: Large-site replenishment concept	071410m-03
6.2	Handout	07/13/2010	Letter to MPAC from Mayor Doyle	071410m-04
6.2	Handout	07/07/2010	Policy Proposal: Performance-based approach to replenishing large sites for traded-sector industrial jobs	071410m-05



Date: July 21, 2010

To: Metro Policy Advisory Committee

From: Robin McArthur, AICP
Planning & Development Director

Re: *MTAC Nominees for MPAC Approval*

Per MPAC bylaws Article IV, Section C, applicable to the Metro Technical Advisory Committee, “each jurisdiction or organization named shall annually notify MPAC of their nomination. MPAC may approve or reject any nomination. Revision of the membership of MTAC may occur consistent with MPAC bylaw amendment procedures...”

The City of Portland has nominated Joe Zehnder as their first alternate and Tom Armstrong as the second alternate. Susan Anderson remains the primary member.

Please consider these nominations for your approval.

If you have any questions or comments, please do not hesitate to contact me.

Thank you.

Housing Equity and Opportunity Strategy for the Portland Metropolitan Region

Proposed DECLARATION OF COOPERATION (Draft 7/21/10)

Our Intent

The Portland metropolitan region has long been a national leader in developing and implementing innovative approaches to land use and transportation planning, responsible resource use and climate protection. After investing decades of effort building healthy human and natural communities, our region is widely viewed as one of the most livable places in the country.

Yet we also know that the exceptional quality of life for which our region is known is not shared by all who live here, especially members of low-income communities and communities of color. We cannot succeed as a region unless all of our fellow residents have the opportunity to share in the livability we have worked so hard to create and to live in communities that nourish their potential.

This Declaration of Cooperation signals the formation of a consortium of public agencies and community-based organizations for the purpose of working together to seek a grant under the US Department of Housing and Urban Development's (HUD) "Sustainable Communities Regional Planning Grant Program" to support development and implementation of a Housing Equity and Opportunity Strategy for the Portland metropolitan region. The basic approach outlined in this Declaration of Cooperation is:

1. To involve local governments, housing authorities, community-based organizations and the private sector in collaboratively developing an integrated regional plan for housing equity and opportunity in the Portland metropolitan region. This will include testing the concepts included in the plan through the development of several pilot projects.
2. To link affordable housing investments in the region to available and planned public services and infrastructure, such as employment opportunities, health care, transportation, education, and recreation.
3. To review the adequacy and availability of public services to *existing* market or assisted low-cost housing in the region, and to help local governments evaluate the equity of current public service distribution in the region.

To build on our current efforts, additional funding for this effort is being sought through HUD's Sustainable Communities Regional Planning Grant Program, which is part of The Partnership for Sustainable Communities established jointly by the US Departments of Housing and Urban Development (HUD) and Transportation (DOT) and the Environmental Protection Agency (EPA).

While this is not a binding legal contract, this Declaration of Cooperation constitutes a statement of the good faith and commitment of the undersigned parties. It represents a public commitment to work together to develop consensus-based strategies that best address the needs of the region as a whole, to strive to identify opportunities and solutions whenever possible, to contribute assistance and support within resource limits as identified in the grant application, and to collaborate with other consortium members in promoting the successful implementation of the agreed-upon strategies. Within 120 days of the award of the grant, the parties to this agreement will need to execute specific contracts to carry out tasks funded through the grant and to refine roles and responsibilities for the conduct of the grant work program.

Intended Outcomes

The development and implementation of a Housing Equity and Opportunity Strategy for the Portland metropolitan region builds on the region's reputation and practice of multi-disciplinary planning and fits the objectives of HUD's Sustainable Communities Planning Grant Program. This federal grant program provides an opportunity for the region to leverage our success in land use and livability policy by creating new partnerships, policies and investments that promote equity and opportunity for all regional residents.

The Housing Equity and Opportunity Strategy will be an implementation plan. It will provide a road map for investment in places, people and processes. The Strategy will include:

- Deep analysis and understanding about the current status of our region with respect to equity and opportunity;
- Implementation strategies that cross fields and sectors and provide integrated approaches to investment to insure that we achieve positive triple bottom line results;
- Investment in effective individual, organizational and community capacity to create communities of opportunity; and
- Strategies to evaluate impacts of policies across income, race/ethnicity and geography, and systems to track progress over time and inform future decision-making.

The Consortium's grant application is intended to achieve five basic outcomes:

- **Housing Equity and Opportunity Strategy** – With the leadership of regional housing development partners, including housing authorities, community-based organizations, local government public service and infrastructure providers, and the private sector, this grant will develop a strategic plan to coordinate and integrate access to affordable housing, jobs and workforce training, high-quality public transportation and other critical public services and facilities for the Metro region. This regional plan will *not* diminish or take away any vested authority of local jurisdictions or non-profit organizations, but will guide local decisions through a regional plan that has been collaboratively developed. In addition, an equity and opportunity evaluation tool will be developed for future application to infrastructure and services delivery decisions.

- **Linkage, leverage and integration** – This Housing Equity and Opportunity Strategy will create linkage between federal, state, regional, local, non-profit and private investments in housing, transportation, education, and other service planning in order to promote greater equity and opportunity for all regional residents. In so doing, it will also provide opportunities to leverage public investments in affordable housing with other public investments in the region. The results of the Housing Equity and Opportunity Strategy will provide input to various implementation programs throughout the region, including development of the Community Investment Strategy (an over-arching effort coordinated by Metro to implement the region’s long-term vision and achieve regionally agreed-upon outcomes through a broad range of investments).
- **An on-going governance structure** – While this consortium of regional partners is initially designed to *develop* the Housing Equity and Opportunity Strategy, the intent is to have the consortium develop a governance structure to oversee the implementation of regional housing and equity measures on an on-going basis.
- **Increased capacity of community-based organizations to participate in the consortium** – Many communities are underserved, or their community-based organizations lack the staffing capability to engage their constituencies and participate effectively in this collaborative effort. Grant funding will be used to involve community-based organizations (as well as local governments) in specific tasks and decision-making related to the regional housing strategy with the objective of having increased capacity and capability to engage in decision-making beyond the duration of the grant.
- **A framework for monitoring and measuring performance over time** – The consortium will develop indicators and use them to track progress and guide future implementation actions. These indicators will integrate with the Greater Portland-Vancouver Indicators project at Portland State University.

Governance

- A Steering Committee, consisting of the signers of this document, will provide a forum for decision-making on all policy matters involved in implementation of the grant and development of the regional Housing Equity and Opportunity Strategy. The Steering Committee shall determine the consortium’s policy direction and establish procedures for allocating resources and grant funds. It is expected that membership in the Consortium and Steering Committee will expand upon receipt of the grant to include organizations representative of the full diversity of the region and to include additional local governments and service providers such as workforce training, education, health care providers, climate policy, arts & culture, etc.
- A Budget Committee will be established consisting of a representative group of fiscal officers of the Steering Committee organizations. It shall ensure all federal, state, and local budget, accounting and finance rules are followed and oversee disbursement of funds, including paying of consultants, pursuant to the Cooperative Agreement and in

accordance with Steering Committee’s decision regarding allocation of resources and grant funds.

- A Technical Advisory Committee will oversee technical work related to the plan and make recommendations, as assigned by the Steering Committee. The Technical Advisory Committee will ensure integration with PSU’s Community Data Commons and the Greater Portland-Vancouver Indicators project.
- An Outreach Advisory Committee will oversee and coordinate outreach to stakeholders and the public.
- Facilitation and staff support for the Consortium and Steering Committee meetings shall be provided by the National Policy Consensus Center. Additional support will be provided by staff of consortium members.
- The Steering Committee will operate on a consensus-seeking basis. Members of the consortium agree to work with each other in a collaborative manner that develops trust and brings forward interests to be addressed in a supportive manner.
- The “Lead Applicant” of the Consortium will be Metro, with the following authority and responsibilities:
 - Authority to act as the Consortium’s representative when dealing with HUD on behalf of all members of the Consortium;
 - Responsibility for submitting the Grant Application and executing a Cooperative Grant Agreement if awarded;
 - Fiscal and administrative responsibility for the Grant on behalf of the Consortium.

Declaration of Cooperation

We, the undersigned government organizations, agree to join this Consortium to seek a HUD grant in our capacity as a public entity responsible for setting policy and funding and implementing infrastructure, programs and services intended to benefit the public.

Metro

City of Portland

David Bragdon, Council President

Sam Adams, Mayor

Multnomah County

Washington County and
Washington County Housing Authority

Jeff Cogen, Chair

Tom Brian, Chair

Clackamas County and
Clackamas County Housing Authority

City of Beaverton
(as a direct CDBG recipient)

Lynn Peterson, Chair

Denny Doyle, Mayor

Housing Authority of Portland

TriMet

Steve Rudman, Executive Director

Neil McFarlane, General Manager

Portland State University

Wim Wiewel, President

We, the undersigned community-based organizations, agree to join this consortium in our capacity as providers of housing and other services to people and communities, and who have needs for services that enhance their access to opportunity, and that are typically underrepresented in public decision-making.

Fair Housing Council of Oregon

Urban League of Portland

Moloy Good, Executive Director

Marcus Mundy, President and CEO

Housing Organizations of Color Coalition

Coalition for a Livable Future

Maxine Fitzpatrick, Chair

Jill Fuglister, Co-Executive Director

Community Housing Fund

Oregon Opportunity Network

Ramsay Weit, Executive Director

Cathey Briggs, Executive Director

Bienestar

Karen Shawcross, Executive Director

The Portland Metro Climate Prosperity Project

A GREENPRINT FOR THE METRO REGION

DRAFT June 2010

What is Climate Prosperity?

Climate Prosperity aims to fully integrate climate change policy and economic development into a single strategy. By leveraging our green assets to grow our green markets, companies, workforce, and innovation, the strategy will help unify and connect existing green efforts in the region, rather than duplicating work that's been done. The Rockefeller Brothers Fund provided start-up funding to develop the Greenprint.

What is the Greenprint?

The Greenprint provides a roadmap and strategic framework to cohere and accelerate green priorities and jobs in the Portland-Vancouver region. Created with input from over 150 leaders throughout the region, the Greenprint is a call to action that identifies six green actions and recommends key strategies to achieve them.

The Big Audacious Goal?

To become the nation's beacon in climate prosperity by enhancing community vitality and livability, achieving more economic growth and resiliency and producing less environmental impact—given the region's assets and size—than any other region in the world.

Where can I find out more?

Read the full Greenprint and find out how to get involved at:

www.pdxinstitute.org/climateprosperity



THE WORKING GROUP

Climate Solutions

DSW Collective

Formos

Lane Powell

Greenlight Greater Portland
Metro

Nike

Oregon Business Council

Oregon Institute of
Technology

Portland Bureau of Planning
and Sustainability

Portland Development
Commission

Portland Sustainability
Institute

Regional Partners

Worksystems, Inc.

ACTION 1: **Establish Finance Mechanisms for Green Innovation**

- Establish clean energy finance programs
- Develop regional investment strategy to support green infrastructure, smart growth and sustainable development projects
- Develop utility service and revenue recovery models to accelerate resource efficiency and smart grid
- Develop regional green bank strategy that explicitly directs a portion of its loans into energy efficiency and renewable energy investments
- Encourage the Oregon Investment Council to invest a portion of the state treasury portfolio into local clean technology projects

ACTION 2: **Accelerate Energy and Resource Efficiency**

- Establish clear goals and targets for efficiency in the metro region
- Accelerate bulk procurement of on-site clean energy systems
- Adopt high-performance building and infrastructure standards for major redevelopment sites

ACTION 3: **Commercialize Green Technologies**

- Create a commercialization gap fund through the State of Oregon's signature Research Centers
- Educate and drive businesses to existing resources for commercialization
- Develop a consortium of companies to work together on proof-of-concept new buildings and retrofit projects to develop and commercialize innovative technologies

ACTION 4: **Cultivate the Regional Clean Tech Cluster**

- Direct a dedicated portion of the region's economic development resources to the Clean Tech cluster
- Support the regional wind energy industry
- Support the regional solar energy industry
- Support the regional green development industry
- Support the regional electric vehicle, battery storage, and smart grid industries

ACTION 5: **Develop a Pipeline of Green Talent**

- Forecast workforce needs
- Strategically invest in post secondary programs that will result in family wage green jobs
- Integrate green curriculum into metro region school districts (K-12)
- Create pathways to employment for all through sustainable workforce retraining programs

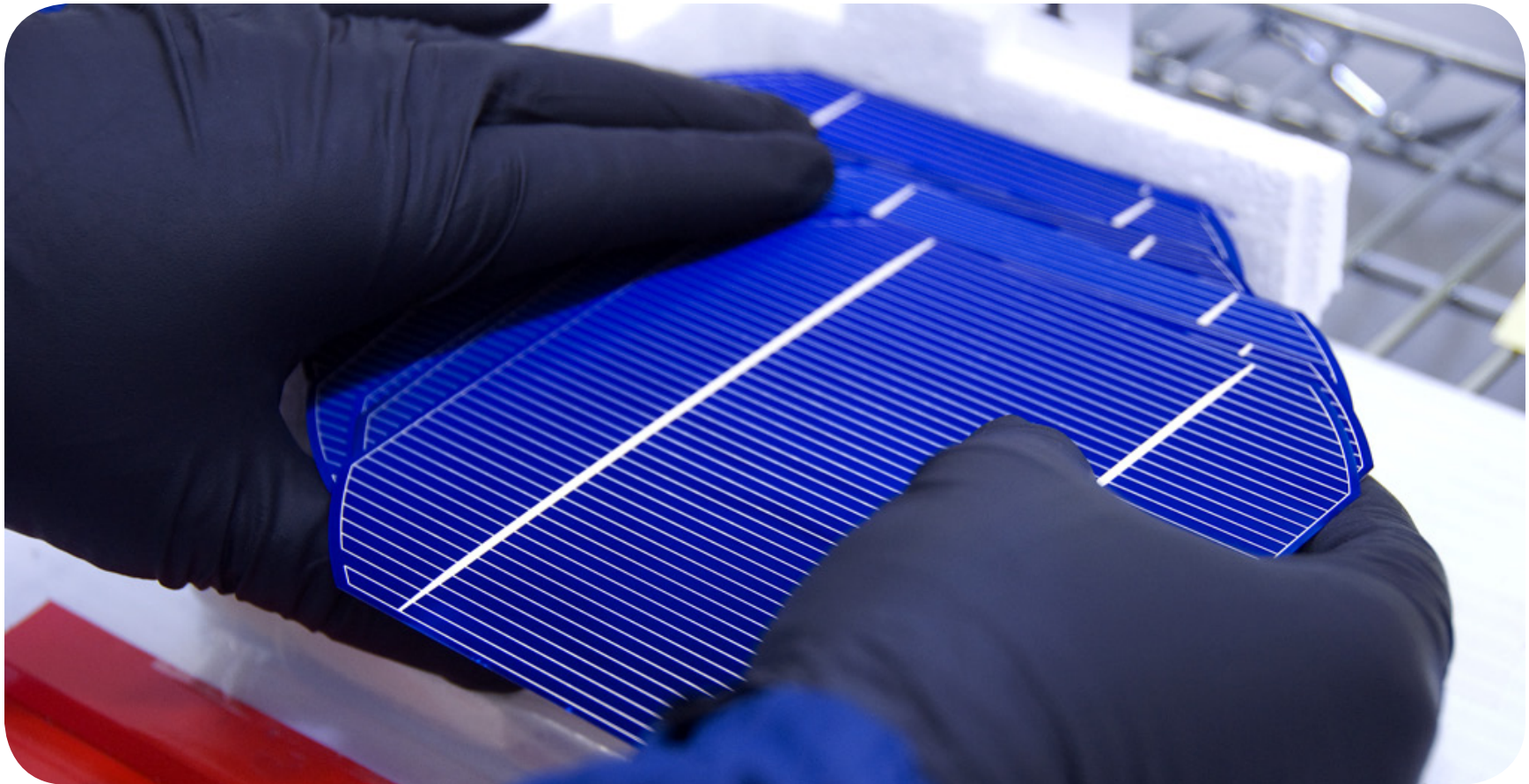
ACTION 6: **Build Support and Communicate Results**

- Create Climate Prosperity leadership council to manage, promote, and track Greenprint actions
- Create a single, regional public-private economic development strategy
- Set up a measurement system to track quarterly and annual progress on key economic and environmental measures

The
**Portland Metro
Climate Prosperity
Project**

A **GREENPRINT**
FOR THE METRO REGION

DRAFT June 2010



A Letter from the Working Group

In 2009, the Portland metropolitan region became a pilot of the national Climate Prosperity Project, an invitation-only initiative led by the Rockefeller Brothers Fund to reduce emissions while stimulating economic prosperity. We asked the question: how does the Portland region successfully curb emissions, expand business opportunity, and increase savings across jurisdictional boundaries?

Our region is an early adopter of green technologies, conservation, and innovative public policy. It's known as a place where the environment and livability takes priority, bucking national trends around sprawl and greenhouse gas emissions.

But our environmental leadership has not fully materialized into a strong economic development and public policy strategy. The promise of a clean economy is in our sights, yet other regions are vying for the leadership role — and they have the intent and capacity to pass us by.

This Greenprint is a call to action. It is a set of strategies to elevate and prioritize our activities, starting immediately. We can no longer afford to work without a strong regional platform on which to frame collaborative efforts. We can and must align our initiatives to grow our competitive advantages, scale up our efforts, and significantly reduce our environmental impacts.

Over the coming months, we will engage the region's business and civic communities to drive action. We will create a CEO-level leadership council to guide implementation and track progress. Success will require a united and aggressive effort over the next three years to strengthen and expand the Portland region's role on the leading edge of the global clean economy.

The time to act is now — please join us.

Sincerely,
The Portland Metro Climate Prosperity Working Group

THE WORKING GROUP

Climate Solutions

DSW Collective

Formos

Greenlight Greater Portland

Lane Powell

Metro

Nike

Oregon Business Council

Oregon Institute of
Technology

Portland Bureau of Planning
and Sustainability

Portland Development
Commission

Portland Sustainability
Institute

Regional Partners

Worksystems, Inc.

Executive Summary

In the past decade, the Portland metropolitan region has emerged as a national leader in urban sustainability and clean technology. The region has witnessed a veritable explosion of activity across companies, government, nonprofit organizations and educational institutions, resulting in a dazzling array of new green products, policies, programs, and infrastructure.

It's clear that the region's track record has generated national recognition as well as tangible environmental and economic benefit. But the region's early adopter advantage diminishes as other cities and metropolitan regions—armed with greater resources and more sophisticated strategic partnerships and coordination—adopt the green mantle.

The region is not guaranteed a leadership position in the fast-moving global green economy unless it invests in and organizes itself for success.

The national landscape is shifting quickly. The federal government is pouring billions of dollars into green research and business development. Innovation and entrepreneurship are soaring across all sectors of the clean economy.

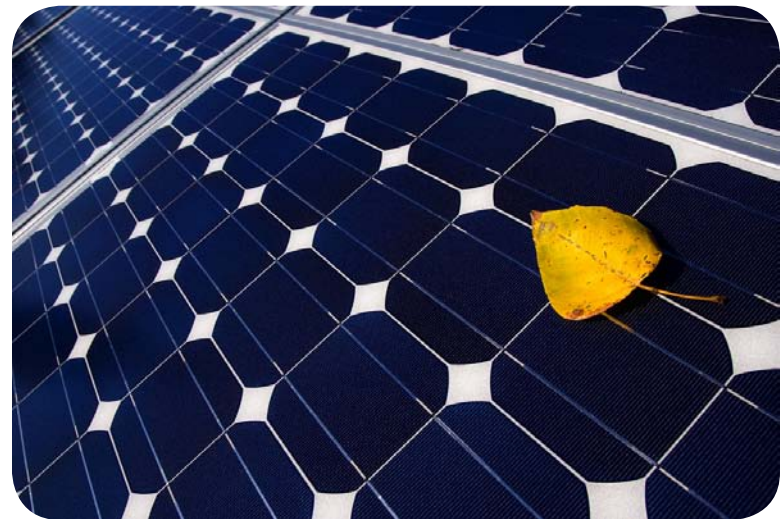
The Portland metropolitan region's challenge is not to discover the benefits of living, working, or thinking green. Rather, the challenge is to fully and strategically engage our business community, different levels of local and regional government, and our citizens in ways that keep the region at the forefront of the green economy. Few in our region are satisfied with the level of progress we have made creating green jobs or deploying innovative policy and financing structures that can scale broadly to reach the vision we all share for a sustainable economy. Put simply, the region is not guaranteed a leadership position in the fast-moving, global green economy unless it invests in and organizes itself for success.

Business and civic leaders need to take concerted action today to create more linkages among key players around shared market interests, regional business planning, and signature projects. The region must also increase its capacity to respond quickly and effectively to federal funding opportunities that will drive clean technology innovation and economic growth for years to come.

The Portland Metro Climate Prosperity Greenprint provides a roadmap to accelerate the region's leadership in green development and clean technology. It starts from the premise that the Portland metropolitan region can simultaneously strengthen its economy, reduce carbon emissions, and maintain a focused leadership position in the global green economy.

The Greenprint is a regional call to action that identifies six green actions and recommends key strategies to achieve them. The six strategic priorities were developed in consultation with more than 150 business, higher education, and workforce leaders and the Climate Prosperity Working Group over the last year. The Greenprint synthesizes the many catalytic but often disparate initiatives that are currently underway throughout the region and offers up a series of new strategies based on a scan of best practices throughout North America. In each case the strategies proposed require true regional collaboration — no individual jurisdiction, sector, or institution has the full range of assets and expertise to succeed on its own.

It's time for the region's business, civic, and environmental leaders to pull together to accelerate green job creation and invest at scale in our region's most promising green practices.



ACTION 1: **Establish Finance Mechanisms for Green Innovation**

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ACTION 2: **Accelerate Energy and Resource Efficiency**

- Establish clear goals and targets for efficiency in the metro region
- Accelerate bulk procurement of on-site clean energy systems
- Adopt high-performance building and infrastructure standards for major redevelopment sites

ACTION 3: **Commercialize Green Technologies**

- Create a commercialization gap fund through the State of Oregon's signature Research Centers
- Educate and drive businesses to existing resources for commercialization
- Develop a consortium of companies to work together on proof-of-concept new buildings and retrofit projects to develop and commercialize innovative technologies

ACTION 4: **Cultivate the Regional Clean Tech Cluster**

- Direct a dedicated portion of the region's economic development resources to the Clean Tech cluster
- Support the regional wind energy industry
- Support the regional solar energy industry
- Support the regional green development industry
- Support the regional electric vehicle, battery storage, and smart grid industries

ACTION 5: **Develop a Pipeline of Green Talent**

- Forecast workforce needs
- Strategically invest in post secondary programs that will result in family wage green jobs
- Integrate green curriculum into metro region school districts (K-12)
- Create pathways to employment for all through sustainable workforce retraining programs

ACTION 6: **Build Support and Communicate Results**

- Create Climate Prosperity leadership council to manage, promote, and track Greenprint actions
- Create a single, regional public-private economic development strategy
- Set up a measurement system to track quarterly and annual progress on key economic and environmental measures

Introduction

In the past decade, the Portland metropolitan region has emerged as a national leader in urban sustainability and clean technology. The region has witnessed a veritable explosion of activity across companies, government, nonprofit organizations, and educational institutions resulting in a dazzling array of new green products, policies, programs, and infrastructure.

Myriad studies have documented the region's growing concentration and competitiveness in clean technology industries including solar manufacturing, wind energy, green building, environmental technology, energy efficiency, and electric vehicles across the state and region.¹

Likewise, case studies of the region's unique public policy framework that incents green behavior through renewable energy standards, land use, transportation, building code, and recycling policies has become required reading in urban and regional planning departments across the country.

¹ A national benchmarking report released by the Pew Charitable trusts in 2009 demonstrates that Oregon has one of the fastest growing clean energy economies in the country and a larger proportion of its workforce employed in the clean energy sector than any other state. Oregon led the nation with just over 1 percent of all of its jobs focused on the clean energy economy in 2007. See table on page 10.

The Portland-Vancouver Metro Region



The footprint of the greater Portland-Vancouver metro area encompasses seven counties and 61 cities and towns.

Being a bi-state region is an asset for economic developers, as the distinctiveness of the north and south sides of the river means a greater array of options for businesses looking to locate or relocate.

But it poses challenges as well, among them state tax policies that stop at the river and poor communication in general across the Columbia.

Climate Prosperity envisions alignment throughout the entire metro area around a clean economy approach to economic development.

The Region's Success:

The Portland metropolitan region distinguishes itself among peers as a community of eager inventors and early adopters of green innovation. It is characterized by a deep and long history of environmental activism and has gained a reputation as a “living laboratory” for sustainable urbanism. The region’s green ethos characterizes and informs sustainable business practice as well with global sustainability leaders such as Intel and Nike setting the pace.

Portland-Vancouver has created literally hundreds of “green” success stories for which its business and civic leaders and citizenry should rightfully be proud.

- The region has tamed sprawl and vehicle miles traveled through implementation of an urban growth boundary resulting in a “green dividend” of more than \$1 billion²
- The region is characterized by abundant mass transit (including busses, light rail and streetcars) linking Portland and surrounding communities
- The region boasts among the highest recycling rates, transit ridership rates, bicycle commuting rates and hybrid vehicle ownership rates in the nation
- The region has created thousands of high paying “green jobs” by attracting the largest concentration of solar manufacturing firms in the country³

2 CEOs for Cities, Portland’s Green Dividend, 2007

3 The region’s solar cluster is anchored by SolarWorld in Hillsboro. SolarWorld is projected to employ 1,000 employees at full capacity. Other notable firms in the region’s solar cluster include Solaicx and Sanyo.

- The state is a leader in the production of wind energy with Portland serving as home to North American headquarters of two of the largest global wind energy companies — Vestas and Iberdrola⁴
- Portland’s major electric utility companies are ranked number 2 and 3 respectively in the nation for renewable energy sales⁵
- Bucking national trends, Portland has reduced carbon emissions below 1990 levels⁶

These success stories and others have led the Portland metro to become a darling of the national media and a magnet for young, creative talent.⁷ The city and region routinely top national comparative rankings with respect to sustainability and livability.⁸

4 Over 2,600 MW of capacity is already installed or under construction in Oregon and Washington, who rank 7th and 5th in national wind installation, respectively

5 The U.S. Department of Energy’s National Renewable Energy Laboratory released its annual assessment of leading green power programs in May. Ranked by renewable energy sales (kWh/year), Austin Energy (Austin, TX), Portland General Electric (Oregon), and PacifiCorp (Oregon and five other states) ranked first, second and third in the nation.

6 City of Portland and Multnomah County, Climate Action Plan 2009. Portland instituted the first city local action plan on global warming in 1993. In 2008, Multnomah County emissions were 1% below 1990 levels, with a target to be 10% below in 2010, 40% below in 2030 and 80% below 1990 levels in 2050.

7 Greater Portland and Austin, TX lead the nation for attracting and retaining 18- to 34-year-old talent, 30% more than the national average.

8 Portland was rated the most sustainable city in the US in 2008, and one of the top 50 most livable cities in the world in 2009.

The Region's Opportunity:

The Portland metropolitan region has the opportunity to convert its green advantage into *widespread economic and competitive* advantage. In the decade to come only a handful of metropolitan regions will cement their position as leaders in the clean energy economy. Portland-Vancouver has the opportunity to leverage its current leadership position and expertise in sustainability to grow and thrive in the global clean technology marketplace. The clean energy economy can create badly needed jobs, investment, and wealth for the region.⁹

As several reports recently note, the Northwest is already leading in a number of critical and emerging clean energy segments. In 2009, the Pew Charitable Trusts released a national comparative report entitled, “The Clean Energy Economy: Repowering Jobs, Businesses and Investments Across America.” The report shows that jobs in Oregon’s core green economy sectors grew seven times faster than all jobs in the state between 1998 and 2007. At 1% of total employment, Oregon enjoys a larger share of employment in core green sectors than any other state. Oregon is one of only three states that the PEW report classified as a “large and fast growing” clean energy economy. Core green sectors in the state include energy efficiency, energy generation, and recycling technology.

What is the Clean Economy?

A clean energy economy generates jobs, businesses and investments while expanding clean energy productions, increasing energy efficiency, reducing greenhouse gas emissions, waste and pollution, and conserving water and other natural resources.

— *Pew Charitable Trusts,
The Clean Energy Economy*

Defining Clean Economy Success:

- National leadership in green industries
- Quality job and income growth
- Growth and retention of existing companies
- Attraction and creation of new companies
- Transformation of the region's broader economic base

⁹ Portland’s median income lags that of other west coast cities such as San Francisco and Seattle and its poverty rate is higher

Climate Solutions and Clean Edge reached similar conclusions in their 2008 report, “Carbon-Free Prosperity 2025.” Their analysis determined that the Northwest already has unique competitive advantage in five key areas: solar PV manufacturing, green building design and services, wind power development, sustainable bio-energy and smart grid technologies. Clean Edge estimates that these five sectors alone could provide from 41,000 to 63,000 new jobs for Oregon and Washington by 2025.¹⁰

With focus and determination the region can seize a market leadership position in the clean energy economy. As Carbon Free Prosperity notes, however, “it is critical that the (Northwest) region prioritize investments in carefully selected areas in which it is most likely to be a leader in global markets, leverage existing and emerging assets, and build out vibrant clusters of expertise. The ‘play to your strengths’ strategy that often creates success for leading businesses and sports teams applies to clean-tech economic development as well.”¹¹

Those companies, communities, governments, and regions that embrace clean-energy technologies... stand to benefit immensely by creating new jobs; becoming center of technological, business, and sustainability excellence; and leading the next wave of global innovation. Those that do not embrace this new wave, and continue to depend as much as they always have on carbon-intensive, increasingly costly and volatile fossil fuels, risk falling behind economically, socially and environmentally.

— *Carbon Free Prosperity 2025*

10 Carbon Free Prosperity 2025, pg. 5

11 Carbon Free Prosperity 2025, pg. 9, op. cit.

Key Growth Opportunities Identified by Research 2008-2009

Study	Clean Edge/Climate Solutions 2008, “Carbon Free Prosperity 2025”	Greenlight Greater Portland’s Industry Cluster Research 2008	Portland Development Commission’s Industry Cluster Research 2009	Pew Study 2009, “The Clean Energy Economy”
Purpose of Study	Identify Oregon and Washington’s biggest Clean Tech Growth Opportunities	Identify Portland MSA’s biggest strengths by concentration of companies and talent	Identify Portland region’s biggest opportunities for job creation	Document current state of clean tech activity across 50 states
Major Areas of Strength or Opportunity Identified	Solar PV Manufacturing	Solar PV Manufacturing	Solar PV Manufacturing	Clean Energy
	Wind Power Development	Wind Power Development	Wind Power Development	Training and Support
	Green Building Design and Services	Green Building Design and Services	Green Building Design and Services	Environmentally Friendly Production ¹
	Smart Grid Technologies	Environmental Services and Recycling Technologies	Energy Efficiency	Energy Efficiency
	Sustainable Bio-Energy		Transportation and Energy Storage	Conservation and Pollution Mitigation ²

1 PEW definition of Environmentally Friendly Production includes green building design and construction, alternative transportation fuel development, electric vehicle and equipment production, and sustainable agriculture

2 PEW definition of Conservation and Pollution mitigation includes environmental consulting, recycling, waste treatment, emissions control and monitoring, and water/wastewater treatment

The Region's Challenge:

The Portland region's early adopter advantage diminishes as other cities and metropolitan regions—armed with greater resources and aggressive strategic partnerships and coordination—adopt the green mantle.

Unlike many regions, the Portland metro's challenge is not to discover the benefits of living, working, or thinking green. Rather, the challenge is to fully and strategically engage the business community, government, and citizens in ways that keep the region at the forefront of the green economy. Few of us are satisfied with the level of progress the region has made creating green jobs or deploying innovative policy and financing structures that can scale broadly to reach the vision we all share for a sustainable economy.

Put simply, the Portland metropolitan region is not guaranteed a leadership position in the fast-moving, global green economy unless it invests in and organizes itself for success.

Business and civic leaders across the region need to take concerted action today to create more linkages among key players around shared market interests, regional business planning and signature projects. In addition there is great need to increase the region's capacity to respond quickly and effectively to federal funding opportunities that will drive clean technology innovation and economic growth for years to come.

The region's past accomplishments have put our community at the forefront of green innovation, but fragmented governance, a propensity toward process, long-standing ambivalence about "big business" and wealth, and a commitment to do-it-yourself culture (DIY) hold the region back. Regional business and civic leaders must not become complacent thinking that current approaches are good enough for the Portland metro to keep pace with the competition. Here's the reality: they aren't.

The Portland Metro Greenprint:

The Portland Metro Greenprint provides a roadmap to accelerate leadership in green development and clean technology. It starts with the premise that Portland-Vancouver can simultaneously strengthen its economy, reduce carbon emissions, and maintain a focused leadership position in the global green economy — but only if business and civic leaders take a hard look at current deficiencies and address them head on.

As a region, we can and must do better.

Imagine if our business and civic leaders committed to scaling up the best ideas and strategies developed within our region, made growing our regional green economy a priority, and organized accordingly without worrying about jurisdictional boundaries, organizational credit, or individual recognition? What if jurisdictions and organizations agreed on a set of shared priorities, then invested heavily in dollars and talent to make the kind of major impact that none of the parties could have produced on their own?

The Climate Prosperity Greenprint provides a roadmap for just this type of collaboration. It is a regional call to action that identifies six green actions and recommends key strategies to achieve them. The six strategic actions were developed in consultation with more than 150 individuals and the Greenprint Working Group. In each case the strategies proposed require regional collaboration — no individual jurisdiction, sector, or institution has the full range of assets and expertise to succeed on its own.

The Big Audacious Goal?

To become the nation's beacon in climate prosperity by enhancing community vitality and livability, achieving more economic growth and resiliency and producing less environmental impact—given the region's assets and size—than any other region in the world.

What is Climate Prosperity?

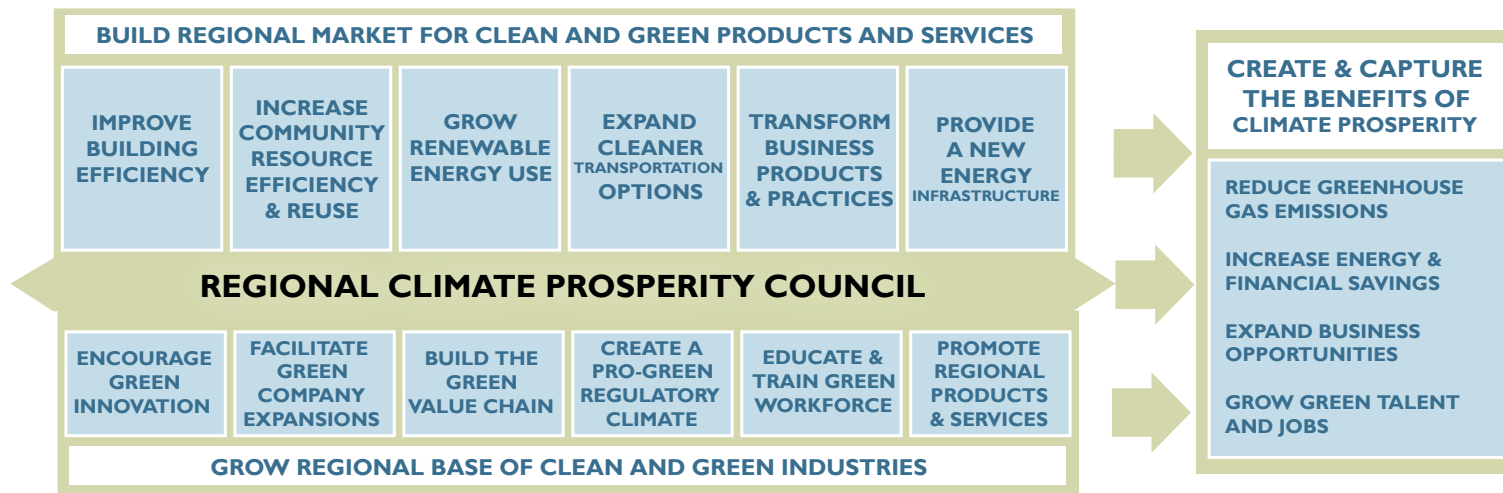
The Portland metropolitan region has been designated as a pilot Climate Prosperity Project.¹² This initiative is led by the newly formed Climate Prosperity Project, Inc., a national nonprofit working with select regions across the country to align and advance economic development and environmental actions to reduce emissions while stimulating economic prosperity. Based on a scan of communities, regions, and states across the country, the national effort has developed a powerful framework (see next page) to serve as a useful guide for regional collaboration.

“McKinstry is growing through a tough economic climate... By increasing the efficiency of hospitals, schools, campuses, and commercial buildings operating expenses, energy, water and waste consumption is curbed dramatically while sustaining a regional construction industry. McKinstry is an example that what is good for the environment is good for business.”

¹² The four pilots in the national Climate Prosperity Project are Silicon Valley, Portland, St. Louis, and Denver. Portland joined as a pilot in February 2009, when a number of representatives from the region attended a national Climate Prosperity meeting in Silicon Valley. The Portland representatives returned to form a working group and begin the pilot process. In summer 2009, the group received \$25,000 from the Rockefeller Brothers Fund to develop a Greenprint for the region. Since then, the group has conducted a regional inventory of activity in the clean economy, engaged over 150 regional leaders, and drafted this Greenprint.

Climate Prosperity asserts that metropolitan regions can simultaneously grow their economies and reduce greenhouse gas emissions. It rejects the notion that the economy and environmental protection are incompatible and embraces the belief that we can strengthen both through innovation. Climate Prosperity moves beyond climate protection by seeking specific ways to grow and capture economic growth through environmental progress. It offers an alternative to economic development practices that regard climate action as primarily a burden or drain on the economy.

Climate Prosperity is a hybrid, borrowing from the established fields of environmental sustainability and economic innovation. It recognizes that steps can be taken towards sustainability by reducing emissions through better energy efficiency and greater use of lower-emission alternatives. It also recognizes that innovation—which has opened up new frontiers in other fields such as information technology and biotechnology—can transform the energy field. A new wave of innovation can be a catalyst for prosperity that both addresses climate change and creates economic opportunity for people and communities.



The regional climate prosperity framework includes demand and supply components that together produce multiple economic and environmental benefits.

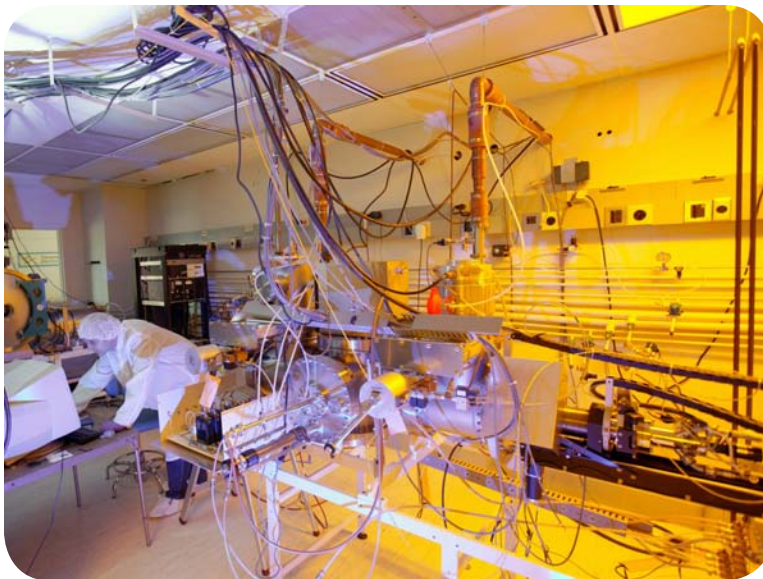
The “demand” side of Climate Prosperity involves growing the regional base of clean and green industries. While a region can increase its market for clean and green products and services, this demand can be met by local firms or firms based outside the region. The more that regional demand is met by local firms, the more economic benefits accrue to the region.

When a region actively encourages both clean and green demand and supply, it can maximize its environmental and economic benefits: reducing greenhouse gas emissions, improving energy savings, expanding business opportunities, and growing green talent and jobs.

The framework also suggests an organizational component to provide the “glue” to connect and align both demand and supply strategies, and track economic and environmental benefits. A regional Leadership Council can take many forms—but should reflect the unique characteristics of each region. Each pilot region engaged in the national Climate Prosperity initiative has created or is in the process of developing such a council.

Why does the region need a Greenprint?

There is no lack of sustainability plans and initiatives in the Portland metropolitan region. But existing plans and initiatives are often disjointed leading to suboptimal outcomes for the region as a whole. The region can work smarter. What's missing is a mechanism for linking organizations and goals, coordinating policy, and directing investment to maximize impact at the regional scale.



The goal is speed, scale and impact. As a region we can be satisfied with individual (but not collective) successes, remain good at starting (but not scaling) businesses and innovative initiatives, and continue to involve some (but not most) of the residents, businesses, and jurisdictions in the region's growing green economy.

Or, the region can set its sights higher. Business and civic leaders can choose to work together in creative and effective ways, harnessing the collective energy and talent of the region's people, institutions, and jurisdictions to build one of the world's most prosperous green economies.

The Greenprint provides a roadmap and strategic framework to cohere the component parts of the region's green agenda.

The Greenprint will help regional business and civic leaders:

- **Speak with one voice.** Portland-Vancouver is a small metro region (ranked 23rd in US market size). The region’s efforts will garner more national attention and a greater share of federal funding if we speak with a single powerful voice about our innovative capacity and competitive advantages in clean technology.
 - **Leverage scarce resources.** Portland-Vancouver is a resource-constrained region. The region cannot afford to work in an uncoordinated fashion that breeds inefficiency and duplicates effort. By setting clear priorities, the Greenprint can get key public and private actors working off the same page to maximize existing human and financial resources.
 - **Keep pace with the competition.** The competition for investment, companies, and top talent is intensifying as regions worldwide view green industry as one of the most promising sources of economic prosperity. Only by combining—rather than dividing up—the region’s collective assets can we hope to keep pace, especially with larger metropolitan areas.¹³
 - **Produce more innovation.** Real breakthroughs come at the intersection of different disciplines and diverse viewpoints. The Greenprint will help connect individuals, organizations, and sectors working on related aspects of the green agenda.
- **Achieve widespread buy-in and social equity.** The more that jurisdictions, industries, and residents of the region participate in and benefit from the growing green economy, the more likely we will sustain innovative policies and partnerships that will keep the region at the forefront of the green frontier. If the green economy is perceived to be (or actually is) limited to certain cities, environmental elites, or a narrow band of occupations, it is likely to devolve into intraregional disputes that stall progress and roll back earlier gains.
 - **Drive results.** By highlighting and coordinating promising efforts, the Greenprint will focus scarce resources on scaling-up the most effective strategies, spreading the economic and environmental benefits widely and creating a growing regional market for locally produced green products and services.
 - **Focus on prosperity.** The Portland metropolitan region trails other west coast regions in terms of wages, earnings and post-secondary enrollment. The Greenprint provides a concerted focus on clean tech job creation and related education and training to drive the growth of family wage jobs.¹⁴

¹³ In the past decade, Oregon generated only 1/10 the number of patents that California generated.

¹⁴ In 2008, median wage in Oregon was \$15.22/hr and 2/3 of green jobs paid \$15/hr or more, making it statistically more likely for green jobs to fall in the “high wage” category.

Delivering the Action Items contained in the Greenprint requires the region's business, civic, and environmental leaders to let go of some long-held practices and step up in new arenas.

- **DIY culture.** The tendency to “do-it-yourself” discourages regional collaboration that could leverage individual efforts to achieve greater impact. To scale the green economy and reduce carbon emissions, the region needs to adopt a “do-it-together” mantra.
- **Institutional fragmentation.** The region's efforts are largely aligned from a substantive standpoint, but there is no unifying mechanism for coordinating policy and scaling investment to maximize impact. The lack of a strong regional framework or platform on which to base collaborative green economy efforts has held back progress.
- **Economy and environment at odds.** The region's strong environmental ethic has spawned green innovation, but it has also created ambivalence about economic development. Some groups in our region see economic and environmental progress as mutually exclusive, rather than mutually supportive under the right circumstances.
- **Bringing innovation to market.** The region must get better at commercializing and capitalizing on homegrown green innovations, good ideas are too often lacking the capital and other business infrastructure to transform promising prototypes to profitable green products.

It's time for Portland-Vancouver to raise its game and take the green economy to the next level. The region must not pass up the opportunity to create the critical mass necessary to sustain innovation in key green industries.

Action 1: Establish Finance Mechanisms for Green Innovation

The clean economy requires the development of new public and private finance instruments to kick start innovation, build new markets, and grow business. Such instruments can effectively leverage the metro region's commitment to green building, smart infrastructure and reducing greenhouse gas emissions (e.g. building demand for new business services and products). At the same time, the region needs to develop more diverse and stable funding to replace aging services and expand new infrastructure and support smart growth and green development.

Strategy 1.1

Establish clean energy financing programs

In Oregon, a broad partnership of local and state governments, utilities, labor and nonprofit organizations, and financial institutions launched Clean Energy Works Oregon, a \$120 million comprehensive building retrofit program designed to increase the energy efficiency in thousands of residential and commercial buildings over three years. Currently in pilot in Portland, the City of Portland and State of Oregon received a \$20 million federal grant from the US Department of Energy to accelerate and expand the program statewide. A new nonprofit, Clean Energy Works Oregon, is in development to support expansion throughout the region and state.

Strategy 1.2

Develop regional investment strategy to support green infrastructure, smart growth and sustainable development projects

Sound infrastructure and sustainable development are critical to maintaining and enhancing regional economic growth, competitiveness, productivity, and quality of life. Due to inadequate and unpredictable public funding, the region has a growing backlog of infrastructure repairs and limited funding to support smart growth. Metro is convening public, private, and nonprofit partners to develop an integrated investment strategy to help the region accomplish its goals of more effective targeting of existing resources, strategic positioning for future state and federal funding, and exploration of new funding mechanisms to support focused public investment.

Strategy 1.3

Develop utility service and revenue recovery models to accelerate resource efficiency and smart grid

Utilities have a unique combination of long-range business models, access to capital, and direct relationships to their customers. Innovative finance models such as dynamic pricing, on-bill repayment of energy retrofits or fee-for-service (e.g. hot water) rather than fee-for-energy use present major opportunities to transition to clean energy, as do smart grid infrastructure projects and district heating and cooling systems.

Strategy 1.4

Develop a regional green bank strategy that explicitly directs its loans into energy efficiency and renewable energy investments

Individual homeowners as well as businesses need access to capital to make investments in energy efficiency, renewable energy and other green projects, yet very few lenders are focused on making loans for these kinds of investments. The creation of a regional green bank strategy is critical to financing the work slated to happen in our region.

Strategy 1.5

Encourage the Oregon Investment Council to invest a portion of the state treasury portfolio into local clean technology projects

The Oregon Investment Council (OIC) oversees the investment of most funds managed by the State Treasury, including the Public Employees Retirement Fund. The OIC ensures that money in the funds is invested and reinvested to earn the greatest possible returns for the beneficiaries. Whereas the OIC cannot, as a matter of policy, invest in specific Oregon companies, it could potentially recommend that the state invest in a fund with a specific investment strategy that appears to offer an attractive risk/return profile relative to other investments in the same asset class. For example, the OIC might recommend investing Public Employee Retirement System funds in a regionally-focused renewable energy fund that leverages private capital, federal loan guarantees, federal tax credits and Business Energy Tax Credits to yield above-market returns.

Action 2: Accelerate Energy and Resource Efficiency

More efficient use of energy and resources directly impacts both economic savings and greenhouse gas emissions reductions. Whether through elimination of waste or optimization of use, efficiency lays an essential foundation for economic growth. In fact, it is a key driver to economic recovery. Efficiency—at all scales—can help reduce businesses' operational expense, increase consumer spending power, and aid the region in meeting emissions reduction goals.

Strategy 2.1

Establish clear goals and targets for efficiency in the metro region

Spur future gains in efficiency through clear, transparent goal-setting. Specific actions include:

- **Establish energy efficiency and greenhouse gas reduction targets for the metro region**

The metro region is the economic engine for Oregon and SW Washington. If it does not meet regional targets, the region jeopardizes the established states' goals. Further, it contextualizes regional strategies while eliminating the fragmentation caused by thirty separate local targets. An aligned set of targets and goals helps position our region for federal funding opportunities.

- **Establish energy performance scores for all commercial and residential buildings**

Support the expansion of Energy Trust of Oregon's pilot Energy Performance Score program into a metro region and ultimately state program. Support its growth through inclusion in the Clean Energy Works Oregon energy retrofit program.

- **Promote industry adoption of energy efficiency goals for energy intensive industries**

Food processing and manufacturing are two regionally significant industries that can accrue massive benefits from the elimination of inefficiencies and waste in their production and processes. This strategy supports the creation of industry-wide goals around energy efficiency, spurring the implementation of energy-saving processes in existing and new manufacturing systems.

Strategy 2.2

Accelerate bulk procurement of on-site clean energy systems

Accelerate bulk procurement of on-site clean energy systems. Spur the creation of demand for clean energy systems through bulk purchasing from a number of sectors:

- **Greatly expand metropolitan jurisdictions bulk purchase of photovoltaic and solar thermal technology for their facilities**

Leverage the buying power of metropolitan jurisdictions to move the market toward greater demand for clean energy systems.

- **Expand Solarize Portland model to allow for region-wide residential bulk purchasing agreements.**

Support the aggregate purchase of residential clean energy systems, organizing individual households to purchase at scale.

Strategy 2.3

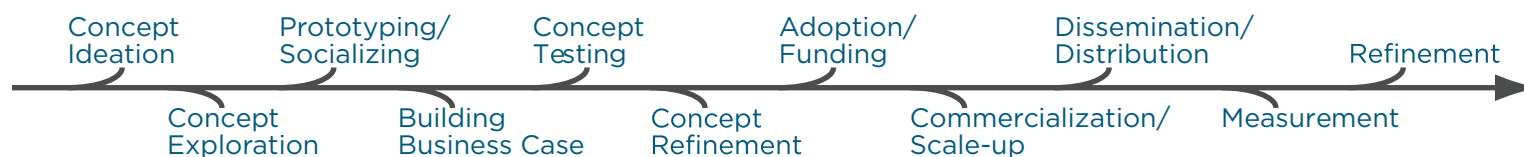
Adopt high-performance building and infrastructure standards for major redevelopment sites

High-performance EcoDistrict standards¹ will accelerate the implementation of district energy, smart grid, green streets and other district scale innovations and green building best practices in large-scale developments. The EcoDistricts Initiative includes a set of methods—assessment, governance, and policies—to guide catalytic projects that knit buildings, infrastructure, and behavior together and capture efficiencies at the district or neighborhood scale. Currently in pilot in five Portland neighborhoods, EcoDistricts provide an innovative frame for metro-wide adoption in regional and town centers.

¹ www.pdxinstitute.org/ecodistricts

Action 3: Commercialize Green Technologies

Businesses's ability to move green technologies to market quickly and efficiently will play a pivotal role in growing the clean economy. A robust infrastructure is necessary to help businesses move promising ideas through the lifecycle of product and service development. Academic institutions, government and nonprofits each play roles in supporting the pipeline for promising ideas.



Strategy 3.1

Create a commercialization gap fund through the State of Oregon's signature Research Centers

This fund will enable promising companies to move beyond the early stages of technology commercialization, past the common—and often deadly—financing gap stretching between research and product development. The fund will be modeled on the success of the ONAMI (Oregon Nanoscience and Microtechnologies Institute) commercialization gap fund, and supported by all of Oregon's signature Research Centers.

Strategy 3.2

Educate and drive businesses to existing resources for commercialization

The region is home to a myriad of resources available to businesses pursuing the various stages of commercialization. Local governments, universities, state signature Research Centers, and small business development centers offer services to businesses, such as connections to university research and development or aid in writing a business plan. This strategy promotes compiling these resources to streamline connections between available resources and businesses and entrepreneurs.

Strategy 3.3

Develop a consortium of companies to work together on proof-of-concept new buildings and retrofit projects to develop and commercialize innovative technologies

If further leveraged, construction and development activity will help regional firms establish and maintain a competitive advantage as innovators in the built environment. Complementary companies and competitors, through working together, will develop the knowledge and technology necessary for the design, construction, and operation of next generation buildings.



Companies and university researchers are finding common ground—and common questions—in the design and construction of the Oregon Sustainability Center.

Slated to achieve net-zero energy and water performance, OSC is fertile ground to test new technologies around energy efficiency, demand management, and wastewater treatment.

With companies and researchers at the table from the beginning of design, OSC acts as a living laboratory — a hub for innovation from blueprint to operation.

Action 4: Cultivate the Clean Tech Cluster

While building the metro region's clean economy, special attention must be paid to the growth of the Clean Technology cluster. The cluster is poised to become one of the region's strongest competitive advantages, housing a diverse set of companies that together create a center of gravity for innovation and economic growth. The cluster has a solid foothold in the region, but targeted support will cement its role as a national and global leader. With this leadership position, companies have greater reason to locate in the region, driving revenue from supplying next-generation clean products and services.

Strategy 4.1

Direct a dedicated portion of the region's economic development resources to the Clean Tech cluster

- **Continue the work** of the Jobs Grow Here program and other efforts to convene and organize firms to identify and address industry-specific opportunities and barriers to regional growth
- **Provide business resources and assistance** such as Economic Gardening programs and targeted financial assistance to increase revenues, improve operating efficiencies, and facilitate business expansions work
- **Recruit firms** from outside the region to locate facilities and operations within the region
- **Facilitate access to workforce training**
- **Support and develop state and local policies** to help drive demand for products and services from regional firms

What is a cluster strategy?

A cluster strategy organizes traded sector industries in a coordinated manner to make more efficient use of resources and to capture synergies in otherwise unrelated activities. It creates in-depth knowledge to fuel catalytic initiatives and to strategically invest resources for maximum effect.

Strategy 4.2
Support the regional wind energy industry

- **Organize and market individual manufacturers as larger groups**
Organize and market as a group capable of meeting a wide range of wind farm maintenance, repair, and replacement needs.
- **Support training and re-tooling of local manufacturers' processes**
Update and train to meet wind farm supplier requirements around maintenance and supply of replacement parts.
- **Broker connections**
Connect regional manufacturers with wind farm operators in the Northwest and on the West Coast in search of regional suppliers.

Strategy 4.3
Support the regional solar energy industry

- **Identify supply chain needs**
Work with original equipment manufacturers (OEMs) to identify their supply chain needs.
- **Develop and expand the local supply chain**
Build out the local supply chain for OEMs by helping regional manufacturers train and re-tool to meet OEM supply needs and, when regional manufacturers are unable, recruiting strategically valuable suppliers from outside the region.

Strategy 4.4
Support the regional green development industry

- **Drive demand for commercial retrofits**
Utilize public finance mechanisms to drive local demand for retrofitting large commercial buildings for optimized energy, water, and materials performance.
- **Develop local supply chain**
Develop a local supply chain to provide products and materials to be used in building retrofits.



The emerging electric vehicle cluster is poised to take full advantage of the Portland region's eagerness to test new green technologies. Designated as one of 5 areas nationwide to test the roll-out of the Nissan Leaf, the region is also receiving a portion of the \$100 million federal grant to eTec for the installation of charging infrastructure.

The widespread adoption of electric vehicles not only supports the growing sector of electric vehicle companies in the region, it further strengthens the case for a smart electric grid.

Strategy 4.5

Support the regional electric vehicle, battery storage, and smart grid industries

- **Educate the public on the benefits of electric vehicles**
Provide education throughout the region on the benefits of electric vehicles.
- **Deploy charging infrastructure**
Accelerate the deployment of charging infrastructure by providing financing assistance and minimizing permitting barriers.
- **Accelerate deployment of a smart grid strategy**
Establish standards for two-way energy storage and accelerate deployment of a smart grid strategy to provide infrastructure that benefits from and supports widespread adoption of electric vehicles.

Action 5: Develop a Pipeline of Green Talent

As the region's green industry grows, a diverse talent pool is needed to supply the skills necessary to build the clean economy. At the same time, economic transformation provides the opportunity for individuals in the region's workforce to find new pathways to personal prosperity. Preparing workers for careers in the energy efficiency and renewable energy sectors is a critical component to fuel climate—and individual—prosperity.

Strategy 5.1

Forecast workforce needs

This strategy supports modeling the number and type of jobs that will be created by state and local policy. As policies are enacted, they will be immediately analyzed for the demand created for workforce. These analyses will allow schools and training entities to teach skills in demand while simultaneously allowing workers to make informed decisions in their career choices.

Strategy 5.2

Strategically invest in post secondary programs that will result in family wage green jobs

Target college, university and apprenticeship program investments for high-leverage outcomes:

- **Invest significant dollars to produce a few key programs to lead the nation**
such as Oregon Institute of Technology's Renewable Energy Engineering program and Portland State University's green buildings programs.
- **Invest in "educational innovation fund"**
to target money to implementation of key green curriculum outcomes.
- **Refine apprenticeship models**
to integrate green technologies and processes.

Strategy 5.3

Integrate green curriculum into metro region school districts (K-12)

- **Adopt successful local and national best practice models and integrate into regional schools**
- **Create opportunities for companies to partner with and influence schools**
through mentorships, career related learning experiences, and support for curriculum and labs

Strategy 5.4

Create pathways to employment for all through sustainable workforce retraining programs

- **Develop career pathway maps**
Articulate pathways for everyone within the targeted industry categories.
- **Focus attention and access on historically underserved and disadvantaged populations**



A recent recipient of a federal \$5 million Green Jobs Training grant, the Portland-Salem-Vancouver region is immediately training to build skills that are ‘in demand’ for the renewable energy and energy efficiency sectors.

But the focus isn’t solely on the short term. As part of the grant activities, the Oregon Manufacturing Extension Partnership is analyzing the skills and production requirements of these sectors, while simultaneously identifying good candidates to develop and manufacture new product lines to support the industry.

Action 6: Build Support and Communicate Results

The region must align around common goals, forge new avenues of communication and collaboration, and reorganize itself to fully realize the promise of Climate Prosperity. Immediate collaboration will position the region for timely opportunities emerging from the federal government. Longer-term, cross-jurisdictional collaboration will build capacity for economic development on a scale to compete with other leading metros. Further, regional collaboration will serve to highlight the roles available to—as well as the roles occupied by—businesses and organizations, avoiding duplication and fragmentation. Communication is as important as collaboration; the region must tirelessly communicate the results of its actions and its growing set of competitive advantages both within its borders and to the outside world.

Strategy 6.1

Create Climate Prosperity leadership council to manage, promote, and track Greenprint actions

A leadership council will act as a mechanism to align actions, coordinate policy and scale investment across the region around the Climate Prosperity actions.

Strategy 6.2

Create a single, regional public-private economic development strategy

Create a strategy with widespread support and buy-in from business and the public sector to lead Climate Prosperity implementation. Other leading metro regions have singular entities that provide cohesion among economic development efforts, enabling them to compete more effectively for companies, resources and other opportunities.

Strategy 6.3

Set up a measurement system to track quarterly and annual progress on key economic and environmental measures

Use information to educate about the concept and benefits of Climate Prosperity among the public, as well as governments, businesses, and others throughout the region and beyond.



The Oregon Way was launched by Governor Kulongoski in 2009, drawing public and private sectors together to steer catalytic projects toward emerging federal funding. The goal was to gain an edge for Oregon in the stiff competition for billions of dollars in stimulus.

From this effort, a group of policy and business leaders informally convened to build a medium-term strategy for Oregon and metro Portland. Dubbed the “Sustainable Jobs War Room,” it is envisioned as a transformational policy and financing architecture to immediately accelerate the number of new green jobs created.

Building from this solid base of collaboration, the Climate Prosperity Leadership Council will provide a regional landing place for ongoing goal-setting and collaboration.

Next Steps

To meet the ambitious objectives in the Greenprint, the region must immediately invest in building a regional governance framework and focus on targeted priorities and actions where there is the most capacity and strength. The next steps are to engage, lead, and implement.

1. Engage.

It is time to bring together the region's stakeholders in the clean economy. A 45-day feedback and comment process will refine the Greenprint and start to cohere the companies and organizations ready to seize the opportunities of Climate Prosperity.

2. Lead.

Key decision-makers and organizations in the region must sign on to support the action. Over the coming months, CEO-level and political leaders will be asked to join the Climate Prosperity Leadership Council, charged with guiding the region's efforts and aligning resources around common ends.

3. Implement.

With a Leadership Council in place and wide-spread support throughout the region, all that remains is to act. A final version of this Greenprint will provide the roadmap to guide Portland-Vancouver's clean economy strategy, providing a framework for future decisions, collaborations, and actions.

First Year Priorities

Out of the 6 actions and 23 strategies listed in the Greenprint, the following seven strategies merit strong support and leadership in this critical first year of action:

- 1.1:** Support the launch of Clean Energy Works Oregon
- 1.2:** Help Metro develop a regional investment strategy for infrastructure
- 2.3:** Expand the EcoDistricts Initiative metro wide
- 3.1:** Create a commercialization gap fund housed within Oregon's signature Research Centers
- 4.5:** Support the regional electric vehicle and charging infrastructure roll-out
- 5.4:** Support sustainable workforce retraining programs
- 6.1:** Create the Climate Prosperity Leadership Council

The challenge of Climate Prosperity is great — but so is the opportunity.

We urge you to join us.

To stay up to date and find out how to get involved visit www.pdxinstitute.org/climateprosperity or contact Liz Hopkins, lhopkins@pdxinstitute.org

CLIMATE PROSPERITY

Rethink financing.

Increase efficiency.

Commercialize.

Grow clean tech.

Develop green talent.

Work together.



Jerome E. Colonna
Superintendent
16550 SW Merlo Road
Beaverton, OR 97006
503.591.4401 FAX 503.591.4175

District Goal for 2010-15:

All students will show continuous progress toward their personal learning goals, developed in collaboration with teachers and parents, and will be prepared for post-secondary education and career success.

July 19, 2010

Metro Policy Advisory Committee
Metro Technical Advisory Committee
600 NE Grand Ave.
Portland, OR 97232-2736

Re: Urban Growth Boundary Study

Dear Committee Members:

The Beaverton School District has carefully reviewed the Metro UGB Analysis Areas map dated June 28, 2010 and is concerned that the areas designated for analysis by Metro staff do not support the new school construction requirements needed by our District. As required by ORS 195.110, our School Board has adopted a new 2010 Facility Plan, which estimates our new land acquisition and school construction requirements to meet future enrollment growth. Pursuant to state statute, local jurisdictions, including the City of Beaverton and Washington County, will now include our 2010 Facility Plan in their Comprehensive Plans.

Our School Facility Plan demonstrates that the Beaverton School District will need a new comprehensive high school in the southern portion of our district to be operational within the next 4 to 6 years. Our analysis of potential sites suitable for development of a high school that would meet the expectations of our community and serve future enrollment growth patterns shows that there are very few options to provide the new high school where the anticipated need will occur. We believe the most viable sites are contained within the land designated in the UGB Analysis Areas map as *6B Urban* which has been excluded from Metro's analysis.

The issue of school sites, both elementary and secondary, in the SW Beaverton area has long been a discussion piece between the School District and Metro. Several years ago, the District was implored to avoid purchasing property in the Murray-Scholls Town Center area for these purposes, so that this locale could be used for high density residential and associated commercial development (which it now has). Based on the housing densities then being programmed, the District was actually in negotiations and even prepared to use its eminent domain authority to secure one or more school sites. These acquisitions would have proceeded had Metro not committed to the

District that it would support school site acquisition and ultimate construction in locations outside the present UGB. Therefore, our request returns the discussion to its original point of departure.

From the Beaverton School District's perspective, it is essential that the land within *6B Urban* that lies within our service boundary be included in the next UGB expansion in order to allow sufficient time for development of the concept plan and infrastructure planning necessary to support the high school. (We have no interest in expanding our school district service boundary by acquiring any *6B Urban* land that is currently in the Hillsboro School District.) We are also working closely with the Tualatin Valley Fire & Rescue District in a potential joint land acquisition strategy in the *6B Urban* area to more efficiently serve residents in both districts. Accordingly, I request that area *6B Urban* be included in the analysis and in the next UGB expansion.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Jerome Colonna". The signature is written in a cursive, flowing style.

Jerome Colonna
Superintendent

cc:

Denny Doyle, Mayor, City of Beaverton

Jeff Johnson, Fire Chief, Tualatin Valley Fire & Rescue District

Tom Quillin, Chair, Beaverton School Board of Directors

Mike Scott, Superintendent, Hillsboro School District

Materials following this page were distributed at the meeting.

Housing Equity and Opportunity Strategy for the Portland Metropolitan Region

DECLARATION OF COOPERATION

8/2/10

Our Intent

The Portland metropolitan region has long been a national leader in developing and implementing innovative approaches to land use and transportation planning, responsible resource use and climate protection. After investing decades of work building healthy human and natural communities, our region is widely viewed as one of the most livable places in the country.

Yet we also know that the exceptional quality of life for which our region is known is not equitably shared by all who live here, especially members of low-income communities and communities of color. We cannot succeed as a region unless all of our fellow residents have the opportunity to share equitably in the livability we have worked so hard to create and to live in communities that nourish their potential.

This Declaration of Cooperation signals the formation of a consortium of public and community based stakeholders for the purpose of working together to seek a grant under the US Department of Housing and Urban Development's (HUD) "Sustainable Communities Regional Planning Grant Program" to support development and implementation of a Housing Equity and Opportunity Strategy for the Portland metropolitan region. The basic approach outlined in this Declaration of Cooperation is:

1. To involve local governments, housing authorities, community-based organizations and the private sector in collaboratively developing an integrated regional plan for housing equity and opportunity in the Portland metropolitan region. This will include testing the concepts included in the plan through the development of several pilot projects that model targeted and restorative investment.
2. To link affordable housing investments in the region to available and planned public services and infrastructure, such as employment opportunities, health care, transportation, education, and recreation.
3. To review the adequacy and availability of public services to *existing* market or assisted low-cost housing in the region, and to help local governments evaluate the equity of current public service distribution in the region.

To build on these efforts, additional funding is being sought through HUD's Sustainable Communities Regional Planning Grant Program, which is part of The Partnership for Sustainable Communities established jointly by the US Departments of Housing and Urban Development (HUD) and Transportation (DOT) and the Environmental Protection Agency (EPA).

While this is not a binding legal contract, this Declaration of Cooperation constitutes a statement of the good faith and commitment of the undersigned parties, and represents a public commitment to think and lead in new ways and to work in new partnerships, with equity as a core goal, to develop consensus-based strategies that address the needs of the region as a whole, to strive to identify opportunities and solutions whenever possible, to contribute assistance and support within resource limits as identified in the grant application, and to collaborate with other consortium members in promoting the successful implementation of the agreed-upon strategies. Within 120 days of the award of the grant, the parties to this agreement will need to execute specific contracts to carry out tasks funded through the grant and to refine roles and responsibilities for the conduct of the grant work program.

Intended Outcomes

The development and implementation of a Housing Equity and Opportunity Strategy for the Portland metropolitan region builds on the region's reputation and practice of multi-disciplinary planning, including forty years of integrating environmental protection, land use and transportation, and fits the objectives of HUD's Sustainable Communities Planning Grant Program. This federal grant program provides an opportunity for the region to build on our success in land use and livability policy by creating new partnerships, policies and investments that promote equity and opportunity for all regional residents.

The Housing Equity and Opportunity Strategy will be an implementation plan. It will provide a road map for investment in places, people and processes. The Strategy will include:

- Thorough analysis and understanding about the current status of our region with respect to equity and opportunity utilizing current data and reports of the parties and other community verified sources;
- Implementation strategies that cross fields and sectors and provide integrated approaches to investment to insure that we achieve positive triple bottom line results (Equity, Economy, Environment);
- Development of opportunity maps to guide strategies and inform investments;
- Development of a tool to assess the equity impact of investments;
- Investment in effective individual, organizational and community capacity to promote democratic ideals and civic engagement in the creation of communities of opportunity; and
- Strategies to evaluate outcomes resulting from policies and investments across income, race/ethnicity and geography, and systems to track progress towards goals over time and inform future decision-making.

The Consortium's grant application is intended to result in five basic outcomes:

- **Housing Equity and Opportunity Strategy** – With the leadership of regional housing development partners, including community-based organizations, housing authorities, local government public service and infrastructure providers, and the private sector, this grant will develop a strategic plan to coordinate and integrate equitable access to

affordable housing, jobs and workforce training, high-quality public transportation and other critical public services and facilities for the Metro region. This regional plan will *not* diminish or take away any vested authority of local jurisdictions or non-profit organizations, but will guide local decisions through a regional plan that has been collaboratively developed.

- **Linkage, leverage and integration** – This Housing Equity and Opportunity Strategy will create linkage between federal, state, regional, local non-profit and private investments in housing, transportation, education, and other service planning in order to promote greater equity and opportunity for all regional residents. In so doing, it will also provide opportunities to leverage public investments in affordable housing with other public investments in the region. The results of the Housing Equity and Opportunity Strategy will provide input to various implementation programs throughout the region, including development of Metro’s Community Investment Strategy (an over-arching effort to implement the region’s long-term vision and achieve regionally agreed-upon outcomes through a broad range of investments).
- **An on-going governance structure** – While this consortium of regional partners is initially designed to *develop* the Housing Equity and Opportunity Strategy, the intent is to have the consortium develop a governance structure to oversee the implementation of regional housing and equity measures on an on-going basis.
- **Increased capacity of community-based organizations to participate in the consortium** – Many communities are underserved, or their community-based organizations lack the staffing capacity to engage their constituencies and participate effectively in this collaborative effort. Grant funding will be used to involve community based organizations (as well as local governments) in specific tasks and decision-making related to the regional housing strategy with the objective of having increased capacity and capability to engage in decision-making beyond the duration of the grant.
- **A framework for monitoring and measuring performance over time** – The consortium will develop and implement indicators to track progress and guide future implementation actions and will integrate with the Regional Indicators project at Portland State University.

Governance

- A Steering Committee, consisting of the signers of this document, will provide a forum for decision-making on all policy matters involved in implementation of the grant and development of the regional Housing Equity and Opportunity Strategy. The Steering Committee shall determine the consortium’s policy direction and establish procedures for allocating resources and grant funds. It is expected that membership in the Consortium and Steering Committee will expand upon receipt of the grant to include organizations representative of the full diversity of the region and to include additional service

providers such as workforce training, education, health care providers, climate policy, arts & culture, etc.

- A Budget Committee will be established consisting of a representative group of fiscal officers of the Steering Committee organizations. It shall ensure all federal, state, and local budget, accounting and finance rules are followed and oversee disbursement of funds, including paying of consultants, pursuant to the Cooperative Agreement and in accordance with Steering Committee’s decision regarding allocation of resources and grant funds.
- A Technical Advisory Committee will oversee technical work related to the plan and make recommendations, as assigned by the Steering Committee. The Technical Advisory Committee will ensure integration with PSU’s Community Data Commons and the Regional Indicators Project.
- An Outreach Advisory Committee will oversee and coordinate outreach to stakeholders and the public.
- Facilitation and staff support for the Consortium and Steering Committee meetings shall be provided by the National Policy Consensus Center. Additional support will be provided by staff of consortium members.
- The Steering Committee will operate on a consensus-seeking basis. Members of the consortium agree to work with each other in a collaborative manner that develops trust and brings forward interests to be addressed in a supportive manner.
- The “Lead Applicant” of the Consortium will be Metro, with the following authority and responsibilities:
 - Authority to act as the Consortium’s representative when dealing with HUD on behalf of all members of the Consortium;
 - Responsibility for submitting the Grant Application and executing a Cooperative Grant Agreement if awarded;
 - Fiscal and administrative responsibility for the Grant on behalf of the Consortium.

Declaration of Cooperation

We, the undersigned government organizations, agree to join this Consortium to seek a HUD grant in our capacity as a public entity responsible for setting policy and funding and implementing infrastructure, programs and services intended to equitably benefit the public.

Metro

City of Portland

David Bragdon, Council President

Sam Adams, Mayor

Multnomah County

Jeff Cogen, Chair

Clackamas Co. and Clackamas Co.
Housing Authority

Lynn Peterson, Chair

Housing Authority of Portland

Steve Rudman, Executive Director

Oregon Housing and Community Services

Victor Merced, Director

Washington Co. and Washington Co.
Housing Authority

Tom Brian, Chair

City of Beaverton
(as a direct CDBG recipient)

Denny Doyle, Mayor

TriMet

Neil McFarlane, General Manager

Portland State University

Wim Wiewel, President

We, the undersigned non-government organizations, agree to join this consortium in our capacity as providers of housing and other services to people and communities, and who have needs for services that equitably enhance their access to opportunity, and that are typically underrepresented in public decision-making.

Fair Housing Council of Oregon

Urban League of Portland

Moloy Goode, Executive Director

Marcus Mundy, President and CEO

Housing Organizations of Color Coalition

Coalition for a Livable Future

Maxine Fitzpatrick, Chair

Jill Fuglister, Co-Executive Director

Community Housing Fund

Oregon Opportunity Network

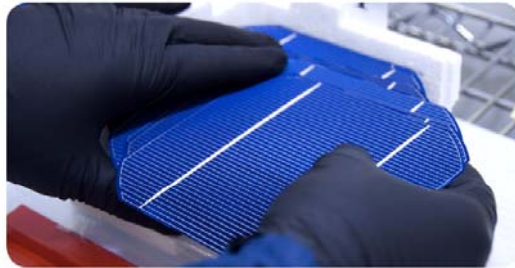
Ramsay Weit, Executive Director

Cathey Briggs, Executive Director

Bienestar

Karen Shawcross, Executive Director

The Portland Metro Climate Prosperity Project



Metro Policy Advisory Committee
July 28, 2010
Heidi Rahn, Rob Bennett

Presentation Overview

- Metro/Regional Climate Objectives
- Climate Prosperity
- Discussion and Input
 - Does the proposed Greenprint support your priorities?
 - Who should we engage in your community for the leadership council?

Metro Climate Objectives

- Strong technical foundation to inform decision-making
- GHG emissions considered in policy and program decisions
- Successful collaboration around climate change

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Regional Climate Priorities

- Increased investment in green development and renewable energy
- Adoption of energy efficiency and green building standards
- Increased mixed use in centers and corridors
- Expanded transit service

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Climate Prosperity The Vision

1. We can simultaneously grow the economy and reduce greenhouse gas emissions
2. We can develop a new economic engine for the region that takes advantage of our long history as environmental innovators

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Climate Prosperity Challenge

The region is not guaranteed a leadership position in the fast-moving global green economy unless it invests in and organizes itself for success

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Climate Prosperity What is the Greenprint?

The Greenprint provides a roadmap and strategic framework to cohere and accelerate green priorities and jobs in the Portland-Vancouver region.

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Climate Prosperity The What

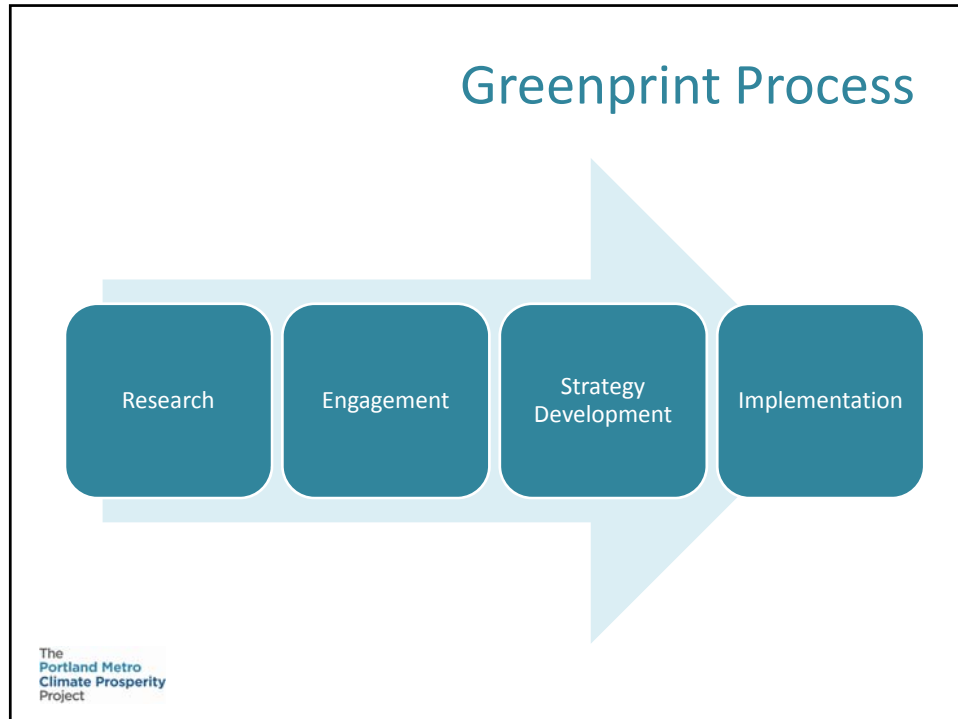
It is:

- clean economy economic development and policy strategy
- a call to action
- an alignment strategy, leveraging what we're doing well and opportunities to accelerate innovation
- practical and achievable

It isn't:

- a regional climate action plan
- THE regional economic development strategy

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Climate Prosperity Key Themes

Call

- DIY culture
- Institutional fragmentation
- Economy and environment at odds

Response

- More innovation
- Play to win
- Drive results
- Focus on prosperity
- Speak with one voice
- Leverage scarce resources

The Portland Metro Climate Prosperity Project

Climate Prosperity Framework



The Portland Metro Climate Prosperity Project

Climate Prosperity Actions

1. Establish Finance Mechanisms for Green Innovation
2. Accelerate Energy and Resource Efficiency
3. Commercialize Green Technologies
4. Grow our Clean Tech Cluster
5. Develop Pipeline of Green Talent
6. Build Support and Communicate Results for Climate Prosperity

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Climate Prosperity First Year Priorities

1. Support the launch of Clean Energy Works Oregon
2. Develop a community investment strategy
3. Expand the EcoDistricts Initiative metro wide
4. Create a commercialization gap fund housed within Oregon's signature Research Centers
5. Support the regional electric vehicle and charging infrastructure roll-out
6. Support sustainable workforce retraining programs
7. Create the Climate Prosperity Leadership Council

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Climate Prosperity Feedback to Date

- Call out transportation as a separate action (increased transit and bicycle use, funding infrastructure, demand management)
- Identify a strategy strengthening and linking state and local incentives (BETC 2.0)
- Climate adaptation as economic development strategy
- New cluster category for green infrastructure (stormwater, landscape design, ecosystem services)

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Climate Prosperity Leadership

- Leadership Council
 - Guide Implementation
 - Track Progress
 - C-level
- Staffing
 - Immediate, interim solution
 - Regional economic development strategy

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Climate Prosperity Next Steps

1. Engage: 45 day review process
August 12th feedback session at Nike
2. Lead: By Sept launch a CEO level Leadership Council
3. Act: Seek funding from the business and foundation community to jumpstart the effort

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Climate Prosperity Discussion

- Does the proposed Climate Prosperity Greenprint support your priorities?
- Are there business leaders in your community who we should engage?

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Extra Slides

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ACTION 1:

Finance Mechanisms

Strategies

- Establish Clean Energy Financing Programs
- Develop regional prioritization and funding mechanisms for green infrastructure investments and sustainable development projects
- Strategically invest a portion of the state treasury portfolio into Oregon clean tech companies through the Oregon Investment Council
- Develop a green bank strategy that integrates pools of private and public capital focused exclusively on energy efficiency and renewables

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ACTION 2.1:

Energy + Resource Efficiency: Energy Performance Targets

Strategies

- Establish energy efficiency and greenhouse gas reduction targets for the metro region
- Establish energy performance scores for all commercial and residential buildings
- Promote industry adoption of energy efficiency goals for food processing, manufacturing, other energy-intensive industries

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ACTION 2.2:

Resource Efficiency: Energy Delivery

Strategies

- Support bulk procurement of on-site clean energy systems:
 - Greatly expand metropolitan jurisdictions bulk purchase of photovoltaic and solar thermal technology for their facilities
 - Expand Solarize Portland model to allow for region-wide bulk purchasing agreements
- Establish standards for two-way energy storage and deployment of a smart grid

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ACTION 2.3:

Resource Efficiency: Infrastructure

Strategies

- Adopt high-performance building infrastructure standards for regional + town centers and planned unit/master-planned developments
- Invest regional transportation funds to encourage transit-oriented development, public and active transportation

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ACTION 3:

Commercialize Green Technologies

Strategies

- Develop process for businesses to submit ideas and engage in university research + development
- Establish commercialization partnerships to engage businesses through demonstration projects
- Expand signature Research Centers that fund and commercialize R&D at state universities around key regional strengths

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ACTION 4:
Grow the Clean Tech Cluster

Strategies

- Expand, retain and recruit clean tech companies region wide
- Develop local supply chains for industry clusters

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ACTION 5:
Develop a Pipeline of
Green Talent

Strategies

- Forecast Workforce needs
- Strategically invest in higher-ed programs that will result in family wage green jobs:
 - Invest significant dollars to produce a few key programs to lead the nation (OIT Renewable E Engineering, PSU Green Buildings)
 - Invest in “educational innovation fund” to target money to implementation of key green curriculum outcomes

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ACTION 5:

Develop a Pipeline of Green Talent

Strategies

- Integrate green curriculum into Metro region school districts (K-12)
 - Set up innovation fund within Board of Education to fund curriculum
 - Create a program for companies to partner or sponsor schools to fund curriculum
- Create pathways from poverty through sustainable workforce retraining programs:
 - Develop career pathway maps – articulate pathways for everyone within the targeted industry categories

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ACTION 6:

Build Support and Communicate Results

Strategies

- Create a single, regional public-private economic development strategy
- Set up a measurement system to track quarterly and annual progress on key economic and environmental measures
- Create Climate Prosperity leadership council to manage, promote and track Greenprint actions

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Climate Prosperity

Working Group

Climate Solutions - DSW Collective - Formos - Lane Powell - Greenlight Greater Portland – Metro – Nike - Oregon Business Council- Oregon Institute of Technology - Portland Bureau of Planning and Sustainability - Portland Development Commission - Portland Sustainability Institute - Regional Partners - Worksystems, Inc

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Climate Prosperity

Growth Opportunities

- Energy Efficiency
- Solar PV Manufacturing
- Wind Power Development
- Green Building Design and Services
- Smart Grid Technologies
- Sustainable Bio-Energy
- Environmental Services and Recycling Technologies
- Transportation and Energy Storage

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